



STRENGTHENING THE POLICYMAKING PROCESS BASED ON EMPIRICAL EVIDENCE



UNIVERSITETI I EJK
ЈИЕ УНИВЕРЗИТЕТ
SEE UNIVERSITY

STUDY ON SATISFACTION OF THE CITIZENS
WITH THE MUNICIPAL SERVICES

JUNE, 2012

2012

Strengthening the policymaking process based on empirical evidence

Study on satisfaction of the citizens with the municipal services

This study is based on valid statistical data about the perception of the citizens regarding the services of the municipality of Krusevo. The study will be the basis for improving the allocation of the resources as well as improving the policy making process in the local level in the municipality of Krusevo



Project: “Strengthening the public policy process based on empirical data”

SEEU project team:

Shqipe Gërguri-project manager
Abdylnenaf Bexheti – chief editor
Memet Memeti-coauthor of the report
Hristina Cipuseva- coauthor of the report
Senaj Haxhimustafa- coauthor of the report
Veli Kreci- coauthor of the report
Agron Rustemi-Data analysis expert

UNDP

Toni Popovski – coordinator for decentralization and initiatives for local development

Local community planning group:

1. Kita Hristosk-Municipality of Krusevo
2. Gordana R. Tuneska-Principal Primary School „St. Cyril and Methodius”
3. Blagojce Dimsoski-Police Station-Krusevo
4. Niko Joneski- Principal Primary School „Nikolla Karev”
5. Nikola Jovanovski-Municipality Council member
6. Mile Risteski-Hotel Montana Palas
7. Vukica Savevska-Ministry of Finance
8. Kire Nikoloski-Municipality of Krusevo
9. Lidija Markoska-Municipality council member
10. Elizabeta Petreska-NGO „Akademik“
11. Saso Damjanoski-Director of the House of Culture
12. Dragan Miloseski-Centre for Social Work Krusevo
13. Spaska Taseska – WO „Cvet,,
14. Taki Petreski-Centre for crisis managment

Acknowledgment:

The South-Eastern European University and the Municipality of Krusevo express their gratitude to the United Nations Development Programme (UNDP) for the technical and financial support provided during the preparation of this study.

The views expressed herein are those of the authors and do not necessarily reflect the official position of the United Nations Development Programme.

Contents

| | |
|---|-------------------------------------|
| INTRODUCTION | 5 |
| METHODOLOGY..... | 6 |
| PROFILE OF THE MUNICIPALITY KRUSEVO..... | 9 |
| MUNICIPAL ADMINISTRATION | 11 |
| KEY FINDINGS | 12 |
| QUALITY OF LIFE | 12 |
| <i>LOCAL AREAS OF RESPONSIBILITIES WITH MAJOR PROBLEMS.....</i> | <i>17</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN EDUCATION</i> | <i>18</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN URBAN PLANNING</i> | <i>19</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF ENVIRONMENTAL PROTECTION.....</i> | <i>20</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN SOCIAL AND CHILD PROTECTION</i> | <i>21</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF COMMUNAL UTILITIES</i> | <i>23</i> |
| <i>SATISFACTION WITH THE MUNICIPAL SERVICES IN THE AREA OF SPORT AND RECREATION.....</i> | <i>25</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN CULTURE</i> | <i>26</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN HEALTH</i> | <i>27</i> |
| <i>SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF RESCUE AND PROTECTION OF CITIZENS AND GOODS.....</i> | <i>28</i> |
| <i>LOCAL SOURCES OF FUNDING TO DELIVERY OF LOCAL SERVICES</i> | <i>28</i> |
| PRINCIPLES OF GOOD GOVERNANCE (TRANSPARENCY, PARTICIPATION, ACCOUNTABILITY, EFFICIENCY AND EFFECTIVENESS) | 37 |
| <i>EFFECTIVENESS AND EFFICIENCY</i> | <i>37</i> |
| <i>TRANSPARENCY</i> | <i>40</i> |
| <i>CITIZEN PARTICIPATION.....</i> | <i>41</i> |
| <i>ACCOUNTABILITY</i> | <i>42</i> |
| <i>CONCLUSIONS AND RECOMMENDATIONS.....</i> | <i>44</i> |
| ANEXES..... | Error! Bookmark not defined. |
| <i>USER SATISFACTION SURVEY</i> | <i>Error! Bookmark not defined.</i> |
| <i>MUNICIPALITY SURVEY.....</i> | <i>Error! Bookmark not defined.</i> |

| | |
|--|----|
| Figure 1 Inhabitants according to the ethnicity..... | 9 |
| Figure 2 Educational background | 10 |
| Figure 3 Krusevo as a place to live..... | 13 |
| Figure 4 Municipality of Krusevo as a place to live (respondents 18-33) | 13 |
| Figure 5 Krusevo as a place of living (gender perspective) | 14 |
| Figure 6 Local Economic Development | 15 |
| Figure 7 Self-employment | 16 |
| Figure 8 Competencies-problems | 17 |
| Figure 9 Integrated education | 18 |
| Figure 10 Urban planning..... | 19 |
| Figure 11 Communal taxes | 20 |
| Figure 12 Protection of the environment..... | 21 |
| Figure 13 Social and child protection | 22 |
| Figure 14 The best deliverer of the services in the area of social and child protection | 23 |
| Figure 15 Communal utilities | 24 |
| Figure 16 Sport and recreation | 25 |
| Figure 17 Culture..... | 26 |
| Figure 18 The best deliverer of services in the area of health..... | 27 |
| Figure 19 Rescue and protection of citizens | 28 |
| Figure 20 Budget of the municipality of Krusevo | 29 |
| Figure 21 Structure of revenues 2009-2011 and projection for 2012 | 30 |
| Figure 22 Budget expenditure (capital vs. operational expenditures) | 30 |
| Figure 23 Do you think that property tax is high?..... | 32 |
| Figure 24 Do you think that the Tax on inheritance and gifts is high? | 33 |
| Figure 25 Taxes on property sales..... | 33 |
| Figure 26 Fees on communal utilities: water management, garbage | 34 |
| Figure 27 Access to financial funds..... | 35 |
| Figure 28 Perception for budget management..... | 36 |
| Figure 29 Perceptions about good governance | 38 |
| Figure 30 Measures for non discrimination of non-majority communities | 39 |
| Figure 31 Non-discrimination according to ethnic background | 39 |
| Figure 32 Instruments of citizen information..... | 40 |
| Figure 33 Satisfaction of the citizens with participation in the decision making process | 41 |
| Figure 34 Commission for relations between communities..... | 42 |
| Figure 35 Satisfaction with the Council for protection of the consumers | 43 |
| Figure 36 Satisfaction with the Commission for equal opportunities between women and men..... | 43 |

INTRODUCTION

This report is part of a broader comprehensive analysis covering the management of grants from central government (block grants, earmarked grants and capital grants) and the respect for the principles of good governance with emphasis on social inclusion in the municipalities in the Republic of Macedonia.

Specific objectives of this analysis address the following segments:

- Identifying possible problems in the delivery of decentralized services through analysis of legal and institutional framework (grants from central government) and the institutional capacity of the municipality Krusevo in delivering the decentralized services.
- Through various methodological tools such as: user satisfaction survey and survey with municipal administration to identify priority projects for the municipality.
- Identifying the problems of social inclusion of vulnerable groups in the municipality.
- Identifying potential problems in regard to the principles of good governance (transparency, accountability, effectiveness and efficiency) in the municipality of Krusevo.
- Based on the analysis of the above components to provide recommendations to the policymakers at the local and central level to improve the institutional capacity of the municipality of Krusevo.
- To provide recommendations to the local government unit (LGU) to improve the capacity of municipality in order to improve the quality of the decentralized services.

The purpose of this report is to provide the Municipality of Krusevo with feedback about the work of the municipality and the central government institutions on issues related to quality of the service and the quality of the policymaking at the local level, through a comprehensive analysis. Moreover, this analysis provides a mechanism for the residents of the municipality of Krusevo to communicate their views to the policymakers at the local level on what the priorities for the municipality should be. Additionally, this tool is very effective in assessing the quality of services and in identifying the priorities of the community, from the perspective of residents of the municipality, i.e. service users.

METHODOLOGY

The findings in this report are obtained through the following methodological instruments:

- User satisfaction survey;
- Municipal administration survey;
- Municipal administration interview;

User satisfaction survey

The purpose of this methodological tool is to determine the perceptions of citizens of the municipality Krusevo about local services and the respect of the principles good governance. This methodological tool was conducted by the expert team with the assistance of local nongovernmental organization NGO "Academics" from Krusevo, whose representatives were trained on conducting the survey. User satisfaction survey was conducted with a representative sample of 5% of the total population of the municipality of Krusevo. In the municipality of Krusevo from of 9,684 residents (Census 2002), the research was conducted with 484 respondents (267 in Krusevo 218 other settlements in the municipality Krusevo). Concerning the ethnic background, 303 or 62.8% were ethnic Macedonian respondents, 103 ethnic Albanians (21%), 51 ethnic Vlachs (10.5%) and other 27 (5.6%).

The survey was conducted in the following settlements:

| Settlements | Number of inhabitants (Census 2002) | No. of the respondents (5% sample) |
|--------------------|--|---|
| Aldanci | 417 | 21 |
| Arilevo | 13 | 1 |
| Belucino | 64 | 3 |
| Borino | 441 | 22 |
| Bucni | 738 | 36 |
| Vrboec | 256 | 13 |
| Gorno Divjaci | 46 | 2 |
| Dolno Divjaci | 59 | 3 |
| Jakrenevo | 212 | 11 |

| | | |
|-------------|------|-----|
| Krusevo | 5330 | 263 |
| Milosovo | 50 | 3 |
| Norovo | 599 | 30 |
| Ostrilci | 32 | 2 |
| Presil | 444 | 22 |
| Pusta reka | 134 | 7 |
| Sazdevo | 393 | 20 |
| St. Mitrani | 434 | 22 |
| Selce | 22 | 1 |

In conducting the USS (user satisfaction survey) we applied the disproportionate stratified sample ¹:

| Municipality | (κ) Calculated interval for skipping the sample ² | Interval |
|--------------|---|---------------------|
| Krusevo | / | Every third citizen |

The questionnaire is structured questionnaire; it is composed of 45 questions, and divided in 5 thematic areas. It is designed to include quantitative and qualitative data that provided information on demographic and socio-economic status of respondents and correlation with the perception on the quality of the municipal services.

Variables

Variables

Sex – modalities: male, female.

Ethnicity – modalities: ethnic Macedonian, ethnic Albanian, ethnic Turkish, ethnic Vlach, ethnic Roma, ethnic Serb, ethnic Bosnian and other.

Age – modalities: 18-25 years, 26-33 years, 34-41 years, 42-59, 50+ years

Economic status – modalities: employed in the public sector, employed in the private sector, employed in the NGO sector, agriculture, housewife, pensioners, students, unemployed, other.

¹ We propose this model due to problem of accessing the respondents especially in small rural settlements where there is no significant number of inhabitants.

² Calculated interval for skipping the sample.

Monthly income of the family (net)- modalities: up to 9000 denars, from 9001-15000 denars, from 15001-21000 denars, from 21001-27000 denars, from 27001-35000 denars, from 35001-41000 denars, more than 41001 denars.

Education - modalities: Incomplete primary education, primary education, secondary education, higher education, postgraduate education (Master and Doctorate)

No. of the family members- modalities up to 2 members, from 3 to 4 members, from 5 to 6 members, more than 6 members

Residence - modalities: citizens living in the municipality center and citizens living in other settlements outside of the municipality center

The questionnaire addresses the issues that provide information on the perceptions of citizens' satisfaction with the services of the municipality in relation to the following thematic areas:

- Quality of life in the municipality
- Satisfaction with municipal services, in terms of decentralized powers of municipality
- Good Practices
- Bad Practices
- Principles of good governance (transparency, participation, efficiency and effectiveness, accountability)
- Local sources of revenue for financing the delivery of local services.

All these areas are applied to questions about municipality performance in regard to specific competencies such as: education, health, urban planning, environment, utilities, social and child care, protection and security of citizens, sport and recreation, culture and traffic.

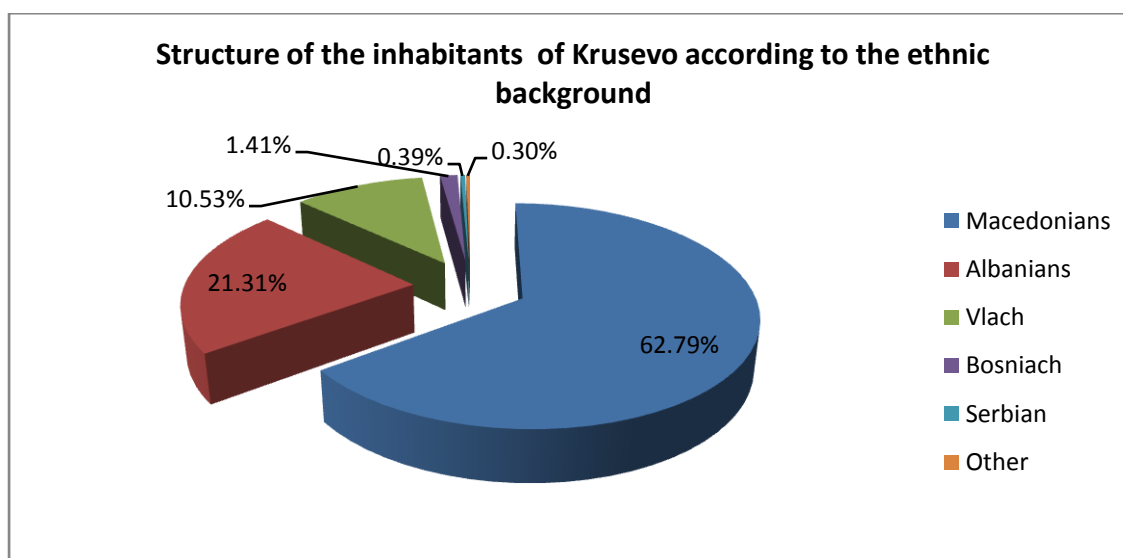
Survey of municipal administrations and semi-structured interviews

Through the survey of the municipal administration and the semi-structured interviews we validated the findings from the user satisfaction survey. The results obtained from the user satisfaction survey were analyzed from the perspective of decision makers, i.e. municipal officials. The three aforementioned methodological tools are the foundation for the Krusevo report.

PROFILE OF THE MUNICIPALITY KRUSEVO

The Municipality Krusevo was founded in 1945. The municipality covers an area of 205 km², of which 44% is hilly-mountainous, and 56% is a mountainous area. The Municipality of Krusevo is connected with regional roads from two directions, Prilep and Bitola. Since the beginning of the 18th century, Krusevo was considered as an urban settlement. The municipality of Krusevo has 9684 inhabitants, of which 5,330 are urban population and 4,354 residents live in the settlements around. In the municipality of Krusevo there are 2,706 households.³ From the total of 9684 inhabitants, 49.2% (4,766) represent the female population. As far as the age structure is concerned, based on data from the last Census of 2002, 14.4% of the total populations are young people from 15 to 34 years old. Krusevo is a multiethnic municipality. The dominant community is the ethnic Macedonian, which consists 62.79% of the inhabitants of the municipality of Krusevo. The ethnic Albanian community represents 21.31%, Vlach ethnic community is represented by 10.53%, Bosnians are represented by 1.41%, 0.39% ethnic Serbs and other ethnic communities are represented by 0.30% of total population municipality Krusevo (see Figure 1).

Figure 1 Inhabitants according to the ethnicity

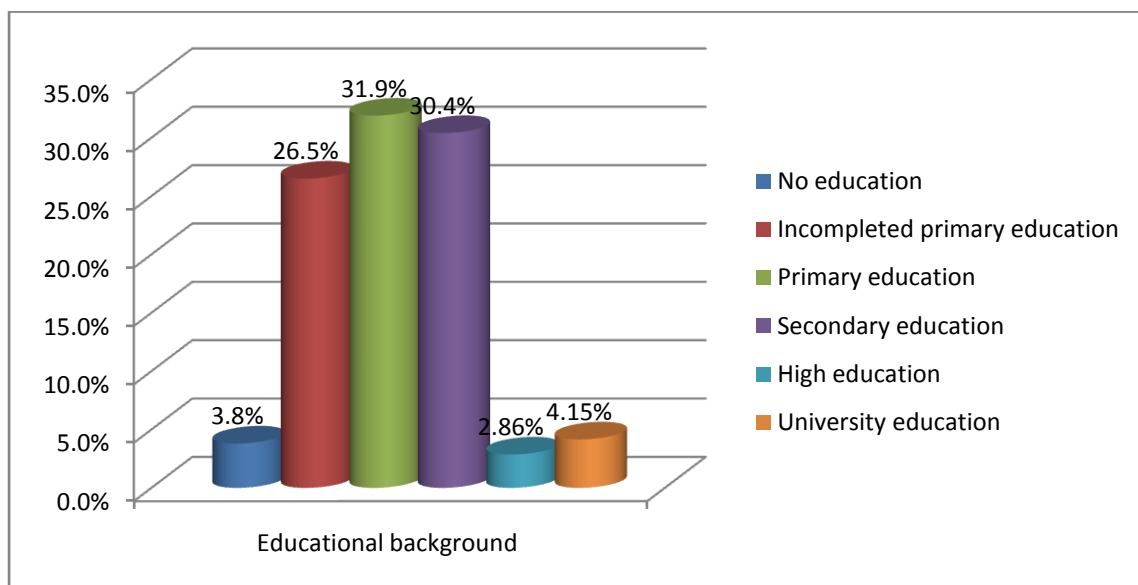


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

³ Census of the population and the households in the Republic of Macedonia, 2002 <http://www.stat.gov.mk/Publikacii/knigaXIII.pdf>

Educational structure - If you analyze the education background of the inhabitants older than 15, the municipality of Krusevo has the following structure: 3.8% (298 persons) have no education, 26.5% (2,045 persons) are with incomplete primary education, 31.9% (2,465 persons) have completed primary education, 30.4% (2,349 persons) have secondary education, 2.86% (221 persons) have high education, 4.15% (320 persons) have university degree and two have master's degree (See Figure 2). From the data we can conclude that educational structure of the inhabitants in the municipality of Krusevo is quite unfavorable because more than a half of the population older than 15 have no more than 8 years of education (primary education).

Figure 2 Educational background



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Unemployment in the Municipality Krusevo

Krusevo has the unemployment problem which hunts not only the city but also the surrounding settlements. From a total of 1,986 unemployed, 1,149 (57.9%) are from Krusevo and 837 (42.1%) are from surrounding settlements.

Analysis of the structure of registered unemployed persons by age shows that more than half of them are young under the age of 29. From the total registered unemployed persons until the age 29, 39.3% are women and more than half (51.2%) belong to age group 25-29 years. By level of education, 42.1% are unskilled and semi-skilled (of which nearly all workers without occupation) and 48.6% are persons with secondary education. The number of unemployed with higher education is 41 people.

Even more worrisome is the fact that the majority of the unemployed in the municipality of Krusevo face the problem of long term unemployment. The table shows that more than 50% of the unemployed waiting more than 8 years of employment with Council town.

Table 1 Time of unemployment

| Total(unemployed) | Until 11 months | From 12-23 months | From 2-4 years | From 5-7 years | More than 8 years |
|--------------------|-----------------|-------------------|----------------|----------------|-------------------|
| 1986 | 230 | 201 | 407 | 241 | 907 |

Source: Action plan for employment of the inhabitants of the municipality of Krusevo

MUNICIPAL ADMINISTRATION

The total number of employees in the municipal administration is 31 full time employees and 3 part time employees.

Municipal Administration is organized into the following organizational units:

- Department for legal, administrative and general affairs and public services
- Department of Finance and Budget
- Department of Economic Development and cross-border cooperation
- Department of Urban Planning, communal utilities and environmental protection

Municipal administration survey brings into the light the need for improvement of the capacities of the managers and the employees. Even though the employees have participate Although employees have participated in various types of training, the Municipality and other stakeholders should focus more in this area through thorough analysis of the real needs in terms of area, knowledge, competence and skills.

KEY FINDINGS

Key findings of the report are emphasizing the following indicators:

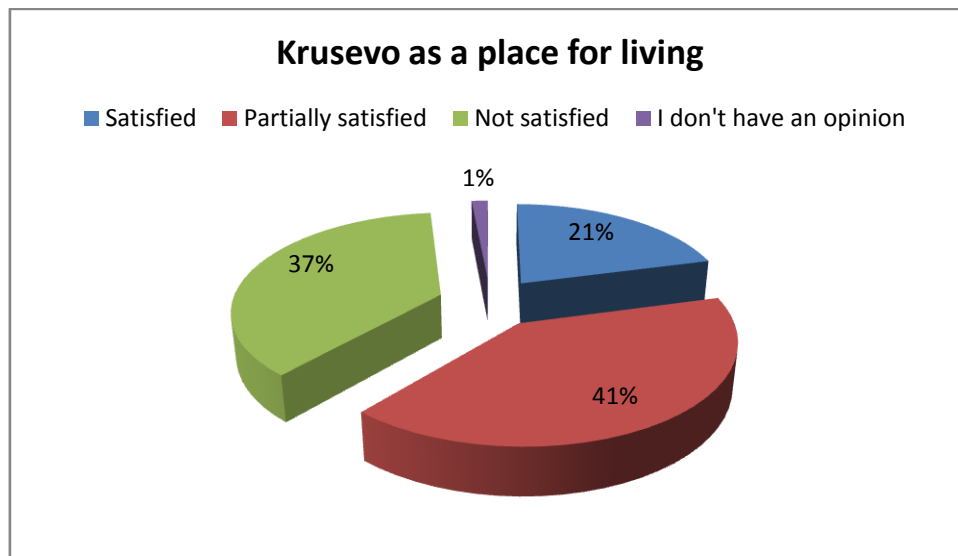
- Quality of Life in the municipality
- Satisfaction with municipal services, in terms of decentralized responsibilities
- Good Practices
- Bad Practices
- Principles of good governance (transparency, participation, efficiency and effectiveness, accountability)
- Local sources of revenue for financing the delivery of local services

QUALITY OF LIFE

Through the indicator quality of life, the municipality officials are receiving feedback about the perception of citizens of Krusevo regarding this issue. The research team is aware that this indicator is a subjective perception of the citizens, and that this perception can be influenced by a variety of factors such as: local authorities, central government and other elements that affect the socioeconomic status of citizens.

In order to obtain relevant data on quality of life in the municipality Krusevo, the indicator is analyzed from the following perspectives: quality of life (general assessment), Krusevo as a place to raise children, Krusevo as a place for pensioners and Krusevo as place for vulnerable groups. Findings indicate that 37% of the population is not satisfied with the quality of life in the municipality Krusevo and only one fifth of the total population of the municipality Krusevo highlight satisfaction with living conditions in it (Figure 3).

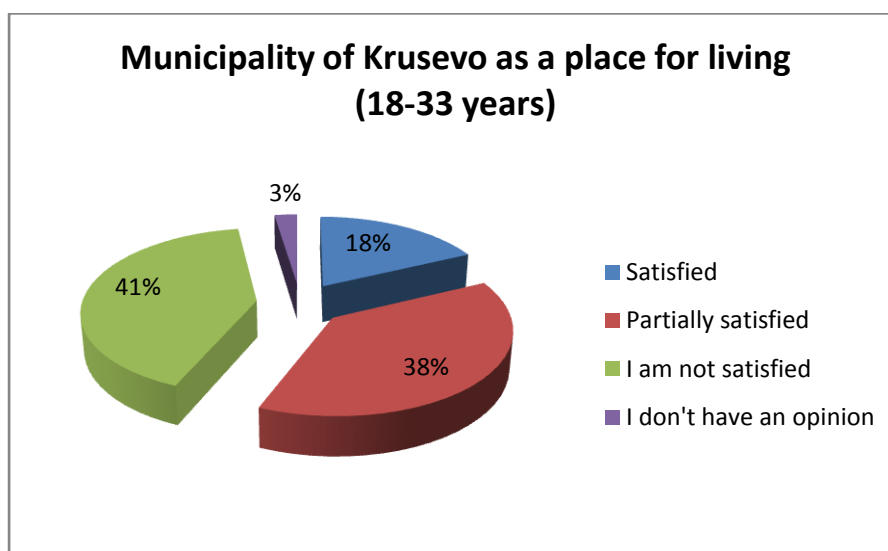
Figure 3 Krusevo as a place to live



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Given that the survey deals with the opinions of the young population, it is interesting to highlight that only 18% of young people are satisfied with the municipality as a place for living. This result is alarming having in mind that the young people are the human capital necessary for sustainable development of a community (Figure 4).

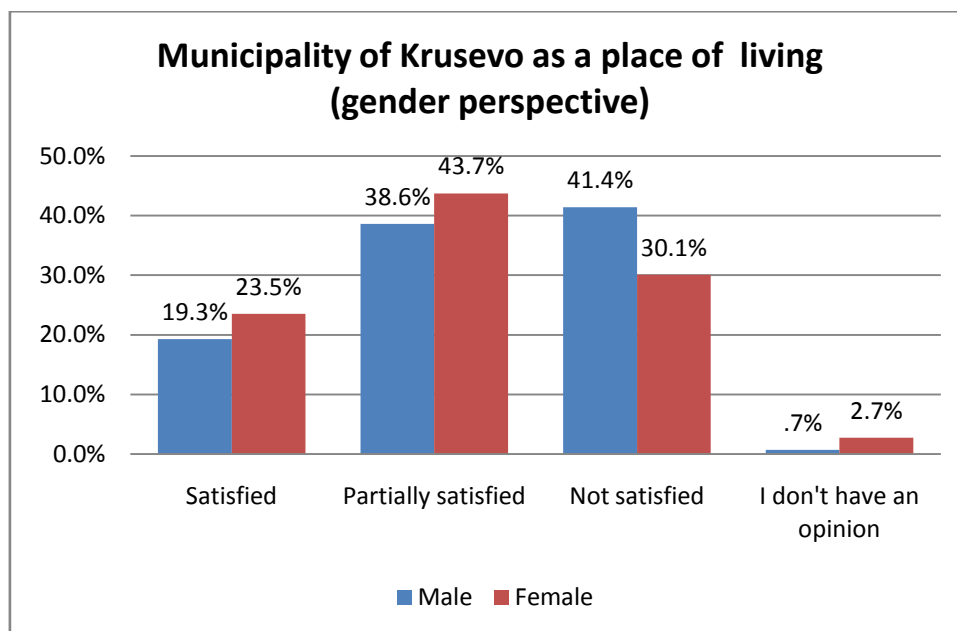
Figure 4 Municipality of Krusevo as a place to live (respondents 18-33)



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Comparatively, the female population is more satisfied from Krusevo as a living place. Unlike the male population in which the level of dissatisfaction is 41.4%, the dissatisfaction of the female population is lower - 30.1% (Figure 5).

Figure 5 Krusevo as a place of living (gender perspective)



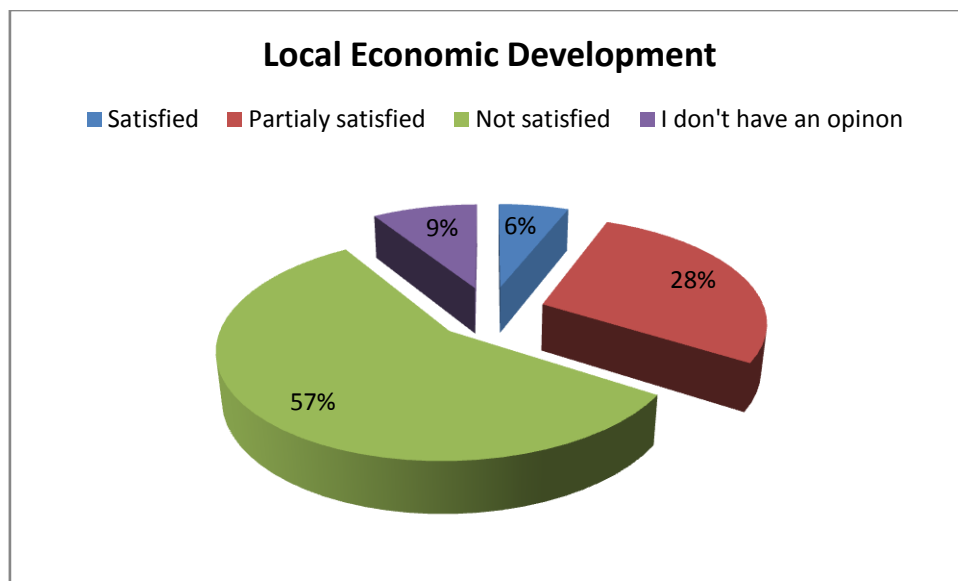
Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Respondents are disappointed with the perspective of employment in the municipality of Krusevo. 82% of the respondents are not satisfied with prospects of employment in the municipality of Krusevo. The percentage is higher at ethnic Albanian community respondents, 88% of respondents from the Albanian ethnic community are not satisfied with employment opportunities in the municipality of Krusevo. Youth (18-33) as well do not believe that they have a bright perspective for employment in the municipality of Krusevo.

The municipality should undertake measure in order to revive the opportunities for self-employment through programs for entrepreneurship support for SME, which would incite not only reducing unemployment, but also would trigger local economic development (LED) of the community. Undertaking activities aimed at LED, would substantially contribute to improve the quality of living in the municipality of Krusevo. Municipality of Krusevo has competencies for planning and implementing LED, to determine the structural and developmental priorities and building partnerships for LED, these competencies should be utilized in order to improve the situation in this area. Regarding the vulnerable groups, results exemplify that the perception of the

citizens is more favorable. In this regard more than 56% of respondents are satisfied or partially satisfied with opportunities for vulnerable categories. The perception of quality of life is even more favorable in respect to the question is Krusevo as place for the elderly population, 57% of respondents are considering that Krusevo is a good place for retirees. The female population is more satisfied than the male population (64% vs. 48%). Given the fact that unemployment is a key issue for the municipality Krusevo, respondents were asked about the prospects of local economic development (LED), because LED is in direct correlation with the problem of unemployment in the Municipality. In principle, two thirds are not satisfied with the prospects of local economic development and 9 % of citizens have no opinion on this issue (Figure 6). It is interesting that 20% of the Albanian ethnic community have no opinion on this issue, percentage is significantly lower with respondents of ethnic Macedonian community (5%) . 2/3 of young people up to 33 years of age are not satisfied with the policies related to local economic development. These results may, among other things, because the community does not have clear picture about the capabilities / competencies of local government in this sphere.

Figure 6 Local Economic Development



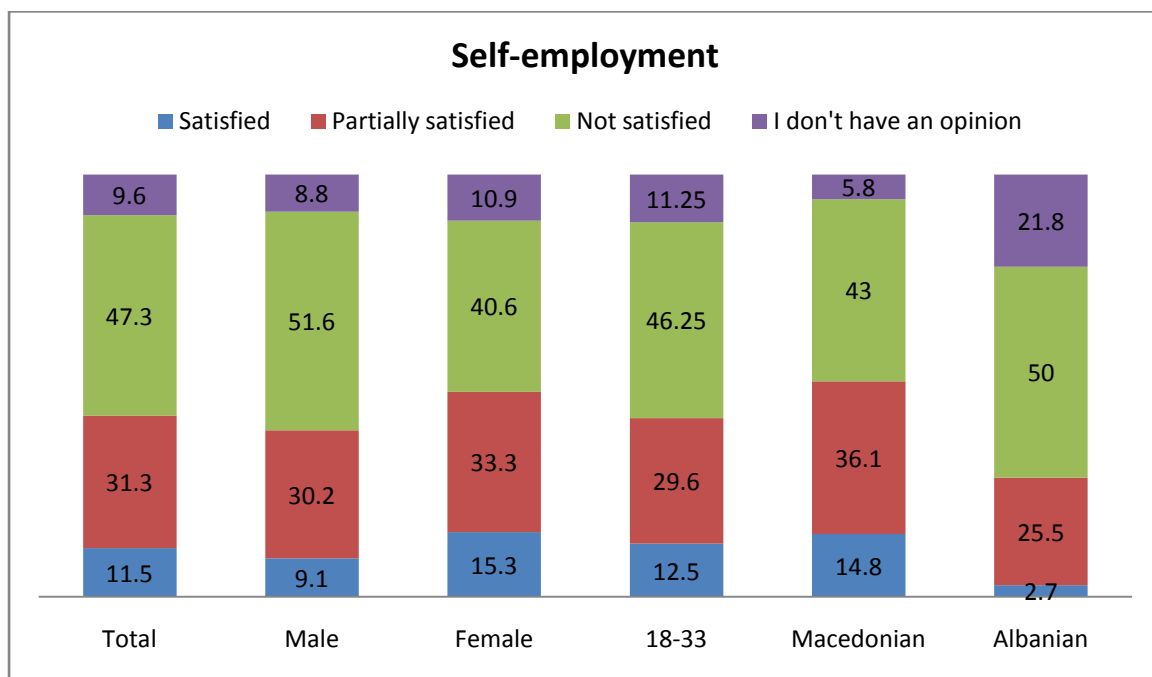
Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Respondents are not satisfied with opportunities for entrepreneurship, respectively with support for small and medium enterprises of the municipality. Around 50 % of the respondents are not satisfied with the opportunities in this area, 18% of the female respondents had no opinion, and this result in principle indicates that the municipal administration had to focus more in this segment of the population in order to increase the percentage of women entrepreneurs. Young respondents are more skeptical, 60 % of the young respondents (up to 33 years of age) are not satisfied with the support in this area.

If analyze this question on the basis of ethnicity variable, results exemplify that the most unsatisfied community is ethnic Vlach community with 89% dissatisfaction, ethnic Macedonian community with 33% is satisfied or partially satisfied, and 27% of respondents belonging to ethnic Albanian community had no opinion on this important issue for the municipality of Krusevo.

The respondents gave their opinion on the prospects for employment. It is interesting that the female respondents are more satisfied with perspective for self-employment. Respondents belonging to ethnic Albanian community in comparison with ethnic Macedonian respondents are less satisfied with employment opportunities in the municipality of Krusevo (see Figure 7).

Figure 7 Self-employment

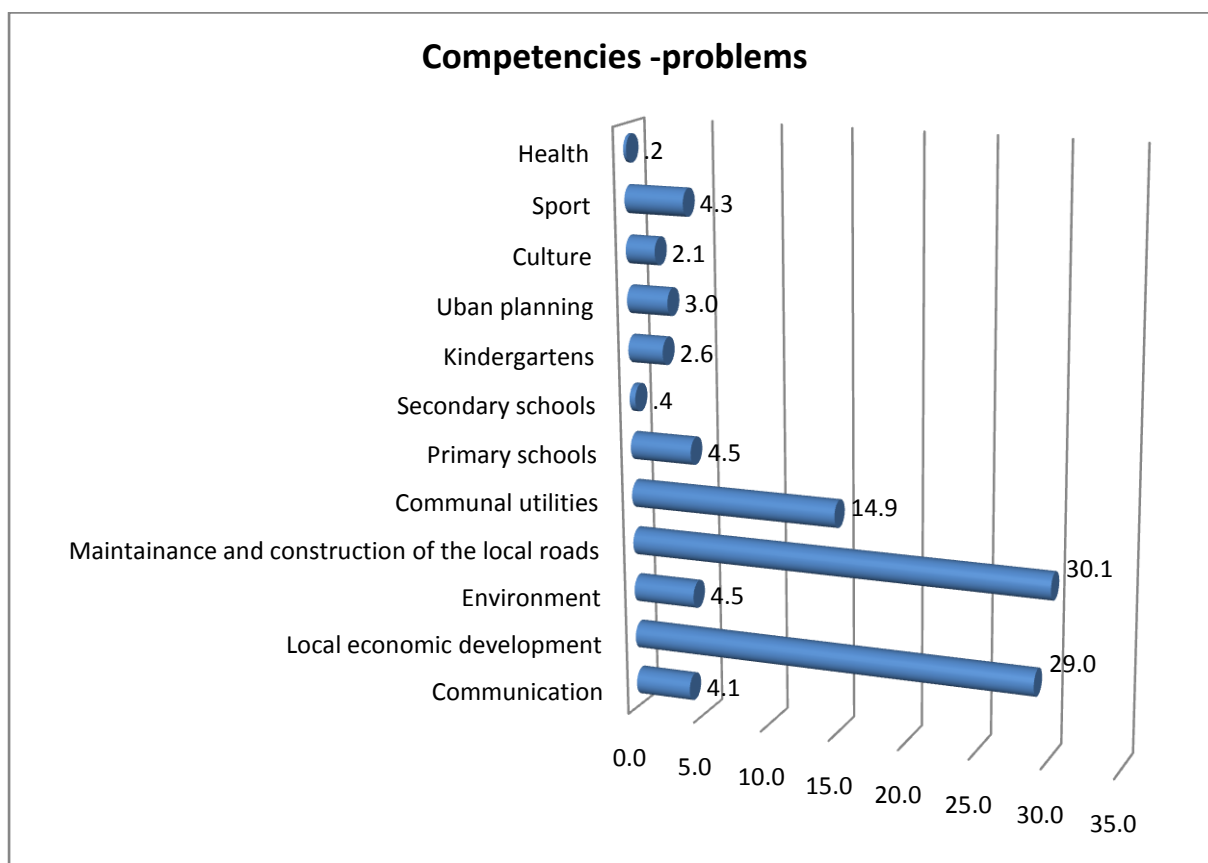


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

LOCAL AREAS OF RESPONSIBILITIES WITH MAJOR PROBLEMS

In terms of highlighting the areas of local jurisdictions who are most problematic in the last 3 years, highest percentage of the respondents think that the maintenance and construction of local roads is the biggest problem (30.1%). As the second greatest problem respondents distinguish local economic development (29%) and the third problem listed are the communal utilities with 15 % (see Figure 8). While for the Macedonian ethnic community in the municipality Krusevo local economic development is the biggest problem for the Albanian ethnic community, the biggest problem is the maintenance and construction of the local roads. For the youth in the municipality Krusevo the most important problems in the municipality are maintenance and construction of the road infrastructure and the local economic development.

Figure 8 Competencies-problems

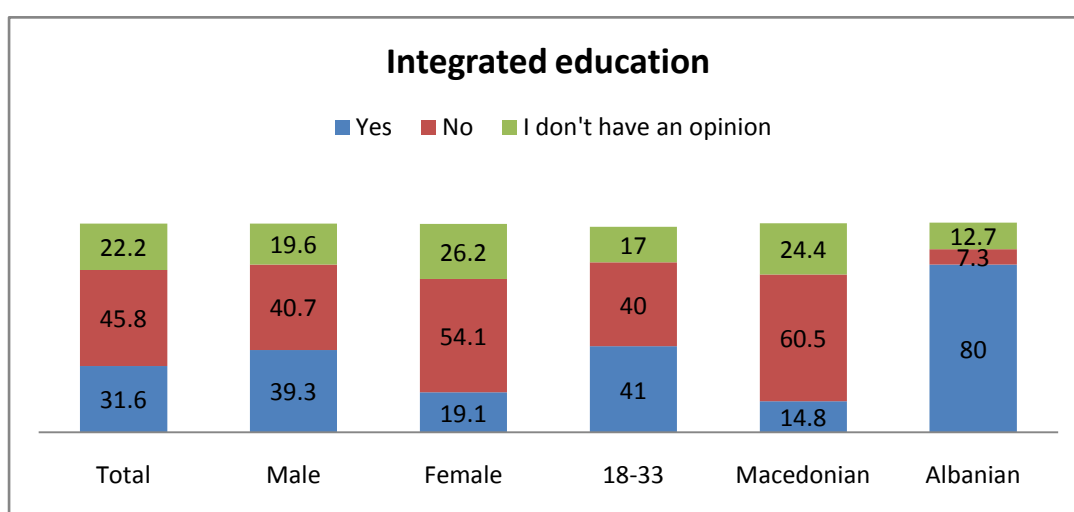


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN EDUCATION

The Municipality of Krusevo has jurisdiction over the establishment, funding and administration of primary and secondary schools as well as over the organization of the transport and nutrition for the pupils/students. In general, respondents expressed satisfaction with educational services offered by the municipality.. Approximately 82% of the respondents are satisfied or partially satisfied with the services in the area of education. The percentage of satisfaction (satisfied or partially satisfied) is 71% regarding the educational infrastructure. Only 9% of respondents from ethnic Macedonian community is not satisfied with the educational infrastructure, while the percentage of dissatisfied ethnic Albanians even 6 times higher with 67.3% dissatisfaction, suggesting the need to improve educational infrastructure in areas inhabited by non-majority communities. Ultimately, the citizens are satisfied with the management of decentralized services in education, but expect improvement educational infrastructure. In regards to the introduction of integrated education for which the central government has designed a strategy appropriate to its importance and its significance for the country in general and multicultural communities, the findings vary depending on the criteria for distribution. Majority of ethnic Albanian respondents (80%) support integrated education, while the ethnic Macedonian respondents are against integrated education (60.5%). Interestingly youth in larger percentage would have accepted this concept, because the results of the survey show that 41% of youth support the concept of integrated education. Women respondents, unlike men are skeptical regarding the acceptance of the concept of integrated education. It is interesting to emphasize that citizens do not understand the concept, one in five respondents have no information about this concept (see Figure 9).

Figure 9 Integrated education

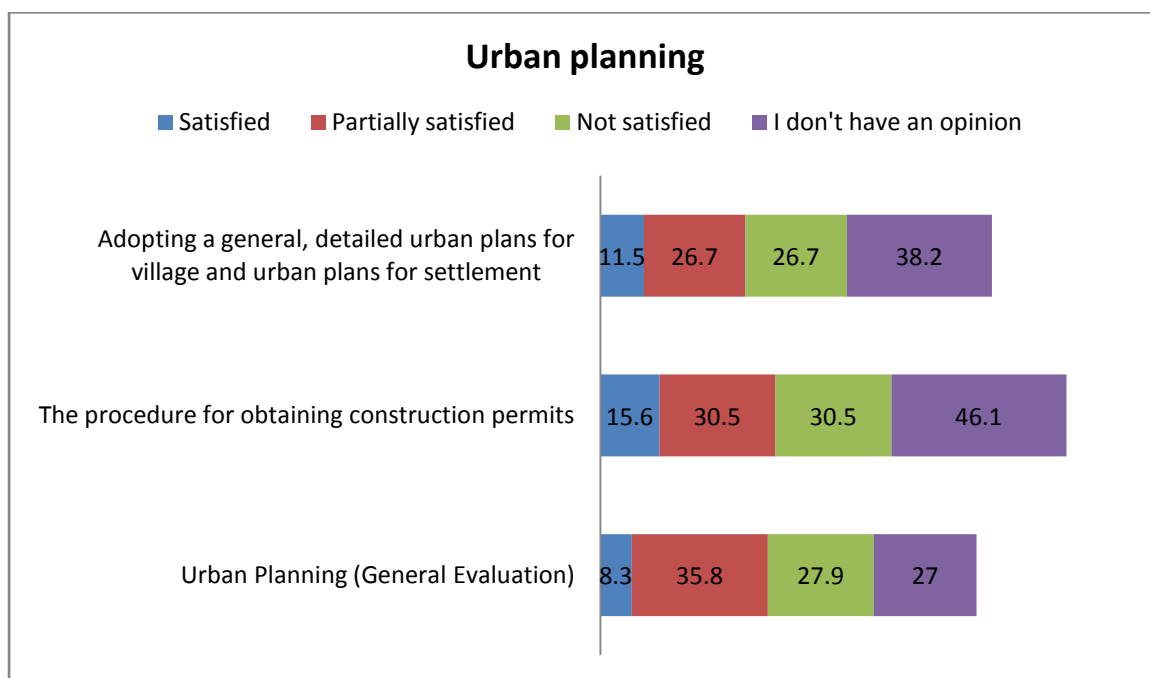


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN URBAN PLANNING

The citizens of the municipality of Krusevo evaluated the services in the area of urban planning in the following segments: adoption of general and detailed urban plans for villages and the town, the procedures for obtaining building permits and urban planning in general (general assessment). This competence is important because it is correlated with quality of life and with the local economic development. As for the quality of services in the area of urban planning, the perception of respondents varies depending on the issue. 45% of respondents are satisfied or partially satisfied with the services in urban planning in general. 30% of respondents are not satisfied with the procedure for obtaining a building permit. Approximately 39% of citizens have no opinion about the adoption of detailed urban plans (See Figure 10). This answer is indicative because urban planning is one area in which legal norms are regulating citizen participation during the procedure of adoption of the urban plans.

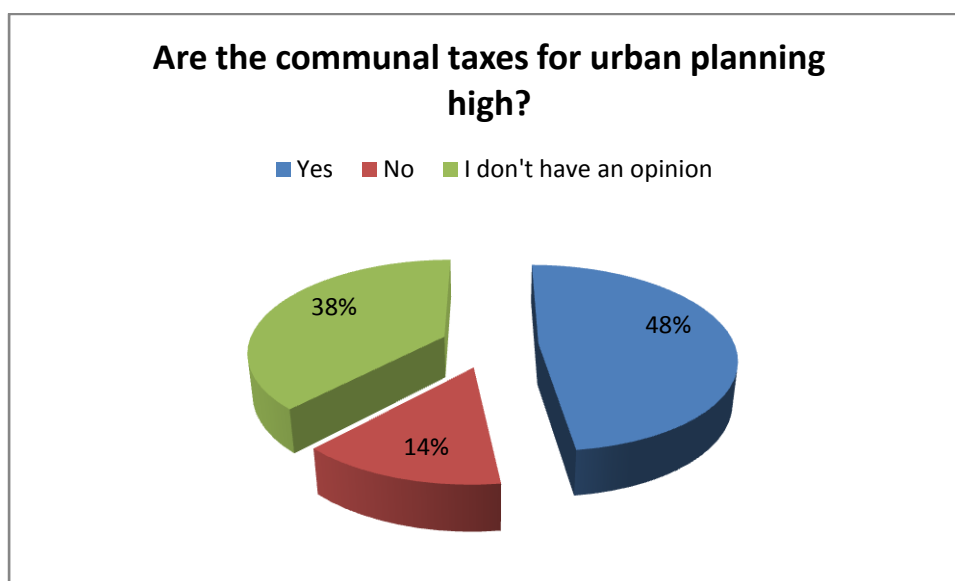
Figure 10 Urban planning



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Citizens of the Municipality Krusevo believe that the communal taxes in the area of urban planning are high, the results exemplifies the need for re-evaluation of policies of taxes in these field.

Figure 11 Communal taxes



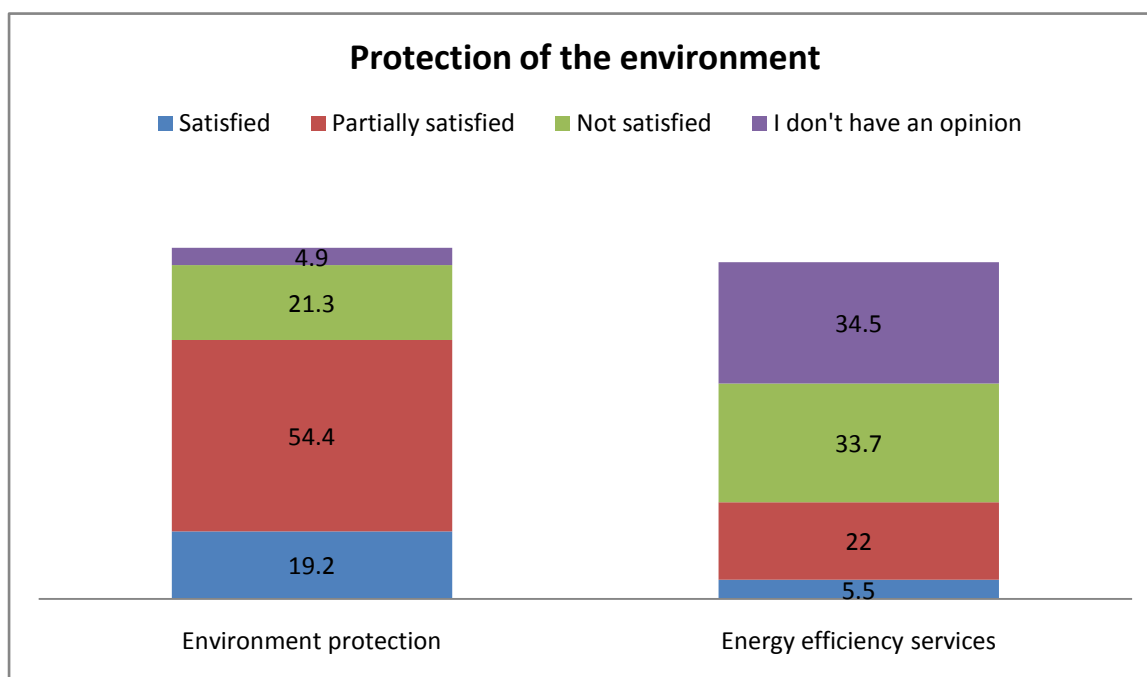
Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

The local planning group indicated that the citizens need to be further acquainted with the procedure for issuing building permits, especially regarding the procedural steps that involve gathering opinions and approvals from a range of institutions, and private enterprises such as Telecom and EVN (electricity provider).

SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF ENVIRONMENTAL PROTECTION

The following services presented in the study are services and the area of the environment. According to the respondents, the environment offers the quality that people desire and therefore positive perception are dominating this category. 73 % of the respondents are satisfied or partially satisfied with the environmental protection in their municipality (see Figure 12). In assessing the energy efficiency component of the Municipality, the percentage of satisfaction is significantly lower, and a very large percentage of respondents 34.5% have no opinion on this area. Given the fact that there is lack of qualified human resources municipality can decide to establish cooperation with the private sector or to establish appropriate forms of inter municipal cooperation(IMC), or use another appropriate model in order to effectively implement this responsibility. Municipality in this area can offer services of energy efficiency, particularly in relation to the premises of public institutions. The municipality has an authorized inspector in the area of environmental protection.

Figure 12 Protection of the environment



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN SOCIAL AND CHILD PROTECTION

Social and child protection is particularly important for increasing the degree of involvement of vulnerable groups in societal processes. The municipality Krusevo has a Centre for Social Work.

The Center for Social Work covers the following categories of vulnerable groups:

1. Beneficiaries of compensation for:

- Social assistance for people capable of working but financially unsecured - 390 families;
- Assistance and care by another person, incapable for independent life – 421 families;
- Permanent financial assistance for people unable to work and financially unsecured - 45 families.

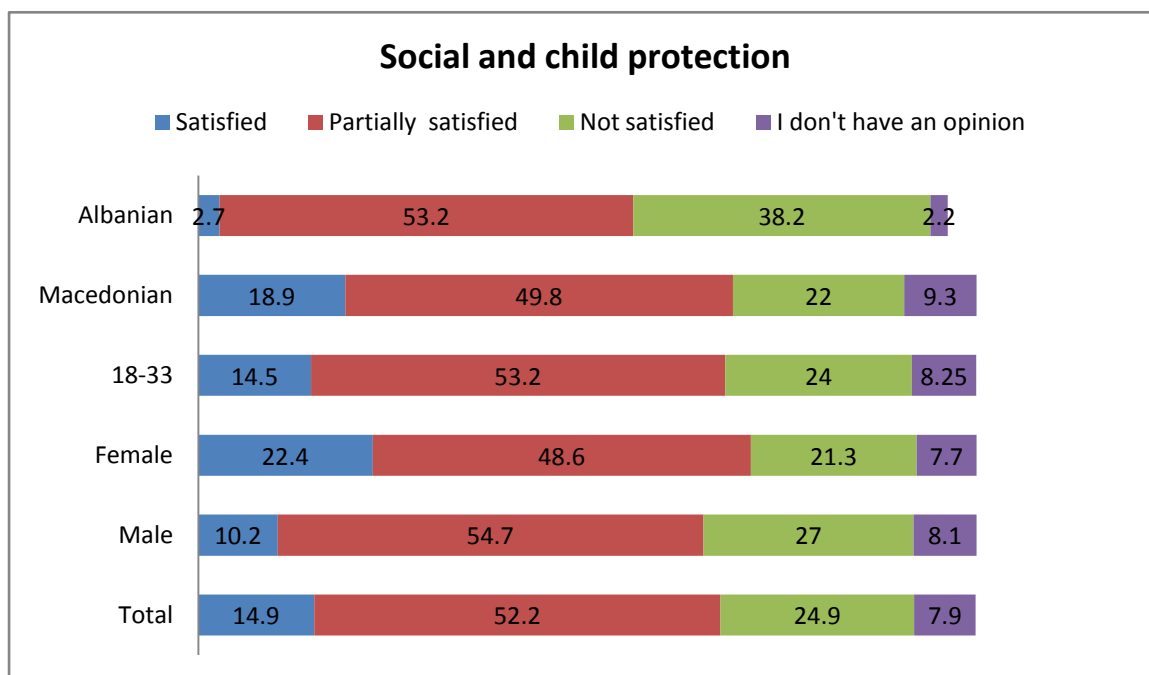
2. Child protection:

- Special allowance for persons with special needs - 53 families;
- Child allowance- 44 families;
- Compensation for the third child 69 – families;

3. Daycare center for children with special needs, it is attended by 9 children.
4. Daycare center for elderly people in the village of Buchin, visited by 40 persons.
5. Meal in the community kitchen, used by 65 persons.
6. Institution for social protection is used by 5 persons.
7. In another family are settled two minors and two adults.

Majority of the respondents in the municipality of Krusevo are satisfied or partially satisfied (67.2%) with services in the area of social and child protection. If we take into consideration the variable ethnicity the results are as follows, 22% of ethnic Macedonian respondents are not satisfied, and the percentage of dissatisfied ethnic Albanians is up to 38%. The municipality Krusevo has established a kindergarten and 50% of respondents are satisfied with the service for this segment of the population. Municipality Krusevo does not offer social care for persons addicted to drugs and alcohol, abandoned children, children with special needs, children with educational and social problems for children without parental care.

Figure 13 Social and child protection

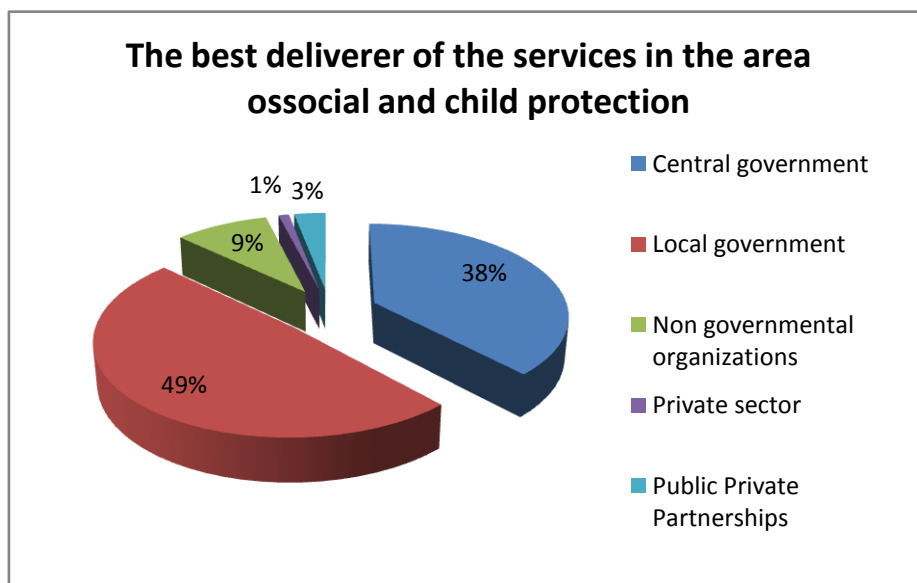


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Citizens of the Municipality Krusevo believe that the best deliverers of services in this area are the local authorities. An interesting fact is that very few people believe in the instruments of public-private partnership or NGOs as deliverers of services in social and child protection.

Although the area of social protection municipality has no powers, the municipality authorities provide financial assistance to the vulnerable and unemployed persons as well as to the individuals who need urgent medical care.

Figure 14 The best deliverer of the services in the area of social and child protection

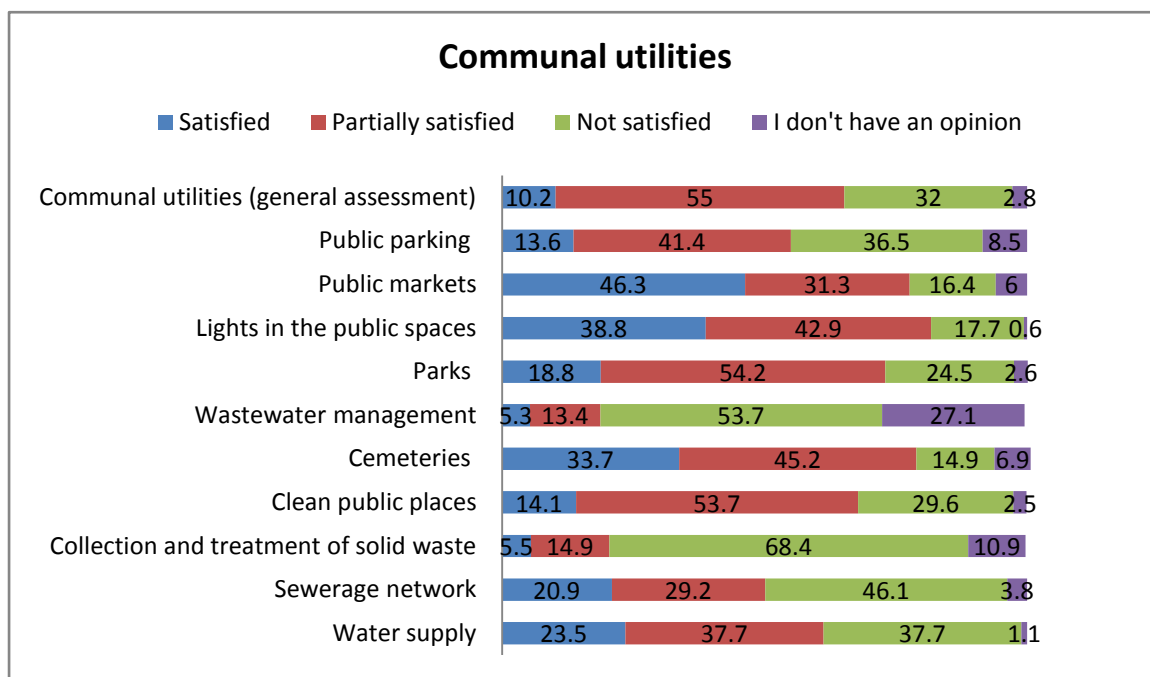


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF COMMUNAL UTILITIES

Based on the results we can conclude that there is room for improvement of the communal utilities in the municipality of Krusevo. Majority of the respondents expressed satisfaction regarding the management of public markets, cemeteries and public lighting, and lowest percentage of satisfaction is in the area of sewerage management and collection and treatment of solid waste.

Figure 15 Communal utilities



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Municipality officials informed the local planning group that the municipality recently purchased a new vehicle specifically for waste collection in order to improve the service, particularly in winter when the circumstances are more difficult. In the area of water supply, the problems was in is pick at the time the survey was conducted. At that time, the citizens were facing water restriction due to the difficulties in the operation of water supply system "Studencica. One would assume that this problem affected the perception of citizens about this service.

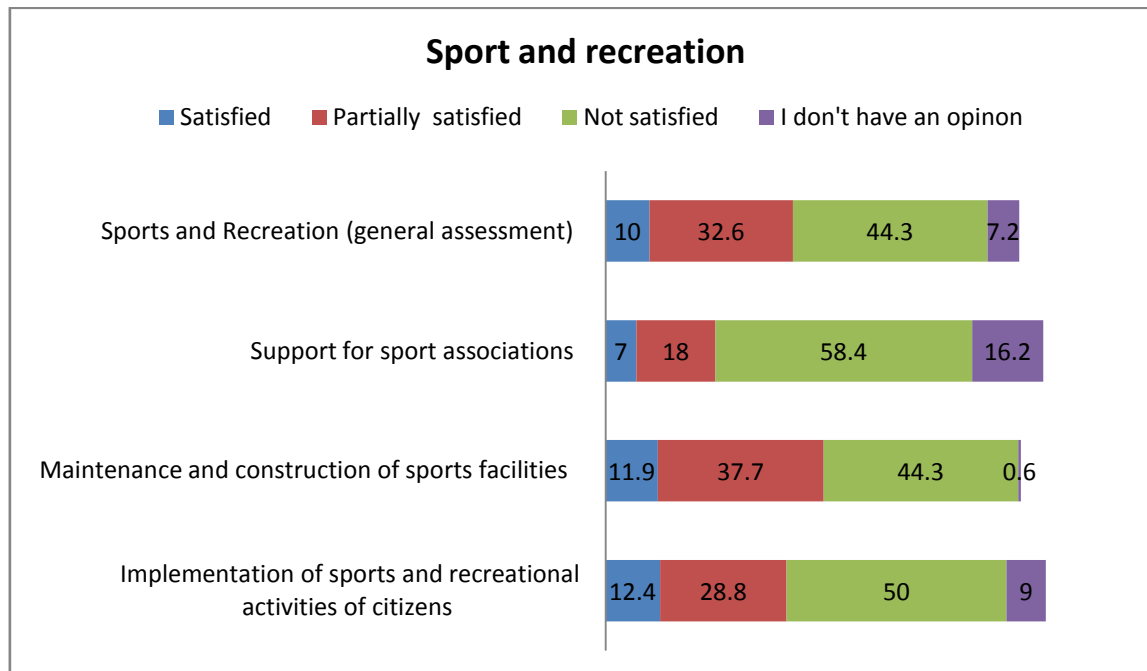
Municipality started a process of finding new sources of drinking water, for this project the municipality has secured 4 million denars and it is expected to secure additional 14 million denars, this project would significantly improve the water supply in the municipality.

SATISFACTION WITH THE MUNICIPAL SERVICES IN THE AREA OF SPORT AND RECREATION

From the results in the area of sport and recreation, it can be concluded that the citizens expect more in this area. 44% of the respondents are dissatisfied with the service in the area of sport and recreation. Female respondents are less dissatisfied than men (33% vs. 59%). Young persons from 18 -33, the dissatisfaction with services in the area of sport and recreation is 56%, which is an indication that this segment of population which may have the greatest need for such infrastructure is not satisfied with the existing infrastructure in the municipality of Krusevo.

When analyzing specific areas, the greatest satisfaction is in the area of maintenance and construction of sports facilities. Half of respondents are satisfied or partially satisfied by the activities in this sphere. These results put into light the alarming need for urgent action to improve services in order to ensure appropriate conditions for qualitative performance in the area of sport and recreational activities. Public-private partnerships represent an excellent tool for improving the sport infrastructure in the municipality of Krusevo.

Figure 16 Sport and recreation



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

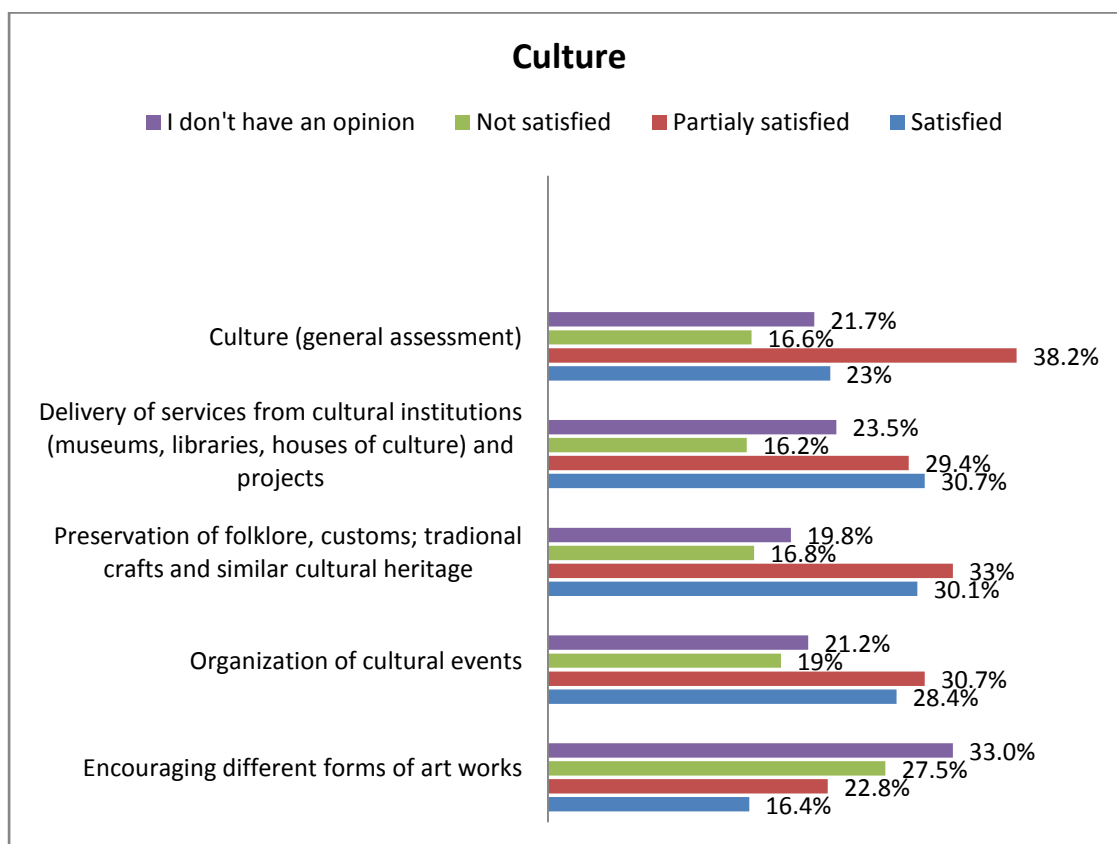
Representatives of the Municipality informed the local planning group that the Agency for Youth and Sports announced the construction of a multifunctional sport hall

as capital investment that would contribute in improving the service in the area of sport and recreation.

SATISFACTION WITH MUNICIPAL SERVICES IN CULTURE

Approximately 60% of the respondents are satisfied or partially satisfied with services in the area of culture. It ought to be emphasized the fact that significant percentage of respondents do not have an opinion regarding on services in the area of culture. There is a difference on perceptions of female vs. male population. What is important to investigate in this area is whether there are variations in terms of ethnicity. The results show that the dissatisfaction of the ethnic Albanian community is much higher comparing with ethnic Macedonian community (78% of ethnic Macedonians are satisfied and partially satisfied versus just 16% of ethnic Albanians). These results ought to incite the municipal officials to support cultural activities of the ethnic Albanian community in the municipality of Krusevo.

Figure 17 Culture



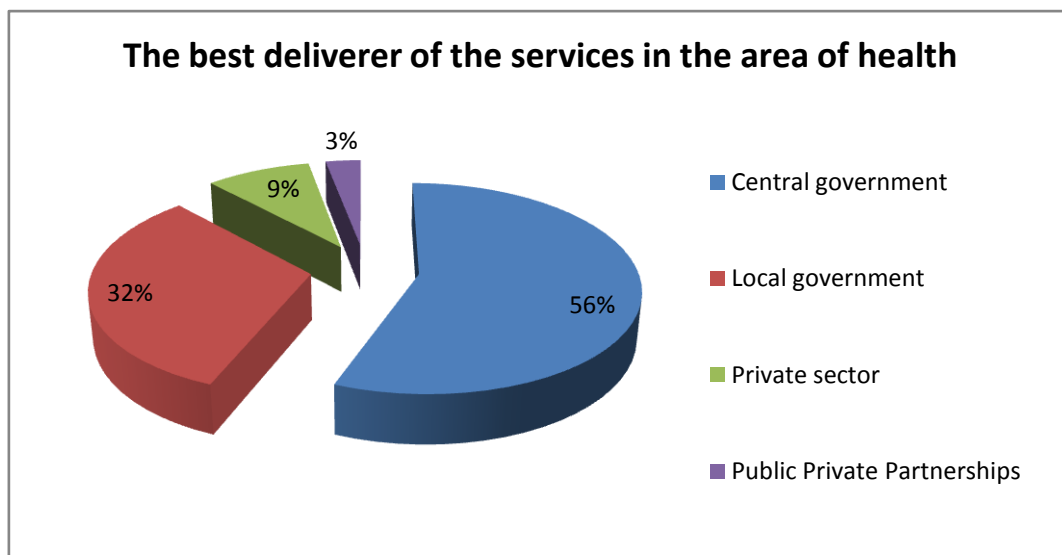
Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

According to the municipality officials, dissatisfaction of the ethnic Albanian community in terms of services in the field of culture is due to the lack of infrastructure in villages and generally the problem of lack urban planning. Moreover, municipal officials argue the possibility of legalization of illegal buildings was not used in order to escape taxation of the property.

SATISFACTION WITH MUNICIPAL SERVICES IN HEALTH

According to the results of the survey 40% of respondents are not satisfied with services in this area. When asked who would be most appropriate deliverer of these services?, The respondents, even though are not satisfied prefer this service to be delivered from the current deliverer, i.e. the central government with the support of 56%.

Figure 18 The best deliverer of services in the area of health



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

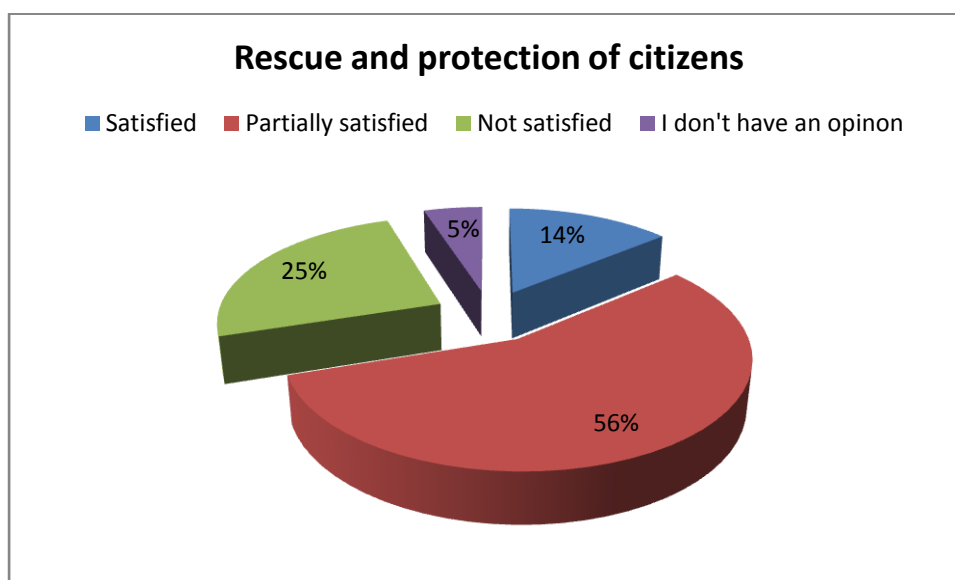
There is a difference in responses when analyzed by the gender variable. The percentage of male respondents that believe that the central government should deliver the service is higher than the percentage of female respondents.

Since it is important analyze the perception of respondents belonging to different age groups, they age distribution reveals that the highest percent of dissatisfaction is among the age group of 34 to 41 years. Elderly population, which hypothetical should be using more health services are unsatisfied as well, Similarly, as other segments of the population they also believe that the central government is best deliverer of health services.

SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF RESCUE AND PROTECTION OF CITIZENS AND GOODS

Protection and rescue of citizens and goods is the responsibility of the Municipality of Krusevo. Under this authority, the municipality of Krusevo exercises the service of fire protection with fire-protection unit. Representatives of the municipal administration do not have program for rescue of people and goods. Comparative to other areas, citizens are satisfied with the quality of services in this area. Namely, about 70% of the respondents are satisfied or partially satisfied with the services in this area. Only 13.4% expressed dissatisfaction with the services in this area.

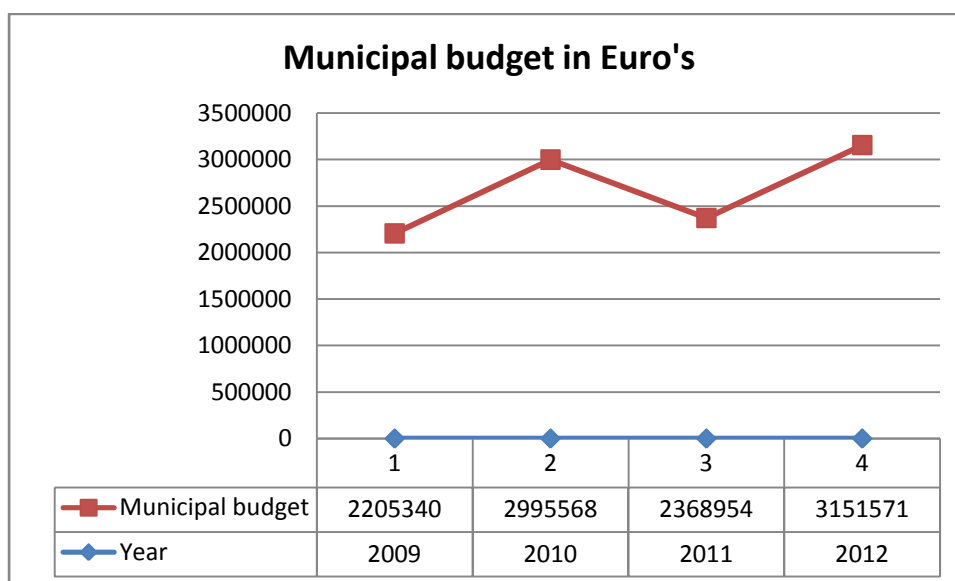
Figure 19 Rescue and protection of citizens



LOCAL SOURCES OF FUNDING TO DELIVERY OF LOCAL SERVICES

Local authorities consider that there is a lack of finances for comprehensive delivery of the decentralized services such as environmental protection, rescue and safety of citizens, education, urban planning, communal utilities, sport, culture, LED. The trend of the size of the municipal budget is shown in the following figure:

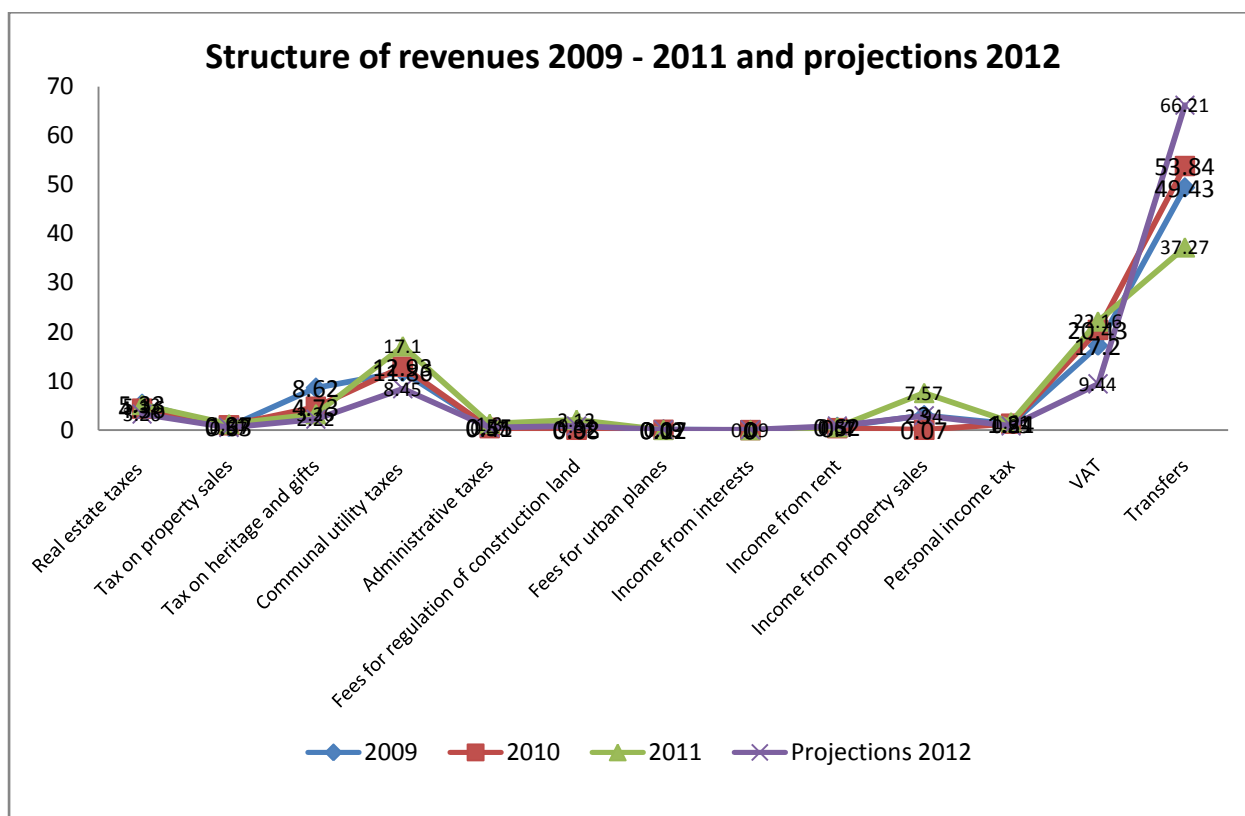
Figure 20 Budget of the municipality of Krusevo



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Analysis of the structure of the budget in the three-year period 2009-2011 shows oscillations in several segments. Revenues from certain taxes such tax on real estate sales doubled from 2009 to 2011. Communal utility fees were increased by 7% in 2011 compared with 2009. In this period, administrative taxes were also increased. In 2011 revenues from property, sales were doubled. With regard to transfers, in 2009 they consisted 49.43% of the budget, in 2010 53.84% of the budget and in 2011 transfers consisted 37.27% of the budget. It is interesting that municipality officials foresee an increase of the percentage of the transfers from central government with the projection for 2012 (66.21%).

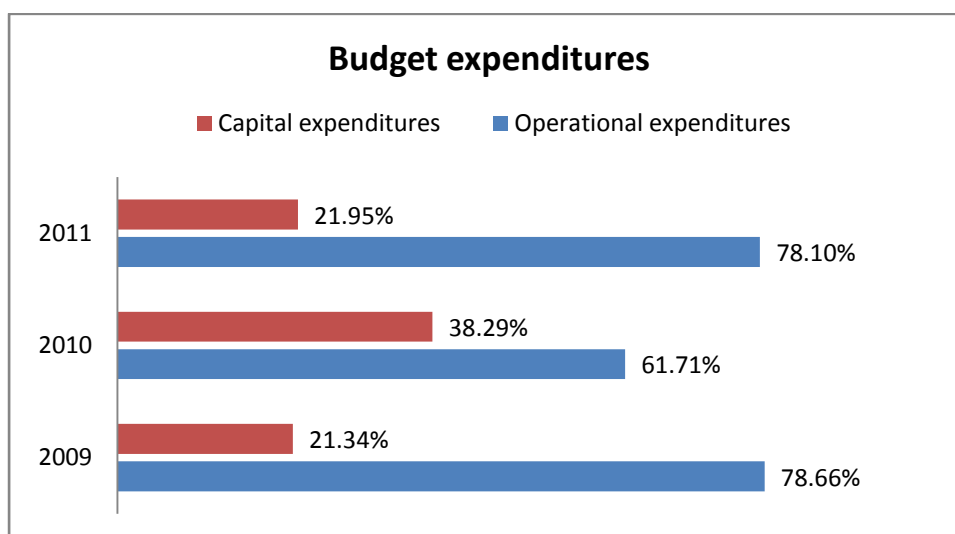
Figure 21 Structure of revenues 2009-2011 and projection for 2012



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

As for municipal expenditures, the situation is as follows:

Figure 22 Budget expenditure (capital vs. operational expenditures)



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Operational expenditures encompass larger part of budget when comparing with capital expenditure. The projections for 2012 have tendency to decrease the gap between the capital expenditures and operational expenditures. Structure of the budget is shown in the following table. According to the projections for 2012, biggest budget lines are dedicated to education, water supply, maintenance, and construction of the local roads. In the USS citizen think that the biggest problems in the municipality are maintenance and construction of the local roads, local economic development and communal utilities. It should be noted that the Municipality dedicated budget lines for local economic development in 2010 and 2011 but for 2012, there are no funds for local economic development.

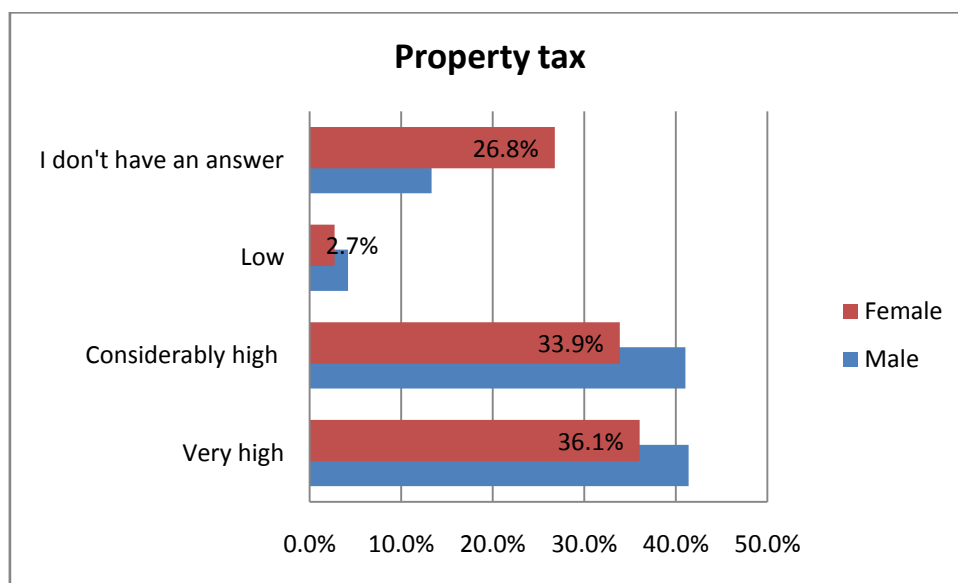
Table 1 Municipality budget expenditures according to competencies

| Percentage | 2009 | 2010 | 2011 | Projection for 2012 |
|--|------|------|------|---------------------|
| Water management | 5,2 | 1,9 | / | 21,6 |
| Traffic | 0,15 | 0,6 | / | / |
| Local economic development | / | 4,2 | 11,2 | / |
| Environment | 7,7 | / | 0,25 | 12,61 |
| Construction and maintenance of local roads | 2,22 | 4,7 | 1,5 | 20,5 |
| Social and child protection | / | / | / | / |
| Communal services –sanitation and waste management | / | / | / | / |
| Primary education | 35,1 | 36,8 | 34,5 | 34,4 |
| Secondary education | 15,2 | 19,1 | 16,6 | 17,1 |
| Kindergartens | 6,0 | 5,5 | 5,3 | 4,2 |
| Urban planning | 0,15 | 0,3 | 0,7 | / |
| Cultura | 1,36 | 1,7 | 1,8 | 2,8 |
| Sport | / | / | 0,4 | 4,6 |
| Health | / | / | / | / |
| Rescue and protection of citizens and goods | 0,3 | 3,7 | 3,7 | 3,8 |

Source: Municipal administration survey

Although municipality officials face difficulties in finding financial resources to implement comprehensively foreseen programs and activities, the citizens have a perception that local taxes and fees are very high and that they represent a burden for them. For instance, only 3% of the respondents think that property tax is not very high. It is interesting to highlight that female respondents have slightly more positive opinion about taxes and fees (2-2-3%).

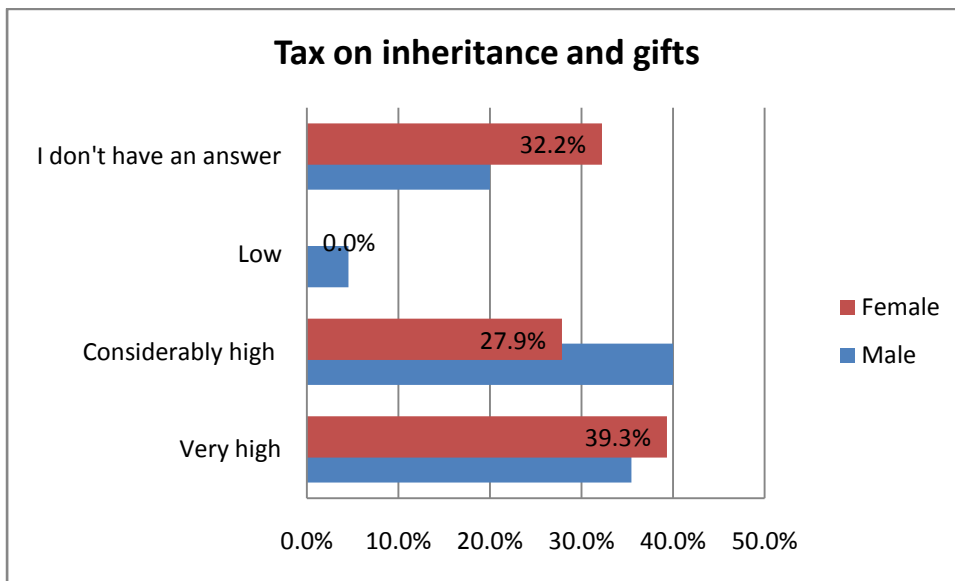
Figure 23. Do you think that property tax is high?



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

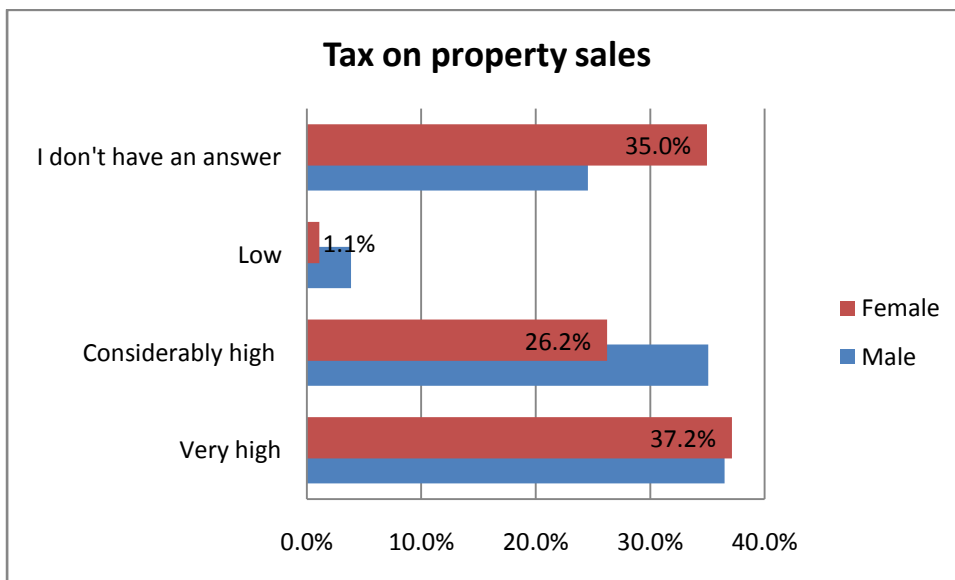
Respondents perceive the taxes on inheritance and gifts as considerably high or very high. A significant percentage of the respondents do not have an opinion regarding the tax on property sales. It is interesting to highlight that the female respondents do not have an answer for this question. This may be because of the fact that the female population does not have information due to the tradition in our society according to which the family finances men's responsibility.

Figure 24 Do you think that the Tax on inheritance and gifts is high?



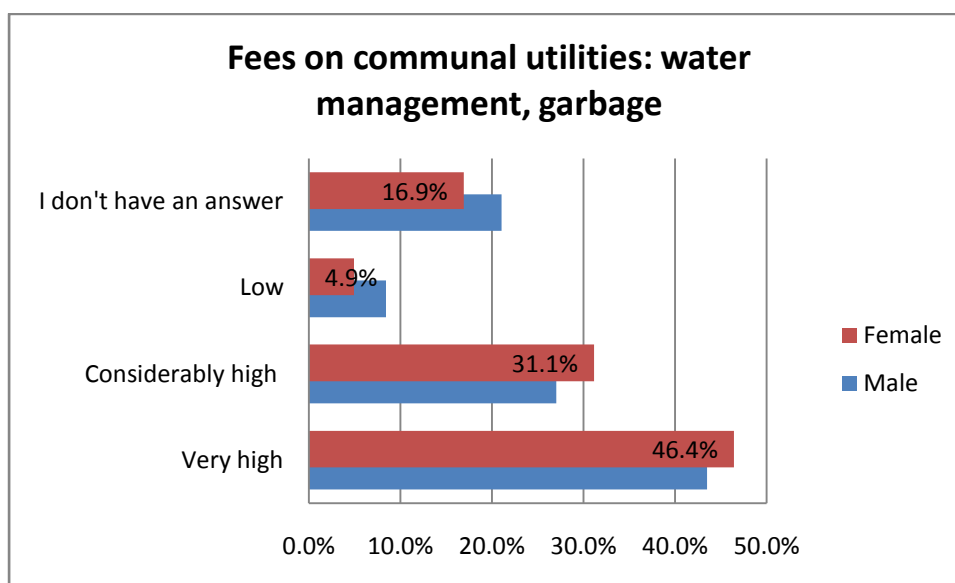
Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Figure 25 Taxes on property sales



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Figure 26 Fees on communal utilities: water management, garbage

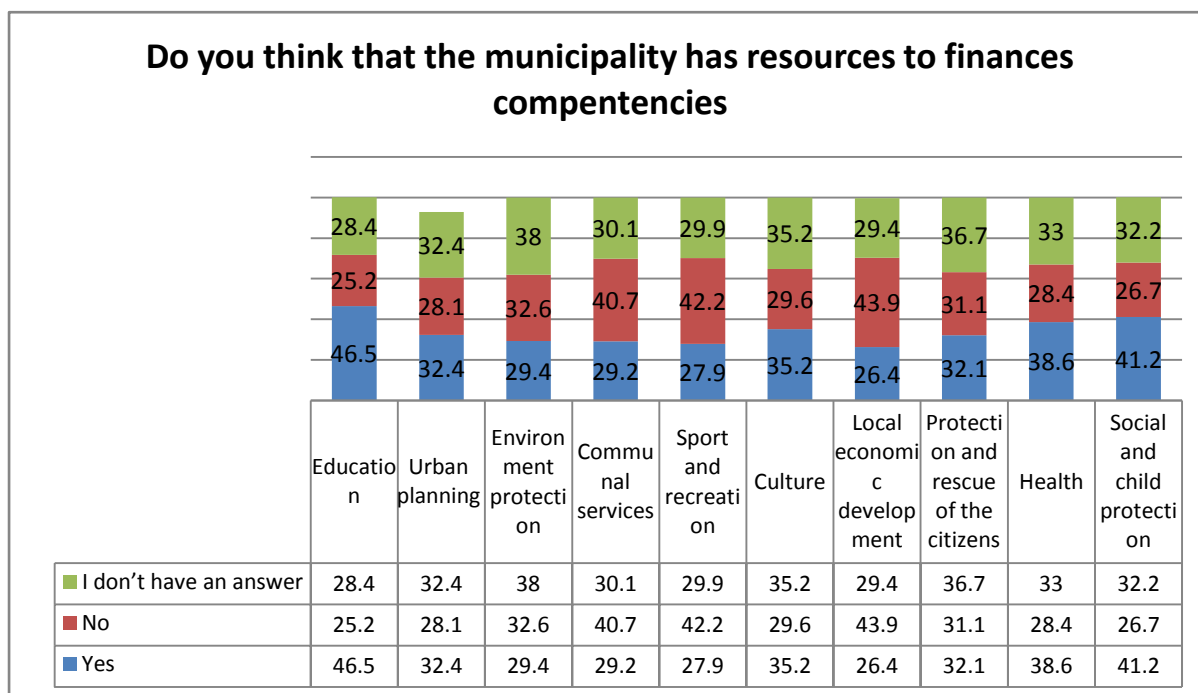


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

A relatively high percentage of respondents have no answer about the amount of taxes and communal utility fees, which indicates the need to inform the citizens with the methodology of determining the local taxes.

In this respect, the perception of citizens that the Municipality has sufficient funds for all areas, except for local economic development, is the opposite of the data and information provided by the municipality officials. Therefore, for the absolute majority of the public services respondents have a perception that the municipality has sufficient financial funds (except for local economic development). On the other hand, municipality official state that they not sufficient finances and thus can only partially cover delivery of the services in the area of education, culture, health and social and child protection.

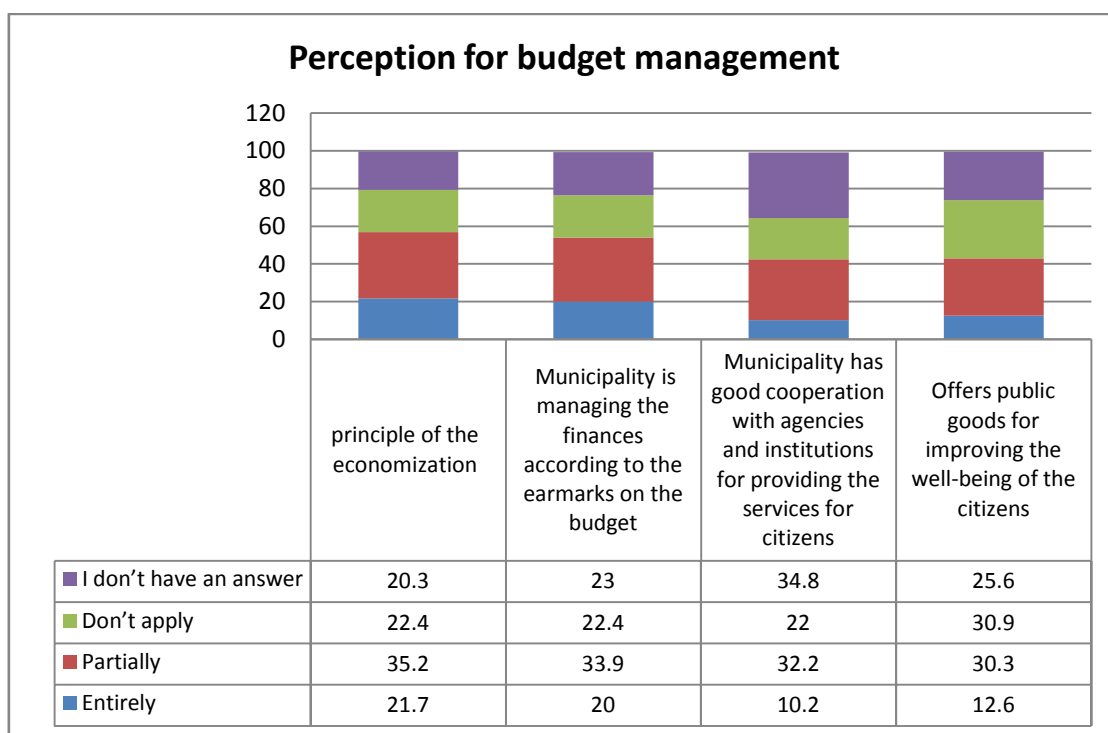
Figure 27 Access to financial funds



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

The views as regards the budget management are equally divided into positive and negative perceptions and there is also significant percentage of the respondents that did not answer this question. The greatest support, but also a criticism is given to the indicator economical spending of the budgetary funds, the lowest support is given to cooperation with other institution and agencies. These results lead to conclusion that the citizens of the municipality of Krusevo believe that the policymakers should revise budgetary allocations in the future. In addition, the results exemplify that relatively high percent of the respondents (20%-50%) on specific indicators do not have an answer, which exemplifies that the municipality officials should dedicate more recourses to information of the citizens about the management of the municipal budget.

Figure 28 Perception for budget management



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

The opinion of the municipal administration is that budget funds are spent according to the principle of economization and according to the earmarks in the budget. Municipality officials emphasize that they have established an intensive cooperation with other institutions to enhance social welfare and quality of life of the citizens of the municipality of Krusevo.

PRINCIPLES OF GOOD GOVERNANCE (TRANSPARENCY, PARTICIPATION, ACCOUNTABILITY, EFFICIENCY AND EFFECTIVENESS)

The Municipality of Krusevo is implementing processes of long-term planning and has adopted the following strategic documents: strategy for local economic development, strategy for local development, general urban development plan, a local action plan for an environmental program, a waste management plan, a plan for public investment in the municipal infrastructure, a local action plan for employment - employment program, a program for social protection, a program to improve fire-protection services and a program for health care from infectious diseases.

The processes were planned, prepared and conducted by a permanent working group / Working Committee for Strategic Planning. Citizens are involved in processes of strategic planning. The municipality organizes to assess and consider the proposals and the needs of the citizens of the municipality of Krusevo before adopting the strategic documents. Local experts are involved in the processes of strategic planning.

Municipality cooperates with the central government, the private sector (business sector) and nongovernmental organizations in planning and financing the preparation of strategic documents. In the area of urban planning, municipality informs the public on the draft policies and conducts public survey on urban planning in order to provide feedback from citizens about the effect of policies. Municipality actively seeking suggestions and comments from stakeholders in terms of strategies, action plans in respect of proposed projects. Municipality in the past was using Community Forums as tools for citizen consultation. Although the municipality officials state that they inform citizens about policies and asking for feedback on public policies is obvious that citizens still do not entirely share the same opinion.

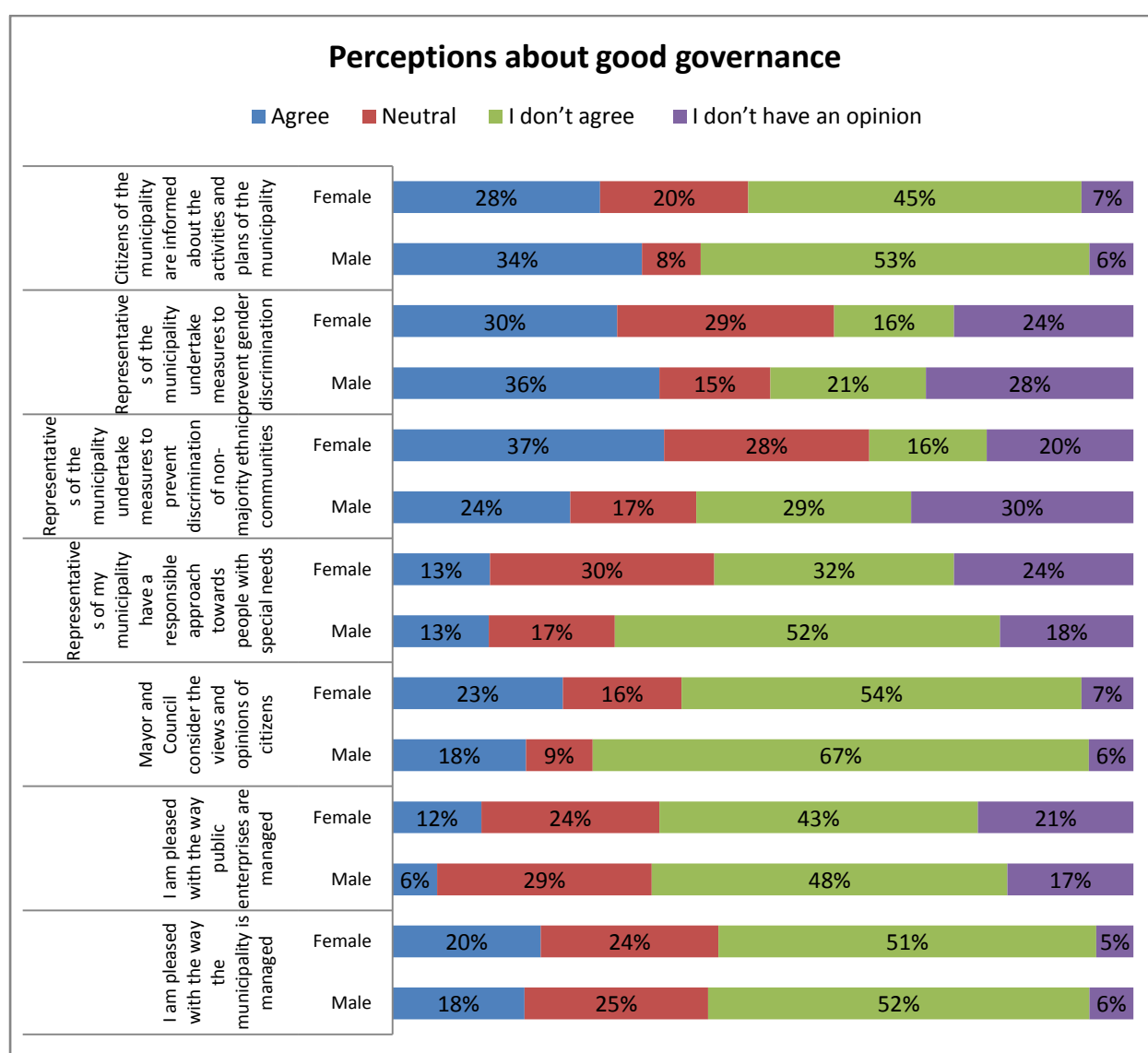
EFFECTIVENESS AND EFFICIENCY

The perception of citizens regarding the five questions on the municipal administration varies, but the general impression is that it is equal distribution of all matter in terms of satisfied and dissatisfied citizens. In relation to knowledge and competence of staff, 24% of respondents are satisfied and 17% of the respondents are dissatisfied. In terms of economical practice, the prevailing perception is partial satisfaction (43%) and 26% of respondents are satisfied. Respondents partially satisfied with the timely execution of tasks (43%) and 19% of respondents are dissatisfied. Respondents were equally satisfied and dissatisfied with the attention the

municipal officials to the citizens. The overall impression for the employees of the municipality follows the same trend of equal distribution of pleasure versus displeasure.

In terms of good governance can be concluded that there is room for improvement, especially in the involvement of citizens in public policy where 63% of citizens are not satisfied. Citizens show higher levels of satisfaction with the measures for the prevention of gender inequality and measures to prevent discrimination against non-majority communities.

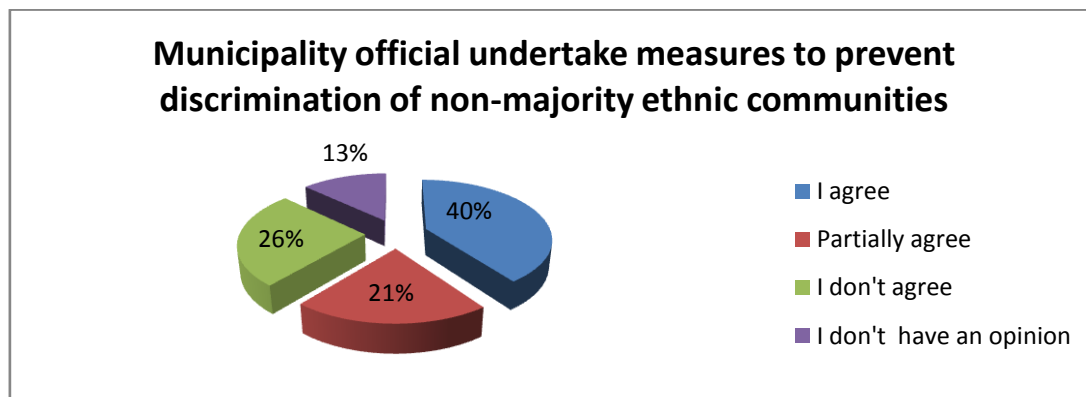
Figure 29 Perceptions about good governance



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

It is worth noting that in relation to the issues of discrimination of non-majority communities in the municipality, positive responses are prevailing. Notably, 61% of respondents agree or partly agree that the Municipality undertakes measure to prevent discrimination of non-majority communities.

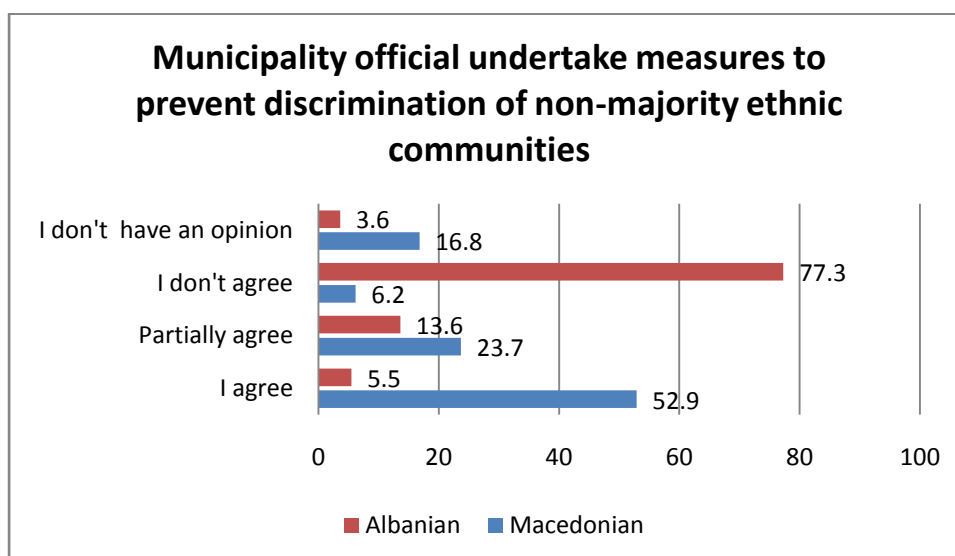
Figure 30 Measures for non-discrimination of non-majority communities



Source: User Satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

It should be noted that if you take into account the responses of the two biggest communities in the municipality of Krusevo there are opposite answers: If the ethnic Macedonians agree with 53%, ethnic Albanians agree with only 5%. If the ethnic Macedonians did not agree with 6%, ethnic Albanians do not agree with 77%. When analyzing the results from gender perspective there is no significant difference between male and female respondents.

Figure 31 Non-discrimination according to ethnic background



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

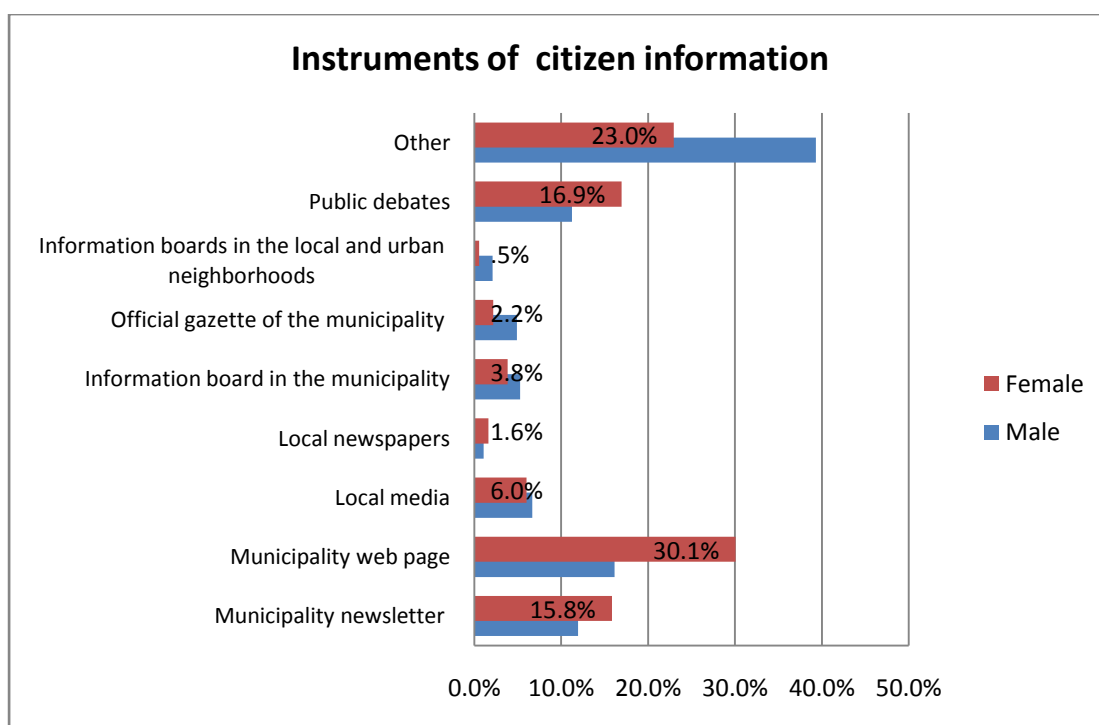
Female respondents have same level of confidence that the municipality has responsible approach toward the persons with special needs, 36% male and 39% female respondents agree with the statement that the municipality has responsible approach in treating non-majority communities.

When discussing gender equality, 26% of male respondents and 35% female respondents agree with the following statement: Representatives of my municipality take preventive measures to prevent gender inequality. Two thirds of respondents either disagree or are neutral on this issue.

TRANSPARENCY

Transparency is one of the most important principles of good governance. Citizens have high degree of dissatisfaction with the transparency; results show that inhabitants of Krusevo are not informed about the municipal plan and activities. According to the responses from the both surveys there are available instruments for information about the work of the municipality. The citizens are using these tools. The highest percentage of respondents are informed through web page (30% of the female population) and through the newsletter of the Municipality. It is interesting to note that 16% of female respondents are informed through the newsletter of the municipality.

Figure 32 Instruments of citizen information

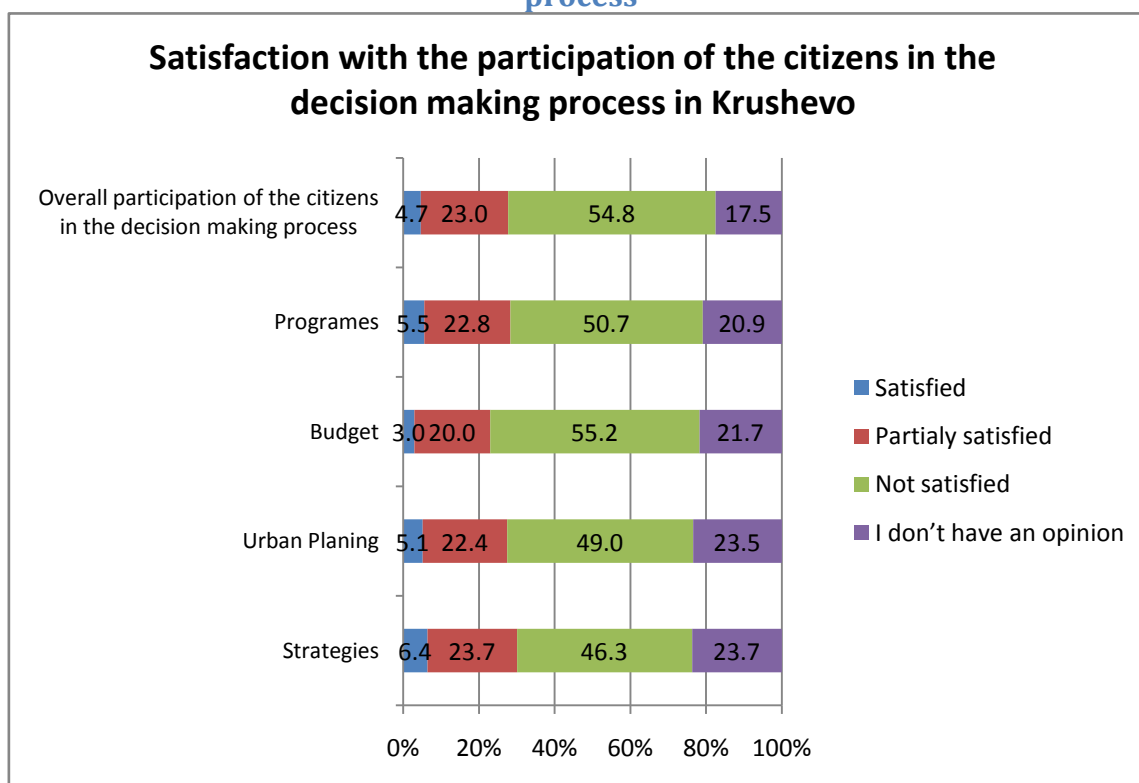


Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

CITIZEN PARTICIPATION

In the survey, the respondents assessed the involvement of citizens in policymaking process, participation in designing programs, urban planning and management strategies. According to the respondents there is a room for improvement in the area of citizen participation in the decision making process. More than half of the respondents are not satisfied with citizen participation in the decision making process. However, when assessing specific instruments of the citizen participation, high percent of respondents answered that they were not involved in the decision making process. Only 33% of the respondents have contacted the municipal official. There is extreme discrepancy in ethnic lines about this question. Only 2% of ethnic Albanians responded positively, 33% of respondents contacted the Mayor, and 46% have contacted a member of the Municipal Council. The percentage of those who participated in a public debate is 21%, of which only 3% are ethnic Albanians, only 11% of respondents were engaged as volunteers in a program and project of the municipality, only 3% ethnic Albanians volunteered in municipality program or project. When assessing individual instruments, it should be noted that 46% of citizens are satisfied with their involvement in designing strategies. These data do not correspond with the views of the municipal administration which is highly satisfied with citizen participation in the decision making process.

Figure 33 Satisfaction of the citizens with participation in the decision making process



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Small percentages of the respondents around 10% have perception that there is corruption in the municipality and public enterprises.

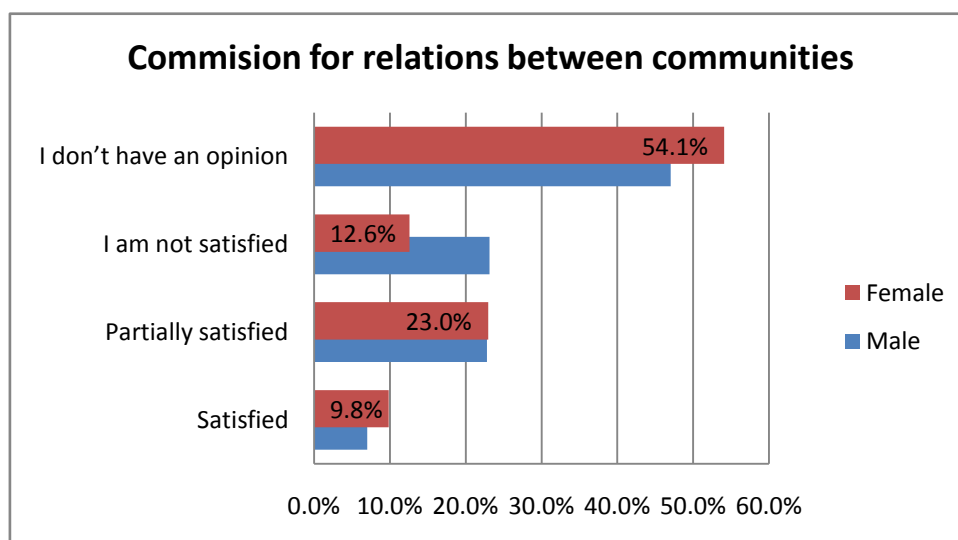
At the same time, there is a small percentage of respondents who have filed appeals and complaints. In the last two years, 8 appeals were approved, 3 in the area of taxes and 5 in the area of urban planning.

ACCOUNTABILITY

According to the respondents, the Mayor and the municipality once a year within the annual report out inform the citizens about the budgetary spending. 50% of respondents stated that the municipal administration in communicating with citizens in written and oral communication uses the language of the local community.

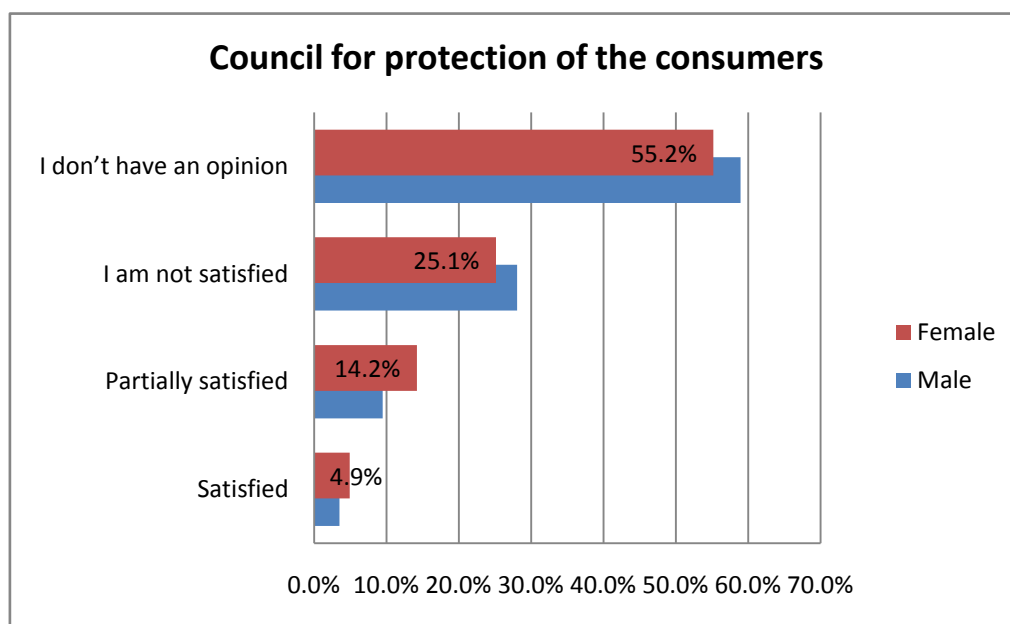
In terms of satisfaction with the work of the statutory participatory bodies, high percentage of respondents did not answer, and citizens are more satisfied than unsatisfied with the work of all three participative bodies. From the perspective of female respondents, there is greater satisfaction with the work of the Commission for relations between the communities, comparatively with the male population, but that pleasure is negligible with only 10%. Alarming is the fact that more than half of respondents had no opinion of the Commission for relations between communities. Regarding the work of the Council for consumer protection, more than 55% of the female population does not have opinion regarding the work of this statutory participative body.

Figure 34 Commission for relations between communities



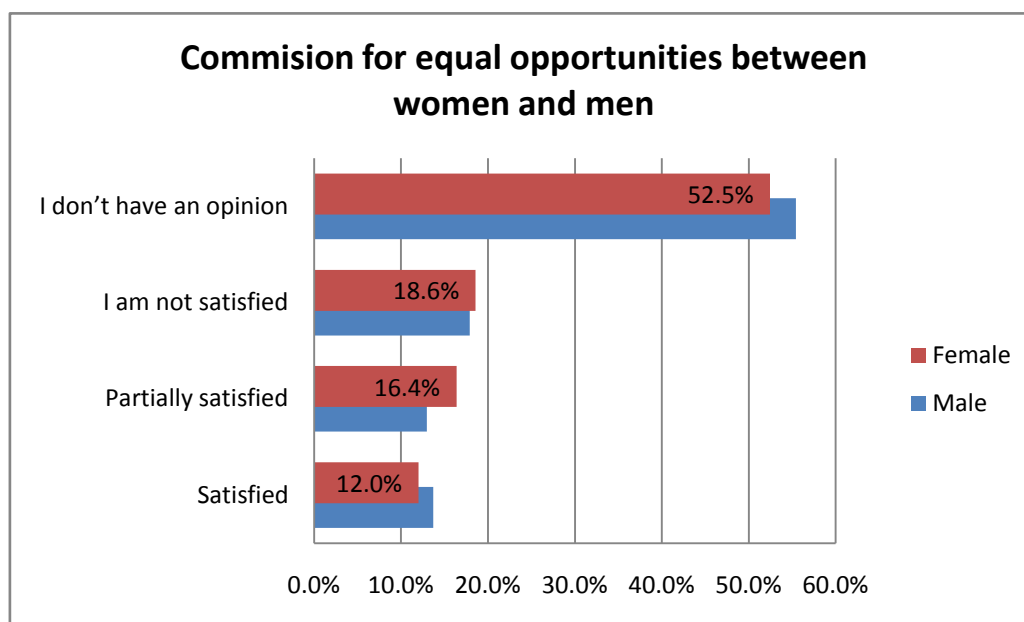
Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Figure 35 Satisfaction with the Council for protection of the consumers



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

Figure 36 Satisfaction with the Commission for equal opportunities between women and men



Source: User satisfaction survey with decentralized local services of the municipality of Krusevo, December 2011

It seems that there is not enough awareness among the citizens of Krusevo for the existence and the importance of these bodies. Moreover, there is an insignificant percentage of respondents who are satisfied with the work of these bodies. The percentage of satisfaction ranges from 5% for the Council for consumers, 8% Commission for relations between the communities and 12% for the Commission on equal opportunities between men and women. Given that these bodies are the foremost instrument through which citizens can defend their rights and interest, it is paramount for these bodies to find avenues to reach citizens of Krusevo. The municipal administration argues that at this stage is indispensable to build the capacities of these participatory bodies through trainings and at the same time to revise the legal framework in order to the members of these bodies to have a right for financial compensation. At the same time the municipality has to find ways to inform the citizens about the role and importance of these participative bodies in the decision making process in

It should be emphasized that the Municipality has prepared an Action plan for gender equality 2010-2012, adopted by the Municipal Council and partially realized with the financial support of UNDP and the Municipality. The municipality has assigned a coordinator for the Commission for equal opportunities between women and men, which deals with the needs of the female population and vulnerable groups. In general, citizens are interested in participating in surveys for analyzing the quality of decentralized local services. 86% of the respondents in the municipality Krusevo would again take part in this kind of research, which would have an aim to improve municipal services by highlighting the views of the citizens as receivers of decentralized services.

CONCLUSIONS AND RECOMMENDATIONS

General remarks

Citizens of the municipality of Krusevo are relatively satisfied with the quality of life in the municipality; 62% of respondents are either satisfied or partially satisfied with the quality of life in the municipality.

Citizens of the Municipality Krusevo believe that the municipality Krusevo is favorable place for the elderly population, but they are not satisfied at all with the prospects for employment in their municipality. Citizens expect more from the municipality in promoting local economic development. Citizens believe that the municipality is not putting enough efforts in promoting and supporting self-employment, and supporting the small and medium enterprises in order to resolve the biggest problem of the municipality the unemployment. The respondents believe that

the biggest problems in the municipality in the past three years are local economic development, construction and maintenance of local road infrastructure and communal utilities.

Citizens are satisfied with services in the education (primary and secondary schools).

The decision makers in the municipality and the citizens are conscious that the participatory bodies ought to have more significant role in the policymaking process. Grants from central government are not sufficient to cover the decentralized services such as environmental protection and protection of citizens comprehensively, along with health and social care, education, urban planning, communal utilities, sport and culture and the LED - there is lack of funds in all the areas of competences.

The majority of respondents are either not informed or not satisfied with the local taxes and fees. Although respondents expressed dissatisfaction with services, they stated also that they are not informed with municipality plans and activities. However, it can be concluded that there are instruments for information about the work of the municipality.

Respondents believe that there is more room for qualitative involvement of the citizens in the decision making process.

According to respondents Mayor and municipality administration once year inform the citizens of Krusevo about the budget spending when presenting the annual report. It should be noted that there is difference in perception according to the variable ethnicity. The dissatisfaction Albanian community is much higher when comparing with Macedonian community.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Unemployment is one of the most crucial issues that the Krusevo municipality is facing with. The municipality recognizes this problem and has designed an Action Plan for employment of the inhabitants of the municipality of Krusevo accordingly, but unfortunately, there are no finances for its implementation.

Recommendation

- To build the capacities of the municipality through alternative sources of funding (IPA and support of international organizations) in order to implement the Action plan for employment.

Conclusion

Representatives of the municipal administration in the municipality of Krusevo consider that the methodology for the redistribution of VAT is not fair because many smaller municipalities than Krusevo (based on population criteria) which have a larger territory receive more finances than municipality of Krusevo.

Recommendation

- Modification of the methodology of the VAT in relation to the criterion of territory by prioritizing other criteria to increase fairness in the redistribution of VAT.

Conclusion

The municipality of Krusevo should improve the process of local budgeting and financial / fiscal monitoring. It should be pointed out that in the municipality of Krusevo the institution internal auditor is no functional.

Recommendation

- More detailed elaboration and calculation of the existing municipal expenditure needs⁴ and revenue capacity and the related fiscal gap on the basis of the available data
- Projection of revenues and expenditures in the medium term through assessment of costs and expenditure implications of the local policies
- Allocation of resources for implementation of the identified priority interventions/activities by the community based planning group in the municipal budget
- Training for local budgeting, management of financial debt and financial / fiscal monitoring.
- Increase the engagement of the municipal administration on reducing the identified fiscal gap by improving the collection of revenue from local sources of revenues.
- Hire an internal auditor or reactivation of inter-municipal cooperation in this area with municipality who will have capacity and will to provide support in this area.

⁴ Including expenditures for programs in the area of energy efficiency and development projects, such as human resources development, inter-municipal and cross-border cooperation, regional development and rural development which are very much linked with the existing EU IPA opportunities

Conclusion

According to the respondents but also according to the opinion of the local group of planning there is need for advanced development of the local public capital infrastructure, exemplifies the need for planning of special measures for implementation of activities for advanced programming, planning and financing of the capital investments.

Recommendations

- Best international practices suggest that there are twelve major steps⁵, which need to be followed in capital programming and budgeting. Following a more detailed review of these steps, suggestions could be made on the sequence in which the institutions implied by each step should be installed and strengthened. The first step is to determine the organizational structure. The second step is to establish capital policies. The third step is to develop appropriate calendars, forms and instructions. The fourth step is to assess capital needs. The fifth step is to analyze financial capacity. The sixth step is to prepare project requests. The seventh step is to review project requests. The eighth step is to rank project requests. The ninth step is to evaluate financing options. The tenth step is to draft the capital program and budget documents. The eleventh step is to adopt the capital program and budget. The twelfth step is to monitor and evaluate the capital budget.
- Assessment of the municipal borrowing capacity and the size of the municipal financial needs and associated transactions costs on the basis of available data
- Mapping of local/regional/national brokers between financial sector and municipal sector with respect to energy / local roads and environment infrastructure investments
- Preparation of affordability analyses and a Project Market Study (informed resource envelope for local public investments) – with critical information on:
 - the access to sustainable development finance for the pilot municipalities including existing and potential domestic and international sources for borrowing and capital grants/investment programs.
 - municipal projects that are creditworthy and those that are not in a sense that the built infrastructure would not generate sufficient direct flow of revenues⁶
 - municipal projects that have high probability of being funded on short and medium term

⁵ Source: George M. Guess (2005): Institution-Building for Improved Capital Programming and Budgeting at the Local Government Level

⁶ Such as: roads, water and sewerage treatment plants, transportation, housing, education, social and child protection and health infrastructure

Conclusion

The citizens of municipality of Krusevo believe that there is a room for active role of the local government and support for local economic development.

Recommendation

- Screening of the relevant local / regional / national private sector and civil society who have a wide network, good reputation and are able to mobilize youth and other specific vulnerable groups and to generate social establishing partnerships for inclusive service delivery as well as establishing cooperation for inclusive local development.
- Mapping of the (existing and potential) models of social entrepreneurship - socially responsible economic initiatives that can attract investment funds in the local context.
- Mapping of potential arrangements for inter-municipal cooperation related with local economic development⁷, and with the overall opportunities for public-private partnerships and granting concessions in order to reduce administration costs or to reduce the cost of providing services that affect local economic development and the rate of the (un)employment in the community.
- Support the development of the municipality through culture and tourism.
- Review of possibilities for arranging weekend settlements and urban zoning in some areas outside urban areas for economic activities.
- Valorization of the natural heritage in the municipality and exam the possibility of declaring the municipality of Krusevo and part of surrounding as specific area according to the Law on nature.

Conclusion

Municipal administration need to build its own capacities for more efficient delivery of decentralized services.

⁷ Such as: regional rural development, joint implementation of archeological measures including creation of the local action groups, business, trade and economic development (including the skills for the development of the human capital); joint development of the tourism and other measures to attract investments, joint administration/public enterprises and cooperation for development of a regional ecological infrastructure; joint planning for risk decreasing, improvement management of protected areas; joint institutions/inclusive development in the community etc.

Recommendations

- Increasing the administrative capacity of the municipality of Krusevo
- Increasing the capacity for mobilization of local resources (NGOs, local and urban communities, informal leaders)
- Increasing municipality capacity for IPA funds application
- Increase the capacities of the municipal administration in the area of internal control, integrated financial system, ethics etc.
- Build the capacity of municipal administration in lending and issuing bonds

Conclusion

There is a difference in satisfaction with decentralized services from area to area. For some services there is greater satisfaction (education) for others citizens are not satisfied (local economic development, local roads). The only way of improving local services is analysis of these services separately based on the perception of citizens.

Recommendations:

- The municipality Krusevo to organize participatory planning activities in each area of decentralized services (education, urban planning, local economic development, culture and other).

Formalize networks that will monitor the improvement of services in the respective area. For example in education, a network would be consisted from the representatives of school boards, the local communities, NGOs and representatives of parents).

- Establish minimum standards of service decentralized responsibilities.
- Implement standards C.ISO (C.ISO 9001) as a mechanism for improving the quality of services and capacity building of municipal administration.
- Inform the citizens about tax policy of the municipality of Krusevo.

Conclusion

Citizen participation in decision-making is limited. The municipality Krusevo has no formalized process of citizen participation in decision-making process. The NGO sector and the local and urban communities do not have the capacity to be the instigators of this process.

Recommendations

- Revise the legal framework to increase the capacity of local and urban communities as mediators between citizens on the one hand, and the municipality in the other hand.
- Develop rules of communication and consultation with citizens.
- Train the municipal administration for the implementation of the rules in all specific areas of decentralized competencies.
- Creating a working group (various stakeholders), which will deal with the issue of mechanisms of citizen participation in continuity.
- To encourage citizen participation in the budgeting process through public hearings to discuss draft budget in Krusevo and other settlements with informal leaders and actors in the community.
- Use of IT (web-site of the municipality Krusevo) to promote the instruments of citizen participation (e-surveys).

Conclusion

The participatory bodies in the municipality Krusevo do not have adequate capacity and appropriate support to fulfill their legally determined role⁸.

Recommendations

- Build the capacity of the Commission for equal opportunities, Consumer Council and the Commission for relations between communities (budgeting, lobbying and public policy).
- Modification of the legal framework through providing opportunities for fees for the members of the participatory bodies for covering travel expenses and other expenses for members of these participatory bodies.

Conclusion

Implementing public-private partnerships initiative to improve services and infrastructure of decentralized services.

⁸ Article 55 and 56 from the Law on local self-government (Official gazette of the Republic of Macedonia no.5/2002)

Recommendations

- Establish partnerships, which are preceded by consultation and acceptance by the local community or other stakeholders.
- When accessing the PPP, it is advisable in the public sector to be transferred to private sector management with the preparation and delivery of services, and thus responsibility for the quality of the process of preparation and delivery, and final quality of services. Experience exemplifies that shared governance would not be appropriate approach.
- The contribution of the public sector should focus on the process of planning, financing and partnership on other political and normative arrangements that are necessary for a functional partnership.
- Partnerships should be established for medium projects, not big projects.
- The public sector needs to maintain and consistently implement control over the implementation of the PPP by the private sector, guaranteeing a high level of accountability of the partnership to the public.
- The public sector also needs to ensure that political risk will be minimized.

Conclusion

Due to the financial problems and the lack of institutional capacity the municipality does not dedicate the needed attention to the vulnerable categories. An exception is the daily center for the children with special needs as part of the kindergarten.

Recommendations

- Active role of the local self-government through active measures to improve the situation of the vulnerable categories (action plan for vulnerable categories).
Inclusion of vulnerable groups with a focus on unemployed youth
- Assessment of the local labor market with emphasis on the space for addressing youth employability and participation in local service delivery.
- Establishment of institutional mechanisms for youth engagement including the Youth Social Entrepreneurship Program (YSEP).
- Establishment of YSE initiatives through trilateral partnerships: youth and youth organizations/local officials/private sector.
- Local youth forum/council to be created with an aim to reflect the local views of the youth on the most critical needs and in that way to contribute to the local and national policy frameworks and demonstrate programming and implementation of innovative services at local level.

- Translation of the YSEP into an adequately budgeted Municipal Programme. In that way, sustainability of the YSEP will be secured, the municipalities will allocate a portion of funds for youth related activities and functioning of the local youth participatory bodies.

Formation of social partnerships for inclusive youth service delivery

- Preparation of pilot projects to test and promote inclusive service delivery and outreach to youth and other vulnerable groups through social enterprise as a product of the social partnerships between local authorities, civic and private actors.
- Support the implementation of the projects through Small Grants Scheme that brings together central and local-government resources matched with contributions from the private sector to advance corporate social responsibility with a long-term goal beyond the project cycle of sustainable financial commitment to youth action and the provision of social services.

Conclusion

It is highly important to integrate the principle of good governance in functioning of local self-government in the municipality of Krusevo.

Recommendation

- An all-inclusive local governance platform for integrated community based development.
- Mapping the relevant stakeholders representing the national and local government, the existing communities, private sector and the civil society, the structural relationships and modalities of cooperation among them and their governance related capacity needs (in particularly of the vulnerable communities).
- Preparation and delivery of a tailor made capacity development programme for an all-inclusive governance and community based local and regional development.
- Involving the local communities and particularly the most vulnerable groups in the processes.
- Development of action plan to improve the integrated local governance system.

APPENDIX

USER SATISFACTION SURVEY

STRUCTURED QUESTIONNAIRE

No. _____

This questionnaire is an integral part of the project "Strengthening the political processes based on evidence foundation knowledge - Reports and analysis focused on people," which is implemented by South East European University (SEEU), UNDP and your municipality.

The purpose of this questionnaire is to obtain statistically valid data about citizen perception regarding the provision of the decentralized local services in your municipality.

The results of this questionnaire will be the basis for improving planning, allocation of resources, and improving the policy making process in your municipality

The questionnaire is anonymous

I. DEMOGRAPHIC DATA OF THE RESPONDENT

1. Sex

1. Male
2. Female

2. Ethnicity

1. Macedonian
2. Albanian
3. Turkish
4. Roma
5. Serbian
6. Vlachs
7. Bosnian
8. Other _____

3. Residence :

4. Age

1. 18 -25
2. 26-33
3. 34-41
4. 42-49
5. 50+

5. Employment status

1. Employed in the public sector
2. Employed in the private sector
3. Employed in the civil society organizations (NGO)
4. Farmer
5. Housewife
6. Retired
7. Pupil/ Student
8. Unemployed
9. Other _____

6. Education

1. Incomplete primary education
2. Completed primary education
3. Completed secondary education
4. Higher education
5. Completed postgraduate studies (Master's or doctorate)

7. Number of family members (circle one of the following options)

1. Up to 2 members
2. From 3 to 4 members
3. From 5 to 6 members
4. More than 6 members

8. Economic status (net monthly income of your family in 2011) :

1. Up to 9000 denars
2. From 9001-15000 denars
3. From 15001-21000 denars
4. From 21001-27000 denars
5. From 27001-35000 denars
6. From 35001-41000 denars
7. More than 41001 denars

II. QUESTIONS ABOUT THE QUALITY OF LIFE IN THE MUNICIPALITY AND SATISFACTION WITH MUNICIPAL SERVICES

9. Quality of life in my municipality

| Please choose one of scores of different spheres of quality of life in your municipality (circle one of the numbers) | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|---|------------------|----------------------------|---------------------------|--------------------------------|
| 1. How would you rate your municipality as a place to live? | 1 | 2 | 3 | 4 |
| 2. How you would rate your municipality as a place for raising your children? | 1 | 2 | 3 | 4 |
| 3. Evaluate the quality of life in your municipality! | 1 | 2 | 3 | 4 |
| 4. How would you evaluate your municipality as a place for elderly citizens? | 1 | 2 | 3 | 4 |
| 5. How would you rate your municipality as a place for vulnerable groups ⁹ | 1 | 2 | 3 | 4 |
| 6. How would you rate employment opportunities in your municipality? | 1 | 2 | 3 | 4 |
| 7. How would rate safety in your community? | 1 | 2 | 3 | 4 |

10. Circle three areas of local competencies in which the municipality has had the biggest problems in the last 3 years!

1. Water management
2. Transport
3. Local Economic Development
4. Environment
5. Construction and maintenance of the local roads
6. Communal services, sanitation and waste management

⁹ Vulnerable categories (women, youth, children with special needs, homeless children, homeless persons, persons with special needs, persons with HIV, older persons, retired persons, displaced persons, persons from rural communities, unemployed persons, drug users, Roma community, victims of family violence, social assistance beneficiaries)

- 7. Primary education
- 8. Secondary education
- 9. Kindergartens
- 10. Urbanism
- 11. Culture
- 12. Sport
- 13. Health
- 14. Other _____

III. SATISFACTION OF MUNICIPAL SERVICES - ACCORDING TO AREAS OF COMPETENCES

11. Education- Please rate the education services in the area of education

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|---|------------------|----------------------------|---------------------------|--------------------------------|
| 1. Quality of teaching in primary schools | 1 | 2 | 3 | 4 |
| 2. Quality of teaching in secondary schools | 1 | 2 | 3 | 4 |
| 3. The quality of educational infrastructure (buildings, inventory, equipment) | 1 | 2 | 3 | 4 |
| 4. Organizing transportation of students | 1 | 2 | 3 | 4 |
| 5. Food and lodging in dormitories | 1 | 2 | 3 | 4 |
| 6. Overall rating for Education | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in education?

12. Should the concept of integrated education¹⁰ be implemented in your municipality?

- 1. Yes
- 2. No
- 3. I don't have an opinion

¹⁰ Integrated education- Joint classrooms from different communities and learning the language of the others

13. Urban Planning – Evaluate the services of urban planning in your municipality

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|---|------------------|----------------------------|---------------------------|--------------------------------|
| 1. Adopting a general, detailed urban plans for village and urban plans for settlement | 1 | 2 | 3 | 4 |
| 2. Local public roads | 1 | 2 | 3 | 4 |
| 3. The procedure for obtaining construction permits | 1 | 2 | 3 | 4 |
| 4. Urban Planning (General Evaluation) | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in "Urban planning"?

14. Do you think that fees for urban planning (communal taxes and fees for construction land) are high?

1. Yes 2. No 3. I don't have an opinion

15. Local economic development - Evaluate the services of local economic development in your municipality!

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|--|------------------|----------------------------|---------------------------|--------------------------------|
| 1. Supporting the development of small and medium enterprises and entrepreneurship at the local level | 1 | 2 | 3 | 4 |
| 2. Promoting self-employment in your municipality | 1 | 2 | 3 | 4 |
| 3. Local Economic Development (general assessment) | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in local economic development?

16. Do you think that there is a large percentage of unemployment in your municipality?

1. Yes 2. No 3. I don't have an opinion

If the answer is yes then what are the reasons for unemployment in your municipality?

17. Do you think that local governments adequately treat the issue of unemployment?

1. Yes 2. No 3. I don't have an opinion

18. Protection and rescue of citizens - Evaluate the services in the area of protection and rescue of citizens in your municipality?

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|--------------------------|------------------|----------------------------|---------------------------|--------------------------------|
| Fire department services | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in the area of protection and rescue of citizen"?

What is your perception of key risks from disasters and other risks (industrial accidents, etc.)?

What is your opinion on the influence of the climate change?

19.Environmental protection - Evaluate the services in the area of environmental protection in your municipality?

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|--|------------------|----------------------------|---------------------------|--------------------------------|
| 1. Protection and prevention of soil pollution (pesticides, sewage, etc.) | 1 | 2 | 3 | 4 |
| 2. Protection and prevention of water pollution | 1 | 2 | 3 | 4 |
| 3. Protection and prevention of air pollution | 1 | 2 | 3 | 4 |
| 4. Environment protection | 1 | 2 | 3 | 4 |
| 5. Services for energy efficiency (energy saving, usage of renewable energy sources - wind, sun, etc.) | | | | |
| 6. Services in the field of environmental protection | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in the field of environmental protection?

20.Social and Child Protection - Evaluate the services in social and child protection in your municipality!

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|--|------------------|----------------------------|---------------------------|--------------------------------|
| 1. Kindergartens | 1 | 2 | 3 | 4 |
| 2. Elderly homes | 1 | 2 | 3 | 4 |
| 3. Social care for individuals and children with special needs | 1 | 2 | 3 | 4 |
| 4. Social care for children without parental care | 1 | 2 | 3 | 4 |
| 5. Social care for children with education and social problems | 1 | 2 | 3 | 4 |

| | | | | |
|--|---|---|---|---|
| 6. Social care for children with one parent | 1 | 2 | 3 | 4 |
| 7. Social care for persons addicted to drugs and alcohol | 1 | 2 | 3 | 4 |
| 8. Social and child care (general assessment) | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in "Social and Child Protection"?

21. Who would be the most adequate provider of these services:

1. Central government which is an ongoing provider
2. Local government
3. Civil society institutions
4. Private sector
5. Public –private partnerships

22. Communal services - Evaluate the communal utility services in your municipality?

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|--|-----------|---------------------|--------------------|-------------------------|
| 1. Water supply | 1 | 2 | 3 | 4 |
| 2. Sewerage network | 1 | 2 | 3 | 4 |
| 3. Wastewater management | 1 | 2 | 3 | 4 |
| 4. Collection and treatment of solid waste | 1 | 2 | 3 | 4 |
| 5. Clean public places | 1 | 2 | 3 | 4 |
| 6. Cemeteries | 1 | 2 | 3 | 4 |
| 7. Parks | 1 | 2 | 3 | 4 |
| 8. Lights in the public spaces | 1 | 2 | 3 | 4 |
| 9. Public markets | 1 | 2 | 3 | 4 |
| 10. Public parking | 1 | 2 | 3 | 4 |
| 11. Communal services (general assessment) | 1 | 2 | 3 | 4 |

What should be the priority of your municipality in the area of communal services in the next 12 months?

23. Sports and Recreation - Evaluate the services in the field of sport and recreation in your municipality

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|---|------------------|----------------------------|---------------------------|--------------------------------|
| 1. Implementation of sports and recreational activities of citizens | 1 | 2 | 3 | 4 |
| 2. Maintenance and construction of sports facilities | 1 | 2 | 3 | 4 |
| 3. Support for sport associations | 1 | 2 | 3 | 4 |
| 4. Sports and Recreation (general assessment) | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in the area of Sports & Recreation?

24. Culture - Evaluate the services in the area of culture in your municipality!

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|---|------------------|----------------------------|---------------------------|--------------------------------|
| 1. Delivery of services from cultural institutions (museums, libraries, houses of culture) and projects | 1 | 2 | 3 | 4 |
| 2. Preservation of folklore, customs; traditional crafts and similar cultural heritage | 1 | 2 | 3 | 4 |
| 3. Organization of cultural events | 1 | 2 | 3 | 4 |
| 4. Encouraging different forms the art work | 1 | 2 | 3 | 4 |
| 5. Culture (general assessment) | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in the area of culture?

25. Health - Evaluate services in the area of healthcare in your municipality!

| Service / Rating | Satisfied | Partially satisfied | I am not satisfied | I don't have an opinion |
|---------------------------------|------------------|----------------------------|---------------------------|--------------------------------|
| Healthcare (general assessment) | 1 | 2 | 3 | 4 |

What should be the priority of the municipality in the next 12 months in the area of health?

26. Who would be the most adequate provider of the above mentioned service:

1. Central government which is an ongoing provider
2. Local government
3. Civil society institutions
4. Private sector
5. Public –private partnerships

27. In which of the following areas the municipality achieved the best results (circle one of the alternatives)

1. Water management
2. Transport
3. Local Economic Development
4. Environment
5. Construction and maintenance of the local roads
6. Communal services, sanitation and waste management
7. Primary education
8. Secondary education
9. Kindergartens
10. Urbanism
11. Culture
12. Sport
13. Health
14. Other _____

28. In which of the areas the municipality showed the poorest results (circle one of the alternatives)?

1. Water management
2. Transport
3. Local Economic Development
4. Environment
5. Construction and maintenance of the local roads
6. Communal services, sanitation and waste management
7. Primary education
8. Secondary education
9. Kindergartens
10. Urbanism
11. Culture
12. Sport
13. Health
14. Other _____

IV. LOCAL SOURCES OF REVENUES FOR THE FINANCING THE DELIVERY OF LOCAL SERVICES

29. What is your opinion on local taxes:

| | Very high | Considerably high | Low | I don't have an answer/I don't know |
|---|------------------|--------------------------|------------|--|
| 1. Tax on property | 1 | 2 | 3 | 4 |
| 2. Tax on heritage and gifts | 1 | 2 | 3 | 4 |
| 3. Taxes on property sales | 1 | 2 | 3 | 4 |
| 4. Fees on communal services: water management, garbage | 1 | 2 | 3 | 4 |

30. Do you think your municipality has sufficient financial resources to finance the services in the areas listed below?

| Area | Yes | No | I don't have an answer |
|---------------------------|------------|-----------|-------------------------------|
| 1. Education | 1 | 2 | 3 |
| 2. Urban planning | 1 | 2 | 3 |
| 3. Environment protection | 1 | 2 | 3 |
| 4. Communal services | 1 | 2 | 3 |
| 5. Sport and recreation | 1 | 2 | 3 |

| | | | |
|--|---|---|---|
| 6. Culture | 1 | 2 | 3 |
| 7. Local economic development | 1 | 2 | 3 |
| 8. Protection and rescue of the citizens | 1 | 2 | 3 |
| 9. Health | 1 | 2 | 3 |
| 10. Social and child protection | 1 | 2 | 3 |

31. To what extent do the following statements apply to your municipality?

| Statement | Entirely | Partially | Don't apply | I don't have an answer |
|---|----------|-----------|-------------|------------------------|
| 1. The municipality spends the money according to the principle of the economization | 1 | 2 | 3 | 4 |
| 2. Municipality is managing the finances according to the earmarks on the budget | 1 | 2 | 3 | 4 |
| 3. Municipality has good cooperation with agencies and institutions for providing the services for citizens | 1 | 2 | 3 | 4 |
| 4. Offers public goods for improving the well-being of the citizens | 1 | 2 | 3 | 4 |

Would you support an initiative for financial contribution through referendum, if yes, in which area and for which problem?

Would you support use of opportunities for long-term indebtedness of the municipality for which purpose, i.e. the area?

V. PRINCIPLES OF GOOD GOVERNANCE (TRANSPARENCY, VOICE AND PARTICIPATION, ACCOUNTABILITY, EFFICIENCY AND EFFECTIVENESS)

32. What is your impression of employees of the municipal administration?

| Features/Assessment | Satisfied | Partially satisfied | Unsatisfied | No opinion |
|---|------------------|----------------------------|--------------------|-------------------|
| 1. Knowledge and competence | 1 | 2 | 3 | 4 |
| 2. Implementation of the tasks with integrity | 1 | 2 | 3 | 4 |
| 3. Efficient implementation of the tasks | 1 | 2 | 3 | 4 |
| 4. Client oriented service | 1 | 2 | 3 | 4 |
| 5. General assessment | 1 | 2 | 3 | 4 |

33. Please analyze the following conclusions and circle the number that is closest to your opinion and position:

| Conclusion | Agree | Neutral | I don't agree | I don't have an opinion |
|--|--------------|----------------|----------------------|--------------------------------|
| 1. I am pleased with the way the municipality is managed | 1 | 2 | 3 | 4 |
| 2. I am pleased with the way public enterprises are managed | 1 | 2 | 3 | 4 |
| 3. Mayor and Council consider the views and opinions of citizens | 1 | 2 | 3 | 4 |
| 4. Representatives of my municipality have a responsible approach towards people with special needs | 1 | 2 | 3 | 4 |
| 5. Representatives of the municipality undertake measures to prevent discrimination of non-majority ethnic communities | 1 | 2 | 3 | 4 |
| 6. Representatives of the municipality undertake measures to prevent gender discrimination | 1 | 2 | 3 | 4 |
| 7. Citizens of the municipality are informed about the activities and plans of the municipality | 1 | 2 | 3 | 4 |

34. Who are the sources to obtain information about the municipality (you can circle more alternatives)

1. Newsletter of the municipality
2. Web portal of the municipality
3. Local electronic mediums
4. Local newspapers
5. Information boards in the municipality
6. Official gazette in the municipalities
7. Information boards in the urban neighborhoods
8. Debates and public meetings
9. Other: -----

35. Regardless of the previous answer, which channel information you consider the most useful (most efficient): _____

36. Did you contact the municipality representatives in the past 12 months?

| | Yes | No |
|--|------------|-----------|
| 1. I attended municipal council meetings | 1 | 2 |
| 2. I attended forums organized by the municipality | 1 | 2 |
| 3. I attended public debates organized by the municipality | 1 | 2 |
| 4. I have contacted the Mayor | 1 | 2 |
| 5. I have contacted the Council members | 1 | 2 |
| 6. I have attended activities organized by the municipality | 1 | 2 |
| 7. I have been engaged as a volunteer in projects organized by the municipality | 1 | 2 |
| 8. I have participated on a Referendum organized by the municipality | 1 | 2 |
| 9. I have participated on public debates on municipal budget | 1 | 2 |
| 10. I have contacted the administration of the municipality | 1 | 2 |
| 11. I have contacted public enterprises | 1 | 2 |

37. Are you satisfied with the involvement of citizens in decision-making process in the municipality?

| Features/Assessment | Satisfied | Partially satisfied | Unsatisfied | No opinion |
|---|-----------|---------------------|-------------|------------|
| 1. Strategies | 1 | 2 | 3 | 4 |
| 2. Urban plans | 1 | 2 | 3 | 4 |
| 3. Municipality budgets | 1 | 2 | 3 | 4 |
| 4. Programs | 1 | 2 | 3 | 4 |
| 5. In general, citizen participation in the decision making process | 1 | 2 | 3 | 4 |

38. Did you face with corruption in your municipality?

| | | Yes | No | I don't have an opinion |
|---|--------------------------|-----|----|-------------------------|
| 1 | Municipal administration | 1 | 2 | 3 |
| 2 | Public enterprises | 1 | 2 | 3 |

39. Have you ever filed appeals and complaints to the municipality and/or public enterprises?

| | | Yes | No |
|---|--------------------------|-----|----|
| 1 | Municipal administration | 1 | 2 |
| 2 | Public enterprises | 1 | 2 |

40. Did municipal authorities accept your appeals and complaints?

1. Yes
2. No

41. How often do the Mayor and the municipal administration provide information about the budget expenses?

1. Once a year as a part of yearly report
2. For major investments

3. About all municipal investments

Have you ever been involved in citizen initiatives, debates or local referendum, if yes, for which problem and area?

Is your urban/local neighborhood functional?

42. Is the principle of justice applied during the process of employment in your municipality?

1. Principle of justice and transparency are applied
2. Dominated by family connections
3. Dominated by party connection
4. I don't have an answer

43. Does the municipal administration use the local languages in written and oral communication with citizens?

1. Yes
2. No
3. I don't have an answer

44. Satisfaction with the work of the mandatory participatory bodies

| Participatory bodies/ Assessment | Satisfied | Partially satisfied | Not satisfied | I don't have an opinion |
|---|------------------|--------------------------------|----------------------|--|
| 1. The work of the Commission for inter-community relations | 1 | 2 | 3 | 4 |
| 2. The work of the Council for protection of the consumers | 1 | 2 | 3 | 4 |
| 3. The work of the Commission on equal opportunities between men and women | 1 | 2 | 3 | 4 |

45. Would you participate in similar surveys on citizen satisfaction with local services?

1. Yes
2. No

THANK YOU!

MUNICIPALITY SURVEY

STRUCTURAL QUESTIONNAIRE

This questionnaire is an integral part of the UNDP project "Strengthening of the public policies process based on empirical indicators - a study of the satisfaction of citizens with the municipal services", realized by South East European University and by your municipality.

The purpose of this questionnaire is to obtain statistically valid data from the municipality for the service delivery at local level.

The results of this questionnaire will be the basis for improving of the planning, the allocation of the resources, and the improving of the process of creating public policies at local level in your community.

1. Demographic indicators: The total number of population in the municipality is in the interval:

1. Up to 5.000 citizens
2. 5.001-10.000
3. 10.001-20.000
4. 20.001-50.000
5. 50.001-100.000
6. More than 100.000 citizens

2. What territory covers your municipality (km²)? _____

3. What is the number of employees in the municipal administration?

1. Number of full-time employees ____
2. Number of part-time employees ____
3. Number of employees engaged by authorship contract ____

4. What is the perception of the municipality in terms of the impact of decentralization on the municipal administration?

| | Completely agree | Agree | Neither agree, nor disagree | Disagree | Completely disagree |
|---|------------------|-------|-----------------------------|----------|---------------------|
| The municipal administration services are improved with the process of decentralization | | | | | |

5. Is there a need to improve the quality of municipal services?

YES NO

If yes, in which areas do the quality of municipal services need to be improved?

| Area | Specify the preferred aspect of the local service that you would like to be improved. |
|-----------------------------------|---|
| Education | |
| Urban planning | |
| Environment | |
| Communal services | |
| Sport and recreation | |
| Culture | |
| Local economic development | |
| Protection and rescue of citizens | |
| Health | |
| Social Care and Child Protection | |

6. In which area do you see problems in the municipal services (multiple answers possible)?

1. Management-capacity / skills of employees
2. The legal framework
3. The communication between the local and the central government
4. The communication between the local government and the citizens
5. Other _____

7. Specify the priority areas for capacity building - training in your municipality:

8. What is the number of registered unemployed persons in the municipality? _____

9. Does the municipality adequately treat the problem of unemployment?

Yes No Partially

If not, or partially, please specify the reasons for it:

10. What is the amount of the municipal budget?

| | 2009 | 2010 | 2011 | 2012 |
|--------|------|------|------|------|
| Denars | | | | |
| Euros | | | | |

11. What is the contribution of each type of municipal revenues (in percentage)?

| | 2009 | 2010 | 2011 | The projections for 2012 |
|--|------|------|------|--------------------------|
| Tax on property | | | | |
| Tax on inheritance and gifts | | | | |
| Tax on property sales | | | | |
| Other local taxes established by law | | | | |
| Communal taxes | | | | |
| Administrative taxes | | | | |
| Other local taxes established by Law <i>(please specify if any)</i> | | | | |
| Construction land fee | | | | |
| Fees for communal activities | | | | |
| Fees for spatial and urban plans | | | | |
| Other local fees established by Law <i>(please specify if any)</i> | | | | |
| Income from rent | | | | |
| Income from interest | | | | |
| Income from sales of property | | | | |
| Revenues from grants | | | | |
| Revenues from fines stipulated by law | | | | |

| | | | | |
|--|--|--|--|--|
| Other income from self-contribution | | | | |
| Other revenues established by law <i>(please specify if any)</i> | | | | |
| Personal Income Tax | | | | |
| Value Added Tax | | | | |
| Earmarked grants - Education | | | | |
| Earmarked grants - Culture | | | | |
| Earmarked subsidies - Child protection | | | | |
| Capital Grant - Roads | | | | |
| Capital subsidies - Water Supply and Sanitation | | | | |
| Block grants - education | | | | |
| Block grant - culture | | | | |
| Block grant - Child Protection | | | | |
| Grants for delegated authority (specify the delegated authority) | | | | |
| Domestic borrowing | | | | |
| Foreign borrowing | | | | |
| Budget reserve | | | | |

12. What is the state capital investment in the local infrastructure?

| <i>In percentages</i> | 2009 | 2010 | 2011 | Projections for 2012 |
|---|------|------|------|----------------------|
| Water supply | | | | |
| Communication | | | | |
| Local economic development | | | | |
| Environment | | | | |
| Construction and maintenance of local roads | | | | |
| Social care and Child protection | | | | |
| Communal services - sanitation and waste management | | | | |
| Primary education | | | | |
| Secondary education | | | | |
| Kindergarten - children in preschool | | | | |
| Urbanism | | | | |
| Culture | | | | |
| Sport | | | | |
| Health care | | | | |
| Protection and rescue of people and goods | | | | |

13. What is the contribution of each type of municipal expenditures?

| <i>In percentages</i> | 2009 | 2010 | 2011 | Projections for 2012 |
|---------------------------------|------|------|------|----------------------|
| Currently-operating expenditure | | | | |
| Capital expenditure | | | | |

14. What is the participation of functional expenditures to total municipality expenditures (in percentage)?

| <i>In percentages</i> | 2009 | 2010 | 2011 | Projections for 2012 |
|---|------|------|------|----------------------|
| Water supply | | | | |
| Communication | | | | |
| Local economic development | | | | |
| Environment | | | | |
| Construction and maintenance of local roads | | | | |
| Social care and Child protection | | | | |
| Communal services - sanitation and waste management | | | | |
| Primary education | | | | |
| Secondary education | | | | |
| Kindergarten - children in preschool | | | | |
| Urbanism | | | | |
| Culture | | | | |
| Sport | | | | |
| Health care | | | | |
| Protection and rescue of people and goods | | | | |

15. Do you think that your municipality has sufficient financial resources for the areas listed below?

| | Yes | No | Partially |
|--------------------------------------|-----|----|-----------|
| Education | | | |
| Urban planning | | | |
| Environment | | | |
| Communal services | | | |
| Sport and recreation | | | |
| Culture | | | |
| Local economic development | | | |
| Protection and security for citizens | | | |
| Health care | | | |
| Social care and child protection | | | |

If not, or partially, please list the key reasons for the insufficiency of funds

16. Has the municipality in the last 3 years faced any financial instability (irregularities in financial performance, untimely payment of debt, blocked account or exceeding the maximum limits on borrowing established by law) and how many times? _____

17. What are the revenues of the municipality in terms of:

| | 2009 | 2010 | 2011 |
|--|------|------|------|
| GDP | | | |
| The revenues of the municipality as a percentage of GDP | | | |
| Public revenue | | | |
| The revenues of the municipality as a percentage of public revenue | | | |

18. To what extent (in %) of the total amount, your municipality collects the following taxes / fees / revenues?

| Type of tax / fee / income | Percentage of funds collected for 2009 (as% of total funding projected) | Percentage of funds collected for 2010 (as% of total funding projected) | Percentage of funds collected for 2011 (as% of total funding projected) |
|--------------------------------------|---|---|---|
| Tax on property | | | |
| Tax on inheritance and gift | | | |
| Tax on sales of property | | | |
| Other local taxes established by Law | | | |
| Communal fees | | | |
| Administrative fees | | | |
| Other local taxes established by law | | | |
| Fees for arranging land | | | |

| | | | |
|---------------------------------------|--|--|--|
| Fees for communal activities | | | |
| Fees for spatial and urban plans | | | |
| Other local fees established by law | | | |
| Income from rent | | | |
| Income from interest | | | |
| Revenues from sale of property | | | |
| Income from donations | | | |
| Revenues from fines stipulated by law | | | |
| Other income from self-contribution | | | |
| Other revenues determined by law | | | |

19. Is the allocation of capital grants efficient and is it following the real and acute problems of the municipality?

| | Yes | No | Partially |
|---|-----|----|-----------|
| Capital Grant - Roads | | | |
| Capital subsidies - Water Supply and Sanitation | | | |

If not, or partially, please list the key reasons for it:

20. Do you think that municipality spends its budget economically?

| | To a large extent | Partially | Not at all |
|---|-------------------|-----------|------------|
| Spends the budget funds economically | | | |
| Spends the budget funds with according to the purpose | | | |

Based on which indicators the municipality assesses the above responses:

21. Do you think that the model of determination and allocation of grants is appropriate?

Yes No

22. If not, where do you locate the defects (indicators according to which the funds are determined, the formula for allocation, the efficiency of determination, and the participation)?

23. Is there a framework for debt management in your municipality, oriented towards the management of risk in order to measure the costs and risks?

Yes No

If NO, please state the key reasons for it:

24. Are there any policies and plans for debt management and funds prepared by the municipality?

Yes No

If NO, please state the key reasons for it:

25. Have you implemented other activities related to the borrowing (as a strategy for credit ratings, for example)?

Yes No

If NO, please state the key reasons for it:

26. Are you currently prepared to make a decision to take on debt for any capital investment?

Yes No

If NO, please state the key reasons for it:

27. Do you feel ready to issue municipal bonds and to develop specific techniques for debt management, as assessment of borrowing capacity and alternative structures of borrowing?

Yes No

If NO, please state the key reasons for it:

28. Is your municipality interested in implementing the standards ISO / KAF and standards for obtaining an international credit rating?

Yes No

If NO, please state the key reasons for it:

29. What describes best the economy in your municipality in the last 3 years?

- 1) Fast Growth
- 2) Moderate Growth
- 3) Poor growth
- 4) No growth

30. Which of the following entities is the most active in promoting the economic development of your municipality?

- 1) The local government
- 2) The civil society
- 3) The private sector
- 4) The central government

31. Do you think that your municipality provides and promotes the following factors that support the business development?

| Factors that enable business | Provides it in large scale | Provides it in small scale | Does not provide it | Does not provide it at all |
|--|----------------------------|----------------------------|---------------------|----------------------------|
| Effective tax administration | | | | |
| Quickly issuing of work permits and licenses | | | | |
| Permanent electricity power supply | | | | |
| Permanent water supply | | | | |
| Solid waste disposal | | | | |
| Developed telecommunication infrastructure | | | | |
| Police protection | | | | |
| Fire protection | | | | |
| Continuous compliance with the regulations for planning and urbanization | | | | |
| Quality educational services and infrastructure | | | | |
| Quality health and social care and infrastructure | | | | |
| Support of the development of small and medium enterprises and entrepreneurship at the local level | | | | |
| Promotion the self-employment in the municipality | | | | |
| Existence of local policies for local economic development | | | | |

32. How do you rate the availability of funds in your municipality for the preparation and implementation of local policies, strategies, programs and plans in the areas listed below?

| Area | Sufficient funds | Insufficient funds | If insufficient, what are the main reasons for this? |
|-----------------------------------|------------------|--------------------|--|
| Education | | | |
| Urban planning | | | |
| Environment | | | |
| Communal services | | | |
| Sport and recreation | | | |
| Culture | | | |
| Local economic development | | | |
| Protection and rescue of citizens | | | |
| Health care | | | |
| Social care and child protection | | | |

Education

33. Please specify the competencies in the field of education that your municipality currently implements:

a) Establishment, funding and administering of primary and secondary schools in collaboration with central government

Yes No

б) Organizing school transportation and food

Yes No

в) Accommodation in dormitories

Yes No

34. Specify primary and secondary schools that are established in your municipality and the number of students in the elementary and the secondary education:

35. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

ENVIRONMENT

36. Please specify the competences in the area of environment that your municipality currently implements:

- Measures for protection and prevention of pollution of water, air, and soil Yes No
- Protection of nature Yes No
- Protection against noise and ionizing radiation Yes No
- Services for energy efficiency Yes No

37. How many certified environmental inspectors are employed in your municipality?

38. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

LOCAL ECONOMIC DEVELOPMENT

39. List the competencies in the field of local economic development that your municipality currently implements:

- Planning the local economic development Yes No
- Determination of structural and development priorities Yes No
- Implementation of local economic policy Yes No
- Support of the development of small and medium enterprises and entrepreneurship at local level Yes No
- Participation in establishing and developing the local network of institutions and agencies Yes No
- Building partnership for LED (same as previous) Yes No

40. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

CULTURE

41. Is there a local institution in the field of culture in the territory of your municipality?

Yes No

If YES, specify the cultural institutions in your municipality:

42. List the competencies in the areas of culture that your municipality currently implements:

- Institutional and financial support of cultural institutions and projects (just the municipalities with transferred competencies should answer)

Yes No

- Preservation of folklore, customs; traditional crafts and similar cultural heritage

Yes No

- Organizing cultural events

Yes No

- Encouragement different forms of art work

Yes No

43. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

Social care and child protection

44. Please list the competencies in the field of social and child protection that your municipality currently implements:

- Kindergartens and retirement homes (ownership, financing, investment and maintenance) Yes No
- performing social care for disabled people Yes No
- performing social care for children without parental care Yes No
- performing social care for children with educational and social problems Yes No
- performing social care for children with special needs Yes No
- performing social care for children from families with single parent Yes No
- performing social care for abandoned children Yes No
- performing social care for people exposed to social risk Yes No
- performing social care for persons addicted to drugs and alcohol Yes No
- raising awareness of the citizens Yes No
- Care homes for persons exposed to social risk Yes No
- Care and education of the pre-school children Yes No

45. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

COMMUNAL SERVICES

46. Please specify the responsibilities in the area of the communal services that your municipality currently implements:

- | | |
|---|--|
| - Water supply | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Sewerage | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Wastewater treatment | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Collection and treatment of solid waste | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Public hygiene | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Cemetery | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Public greenery | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Public lighting | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Public markets | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Public parking | Yes <input type="checkbox"/> No <input type="checkbox"/> |

47. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, Inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

SPORT AND RECREATION

48. Please specify the competencies in the area of sport and recreation that your municipality currently implements:

- | | |
|--|--|
| - Development of sports and recreational activities for citizens | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Organizing sports events | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Maintenance and construction of sports facilities | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Support sports associations | Yes <input type="checkbox"/> No <input type="checkbox"/> |

49. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

HEALTH CARE

50. Please list the competencies in the area of health that your municipality currently implements:

51. Does your municipality apply another ways of conducting the competence in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

PROTECTION AND RESCUE OF CITIZENS

52. Please specify the competencies in the area of protection and rescue of citizens that your municipality currently implements:

53. Does your municipality apply another ways of conducting the competence in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

URBAN PLANNING

54. Please specify the competencies in the area of urban planning that your municipality currently implements:

- Adopting general, detailed urban plans for villages and urban plans for the settlement

Yes No

- Local public roads

Yes No

- Procedure for obtaining building permits

Yes No

55. Does your municipality apply another ways of conducting the competences in this area?

Yes No

If yes, what form (cooperation with the private sector, inter-municipal cooperation, concession, outsourcing, deinstitutionalization, etc.) and according to which model:

GOOD GOVERNANCE

STRATEGIC PLANNING AND ACTION PLANS

56. Does your municipality implement a long-term planning and has it adopted the following strategic documents?

- | | | |
|--|------------------------------|-----------------------------|
| Strategy for local economic development | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Strategy for local development | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Local agenda 21 | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| General urban plan | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Local Action Plan for Environment | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program to improve the air quality | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program for waste management | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Local Strategy for culture | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Preferred procurement plan in education | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Local strategy for sport and recreation | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program (or plan) for rescue of citizens and goods | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Plan for public investment for the development of communal infrastructure | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program for poverty alleviation | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program for employment | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Social protection program | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program for Child Protection | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program to improve fire protection services | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program for health protection from infectious diseases | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program to promote health prevention and protection | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| Program for citizens with special needs (disabled, abused children; street children, etc...) | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

57. Were the processes planned, prepared and conducted by the permanent workgroup / Standing Committee on Strategic Planning? Yes No

58. Are the citizens involved in the processes of strategic planning?

Yes No

If YES, specify the instruments of inclusion:

59. Are the local experts involved in the strategic planning?

Yes No

60. Does your municipality cooperate with the central government, the private sector (business sector) and nongovernmental organizations in planning and funding of the preparation of the above programs, which, in fact, are prepared by your municipality?

Yes No

If YES, please list the programs and areas of cooperation:

61. In which of the following areas the municipality informs the citizens about the policy proposals and seeks feedback on the effect of the policies?

| Area | Informs the public about the policy proposals | Seeks feedback on the effect of the policies |
|-----------------------------------|---|--|
| Education | | |
| Urban planning | | |
| Environment | | |
| Communal services | | |
| Sport and recreation | | |
| Culture | | |
| Local economic development | | |
| Protection and rescue of citizens | | |
| Health care | | |
| Social care and child protection | | |

62. How does the municipality inform the citizens about its work?
 (multiple answers possible)

| | Yes | No | Partially |
|--|-----|----|-----------|
| By the municipality newsletter | | | |
| By the municipality website | | | |
| By local media | | | |
| By local press | | | |
| By the municipality bulletin board | | | |
| By the municipal newspaper | | | |
| By the bulletin board in the neighborhood or urban community | | | |
| By public debates and meetings | | | |
| Other: ----- | | | |

63. Channels through which the municipal administration informs the stakeholders on various issues

| | Budget | Strategies development | Strategies implementation | Action plans development | Action plans implementation | Development of programs / projects | Implementation of programs / projects |
|----------------------------------|--------|------------------------|---------------------------|--------------------------|-----------------------------|------------------------------------|---------------------------------------|
| Website | | | | | | | |
| E-mail | | | | | | | |
| National television and radio | | | | | | | |
| Local television and radio | | | | | | | |
| Local print media | | | | | | | |
| National print media | | | | | | | |
| Mail | | | | | | | |
| Conferences, seminars, workshops | | | | | | | |
| Meetings and consultations | | | | | | | |
| Telephone | | | | | | | |
| Other | | | | | | | |

64. Which approach your municipality uses for the process of consultation with stakeholders on strategies, action plans and project proposals?

| | Strategies | Action plans | Project proposals |
|--|------------|--------------|-------------------|
| Stakeholders do not participate with their suggestions and comments | | | |
| Municipality actively seeks suggestions and comments from stakeholders | | | |
| No answer | | | |

65. How do you assess the interest of the citizens for the municipality activities?

| Service / Price | Outstanding interest | Interest | Partially expressed interest | No opinion |
|---|----------------------|----------|------------------------------|------------|
| Evaluation of the municipality for the interest of the citizens for the municipality activities | 1 | 2 | 3 | 4 |

66. How many civil initiatives, civic meetings and referendums were organized in your municipality in 2009-2012?

- Civil initiatives number: ____
- Civic meetings number: ____
- Referendums number: ____
- Other number: ____

(Please specify the area)

67. List three areas in which there were most complaints (appeals, complaints, submissions, etc...) in the last 2 years!

68. How many complaints (appeals, complaints, submissions, etc...) of the submitted were accepted?

69. What is the standard procedure for handling the complaints?

70. Has an audit by the State Audit Office been conducted in your municipality?

1. Yes 2. No

71. Has your municipality appointed an internal auditor?

1. Yes 2. No

72. Are the audit reports publicly available and through which mechanisms?

73. Does the municipal administration use the language of the local community in the written and the oral communication with citizens?

1. Yes 2. No

74. What is your opinion about the Committee for interethnic relationship (compulsory for the municipalities in which at least 20% of the total populations of the municipality, according to the last population census are members of a different ethnic community)?

75. What is your opinion about the work of Council for protection of consumers as a participatory and an advisory body for reviewing questions and determining proposals concerning the service quality of public departments of the municipality?

76. Does your municipality comply with the Law on Free Access to Information?

1. Yes 2. No

77. If yes, do you submit annual reports on implementation of the Law on Commission for the Protection of the Right to Free Access to Public Information?

1. Yes 2. No

78. To what extent do the next statements relate to your municipality?

| Statements | To a large extent | Partially | A little | Not at all | No answer |
|--|-------------------|-----------|----------|------------|-----------|
| Spends the funds economically | 1 | 2 | 3 | 4 | 5 |
| Spends the funds according to the projected purpose | 1 | 2 | 3 | 4 | 5 |
| Has good cooperation with other agencies and institutions (entities) in providing services | 1 | 2 | 3 | 4 | 5 |
| Provides public goods to improve social welfare | 1 | 2 | 3 | 4 | 5 |

79. Does your municipality stimulate proactive participation of NGOs in identifying and recording the priorities of municipalities?

1. Yes 2. No

80. Which NGOs is the leading organization that deals with decentralization?

81. What are the local mechanisms and tools to involve vulnerable groups in the processes of local governance, planning, implementing activities and MEE??

82. What are the instruments through which the municipality addresses the gender issues and the issue of minority communities?

83. Does your municipality conduct surveys to measure citizens' satisfaction with local services?

1. Yes 2. No

If YES, specify the areas and the period these surveys were conducted:

THANK YOU!

This study was produced with the technical and financial support from the United Nations Development Programme (UNDP).

Its objective is to serve as a basis for improvement of the planning, allocation of resources and creation of public policies in the municipality of Krusevo.

June 2012