



PROGRAMME
"INTER-MUNICIPAL COOPERATION for BETTER SERVICE PROVISION for EU ACCESSION"

FINAL STATUS REPORT

For the period: January 2009 – October 2011



1. General Project Information

Name of organization:	UNDP
Area/Country	Europe/ FYR Macedonia
Project title:	"Inter-municipal Cooperation for better Service Provision and EU Accession"
Project number:	MAK-08/032
Recipient:	UNDP
Co-operation partner(s):	Ministry of Local Self-government (MoLSG)

2. Project Expenses

Allocated amount (as per the Letters of Approval and the exchange rates on the transfer dates)	1.226.957,86 USD / 887.454,6 EUR
Other financing Other contribution (UNDP, local contribution)	40,716 USD (35,099 UNDP and 5,617 municipality of Ilinden) There is parallel funding by the municipalities participating in the grant scheme in 15% of every grant, total 5.574.315 MKD (approximately 120.000 USD)
Total Project Expenses	1,267.673,86 USD
Amount to be disbursed (funding of on-going activities)	/
Requested amount	/

3. Project Description

a) Describe the project purpose and objectives, including indicators for measuring performance. If the purpose or objectives were modified, an example must be given.

The objective of the Programme "Inter-municipal Cooperation for better Service Provision and EU Accession" (IMC Programme in the further text) was to contribute to the development of inter-municipal cooperation (IMC) in the country in support of the achievement of one of the main objectives of decentralization i.e. the efficient provision of affordable and quality public services to citizens and to ensure the institutional and professional capacities needed. Ultimately, the IMC Programme sought to establish an effective and sustainable system for supporting IMC which would be adopted and expended by the Government through its own policies and resources.

The overall IMC programme implementation strategy was to create the necessary human and institutional capacities for implementation of IMC and develop financial scheme that will enable implementation of IMC on a national scale. More specifically, the IMC Programme was focused on activities aimed at:

- 1) Building a critical mass of knowledge and capacity for replication of existing IMC practices and implementation of new models of IMC in the areas of municipal competences;
- 2) Establishing an effective financial mechanism to support municipalities to identify IMC opportunities, initiate and implement IMC activities;
- 3) Establishing an IMC knowledge management system that collects, systematize and disseminate information on IMC as a means to raise awareness, knowledge and capacities on an on-going basis and stimulate the replication of good practices;
- 4) Facilitating an on-going policy dialogue between central government, municipalities, donor community, financial institutions and private sector for coordinated strategic approach and enhancing national policies in support of IMC.

b) Indicate the target group(s) of the project and if applicable, primary and secondary target groups

Primary target group of the IMC Programme was the local government in the country, i.e. all 85 local self-government units, including their elected representatives (mayors and members of councils) and the municipal administration.

The ultimate IMC Programme beneficiaries were the citizens, the civil society as well as the business community.

At a policy level, the main beneficiaries were re the Ministry of Local Self -Government, the relevant line ministries that have devolved competencies to local government (Ministry of Finance, Ministry of Labour and Social Policy, Ministry of Transport and Communications, Ministry of Environment and Spatial Planning, Ministry of Culture, Ministry of Education and Science, Directorate for Protection and Rescue) and, the Association of Local Self Government Units (ZELS). In addition, as a part of the Regional Development system, the administration of the Centres of the eight (8) planning regions benefited from the Programme interventions.

The attractive results of the Programme and their wider recognition in other countries in the region and further, triggered a process of replication (eg. Monte-Negro, Kosovo, Ukraine, Croatia), which also makes those countries a kind of beneficiaries of the programme as well.

c) Indicate the outputs, activities/process, and inputs

Output 1: Critical mass of IMC knowledge and capacity at the municipal level built

Indicative Activities:

Activity 1.1: Capitalization of the existing country experience in IMC

Activity 1.2: Preparation of manuals and training materials – generic (policy) and specialized (topical)

Activity 1.3: delivery of ToT for a pool of trainers/experts with different sectorial experience

Activity 1.4: Training program delivery to different target groups (elected officials, representatives of line ministries, municipal experts and journalists), accompanied with field trips, when appropriate

Activity 1.5: Facilitation of the Innovative IMC practices team for development of possible scenarios for IMC in new areas of need

Activity 1.6: Organization of appropriate on-going promotion and media coverage of IMC initiatives

Inputs:

Staff, international and local expertise, experience from the previous IMC phases access to knowledge networks

Output 2: IMC Technical assistance (TA) financing scheme established and operational**Indicative Activities:**

Activity 2.1: Development of criteria and procedures for management and monitoring of the IMC TA financing scheme (for replication and for support of innovations)

Activity 2.2: Organization of the selection process for TA for replication – calls for proposals, evaluation of applications, decision making and contracting

Activity 2.3: Provision of TA to the selected groups of municipalities

Activity 2.4: Selection of possible cases for TA for support of innovations

Activity 2.5: Facilitation and TA for the selected IMC innovative initiatives

Activity 2.6: Capitalization of the experience to be used for training and replication

Activity 2.7: Development of criteria and procedures for management and monitoring of the revolving fund

Activity 2.8: Management of the revolving fund – promotion, selection process, contracting, monitoring, evaluation and fund raising

Inputs:

Staff, international and local expertise, experience from the previous IMC phases access to knowledge networks

Output 3: IMC knowledge management system established and operational**Indicative Activities:**

Activity 3.1: Organization of annual national survey on the IMC practices in the country and main demands and constrains

Activity 3.2: Establishment of thematically organized database on IMC practices in Macedonia and other countries

Activity 3.3: Establishment of data base of national and international trainers/experts and networking with organizations/institutions active in the area of IMC

Activity 3.4: Establishment and maintenance of website with a professional discussion forum for exchange of know-how and experience between experts and institutions

Activity 3.5: Publication and dissemination of a newsletter on IMC in country and Europe

Activity 3.6: Organization of international conference

Activity 3.7: Organization of study visits within the country and abroad

Activity 3.8: Introduction and coordination of an Annual competition for the most efficient IMC in the country

Inputs:

Staff, international and local expertise, experience from the previous IMC phases access to knowledge networks

Output 4: Improved legal environment, stimulating national policies and diverse financial mechanisms for IMC

Indicative Activities:

Activity 4.1: Facilitation of ongoing dialogue with central government for policy change and financial incentives in support of IMC. Organization of policy forums for discussion, consultation and promotion of new policies

Activity 4.2: Provision of expert support to relevant ministries to cope with EU requirements and programming of IPA fund in support of IMC

Activity 4.3: Further donor coordination for incorporation of IMC in all possible programs in support of local development and service provision

Activity 4.4: Coordination with financial institutions for possible incentives for credits in support of IMC possible outsourcing of services and public-private partnerships

Inputs:

Staff, international and local expertise, experience from the previous IMC phase access to knowledge networks

4. Progress on Project implementation

a) Were the project's purpose and objectives achieved? If not explain why..

General overview:

1. The purpose and the objectives of the project were achieved. As an illustration, more than two thirds of the municipalities entered into inter-municipal cooperation arrangements, including in areas in which they have not provided services before (such as social protection, management of illegal construction, environment...). More than fifteen municipalities introduced competencies they were not delivering before. Some of the municipalities have already extended the cooperation initiated with UNDP support in other areas, thus ensuring scaling up and sustainability. What was once almost at the level of a taboo, now is a widely encountered instrument when it comes to provision of local services.
2. However, the main purpose of the interventions was to bring benefits to the people. Through the municipal activities a service delivery territory for around 800 000 people was encompassed. Many of the activities brought general benefits for the overall population, such as the improved tax administration, the urbanization, local economic development promotion, environmental planning etc. Some specific social groups have gained also specific benefits, such as: unemployed people were enabled to enter the job market in an inter-municipal context; people under social risk were mapped and became part of the municipal policies; more than 1000 companies became part of an inter-municipal LED platform; more than 6000 families were enabled to transform their homes in the frame of the municipal plans and thus secure their ownership... While each of the initiatives had it's own specifics, a common conclusion is that the Programme approach targeted the issue of equitability of access to services and placed it's focus on citizen's needs.
3. Inter-municipal cooperation and the Programme itself contributed to the ongoing reforms in the county. In that regard, it can be concluded that the IMC Programme proved to be a very concrete and useful, practical response to the strategic goal and priorities of the Government Programme on Decentralization 2008 – 2010. The IMC Programme contributed for development of more favourable conditions for effective and efficient inter-municipal cooperation and thereupon ensured efficiency and effectiveness in the provision of different services by the municipalities.
4. IMC is also described as one of the strategic considerations for the new Programme for Implementation of the Decentralisation Process, 2011-2014. The new Program notes that municipal cooperation arrangements have assisted many municipalities and recommends expansion of the municipal cooperation arrangements.

5. Especially the smaller and mainly rural municipalities considered the IMC Programme as an additional way of securing efficient and effective services without hindering the basic reasons for which the local self-government unit has been established. This is the key argument that confirms the essential importance of the cooperation among the municipalities in conditions of one-layer local self-government and is a reason more for creation of optimal normative, staff, technical and financial conditions for smooth implementation of the inter-municipal cooperation. Therefore, the most important priority is to proceed with efficient and effective implementation of the Law on inter-municipal cooperation and in a short run to create all conditions necessary for full implementation of the provisions related to encouraging, incentives, monitoring and financing of the inter-municipal cooperation.
6. Not only the dialogue, but also the legal basis on IMC was substantially strengthened with support of this Programme. The adopted bylaws have rooted the IMC even more in the national system. They are looking at specific criteria and instruments for the government to support IMC initiatives, and obliging line ministries to look at areas for of specific interest to be supported for IMC initiatives.
7. As a result of the project, line ministries for the first time were actively involved in creating concepts for IMC support, and their employees have become promoters of IMC as a concept. IMC is now mentioned as a critical tool in policy discussions of specific decentralization issues, such as local financing, delivery of social services, environment and energy efficiency...Programmes that work on improvement of community dialogue and inter-ethnic relations are now also utilizing IMC as one of the tools. IMC is seen as a very important tool in absorption of EU and other funds.
8. Great motivation for the local actors to embrace the innovative thinking and discourse on IMC as authentic and their own, was the fact that their peers from other countries have recognised the significance of this tool, came to the country to search for experiences and started replicating. In the meantime a number of development agents and IOs (such as SDC, OSCE, Ludwig Boltzmann,..) have embraced IMC as part of their activities at local level.
9. The Programme ensured that this approach is rooted by creating a vibrant community of IMC practitioners was created at local level, as well as on central level. The local practitioners continue to develop good IMC practices, exchange experiences across municipalities and participate in now major regional IMC projects, such as regional waste management initiatives. Resource mobilization from EU and other funds, as well as looking for public-private partnerships is part of these exercises.

RADOVIS – KONCE

Raising environmental standards, reducing bureaucracy

'I am very satisfied with the services from the municipalities,' says Krste Georgiev, the owner of a local company for fruit and vegetable conservation. 'We needed to get an integrated B permit in order to apply for food safety certificates and the municipalities helped us greatly with this procedure. I fully expect our application to be successful.'

10. Last but not least, a very concrete validation of the outcomes of the IMC Programme could be witnessed in the draft of the 2011 Report on the progress of the country which is to be discussed in the European Parliament. Under the chapter on decentralization, bullet point 25, the Rapporteur Mr. Richard Howitt 'commends the successful cooperation programme between municipalities, assisted by the UNDP, and calls for the European Union itself to enhance its support for this practice'.

Detailed account on the interventions:

Output 1) Building a critical mass of IMC knowledge and capacity

The objective of this component was to increase the awareness about IMC and to build technical and institutional capacity for implementation of IMC initiatives. In the period under review, a comprehensive training programme was designed containing 11 different generic and specialized trainings and other capacity building events with **involvement of 930 participants** within 38 training days (more details are presented in the Annex 1 - the implemented trainings and Annex 3 Overview of events implemented in the IMC Programme),

The activities under this output were critical for the changes achieved at policy level, proven by the interest of the municipalities to enter in IMC arrangements, many of them expanding the collaboration both in areas and partners. Almost 100% of the municipal councils of the applicant municipalities (in **46 partnerships, encompassing in total 101 municipalities**, meaning that some municipalities were interested in more areas and more partners) have officially supported the IMC initiatives, though in general the collaboration of the mayors and councils is not always smooth in the municipalities.

In terms of practical implementation of the new policies, the interactive approach in knowledge and capacity building, supported by a "learning by doing" concept resulted in application of the knowledge in the design and implementation of the IMC arrangements. This was ensured by the project team by intense coaching, regular monitoring and ensuring that the respective programmes were finally adopted by the municipal councils.

In some cases this approach in outstanding results, such as introducing in **more than 15 rural municipalities** competencies that were not delivered before.

KRIVA PALANKA – RANKOVCE

Safer for children

‘Working on environmental protection with Kriva Palanka and with support from the UNDP has brought us much closer to local business people,’ reports the head of Rankovce’s inspection department, Slavica Georgievska, ‘And the reductions we’ve achieved in personnel and costs have freed up resources for other investments in the environment.’

‘Now we are in daily contact with the citizens and local businesses,’ says Slavica Georgievska, ‘informing people about the environment and helping companies meet their deadlines.’

At the level of operations and administration the changes are mainly reflected in the specialization of the profiles of the civil servants, who previously often covered several (related or unrelated) areas. Linked to this is also the improved time frame of delivery of certain services. Some requests that took about 1 month to be processed are now processed within the legal time frames. Finally through the development of the new models and standardised procedures, the transparency and accountability have been increased across the participating municipalities. All partner municipalities operate and deliver the subject services by same procedures and use same forms. This directly guides to establishment of basic level of common standards in service delivery at local level.

Output 1 indicators, targets and achievements.

Indicator:	<i>Number of trained elected officials, municipal experts, ministries’ representatives, journalists</i>
Target:	<i>At least 60 % of the municipalities participated in the training program till the end of the second year</i>
Achieved target:	74% of the municipalities participated in the training programme (583 participants trained from 63 municipalities (out of 85 in total))
Indicator:	<i>Number of manuals disseminated to appropriate target groups</i>
Target:	<i>At least 5 manuals for different types of IMC disseminated to more than 100 recipients each</i>
Achieved target:	8 manuals related to IMC disseminated to more than 600 participants trained.
Indicator:	<i>Number of IMC experts trained</i>
Target:	<i>At least 10 experts trained on IMC</i>
Achieved target:	16 experts/practitioners trained on facilitation and dissemination of IMC knowledge and skills.
Indicator:	<i>Number of active members of the Innovative IMC practices team (Government Commission on IMC)</i>
Target:	<i>At least 10 members active</i>
Achieved target:	18 members of the Commission on IMC took active participation

Indicator:	<i>Number of new models for IMC developed</i>
Target:	<i>At least 5 new models of IMC till the end of the second year</i>
Achieved target:	6 new models developed in accordance to the Law on IMC (Joint working body, joint commission, joining funds, Public Private Partnership within IMC context, and new areas of environment and social protection)
Indicator:	<i>% of municipalities participated in IMC initiatives/projects</i>
Target:	<i>At least 50% of municipalities participated till the end of the second year</i>
Achieved target:	74% of municipalities in total participated in IMC initiatives.
Indicator:	<i>% of supported IMC initiatives covered by national media</i>
Target:	<i>At least 75% of IMC initiatives covered till the end of the second year</i>
Achieved target:	reports show that more than 90% of IMC initiatives covered by national and local media.

Output 2) Establishing an IMC assistance financing scheme

The objective of this component was to address one of the main obstacles for development of IMC initiatives on a larger scale - the lack of financial resources for IMC initiation and implementation. This output absorbed overall 386.372 US. The grant scheme rules required 15% parallel funding by the municipalities. The final municipal projects were a result of a comprehensive and transparent procedure and awareness raising, more in detail described in Attachment 3 of this report. Details on the individual projects are also described in the attachment.

Therefore, an IMC financial scheme has been designed in the frame of the Programme, consisting of two components:

- 1) Technical Assistance grants for replication (TARS) of good existing IMC practices and
- 2) Technical Assistance grants for innovations (new areas and new forms of IMC, TASI).

For the purposes of consistency and also sustainability, specific procedures for management and monitoring of the both components of the IMC Technical Assistance financing scheme were developed, as well as Operational Guidelines and Application Form. The whole documentation was a basis for development of the national guidelines for the Ministry of Local Self-Government. **The criteria and procedures were developed in such a manner to be consistent with law on IMC and the EU (IPA), in order to build the municipal capacities for absorption of EU funds.**

Here is an overview of the partnerships established within this intervention:

Component	No. of	No. of	Theme/ Municipal
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	partnerships	municipalities involved	competencies
TARS	11	24	- Financial management, - Urban planning, - Local tax administration, - Local Economic Development, - Inspection.
TASI	8	18	- Social protection, - Protection of environment.
Initiatives replicated in other UNDP programmes	3	6	- Communal affairs, - Protection of environment.
<i>Total</i>	22	48	

In all partnerships, the inter-municipal cooperation **was formally established** ,in accordance to the Law on IMC, including also the municipal councils.

The experienced advantage of the IMC in several partnership resulted in its expansion in additional areas of cooperation with an aim to meet additional requirements in performing municipal functions.

The IMC arrangements from both grant schemes, outreached population close to 800.000 people and close to 200.000 households which otherwise had limited or no access to the targeted services.

The beneficiary municipalities improved the respective administrative procedures, organizational structures, fiscal capacities and service delivery followed by enhanced efficiency and sustainability. In almost all beneficiary municipalities economies of scale and/or scope were achieved. With regard to the economies of scale, lower marginal cost of service delivery was achieved by provision of services jointly for two or more municipalities, due to the larger number of consumers. **As a result of economies of scale, the partner municipalities had savings amounting to 12-20% of net municipal budget, reinvested mainly in infrastructure projects that contribute to better living conditions for citizens.**

The argument of economy of scale is especially important for the relevance of the IMC as a concept in country, due to its territorially fragmented system.

With regard to the economies of scope, IMC contributed citizens of very small municipalities to receive some compulsory services. Municipality, such as Konce (3.536 inhabitants; 9 civil servants), Demir Kapija (4.545 inhabitants; 12 civil servants), Zrnovci (3264 inhabitants, 8 civil servants), Rosoman (4141 inhabitants; 6 civil servants) and other face challenges to organize their own administrative procedures, technical functions and delivery of services to citizens.

The results of the municipal projects showed that especially the established joint administrative bodies and purchased services reduced costs for the implementation of the

particular competencies. The arrangements ensured delivery of public services by taking advantage of existing human, financial, IT and other resources and facilities.

DOLNENI - KRIVOGASTANI

Changes on the ground

The Mayor of Dolneni, Mr Abdula Bajramoski, has no doubts about the benefits of inter-municipal co-operation with neighbouring Krivogastani:

‘Before we carried out this joint project,’ he says, ‘we had to engage people from outside to help complete our tasks, costing us an additional 120,000 denars annually for each municipality. With the establishment of the joint body for environment protection, the same competencies are implemented more efficiently and without additional costs to our municipal budgets.’

The knowledge and skills transferred through implementation of the capacity building component complemented the initiatives for establishment of IMC partnerships. Thus, the professionalism and expertise of municipal administration increased the quality of the provided services.

Furthermore, the IMC initiatives were recognized as useful tool for fulfilling the legal requirements in terms of number and profile of civil servants required for certain municipal competencies. **In that direction, IMC as a tool helped many municipalities to pass from first to second phase of fiscal decentralization.**

Through the established IMC partnerships, many of partner municipalities were enabled to implement competencies previously executed by line ministries, especially in the field of environmental protection and social protection.

A parallel effect under this output was achieved through the participatory processes and public campaigns about the establishment of the IMC, where the citizens were acquainted with their rights, the responsibilities of the municipalities and their own responsibilities as citizens.

It is worthy to note that the IMC contributed for increased number of taxpayers, even for two to three times in rural areas. The IMC arrangements, including a realistic assessment of real estate value enabled for implementation of the principle of equal treatment of citizens toward meeting their legal obligation. Similar effect was achieved through the joint IMC initiatives for management of illegal constructions, where many assets were incorporated in the legal registries and have become subjects to regular taxation (as one of the main sources of municipal revenues).

STIP – KARBINCI

'A roof over their heads'

'The main aim at this stage was to get as many people as possible to come forward and legalise their unregulated buildings,' explains Nikola Iliev. 'To do this we explained and publicized the project in the media and set up a one-stop shop to make it easier for people to start the regularization process. We knew the citizens would take advantage of the opportunity when they understood the benefits of legally owning these buildings.'

'I heard about the project and I immediately came to report my house,' says Mirko Maksimov, whose house is located in a non-urban zone. 'I needed the problem solved as quickly as possible. I want to make sure my children have a roof over their heads and don't have to worry about the future.'

The tailor made media campaign was a part of the strategy for engaging citizens in the IMC arrangements, as it raised awareness among citizens to become active partners in the process. Thus the **percentage of collection of property taxes up to 50% in comparison to previous period. As a direct consequence, the municipal revenue from the property tax (being the basic source of local revenues) increased for 10 to 20% of the net operating budget of the smaller municipalities.**

The municipal projects also opened a new approach at municipal level by looking at the **vulnerabilities** and the services to be provided to them. Through joint initiatives for mapping of their specific needs, the local authorities demonstrated awareness and willingness to effectively serve the vulnerable groups such as persons under social risk, children with special needs, elderly people and single parents.

A set of technical preconditions was also established in the participating municipalities for full functioning of the IMC arrangements:

The **strengthening of the IT capacities** in the respective municipalities provided appropriate conditions for inter connections between involved administrations, improved communication, sharing of experiences and easier flow of documents.

Joint data bases have been developed and used for building of common local policies to meet the needs of target groups. Plans for solid waste management, Social Protection Programmes and Local Environmental Action Plans were developed in the frame of IMC and adopted by municipal councils.

Small scale refurbishment interventions especially in the rural municipal buildings, contributed to the improvement of working conditions of the municipal staff directly involved in the implementation of IMC.

The summary of the grant scheme process, and the projects and activities, as submitted by the lead municipalities and approved by the IMC Project Board, are attached to this report as an Annex 2.

GEVGELIJA – DOJRAN

'Getting closer'

'The office in Dojran is a great relief for people like me who don't have their own transport,' says Stanka Janceva from the village of Furka. 'I have to make use of the social services as someone who needs support from a third person. Recently I needed to apply to extend the right of care and in the past this would mean travelling all the way to Gevgelija and a long and complicated process. Now I can go and speak to the representative in Dojran and that saves a lot of trouble. The local office has more time, too, to help me with the documents and advise me about my issues.'

A study on a potential of establishment of a revolving fund was also subject of this component.

Output 2 indicators, targets and achievements

Indicator: *% of applicants satisfied with the criteria and the procedures of the IMC TA financing scheme*

Target: *At least 80% new models of applicants satisfied*

Achieved target: 89% of applicants satisfied with the criteria and procedures.

Source –questionnaire

Indicator: *Number of supported IMC projects*

Target: *At least 6 supported IMC projects in first year and at least 4 in second year*

Achieved target: 11 projects supported in first and 3 projects in the second year, plus 3 projects through initiatives replicated in other UNDP programmes

Indicator: *Number of supported innovations*

Target: *At least 3 first year and at least 2 second year*

Achieved target: 8 IMC innovations supported till the end of the second year.

Indicator: *Number of IMC supported by the Financial Scheme (ex. revolving fund)*

Target: *At least 2 groups of municipalities second year*

Achieved target: No applicable legal conditions for establishment of revolving fund.

Indicator: *% of increase of the funds in the financial scheme based on fund raising*

Target: *At least 20% at the end of the second year*

Achieved target: No applicable legal conditions for establishment of revolving fund

Output 3) Establishing an IMC knowledge management system

The objective of this component was to establish an IMC knowledge management system which will speed up the process of replication of IMC practices in the country and stimulate the exchange of knowledge and experience at national and international level.

This component was directed toward channelling of the gained knowledge and experiences, and timely dissemination of information. The knowledge materials developed both by outputs 1 and 4 were brokered through this output. Not only the direct participants in the IMC Programme, but **all municipalities** had access to the knowledge management.

The joint knowledge management events organized nation wide (More than 160 participants representing municipalities and central government), enabled identification of gaps in the performance of the municipal competencies and finding IMC solutions. A number of state institutions were for the first time introduced to the concept of IMC and became active actors in promotion and support of IMC. Some of them are critical institutions for the decentralized governance, such as the Institute of Social Affairs, the Directorate for rescue and protection, State Administrative Inspectorate, the State Environmental Inspectorate and the line ministries for social affairs and environment.

GOSTIVAR - VRAPCIŠTE - MAVROVO AND ROSTUŠA

'No time to elaborate'

Emil Durmishi is the owner of EMKO, based in the village of Velebrdo in the municipality of Mavrovo and Rostuše. 'After the visit from the inter-municipal committee I felt confident to prepare an elaborate and submit it for approval. Knowing that the procedure would be handled by our own municipal services with the help of staff in Gostivar and Vrapcište was a big incentive for me. If my request had needed to be sent to the Ministry in Skopje, the way these things used to be handled, I would certainly have had to wait a much longer time for approval.'

It is very important that the findings articulated within these activities fed back to the policy makers at central level (such as the line ministries) and provided grounds for policy debate and also provision of direct support to the municipalities. The knowledge management activities directly influenced not only dialogue at policy level, but they triggered new approaches in IMC, such as using PPP as an alternative service delivery at inter-municipal level.

Several knowledge tools were used under this component: IMC WEB Portal, Study Tours, Network of Practitioners, IMC Bulletin. Some of these tools, such as the IMC web portal, the Bulletin and the network of professionals were introduced for the first time in the country.

The IMC WEB portal is the first "library" on IMC literature, not only in the country, but in the region. Available in Macedonian, Albanian and English languages, it is the go-to destination whenever practitioners are looking for guidance and rules for establishment of IMC arrangements, case studies, IMC trainers data...In addition, the Bulletin disseminated in all

municipalities, appeared as an additional tool for promotion of IMC and its benefits also to municipalities that were not directly involved in the IMC Programme.

The network of practitioners played a critical role in rooting the IMC knowledge in the local environment. The practitioner enabled direct transfer of knowledge peer-to-peer, bottom-up approach and ensured ownership and sustainability of the knowledge created by the IMC programme. They disseminated knowledge in the areas of LED, social protection, local taxes through delivery of trainings and know-how on implementation of IMC in the given areas, throughout municipalities.

ZAJAS – OSLOMEJ

‘Now there is a lot more hope’

Registering and mapping social vulnerable groups is another vital area in which the municipalities of Zajas and Oslemej have made progress by working together. ‘There are a lot of elderly people in our municipality who don’t have any family to look after them,’ says Lutfi Osmani, president of the village council of Zajas Chelikaj and a long-time activist for improving social conditions. ‘Before this project it seemed no-one from the local authorities cared about these people. Now with the registration and the municipalities visibly working together to map the needs of the people who really need their help, there is a lot more hope.’

The activities on above the tools are described more in detail in Annex 4 of this report.

This output was critical also for exchange of knowledge and replication of the IMC Programme with other countries:

The country experience in the area of IMC and the Programme results have been recognized as a resource centre not only in the country, but in the wider region as well. Croatia and Montenegro were regularly following and replicating the country practice throughout the Programme, mainly drawing info from the knowledge management tools.

The developed IMC country Handbook was used as base for development of similar handbook in Montenegro. Montenegro is already using the policy and knowledge products and is actively utilizing technical support from the country, while Kosovo is has also started a similar process and has launched the first IMC grant scheme. In that regard, the country experiences have been shared through study tours organised in the country for Montenegro and Kosovo delegations.

Ukraine conducted a Situation Analysis and developed and IMC Concept paper also based on the IMC Programme experiences.

In the frame of this output, a critical event was the **International Forum (conference) on IMC** was organised. The objective of the Regional Forum was to provide an opportunity for national and local authorities from the wider region to exchange experiences and lessons learnt in the area of IMC and to provide a basis for generating new IMC ideas and proposals.

The Forum was held in Skopje on 13-14 October 2011. During this two days Forum, **more than 120 representatives of the central government**, local authorities, local government associations, international and national development agents, universities and UNDP Country offices from FYR Macedonia, Kosovo, Montenegro Albania, Moldova and Ukraine discussed on IMC environment in their countries, challenges, best practices, lessons learned and actions which are needed to be undertaken in the period to come. European Union experiences on utilization of IMC for better of EU integration and absorption of UE funds were also presented.

As a follow-up of the forum, a Policy Paper with regional IMC experiences, trends and potential steps was outlined. It sets particular accent on current status of IMC, recommended actions for the future interventions as well as role of relevant IMC stakeholders in implementation of proposed interventions and sustainable mechanisms for IMC incentives provided by central government was prepared and shared with participants.

The Policy Paper clearly indicates the country as a regional champion of inter-municipal co-operation mainly **due to the fact that around 80 % of all Macedonian municipalities are involved in at least one of IMC institutions and the fact that the country is the only one in the region with a well-developed special IMC Law**. The policy paper also notes that the scope of topics covered by IMC arrangements in the country is the widest in the region. In particular, it is the only country in which some of local governments try to benefit from economy of scale of joint provision of administrative functions (e.g. handling local fees and taxes, inspections).

As a follow-up of forum follow-up several countries (Albania, Moldova, Kosovo, Ukraine) expressed their interest to learn more about the host country IMC experience and its potential for replication within a regional cooperation platform on IMC.

Output 3 indicators, targets and achievements	
Indicator:	<i>Number of local and international practices collected and disseminated</i>
Target:	<i>At least 20 local and 25 international practices per year</i>
Achieved target:	46 international and 26 local IMC practices collected. Additional local practices are situated in the Ministry of LSG.
Indicator:	<i>% of increase of professional forum participants</i>
Target:	<i>At least 10% increase of participants of professional forum monthly.</i>
Achieved target:	18 members of the professional forum involved in continuity throughout the programme
Indicator:	<i>% of satisfaction with the quality of the IMC newsletter</i>
Target:	<i>At least 70% satisfaction</i>
Achieved target:	83% of the municipal representatives satisfied with the quality of IMC newsletters. Source- questionnaire
Indicator:	<i>Number of study tours organized</i>
Target:	<i>At least 3 in the country and one abroad per year</i>
Achieved target:	3 study tours organized in the country and 1 abroad

Indicator:	<i>Number of IMC practices initiated after the study tours</i>
Target:	<i>At least 2 after each study tour</i>
Achieved target:	7 inter-municipal practices initiated.
Indicator:	<i>Number of municipalities participated in the Annual competition for the most efficient IMC</i>
Target:	<i>At least 10 first year and at least 20 second year</i>
Achieved target:	19 practices compiled in a brochure and announced

Output 4) Facilitating an on-going policy dialogue

This component established a dialogue among the relevant stakeholders on issues critical for ensuring IMC enabling environment. Main focus was put on:

- Proper enforcement of Law on IMC
- Enhancement of the Institutional Mechanisms for development of IMC policies (mainly the Commission for IMC)
- Development of policy debate and solutions for active provision of IMC incentives
- Coordination and dissemination of the concept by other international organizations programmes

The IMC team provided technical assistance and facilitated coordinative meetings with representatives of MoLSG related for elaborating legislation that was missing for proper enforcement of the Law on IMC adopted in June 2009. **In that regard, the following bylaws have been developed and adopted by responsible institutions:**

1. Rules of procedures/operational guidelines for the IMC Commission (Art. 34.4 of the IMC law), adopted by the Commission members.
2. System for record keeping of IMC agreements including the format (Art 36.3 of the IMC Law). Form and procedure for registering established IMC was developed, adopted by the Ministry of Local Self-government.
3. Act for criteria for stimulation and support of IMC (Article 32.4 of the IMC Law), adopted by the Macedonian Government,
4. Act for the functions of broader importance and interest for which funds for stimulation of inter-municipal cooperation may be allocated (Article 32.2 of the IMC Law), adopted by the central Government too, for the period 2010-2012.

All these acts enabled more effective and efficient implementation of the IMC Law. The last two acts helped the preparation of the financial/grants scheme that Ministry is planning to launch as a follow-up to the UNDP supported IMC programme. It is expected that the follow-up of the programme grant scheme will be funded by the central government budget. This was the major step to create space to integrate the grant scheme into the state budget and to institutionalise it as a policy mechanism of the MLSG in support of IMC in the country as well as to ensure the sustainability of the financial support for IMC. Based on the

experiences and templates used in the two grant schemes, operational documents for government managed IMC incentives were created with support of the IMC.

As an additional tool for providing articulated policy dialogue and ensuring joint understanding on IMC in accordance to the Law on IMC and other relevant laws, a set of unified forms for establishment of IMC were developed. The dialogue was ensured through a two days forum with representatives of different line ministries, municipalities and centres of the planning regions. In addition a two days forum was organized with the purpose to provide policy agreement for appropriate formal establishment of the "joint administrative body" as one of the most complex IMC forms. Competent representatives from the Ministry of Local Self-government, Ministry of Justice, Civil Servants Agency, ZELS and local governments were involved.

NOVO SELO - BOSILOVO – VASILEVO

'Now there is a lot more hope'

Stronger together

'The first step in tackling social exclusion is to make sure we know who and where the people are that most need help,' says Tuse Stojanov, project coordinator in the municipality of Novo Selo. 'We got an excellent response to our registration campaign,' says Tuse Stojanov, 'especially from the teachers and other public bodies we contacted for data on the target groups. We've registered over a thousand people from across the three municipalities and we now have a much clearer picture of their needs and priorities. Our database now includes details on 699 elderly people without family support, 369 children with disabilities and 52 single-parent families.'

IMC Programme team also provided an on-going support for the functioning and the policy dialogue in the frame of the most relevant IMC inter-sectoral body – the Commission for Stimulation and Monitoring of IMC. The IMC Commission is the national body for coordination between different stakeholders (ministries and representatives of the local government and planning regions) and implementation of inter-ministerial actions in support of IMC. Representatives of the UNDP IMC team were actively participating at all regular meetings of the Commission. As a result of the established dialogue the Commission adopted an act on priority areas for IMC to be financed by the central budget. The IMC Programme assisted in developing the respective criteria for definition of those areas.

The existing practices of Ministry of Culture, Ministry of Environment and Physical Planning and other relevant ministries have been studied into details and platform for dialog has been established for further incorporation of IMC incentives. Discussions were established with the Ministry of Education and the Ministry of Labour and Social Policy to explore the opportunity to incorporate IMC incentives in their current procedures for distribution of the capital grants and local investment programmes. The result was a resolution by the Government to request the ministries to establish funding criteria that will give advantage to municipalities that enter IMC and to conduct assessments for the need of establishment of IMC in the respective areas. In the course of the dialogue, the importance of IMC for better utilization of IPA funds was confirmed by the Secretariat for European Affairs (SEA).

Another platform for policy dialogue was enabled by the summary analysis of the implemented IMC projects, supported through the Programme Grant Schemes. The findings were presented in front of the IMC Commission and were considered as basis for improving the IMC practices and contribution to the supportive environment of IMC in the country. In that direction, the findings are incorporated in the draft 2012 Programme of the IMC Commission.

At the very end of the project implementation an immediate follow-up activity was organized by the Ministry of Local Self-Government and the IMC Programme team through a three day workshop with the Commission for Stimulation and Monitoring of the Inter-Municipal Cooperation, dedicated to planning of the Commission's activities for 2012. During this workshop, the members of the Commission, had the opportunity to analyse the IMC Programme outputs (including the above mentioned analysis) and subsequently plan activities which shall be implemented in 2012 by the Commission. As a result of the workshop, **a 2012 annual work plan for the Commission was developed**, mainly based on the outcomes and the recommendations of the IMC Programme.

The activities in this output contributed also towards dissemination of the IMC concept and practices by other development agents and IOs.

Implementation of the IMC Programme was marked with regular and very intensive communication and cooperation with the other donors in the country. Regular bi-lateral meetings have been conducted with USAID, SDC, GTZ and OSCE for possible interventions within their programs for IMC in local development and service provision.

SDC has opened their Community Forum Program for applications for inter-municipal forums and the first contracts with groups of municipalities were signed. UNDP Program officer was part of the Program Board and facilitated ongoing exchange of expertise. In addition, within SDC support program to PREDA Foundation inter-municipal cooperation component has been funded and is in process of implementation.

USAID upgraded the procedures of their Guarantee Fund for municipalities to accommodate inter-municipal approach to the fund.

GIZ (Deutschen Gesellschaft für Internationale Zusammenarbeit) is providing technical support for elaboration of inter-municipal projects to be funded by the National Fund for regional development in four out of eight regions. In addition three inter-municipal projects are in a process of implementation in two planning regions, funded by GIZ.

The L. Boltzmann Institute of Human Rights in the framework of the project "Social Inclusion and Human Rights in Macedonia", funded by the Austrian Development Agency, supported inter-municipal cooperation between selected municipalities in the area of social protection. Throughout several meetings, the experiences and technical assistance have been provided to the institute personnel by the UNDP IMC Programme team.

UNDP has itself disseminated this tool throughout other development projects, such as its initiatives on regional development, inter ethnic relations, energy efficiency.

Output 4 indicators, targets, achievements

Indicator: *Number of policy forums organized*
Target: *At least 3 till the end of the second year*
Achieved target: 5 forums organized (procedure and forms for establishment of IMC, joint administrative body agreement on rights and responsibilities, international experiences on financial incentives, Analysis of IMC Grant Scheme Projects and the Regional Forum)

Indicator: *Number of line ministries which developed financial incentives for IMC*
Target: *At least 2 till the end of the second year*
Achieved target: Ministry of Local Self-government earmarked funds for IMC, and the Ministry of Labour and Social Policy as well as Ministry of Environment and spatial planning provided non-financial incentives. All ministries have been assigned by the Government to establish funding criteria for providing advantage for municipalities who enter in IMC

Indicator: *% of the funds transferred to municipalities (block grants of the Ministry of education and science, Ministry of labour and social policy and Ministry of culture as well as Funds for encouraging even regional development) for IMC projects. Number of donors incorporated IMC in their programs.*
Target: *At least 3 donors incorporated IMC in their programs till the end of the second year*
Achieved target: 4 donors incorporated IMC in their programs (L. Boltzmann Institute, OSCE, USAID and SDC). The block grants are regulated by legislation that is subject to complex reforms, not dependant on the IMC arrangements. All ministries have been assigned by the Government to establish funding criteria for providing advantage for municipalities who enter in IMC

Indicator: *Number of supported cases for outsourcing of services to NGOs or private companies*
Target: *At least 3 till the end of the second year*
Achieved target: n/a

b) Was the project implemented as planned as regards inputs and activities? If not explain why.

The overall set of the project activities was implemented as planned. However, several anticipated activities has been modified due to the circumstances occurred.

Namely, in accordance to the Programme document an Innovative Practice Team (IPT), was to discuss and offer new areas and forms of IMC in line with national policies and municipal needs and to develop innovative scenarios to their practical implementation. In compliance with the Law on IMC, a Commission for Stimulation and Monitoring of IMC was established by the Government which encompasses the composition and mandate of the Programme's IPT. Therefore, in order to avoid potential overlapping between IPT and the Commission, the IMC Programme worked with the Commission on the respective issues.

Within the Output 2, Report on recommendation for design and management of a revolving fund was prepared. Report's findings showed that current circumstances do not ensure appropriate base for development of the Revolving fund mostly due to the financial crisis, the set-up of the financial institutions and lack of preparedness of central government institution's authorities to support such initiative. Therefore, activities and resources closely related to this issue were realised through the grant schemes.

The outsourcing of services to NGOs and private companies was explored from international IMC practices, but remained as a secondary objective, as the primary objective was to enable municipalities to create mutual partnerships for service delivery. The needs on the field showed that the primary initiatives for IMC are linked to increase of administrative capacities, as a basis for further cooperation with NGOs and businesses.

The international knowledge management initially restricted to study tours was diversified by also organizing international expertise in country, study visits from other countries and providing reference materials.

c) How was the project coordinated with other actors (e.g. other NGOs and the authorities of the recipient country)?

Ministries and state institutions, Association of local governments, donor community and municipalities constitute the group of the key Programme stakeholders. Each of them had own specific way of contribution to creating a favourable climate for the promotion and stimulation of inter-municipal cooperation.

At a policy level, the implementation of the IMC Programme was guided by the Project Board, comprised of the representatives of the Ministry of Local Self-government, ZELS, Civil Servants Agency and Ministry of Finance.

The Ministry of Local Self-Government was the main interlocutor at national level (being responsible for implementation of Law on IMC). By regular involvement of available staff, the MoSLG contributed to the consistent implementation of the legal framework on IMC. In addition, the Ministry chairs the Commission for Stimulation and Monitoring of IMC, established by the Government. The Ministry was actively participated in the development and implementation of the Grant Schemes. The experiences and lessons learnt are used to

build an institutional mechanism for insentifying inter-municipal cooperation in the areas that are of wider significance and interest, financially supported by the Government budget.

Involvement of the line ministries and their bodies responsible for the competencies implemented through IMC was of particular importance. Ministry of Environment and Physical Planning as well as Ministry of Labour and Social Policies actively participated in identifying the needs of local government in its jurisdiction, outlining the grant scheme, selection of successful projects, and their implementation. Both ministries provided expertise in the application of the legal framework and connecting the projects with national data bases. In addition, other central government institutions representatives were involved in the IMC initiatives. Directorate for Protection and Rescue and State Administrative Inspectorate contributed in identification of the municipal needs identification and possible solutions by applying IMC. The Agency of Administration (previously named as Civil Servants Agency) was supporting the establishment of IMC arrangements by looking at the statutory issues of civil servants and organisational structures of the joint inter-municipal bodies.

The Association of Local Self-government (ZELS) supported the overall Programme, in particular contributing to the promotion and sharing of the IMC experiences, in an effort to provide its members with opportunities for a smooth and efficient execution of responsibilities.

Active participation, coordination meetings and experience sharing of donor community representatives have been recognised as useful practice in the efforts for overcoming overlapping of IMC policy and field activities. The interaction with the other international organisations in the country, is elaborated in details under Output 4 above.

At operational level, the activities of the Programme were on daily basis coordinated mainly with the Ministry of Local Self-government but also with the municipalities involved.

Municipal authorities manifested strong commitment in the IMC implementation, in facing the challenges and the overall change management. In that direction, Programme team through regular visits and its monitoring system established solid communication channels that further on contributed for better coordination and timely implementation of project activities.

a) What was done to ensure transfer of expertise and sustainability (e.g. financing, operation.)

As elaborated under the Output 1, through the training programme transfer of IMC expertise was enabled both from international but also from national IMC practices. Furthermore, national IMC practitioners were supported to participate in the transfer of expertise and provision of peer-to-peer exchange among all municipalities involved in IMC capacity building and knowledge management activities. The practical lessons learned from the previous years of UNDP IMC support across the country were the basis for further dissemination of advantages but also challenges of IMC within all the components of this IMC Programme.

As elaborated under Output 2), the Grant Scheme was designed in such a manner to provide for maximum sustainability of the IMCs to be established. Namely, the process of identification of challenges to be addressed by IMC, the preparation of the project proposals and respective decision making, as well as the future financing of the IMCs are based on principles of inclusion and participation of all municipal actors, including the municipal councils. In addition to this, formal establishment and operation of the IMCs as per the Law on Inter-municipal Cooperation was a condition for the municipal projects.

The last but not least, UNDP is continuously and actively building the IMC capacities of Ministry of Local Self-government at both policy and operational level. In this regard, representatives of the MoLSG are directly involved in planning and implementation of all IMC Programme activities. A representative of the MoLSG was chairing the Project Board. The Ministry of Local Self-government has taken over the policy products of the programme, including the drafted bylaws that were duly adopted at government level and also the knowledge tools.

The above mentioned 2012 plan of the Commission for Monitoring and Support of IMC is another tool for sustainability of the IMC Programme Concepts and results.

5. Lessons learned from the project

a) What unforeseen challenges were encountered? How were they met?

The local elections that were completed in April 2009 were a challenge that was used as an opportunity by the Programme. Namely, the fact that most of the local authorities (mayors and councils) were new to the broad area of local government has required more efforts and resources of the IMC Programme team; The team used this opportunity to create ownership at local level and longer-term partnerships. This also became a general strategy of the Programme, to build longer term professional relationships and knowledge resources with the partners. Therefore much of the capacity development and knowledge management was covered by the professional team on board rather than engaging short term inputs. The social capital of the team and the trust built influenced tremendously on the openness of the local authorities to enter into partnerships of a very complex nature. Similar was the effect at national level where the counterparts were encouraged to take initiative in the policy discourse on the issue.

The several elections that occurred during the programme implementation, as well as the policy complexity in which the programme operated, led to extension of its duration, which was used to consolidate results and draw lessons learned. The extension were response to the needs of the main national counterparts which we believe strengthened their commitment and ownership.

During the inception phase of the Programme implementation, the resistance at the local level toward establishment of IMC was overcome by very intense presence on the field, strong awareness raising and capacity building activities developed in order the concept of IMC and its benefits to be internalised and accepted. Lack of enabling IMC legal

environment was overcome through support of central government institutions in policy dialog and upgrading of legislation as precondition for successful implementation of inter-municipal cooperation on national scale.

Overlapping of donor community activities and funds were avoided through regular coordinative meetings.

Regular Project Board meetings contributed for accurate decision making undertaken in a timely manner, especially exchange of information and consultations with national partner contributed for solving of the most of the identified and experienced issues.

Formal establishment of IMC arrangements in accordance to the Law on IMC was initially considered as challenge for municipal administration. Therefore, the Programme team made further efforts for capacity building and regular monitoring of the process. Legal adviser within the team acted as a backstop to the Programme monitoring officers and municipal civil servants in the formal establishment of IMC. Formal contracts and endorsement of the agreements by the councils were and obligatory criteria for funding the municipal initiatives.

Last but not least, the generally weak capacities and the staff turnover in the Ministry of LSG influenced the dynamics of the project thus requiring additional efforts by the project team. The available staff was involved in a regular and structured way in the Programme activities, in order to manage this institutional weakness.

b) Which aspects of the implementation worked well?

From the UNDP experience with the previous IMC interventions, it was notable that certain IMC stakeholders (ex. mayors, municipal civil servants etc.) were hesitant when it comes to the establishment and operation of IMC, mostly due to the lack of critical mass of good domestic IMC practices and lack of specific IMC legal framework. In the meantime, the number of IMC showcases increased; the Law on IMC was adopted (supported by UNDP), which created a favourable environment for further and more frequent application of IMC as a mechanism for overcoming municipal deficiencies for services delivery.

The fulfilment of the Programme outcomes is due to the accumulated experience and knowledge of UNDP in the IMC since 2006. Replication and continuous development and upgrading of the established methodologies, training and best practices resulted in increased quality of the public services in different areas. In that direction, the achieved social capital of the Programme team members was of tremendous importance in establishing open and constructive communication with national and local authorities.

This enabling environment resulted in greater interest of municipalities to attend the IMC training events and to apply to the IMC Grant Scheme. The structured involvement of the MoLSG, as promoter and institutional supporter of the Programme also had a share in this. Implementation of the grants schemes was based on substantial needs analysis and participatory approach by involving relevant stakeholders, which contributed for its success. Of particular importance was the careful selection of expertise and assistance in the implementation of innovative practices and continuous monitoring based on previous experiences and lessons learned. These efforts created increased demand of IMC at the

local level, and a proactive approach of the local authorities and administration of the partner municipalities.

Clear distinction of roles and responsibilities among partners in implementing project activities as well as commitment and positive feedback of line ministries and the central government institutions for proper implementation of decentralization process contributed to the achievement of the all Programme outcomes described above.

In addition, open and transparent cooperation with partners involved in Project Board in all stages of Programme implementation (planning, organizing, implementation and evaluation), regular information sharing and mutual advising was of enormous importance for success.

6. Annexes

Annex 1: Review of the training/capacity building activities implemented in the IMC Programme

Annex 2: Events overview

Annex 3: Summarized Municipal Projects Overview

Annex 4: Knowledge Management Activities/tools

Annex 5: Success Stories Publication

Annex 1. Review of the capacity building activities implemented in the IMC Programme

Trainings:

1. Training of Trainers (ToT) "Strengthening Training/Facilitation Skills and Knowledge of the Local Practitioners Working in Inter-Municipal Cooperation Environment"

UNDP has developed a systematic approach towards contributing to the development of the IMC professional skills, knowledge and attitudes of a number of municipal civil servants. The process of building a core pool of specially trained professionals who can deliver peer-to-peer trainings and assist other colleagues in developing IMC initiatives has started already in the 12 municipalities, covered by UNDP initiatives in the past, as well as of other IMC practitioners. These IMC practitioners reached the necessary level of specific IMC content knowledge; however, they lacked the necessary training/facilitation skills that will enable them to further disseminate the IMC knowledge and experience at a national level. Therefore, a ToT was designed to strengthen the necessary methodical and didactical skills related to designing, delivering and evaluating of IMC training courses and consultancy. Through a competitive tendering procedure, a team of two international training experts was selected to design and implement the ToT. In order to provide transparency and equal access to the ToT for all possible IMC practitioners at national level, a set of criteria was developed and a Call for Candidates was announced. Through a selection process, a pool of 16 qualified IMC practitioners was created.

Upon the delivery of the four-day ToT, the capacities of the pool of 16 IMC practitioners were strengthened to:

- a. design and develop specific training courses to build capacity for more effective inter-municipal cooperation and the better delivery of local services,
- b. deliver practically-oriented training on specified IMC topic
- c. apply the key principles and approaches to adult learning
- d. use the resources available for delivery of 'in-house' training
- e. monitor and evaluate training activities, and to support sustainable capacity building interventions.

All participants received the Trainers Toolkit, and relevant training materials tailored for this purpose. The toolkit is now available for all interested parties in the country and wider (it is part of info on the IMC Web portal)

Throughout the Programme's capacity building initiatives, a part of the IMC trainers were actively involved and have applied acquired knowledge and skills gained during the ToT.

2. Working meetings with mayors and presidents of municipal councils "Fundamentals of Inter-municipal Cooperation and Grants for Inter-municipal Cooperation"

Given the fact that majority of the elected representatives of the local self-government units were relatively new to their positions (due to local elections in April 2009), the objective of these working meetings was to properly introduce them with the IMC concept and share the international and national IMC experiences in order to stimulate the municipal leadership to establish and sustain the IMC in a more systematic manner. In addition, the main objectives, eligibility criteria and principles of IMC Technical Assistance Grant Scheme were presented.

Based on the regional principle, four working meetings took place in the following hubs: Skopje, Mavrovo, Strumica and Bitola, with respective participation of elected municipal representatives from the Centres of the neighbouring planning regions.

The working meeting in Skopje was presided by the Minister of Local Self-government, the President of ZELS and the UNDP Resident Representative a.i. On this occasion, the IMC Technical Assistance Grant Scheme was officially launched in presence of the national media.

During the working meetings, the participants had an opportunity to be informed and to discuss about:

- **The concept of inter-municipal cooperation** (Rationale and benefits of IMC, challenges and obstacles, forms and financing, steps for establishing, principles and roles of external actors in IMC, UNDP and MoLSG Programme for IMC, IMC Grants for replication and innovative practices)
- **European and Macedonian** experiences in IMC (European trends in IMC, lessons learned from the IMC experiences in the country)
- **Environment for establishing of IMC** in the field of social protection (reasons, benefits and possible forms of IMC in the field of social protection)

The participants received the IMC Handbook, prepared by the IMC Programme team in cooperation with the UNDP Bratislava Regional Center, containing practical guidelines in terms of establishment and operation of IMC, different EU models and IMC legislation, Macedonian lessons learned etc.

The working meetings were conducted by the IMC Programme team and four practitioners from the IMC pool of trainers. They were attended by a total of 92 representatives of 55 municipalities from across the country. The participants displayed great interest in the topics for discussion and the meetings resulted in exploration of a number of concrete and new inter-municipal cooperation practices to be potentially established through the IMC Grant Scheme.

3. Training for municipal civil servants on “Fundamentals of Inter-municipal Cooperation and Grants for Inter-municipal Cooperation”

The objective of the two-day training was to introduce the trainees with the concept of IMC and to build their skills for development and management of good quality IMC project proposals to be submitted to UNDP within the IMC Grant Scheme (further elaborated under Component 2).

Based on the same regional principle as with the working meetings with elected officials, four training events took place in the following hubs: Skopje, Mavrovo, Strumica and Bitola, with participation of municipal civil servants from the Centres of the neighbouring planning regions.

The training consisted of four interactive modules tailor made with an aim to enable the trainees to:

- Define the objectives, benefits, challenges and obstacles in IMC
- Distinguish the forms and consecutive steps for establishment of IMC
- Describe the European IMC trends and Macedonian IMC lessons learned
- Properly apply the application procedures for the IMC Grant Scheme
- Autonomously develop IMC project proposals to be submitted to the IMC Grant Scheme

Apart from the IMC Handbook and the related training materials, the trainees received a completely developed sample of an Application Form that will serve them as a guideline (benchmark) in the process of development of IMC project proposals.

The trainings were conducted by the internal expert capacities of the IMC Programme team and four practitioners from the IMC pool of trainers. They were attended by total of 111 civil servants from 61 municipalities. The participants were actively involved in the practical working sessions and they developed number of plausible IMC forms in the eligible areas of: urban planning, local economic development (LED), finance management and internal audit, tax administration and inspection. From the developed case studies during the training, several IMC practices were initiated and applied to the IMC Grant Scheme.

4. Training on management and monitoring of the projects from IMC Grant Scheme 2009 and 2010

Within the IMC Grant Schemes (elaborated in the Output 2 of this report), introductory training of management and monitoring for the projects was introduced to the municipal representatives of 42 municipalities.

Four (4) one day training events were delivered with specific objectives to: describe approaches necessary for uninterrupted communication and cooperation between the UNDP and partner municipalities, explain roles and responsibilities of the municipalities and the UNDP – IMC Programme in implementation of the projects, use the unified forms for implementation of grants (reports, indicators, data base etc.). Additionally, the training events for the Grant Scheme 2010 had a component related to the formal establishment of the inter-municipal cooperation in accordance to the Law on IMC.

Designated municipal project coordinators, focal points and civil servants responsible for finance and legal issues as well as municipal council members attended trainings organized in Skopje and Stip in 2009 and Skopje and Strumica in 2010. 92 trainees increased their knowledge related to management and monitoring of IMC projects.

Training materials included: Handbook for management and monitoring, PP Presentations, and reporting forms and a collection of draft forms for establishment of IMC.

Training materials were developed and trainings were delivered by IMC Programme team.

5. Training on the system of social care and protection of children

With the purpose of increasing awareness and knowledge related to the basics of the system on social care and protection of children, one day training event was organized for municipal representatives responsible for implementation of IMC grant scheme projects. Based on the needs of the involved municipalities which derived from their project activities, the training was developed and delivered by experts from the Ministry of Labour and Social Policy and Institute on Social Affairs.

The participants increased their knowledge about the overall system of social protection and responsibilities of the municipalities and gained knowledge regarding the methodology and techniques related to identification of the categories of people under social risk and mapping their needs. During the training, through consultations with the experts, the participants reviewed and confirmed the scope and approaches to activities they should implement in practice. In addition, in order the involved municipalities to become integral part of the national information system for social protection, the national data base for the categories of people under social risk has been presented and elaborated to the participants.

The National Programme for Social Protection, the Law on Social Protection and Protection of Children, the methodology for mapping of the beneficiaries and their needs, and the indicators of the categories of people under risk were presented and distributed during the training.

As a result of the training, the participants prepared drafts of the methodologies they will implement within anticipated project activities.

The training was attended by 24 participants from the IMC partnerships supported through the UNDP grant scheme (coordinators, the focal points and the members of the IMC commission for social protection from seven municipalities).

6. Training on protection of the environment on local level

In order to provide basics for appropriate implementation of the project activities of the five inter-municipal partnerships supported through the UNDP grant scheme in the area of protection of environment, the training has been designed and delivered to 31 project coordinators, focal points and members of the joint commissions.

The training was tailored in accordance to the project activities and needs of the beneficiaries in close cooperation with the experts from the Ministry of Protection of Environment and Spatial Planning.

Training participants from 11 municipalities have increased their knowledge regarding the overall system of protection of nature and the competencies of the local governments, institutional requirements their appropriate implementation and supervision including inspection.

In addition, due to the legal requirements, the National Data Base for monitoring of the operators on local level has been presented.

The National Programme for Institutional Development, the Law on Protection of the Nature, with emphasis on the procedures for issuing the B-integral permits and environmental impact assessments were presented and distributed.

7. Training for members of the governmental Commission for stimulation and monitoring of the Inter-municipal Cooperation

The Commission for stimulation and monitoring of the IMC was established by the Macedonian Government in accordance to the Law on IMC on 02nd of February 2010. It is composed of 18 members from various line ministries that transfer particular competencies and representatives of local governments. Its duties are in detail explained within the Component 4 of this report.

Training related to basics of the concept of IMC was designed and delivered to the Commission's members. The training topics were related to the objectives, benefits, challenges, principles and obstacles with regard to IMC; different forms and consecutive steps for establishment of IMC, as well as, presentation of the European IMC trends and IMC lessons learned.

The trainees got the adjusted Handbook on IMC to the country legislation as well as various presentations that were prepared by the IMC Programme Team. The Commission members gained necessary knowledge for their active participation in the implementation of their duties and overall functioning of the Commission.

8. Training on procedure and forms for establishment of IMC

Based on the needs of the initiated inter-municipal cooperation partnerships supported by the UNDP Grant Scheme and legal requirements, a serial of trainings for formal establishment of IMC have been delivered to various target groups.

In that regard, two groups of trainees composed of the representatives from 11 inter-municipal projects have been trained. Additional three groups have been created for the municipalities that were previously involved in the UNDP IMC initiatives and other interested municipalities for implementing the newly adopted Law on IMC.

The trainings were tailored for the coordinators of the projects from the lead municipalities, focal points from the partner municipalities, civil servants responsible for legal issues and representatives of the municipal councils.

The trainees were able to implement general and specific part of the procedure for formal establishment of IMC in accordance to the Law on IMC. Previously developed unified draft forms for establishment of IMC were distributed in the form of Handbook named as Collection of Draft Forms for Establishment of IMC.

The trainings were attended by 98 participants of 38 municipalities.

9. Training on the changes and amendments in the Methodology for determination of the real estate market value

Considering that several of the inter-municipal partnerships were focused on administering of local taxes, as well as determination of real estate value which methodology has been changed by the Government, training on changes and amendments in the Methodology was delivered.

'Through the training for this project and the support of UNDP we have increased the collection of local taxes and duties from 40 to 70 per cent,' reports Zaklina Zitosanska, a civil servant from the Krivogastani – Dolneni municipal administration. 'This is mainly because our technical capacity has improved and so the database of taxpayers in both municipalities has expanded. Our media campaign to raise people's awareness of tax rights and obligations has also proved very effective.'

The training was tailored for the representatives of the 11 initiated IMC partnerships supported by the UNDP Grant Scheme. The training that was held in Skopje was delivered in close cooperation with the authors of the national methodology for determination of real estate value. 28 participants from 20 municipalities were trained to implement the methodology and to determine the real market value of the real estate. The manual with instructions on how to enforce the amendments to the methodology was distributed to the participants.

10. Training on the concept of the IMC and the procedure for establishment of IMC

In order to provide appropriate understanding for and implementation of inter-municipal cooperation concept, the municipalities of Berovo, Vinica, Delcevo and Pehchevo, beneficiaries of the TARS Grant Scheme have demanded training from the UNDP IMC Programme team. Considering continuous commitment for technical assistance of established cooperation, the IMC Programme team delivered one day training, held in Vinica.

The training was attended by 15 participants, representatives of four municipalities.

In addition, within the partnership of the municipalities of Zajas and Oslomej, supported by TASI Grant Scheme, training was held in Ohrid on the IMC concept for 26 representatives of the both municipalities, the primary schools and the local communities concerned about social protection and protection of children.

11. Training on software for data bases in the area of social protection and protection of environment

Two separate training events were organised for representatives of the inter-municipal partnerships in area of social protection and protection of environment.

Civil servants gained necessary knowledge to maintain national data bases on persons under social risk and operators in protection of environment.

Data base reports were considered and used as a tool for development of planning documents in social protection and monitoring of satisfaction of legal requirements in the area of protection of environment.

Representatives of the Ministry of environment and social protection and IT companies in both areas delivered the training to 34 participants of 18 municipalities.

Annex 2

Statistical Overview of the events:

Event	Manual	No. of Participants	Male	Female	Participants	No. of Municipalities	Training days
1. Training of Trainers (ToT) "Strengthening Training/Facilitation Skills and Knowledge of the Local Practitioners Working in Inter-Municipal Cooperation Environment"	1	16	11	5	IMC practitioners	12	6
2. Working meetings with mayors and presidents of municipal councils "Fundamentals of Inter-municipal Cooperation and Grants for Inter-municipal Cooperation"	2	92	62	30	Mayors and Presidents of Councils	55	4 (four groups attended one day training events)
3. Training for municipal civil servants on "Fundamentals of Inter-municipal Cooperation and Grants for Inter-municipal Cooperation"	1, 2	111	62	49	civil servants	61	4 (four groups attended one day training events)
4. Training on management and monitoring of the projects from IMC Grant Scheme 2009 and 2010	3	92	53	39	Civil servants	24	4 (four groups attended one day training events)
5. Training on the system of Social care and protection of children		24	14	10	Civil servants	7	1
6. Training on protection of the environment on local level		31	18	13	Civil servants	11	1
7. Training for members of the governmental Commission for stimulation and monitoring of the Inter-municipal Cooperation	6	13	8	5	Civil servants from local and central government level	6	2

8.	Training on procedure and forms for establishment of IMC	5	98	51	47	Civil servants	38	5 (five groups attended one day training events)
9.	Training on the changes and amendments in the Methodology for determination of the real estate market value	7	20	17	3	Civil servants	20	1
10.	Training on concept of IMC and procedure for establishment of IMC	2, 5	55	32	23	Civil servants, regional development centers	6	3 (three groups attended one day training event)
11.	Training on software for data bases in the area of social protection and protection of environment	8	34	24	10	Civil servants	18	2 (two groups attended one day training event)
12.	Thematic workshop on IMC in social protection	9	61	33	28	Civil servants, mayors, council members, regional development centers	36	3 one day events
13.	Thematic workshop on IMC in 1. environment protection 2. inspections 3. disaster management		103	57	46	Civil servants, regional disaster reduction centers and state inspectorates	53	3 one day events
14.	Forum on procedure and forms for establishment of IMC		11	8	3	Local and central government level civil servants, regional development		2 days event

						centers	
15.	Forum on Joint Administrative Body Agreement		8	5	3	Local and central government level civil servants,	2 days event
16.	Forum on international experiences for financial incentives	10	14	4	10	Central government level civil servants	1 day event
17.	Forum on Analysis of IMC Grant Scheme Projects		12	9	3	Central government level civil servants, mayors	3 days event
18.	Regional IMC Forum – Making Local Governments work for the people	11	121	83	38	International participants, representatives of Diplomatic core, ministries, local governments	2 days event
19.	Workshop on Planning of activities of the Commission for stimulation and monitoring of IMC		18	13	5	Commissions” members - representatives of ministries and Councils of Planing Regions	3 days event
	Total		920	555	365		43 days

Annex 3 Summarized Municipal Projects Overview

Summary on the process:

1. Technical Assistance grants for replication of good existing IMC practices (TARS)

The Call for Proposals was announced on 10th of September 2009 at the event jointly organised by UNDP, MoLSG and ZELS and widely covered by the national media. start-up costs of establishment and operation of IMC in the areas of *financial management* and *internal audit, tax collection, urban planning, inspection services* and *economic development* were co-financed.

In the process of development of the project applications, apart from the series of trainings (described under Output 1 above), the IMC programme team provided additional technical assistance to the potential applicants through the web-forum and *tête-à-tête* meetings.

The Grant evaluation guidelines, the Grant Management and Monitoring guidelines as well as the Grant Cooperation Agreement document were prepared in this period as well. The Call for Proposals for the TARS Grant Scheme was announced publicly in the local daily newspapers on 10 September 2009 and on the UNDP IMC website as well as on the websites of the Ministry of Local Self-Government and ZELS. A total of 22 applications from 48 municipalities were received by the deadline for submitting proposals, which was 16 October, 2009

Evaluation process was conducted by the Inter-municipal Cooperation Evaluation Team (IMCET) composed of: Chair of the IMCET (nonvoting member, representative of the Ministry of Local Self-Government) and five IMCET voting members (one representative of the Ministry of Local Self-Government, one representative of donor community, one representative of the UNDP Democratic Governance Programme and two representatives of the UNDP IMC Programme).

The interest for this initiative was very high: **48 out of 84 municipalities, or 57% have applied for the scheme.** Due to the high number of received applications and the number of interested municipalities as well as the quality of the received applications, it was decided that additional IMC projects will be supported and the number of the number of delivered grants was raised to 11 grants.

On 26th of November 2009, eleven (11) Grant Cooperation Agreements were signed between the UNDP and 24 municipalities which were endorsed by the Minister of Local Self-Government. Eighty five percent of the required amount was provided by the Programme, while the rest of 15% were covered by the partner municipalities as their own contribution. Maximum amount per grant was 20.000 EUR.

Awarded grants were implemented in the period December 2009 – December 2010.

2. Technical Assistance grants for innovations (TASI)

Based on the findings from Thematic Workshops implemented with IMC practitioners (elaborated in Component 3), social protection and protection of children as well as the protection of environment were selected as innovative areas of IMC.

Thus, in close cooperation with the line ministries, the UNDP IMC Programme team organized events for closer identification of the scope of intervention, potential activities and time frame for appropriate implementation of the IMC projects taking into account necessary funds within the grant scheme. Hence, one (1) two days workshop was held in Ohrid with the representatives of the Ministry of Local Self-government, Ministry of Labor and Social Policy and Institute for Social Affairs. The output of the workshop was considered as a basis for development of the criteria and directions for further implementation of the grant scheme.

Through a number of working sessions with the Ministry for Protection of Environment and Physical Planning, Ministry of Local Self-government and State Inspectorate for Environment, the criteria and directions for implementation of the grant scheme within this municipal function were developed.

By using experience from the Technical Assistance grants for replication of good existing IMC practices, the Technical Assistance Grant Scheme for Innovations in the area of social protection and protection of environment was developed. Main guiding principal in its development was that the criteria and procedures which would be used should be developed in such a manner to be consistent with the EU (IPA) procedures and to be easily transferable and applicable by the Government (Ministry of Local Self-government). In order to overcome possible risks in its implementation, the previous lessons learnt have been taken in to consideration.

In close cooperation with representatives from the Ministry of Local Self-government, the UNDP Programme team has prepared necessary documentation such as Application Form, Operational Guidelines, Draft of the Co-sharing Agreement and Public Announcement.

The Call for Proposals was announced in local newspapers and UNDP IMC website as well as on the websites of the Ministry of Local Self-Government and ZELS on 16th of August 2010 and it was open till 15th of September 2010.

The UNDP Programme Team provided permanent support and information to the interested municipalities in the process of preparation the Application Forms. Hence, within the time frame for submitting the Application Forms, total of **23 project proposals were received with 52 involved municipalities.**

Evaluation process was conducted by the Inter-municipal cooperation Evaluation Team (IMCET) composed of:

- Chair of the IMCET - representative of UNDP and two representatives of the UNDP IMC Programme;
- A representative of the Ministry of Local Self-Government,
- A representative of the Ministry of Labour and Social Policy responsible for evaluation of the project proposals from the area of social protection and protection of children and
- A representative of the Ministry of Protection of Environment and Spatial Planning responsible for evaluation of the project proposals from the area of protection of environment.

Out of 23 project proposals, within the evaluation procedure, 5 inter-municipal partnerships were selected in the area of protection of the environment with 11 municipalities involved and 3 partnerships for social protection with 7 municipalities.

On 15th of October 2010, eight Grant Cooperation Agreements were signed between the UNDP and 18 municipalities which were endorsed by the Ministry of Local Self-Government. Eighty five percent of the required amount was provided by the Programme, while the rest of 15% were covered by the partner municipalities as their own contribution. Awarded grants were implemented in the period 15 October 2010 – 15 April 2011.

Positive experiences from both Grant Schemes were implemented in the cross-cooperation approach within UNDP, as well. In close cooperation with the UNDP Programme “Enhancing Inter-Ethnic Community Dialogue and Collaboration”, the Application Form and Technical Guidelines were modified and delivered to the pilot municipalities of Kumanovo and Staro Nagoricane, Struga and Vevcani and Kicevo and Oslomej.

The joint Programme initiative was implemented due to the fact that inter-municipal cooperation might be used as a mechanism for overcoming the municipal issues that go beyond administrative borders of the involved municipalities. The aim of the established inter-municipal cooperation was to improve the inter-ethnic relations in the partner municipalities with regard to municipal functions which solves common issues of different ethnic communities.

The IMC Programme team had a role to provide technical assistance in the process of formal establishment of the IMC and monitoring of the projects in that regard.

Eleven Inter-municipal partnerships with 24 involved municipalities within TARS and eight partnerships with 18 municipalities within TASI were implemented in accordance to the anticipated project activities, timeframe and budgets

Details on the municipal projects:

In total 590 individuals were actively involved in the grant scheme activities, from the municipalities, communities and local institutions. Out of them 366 were men and 224 women. In terms of ethnic background 423 declared as ethnic Macedonians, 157 Albanians, one Turk and 9 “others”, which corresponds to the official statistics.

I. Inter-municipal Grant Scheme “Technical Assistance for Replication”

General Project Data	No 01/09
Project Title and Project Cooperation Agreement Number:	Joint Municipal Services in the Area of Urban Planning, Finances and Taxes No 03/09
Main Applicant Municipality:	Radovis
Partner Municipality:	Konce
Reporting Period:	01.12.2009 - 30.09.2010
Amount of Funds Received from UNDP:	MKD 1,200,000
Total Project Budget:	MKD 2,036,100
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Performing certain activities by one Municipality for and on behalf of one or more other Municipalities (in the area of local tax and fee administration).
Proposal submitted by:	The Mayor of the Municipality of Konce
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Radovis and Konce on IMC Establishment • Agreement on Performing Certain Activities by the Municipality of Radovis for the Needs of the Municipality of Konce.
Project Outputs	
	<ul style="list-style-type: none"> • Property Tax Assessment Commissions established <ul style="list-style-type: none"> ○ 15 external members engaged • Three-day training event implemented and materials for members of external Property Appraisal and Maintenance Commissions prepared • Measurement equipment and IT equipment procured <ul style="list-style-type: none"> ○ 5 (five) laser metres, 4 (four) desk-top computers, 4 (four) LCD 19" monitors, 1(one) lap-top computer and 1 (one) LCD projector with a screen, existing LTAS programme upgraded • Campaign on supporting the process of property appraisal and tax-payers registration implemented <ul style="list-style-type: none"> ○ 3000 fliers, 50 posters and a 30 second video-clip developed • Property tax assessment performed <ul style="list-style-type: none"> ○ 7,680 households in the Municipalities of Radovis and Konce assessed ○ Number of tax-payers with regard to property tax increased by over 30%

General Project Data	No 02/09
Project Title and Project Cooperation Agreement Number:	"Inter-municipal Development Centre", No 02/09
Main Applicant Municipality:	Berovo
Partner Municipality:	Pehcevo, Delcevo and Vinica
Reporting Period:	01.12.2009 - 30.09.2010
Amount of Funds Received from UNDP:	MKD 1,226,175
Total Project Budget:	MKD 2,365,755
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Joining financial, material and other assets
Proposal submitted by:	The Mayor of the Municipality of Berovo
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Berovo, Pehcevo, Delcevo and Vinica on IMC Establishment
Project Outputs	
	<ul style="list-style-type: none"> • Most appropriate model for Inter-municipal Development Centre (IDC) and inter-municipal cooperation identified with the four municipalities. <ul style="list-style-type: none"> ○ Expert hired for a 45 working days period ○ Analysis developed • Appropriate conditions for the operation of the envisaged Foundation ensured <ul style="list-style-type: none"> ○ Small infrastructure interventions ○ Computer equipment and software for inter-municipal communication procured. On the Centre premises, a server established and by virtue of VPN all four Municipalities connected using CRM and DMS software. • Strengthening Local Economic Development staff capacities <ul style="list-style-type: none"> ○ Five training events implemented - Inter-municipal Cooperation, Project Cycle Management, Business Plan Preparation, Inter-municipal Cooperation Model and CRM and DMS Use • Centre promotion carried out <ul style="list-style-type: none"> ○ Bilingual web-portal developed to promote the Centre ○ Promotional materials developed - 2500 leaflets used to promote the Centre containing information on Centre Mission, Vision and services it provides. Also, four banners made and deployed one in each Municipality ○ Four forums carried out in the community with the citizens, business sector and NGOs.

General Project Data	No 03/09
Project Title and Project Cooperation Agreement Number:	Joint Municipal Services in the area of Urban Planning, Finances and Taxes No 03/09
Main Applicant Municipality:	Kavadarci
Partner Municipality:	Rosoman
Reporting Period:	01.12.2009 - 01.12.2010
Amount of Funds Received from UNDP:	MKD 1,202,325
Total Project Budget:	MKD 1,414,500
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Performing certain activities by one Municipality for and on behalf of one or more other Municipalities (in the area of local tax and fee administration).
Proposal submitted by:	The Mayor of the Municipality of Kavadarci
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Kavadarci and Rosoman on IMC Establishment • Agreement on Performing Certain Activities by the Municipality of Kavadarci for the Municipality of Rosoman – concluded between the Mayors.
Project Outputs	
	<ul style="list-style-type: none"> • Small infrastructure interventions and IT procurement. <ul style="list-style-type: none"> ○ 9 computers, 1 lap-top computer, 1 server, 2 printers and inter-municipal electronic communication established. • Update of tax-payers database relating to real estate owners <ul style="list-style-type: none"> ○ Fifteen external members of Property Tax Assessment Commissions engaged and trained. ○ Property tax assessment performed on 13,072 households in the Municipalities of Kavadarci and Rosoman, of which 11,462 households on the territory of the Municipality of Kavadarci and 1,610 tax-payers on the territory of the Municipality of Rosoman ○ Media campaign implemented on the importance of property tax payment • Several Acts developed by the Municipality of Kavadarci upon request and needed by the Municipality of Rosoman <ul style="list-style-type: none"> ○ Opinions on Draft-Urban Plans and a Proposal to approve Local Urban Planning Documents (LUPD) ○ Decisions to approve Local Urban Planning Documents (LUPD) ○ Decisions on Site Conditions with regard to Business

	Premises Adaptation
General Project Data	No 04/09
Project Title and Project Cooperation Agreement Number:	Improved Tax and Fee Collection – Developed Municipality – 04/09
Main Applicant Municipality:	Krivogastani
Partner Municipality:	Dolneni
Reporting Period:	01.12.2009 - 30.09.2010
Amount of Funds Received from UNDP:	MKD 1,215,600.00
Total Project Budget:	MKD 1,458,700.00
IMC Establishment	
Type of Inter-municipal Cooperation:	Performing certain activities by one Municipality for and on behalf of one or more other Municipalities
Proposal submitted by:	The Mayor of the Municipality of Krivogastani
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Krivogastani and Dolneni on IMC Establishment • Agreement on Intellectual Service Provision by Krivogastani Municipality Administration to Dolneni Municipality Administration and vice versa - concluded between the Mayors.
Project Outputs	<ul style="list-style-type: none"> • Operation premises and IT equipment provided <ul style="list-style-type: none"> ○ In the Municipality of Krivogastani, activities were undertaken to renovate the room which accommodates the Tax Department ○ Necessary office furniture provided ○ 1 computer, 2 printers and 1 photocopier provided • Upgrade of the existing software of LTAS property tax calculation programme <ul style="list-style-type: none"> ○ New LTAS programme modules installed in both Krivogastani and Dolneni Municipalities, ○ Training held for the Municipality staff to be working with these programmes • Raising the capacities of civil servants and members of external Property Appraisal Commissions <ul style="list-style-type: none"> ○ Training entitled "Guidelines on IMC Grant Management and Monitoring"; formal IMC establishment ○ Training of civil servants regarding novelties in Real Estate Market Value Establishment Methodology • Registration of tax-payers on the territories of both Municipalities <ul style="list-style-type: none"> ○ Altogether 17 external persons hired to register tax-payers, of whom 5 women and 12 men ○ Training held for members of Tax-payers Registration Commissions ○ 4,167 applications registered for real estate assessment in the Municipality of Dolneni, while previously there were 3,075 applications recorded. ○ 2,075 applications registered for real estate

	<p>assessment in the Municipality of Krivogastani, while previously there were 1,658 recorded.</p> <ul style="list-style-type: none"> ○ Tax collection increased (before Project implementation it was MKD 888,330 in the Municipality of Dolneni, while after Project implementation it amounts to MKD 2,335,297) ○ Tax collection increased (before Project implementation it was MKD 353,510 in the Municipality of Krivogastani, while after Project implementation it amounts to MKD 784,500). ● Awareness raising campaign implemented for taxpayers regarding the necessity to pay property tax <ul style="list-style-type: none"> ○ Meetings with Neighbourhood Units' representatives convened in 11 settlements of the Municipality of Dolneni and with Neighbourhood Units' representatives in 7 settlements of the Municipality of Krivogastani ○ 250 posters and 4000 fliers developed and distributed
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General Project Data	No 05/09
Project Title and Project Cooperation Agreement Number:	Inter-municipal Centre for Local Economic Development of Zelenikovo - Petrovec Mini Region, Agreement No 05/09
Main Applicant Municipality:	Zelenikovo
Partner Municipality:	Petrovec
Reporting Period:	01.12.2009 – 01.12.2010
Amount of Funds Received from UNDP:	MKD 1,214,000
Total Project Budget:	MKD 1,459,000
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	A Joint Working Body regarding performance of certain activities under Mayor's competence (in the area of local economic development).
Proposal submitted by:	The Mayors of both Municipalities
Final Acts in IMC establishment:	<ul style="list-style-type: none"> ● Agreement to set up a Joint Working Body signed by Municipality Mayors ● Decisions to provide consent regarding the Agreement by Municipality Councils of Zelenikovo and Petrovec
Project Outputs	

	<ul style="list-style-type: none"> • Provision of technical prerequisites on the premises of “Inter-municipal Centre for Local Economic Development of Zelenikovo - Petrovec Mini Region” <ul style="list-style-type: none"> ○ Office furniture procured ○ IT and video-equipment procured • Two two-day training events on business and marketing plan development carried out, as well as on investment programme development <ul style="list-style-type: none"> ○ 87 SME’s representatives, entrepreneurs, farmers etc. trained • Local Economic Development (LED) Strategy drafted regarding Zelenikovo-Petrovec Mini Region <ul style="list-style-type: none"> ○ SWOT Analysis and Prioritization Workshops organized ○ Public survey regarding business climate conducted, where 20 legal entities from the business community were interviewed • Promotional materials (fliers) developed <ul style="list-style-type: none"> ○ 3800 copies in Macedonian and ○ 1250 copies in Albanian
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General Project Data	No 06/09
Project Title and Project Cooperation Agreement Number:	Joint Planning - Key to Sustainable Economic Development, Agreement No 06/09
Main Applicant Municipality:	Gevgelija
Partner Municipality:	Vlandovo
Reporting Period:	01.12.2009 - 01.12.2010
Amount of Funds Received from UNDP:	MKD 1,207,496
Total Project Budget:	MKD 1,408,996
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Standing Working Body regarding issues under Municipality Council competence (in the area of local development - tourism)
Proposal submitted by:	The Proposal along with Needs Assessment regarding IMC establishment submitted by both Mayors
Final Acts in IMC establishment:	Council Decision to establish a standing Joint Working Body of both Municipalities of Gevgelija and Valandovo
Project Outputs	
	<ul style="list-style-type: none"> • Work preconditions secured in Inter-municipal Cooperation Office <ul style="list-style-type: none"> ○ 8 computers and 3 printers, a projector with a screen procured, and a new Municipality web-site provided.

	<ul style="list-style-type: none"> ○ A room in the Municipality of Gevgelija renovated to hold joint meetings therein. ● Tourism Action Plan developed for the Municipalities of Gevgelija and Valandovo <ul style="list-style-type: none"> ○ 7 workshops organized where Tourism Action Plan draft was outlined, of which 3 workshops in Valandovo and 4 workshops in Gevgelija. ● Database developed and company data by sectors entered therein <ul style="list-style-type: none"> ○ 1590 companies registered in Gevgelija and 570 in Valandovo. ● Investment Map drafted to cover all investment zones in both Municipalities <ul style="list-style-type: none"> ○ The Map was prepared using experts in the areas of urban planning and information technology, as well as members from Local Economic Development Departments in both Municipalities.
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General Project Data	No 07/09
Project Title and Project Cooperation Agreement Number:	Urbanization of Ponikva Mountain 07/09
Main Applicant Municipality:	Kocani
Partner Municipality:	Probistip
Reporting Period:	01.12.2009 - 01.12.2010
Amount of Funds Received from UNDP:	MKD 1,220,500
Total Project Budget:	MKD 1,741,000
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Standing Working Body under Municipality Council competence (in the area of urban planning)
Proposal submitted by:	The Mayor of the Municipality of Kocani
Final Acts in IMC establishment:	<ul style="list-style-type: none"> ● Decisions of Municipal Councils of Kocani and Probistip on IMC Establishment ● Decision on Establishing a Standing Joint Working Body
Project Outputs	

	<ul style="list-style-type: none"> • IT equipment procured <ul style="list-style-type: none"> ○ 2 lap-top computers, a plotter, • Capacity building training for the members of the Joint Working Body in both Municipalities <ul style="list-style-type: none"> ○ IMC concept and IMC benefits, ways of funding, goals and objectives of the Joint Working Body and IMC members' collaboration, IMC sustainability, and IMC good practices • 2010 Programme on Urban Plans Development complemented • Technical documentation on water supply for Ponikva weekend estate drafted • Major project on paving a local road on Ponikva that leads from the parking lot to St. Vasili Monastery developed • Urban Plans developed
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General Project Data	No 08/09
Project Title and Project Cooperation Agreement Number:	Joint Urban Planning and Taxes Departments - Key to Good Practice No 08/09
Main Applicant Municipality:	Novaci
Partner Municipality:	Mogila
Reporting Period:	01.12.2009 - 30.08.2010
Amount of Funds Received from UNDP:	MKD 1,080,000.00
Total Project Budget:	MKD 1,320,000.00 денари
IMC Establishment	
Type of Inter-municipal Cooperation:	Initial Proposal: Joint Administrative Bodies in the area of urban planning and tax work. Final Solution: On Project Board approval - Performing certain activities by one Municipality for and on behalf of one or more other Municipalities (in the area of urban planning, taxes and finances, and inspections).
Proposal submitted by:	The Mayor of the Municipality of Novaci
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Novaci and Mogila on IMC Establishment • Agreement on Performing Certain Activities by the Municipality of Novaci for the Municipality of Mogila and vice versa – concluded between the Mayors.
Project Outputs	
	<ul style="list-style-type: none"> • Public hearing regarding the benefits from and needs for

	<p>IMC between Novaci and Mogila and regarding the establishment of Joint Urban Planning and Taxes Departments held before the local population of both Municipalities.</p> <ul style="list-style-type: none"> • Informal meeting with the citizens of the Municipalities of Mogila and Novaci to clarify the importance and benefits of Joint Departments. More than 120 residents of Mogila and Novaci attended. • Analysis on Most Optimal Form of IMC between both Municipalities prepared • A base of 50 digital backgrounds set up for both Municipalities as a basis for further urban planning • Through several training events in various areas, Municipality Administration capacities enhanced to perform its competencies <ul style="list-style-type: none"> • Small infrastructure interventions and IT procurement <ul style="list-style-type: none"> ○ 6 computers, 2 air-conditioners ○ Software for document management installed in the Municipalities of Novaci and Mogila ○ VPN software and a joint Mogila-Novaci link installed in the Urban Planning Department ○ Training on Software Use implemented ○ Infrastructure development and technical equipment of 4 offices - Urban Planning and Taxes Departments in Novaci and Mogila • Update of property tax-payers database <ul style="list-style-type: none"> ○ Eleven external members of Property Tax Assessment Commissions engaged and trained. ○ Property tax assessment carried out on the territory of the Municipality of Novaci. A total of 1560 tax-payers registered, of whom 500 are new tax-payers registered for the first time ○ Media campaign implemented on the importance of tax-payer registration and property tax payment
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General Project Data	No 09/09
Project Title and Project Cooperation Agreement Number:	"Inter-municipal Cooperation to Map and Name All Streets" -Agreement No 09/09
Main Applicant Municipality:	Gostivar
Partner Municipality:	Vrapciste
Reporting Period:	01.12.2009 - 01.12.2010
Amount of Funds Received from UNDP:	MKD 1,029,750
Total Project Budget:	MKD 1,226,560
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Temporary Joint Commission in the area of utilities and urban planning to consider certain issues under Mayor's competence.

Proposal submitted by:	The Mayor of the Municipality of Gostivar
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Gostivar and Vrapciste on IMC Establishment • Decision to set up a temporary Joint Commission (Mayor of Gostivar Municipality and Mayor of Vrapciste Municipality)
Project Outputs	
	<ul style="list-style-type: none"> • Identification of current situation with unnamed streets and total number of streets in both Municipalities <ul style="list-style-type: none"> ○ 43 field visits realized to altogether 43 settlements. A total of 217 named streets and 112 unnamed streets identified in the Municipality of Gostivar, and in Vrapciste, there are 35 unnamed streets. • Using field visits, data maps are developed containing the names of unnamed streets <ul style="list-style-type: none"> ○ 8 maps developed in the Municipality of Gostivar and 4 in the Municipality of Vrapciste ○ 2 drills of Fire Brigade realized to identify the benefits of Project activities. • Sign-boards containing names of streets, squares and other infrastructure facilities procured <ul style="list-style-type: none"> ○ 12 forums in Neighbour Units and rural communities organized to collect proposals for street names for Municipality Councils of Gostivar and Vrapciste and to set sign-boards on other public facilities • Billboards containing street maps and settlement maps developed and erected in both Municipalities

General Project Data	No 10/09
Project Title and Project Cooperation Agreement Number:	Inter-municipal Administrative Inspection Body between the Municipalities of Zrnovci and Cesinovo-Oblesevo PCA 10/09
Main Applicant Municipality:	Zrnovci
Partner Municipality:	Cesinovo – Oblesevo
Reporting Period:	01.12.2009 - 01.12.2010
Amount of Funds Received from UNDP:	MKD 721,894
Total Project Budget:	MKD 861,894
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	<ul style="list-style-type: none"> - Joint Administrative Inspection Body - Joint Working Body for consideration of certain issues under Mayor's competence in the area of LED

Proposal submitted by:	The Mayor of the Municipality of Zrnovci
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Zrnovci and Cesinovo - Oblesevo on IMC Establishment • Agreement on Mutual Rights and Obligations in the Joint Administrative Inspection Body, signed by the Mayors of both Municipalities • Decisions to set up a Joint Working Body for LED, passed by Municipality Mayors.
Project Outputs	
	<ul style="list-style-type: none"> • Promotion and campaign implemented <ul style="list-style-type: none"> ○ Design and printing of 1000 fliers to promote the Joint Service and 1000 leaflets to promote economic and tourism potentials of both Municipalities. ○ Design and printing of 1000 copies of Information Map for both Municipalities ○ 4 public meetings with both Municipalities' residents organized to promote the Joint Inspection Body • Equipping the Community Monitor Service <ul style="list-style-type: none"> ○ Procurement of two uniforms for Community Monitors. ○ Procurement of two scooters. ○ Procurement of two digital cameras • Annual Work Plans prepared <ul style="list-style-type: none"> ○ Joint Inspectorate Work Plan prepared. The Joint Utility Inspector performs his/her work on the territory of both Municipalities ○ Work Plan on LED prepared. • Draft- analysis on IMC enlargement developed

General Project Data	No 11/09
Project Title and Project Cooperation Agreement Number:	Recording of Illegally Built Buildings No 11/09
Main Applicant Municipality:	Stip
Partner Municipality:	Karbinci
Reporting Period:	01.12.2009 - 01.12.2010
Amount of Funds Received from UNDP:	MKD 1,216,018
Total Project Budget:	MKD 1,571,068
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Joint Standing Commission for consideration of certain issues under Mayor's competence (in the area of urban planning and construction).

Proposal submitted by:	The Mayor of the Municipality of Stip
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Stip and Karbinci on IMC Establishment • Decision to set up a Joint Standing Commission, passed by the Mayors
Project Outputs	<ul style="list-style-type: none"> • Premises and technical preconditions secured for the work of the Joint Commission and Recording Commissions <ul style="list-style-type: none"> ○ Small infrastructure intervention ○ 5 PCs procured one multi-functional device, one server, eight desks and one conference table. • Commissions formed to record the illegally built buildings <ul style="list-style-type: none"> ○ 10 persons hired temporarily to work in the Commissions ○ Three-day training event carried out by the Communication Skills Consultant engaged. • Joint database on illegally built buildings set up <ul style="list-style-type: none"> ○ Within 5 months on the territory of the Municipalities of Stip and Karbinci, a total of 5987 illegally built facilities was recorded, of which 5198 on the territory of Stip and 789 on the territory of Karbinci. • Media campaign implemented <ul style="list-style-type: none"> ○ 6600 fliers and 28 posters printed and distributed where the procedure for recording the illegally built facilities and its benefits were explained. ○ Meetings with residents in urban communities and Neighbourhood Units organized. <p>In addition, using UNDP earmarked funds, a server was provided and the basic database on illegal structures was upgraded, which can also be used by other Municipalities in the Republic of Macedonia.</p>

II. Inter-municipal Grant Scheme "Technical Assistance for Innovative Areas and Forms of Inter-municipal Cooperation"

General Project Data	No 01/10
Project Title and Project Cooperation Agreement Number:	"Increased Capacities of Municipal Administration to Perform its Competencies in the Area of Environment in the Municipalities of Dolneni and Krivogastani"
Main Applicant Municipality:	Dolneni
Partner Municipality:	Krivogastani
Reporting Period:	15.10.2010 - 15.04.2011

Amount of Funds Received from UNDP:	MKD 563,000
Total Project Budget:	MKD 668,000
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Joint Working Body Environment and nature protection
Proposal submitted by:	The Mayor of the Municipality of Dolneni
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Dolneni and Krivogastani on IMC Establishment • Dolneni and Krivogastani Mayors' Decisions on Establishing a Joint Working Body
Project Outputs	
	<ul style="list-style-type: none"> • Municipal Administrations and Joint Working Body Members' capacities built for: <ul style="list-style-type: none"> ○ Management and monitoring of Inter-municipal Cooperation Grant Projects and procedures for IMC establishment; ○ Implementation of the environment and nature protection duty at the local level; and ○ Use of the existing Ministry of Environment and Physical Planning's software/data base for Environment Operators. • Local Draft Waste Management Plan developed <ul style="list-style-type: none"> ○ Needs mapping carried out regarding waste management and Public Hearings held regarding the joint local Draft Waste Management Plan; Decision on Plan Approval obtained from the Ministry of Environment and Physical Planning ○ Municipal Councils of Dolneni and Krivogastani have rendered a Decision on Adopting the Local Waste Management Plan (LWMP). • IT capacities of Municipalities strengthened <ul style="list-style-type: none"> ○ For the needs of the Joint Working Body, two laptop computers, two combined printers, two digital cameras and two projectors have been put in operation; ○ Access to Ministry of Environment and Physical Planning's environment database has been ensured.

	<ul style="list-style-type: none"> • Appropriate conditions provided for the operation of the Joint Working Body <ul style="list-style-type: none"> ○ Office furniture procured; ○ Smaller scale construction works performed to adapt a room for the Environment Working Body Members' needs in the Municipality of Dolneni ○ Measuring instruments procured for measurements in the area of environment and for the needs of the Joint Working Body • Operators whose business activities are subject to issuance of B-Integrated Permits, Permits for Harmonization with the Operational Plan and issuance of Decisions on Approving the Environment Study have been registered <ul style="list-style-type: none"> ○ Both outsourced persons have registered 55 Operators in the Municipality of Dolneni and 37 Operators in the Municipality of Krivogastani; ○ Two procedures for issuance of B-IPPC Permits ○ Two Decisions on Approving Environment Studies made • Media campaign implemented, Operators informed, and awareness raised with regard to environment protection obligations. <ul style="list-style-type: none"> ○ 480 posters and 6000 fliers developed and distributed to promote IMC Project in populated places, primary schools and Operators; ○ Promotional events at local TV and radio-stations.
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General Project Data	No 02/10
Project Title and Project Cooperation Agreement Number:	"Enhancement of Services in the Area of Social Protection and Children Protection through Inter-municipal Cooperation on Strengthening Local Authorities' Capacities for Service Delivery"
Main Applicant Municipality:	Zajas
Partner Municipality:	Oslomej
Reporting Period:	15.10.2010-15.04.2011
Amount of Funds Received from UNDP:	MKD 599,960
Total Project Budget:	MKD 739,160
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Joint Standing Commission Social protection and children protection
Proposal submitted by:	The Mayor of the Municipality of Oslomej
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Municipal Councils' Decision on Inter-municipal

	<p>Cooperation Establishment in the area of social protection and children protection between the Municipalities of Zajas and Oslomej</p> <ul style="list-style-type: none"> • Municipal Councils' Decision on Setting up a Joint Standing Commission for Social Protection and Children Protection in the Municipalities of Zajas and Oslomej
Project Outputs	
	<ul style="list-style-type: none"> • Municipal Administrations and Joint Standing Commission Members' capacities built for: <ul style="list-style-type: none"> ○ Management and monitoring of Inter-municipal Cooperation Grant Projects and procedures for IMC establishment; ○ Familiarization with the Social Protection System and possibilities to develop social services at the local level; ○ Republic of Macedonia's Social Protection System, the responsibilities of LGUs in the social sphere and with regard to Development Programmes drafting; and ○ Training on how to use the software/data base on persons under social risk. • Strengthening Municipalities' capacities for preparation of Social Protection Development Programmes <ul style="list-style-type: none"> ○ External Social Protection Expert hired; ○ Methodology for mapping the needs of people under social risk drafted and implemented; ○ 4 workshops carried out; ○ Development Programmes on Under Six Children and Elderly People's Protection together with a 2011-2013 Action Plan and Development Programme on Persons with Special Needs together with an Action Plan drafted and adopted; ○ 34 cases of senior people with no family care and 12 developmentally impaired persons recorded • Professional, administrative, spatial and IT capacities of Partner Municipalities strengthened <ul style="list-style-type: none"> ○ Two Social Protection Offices equipped; ○ 2 computers, 2 multi-functional printers, 2 laptops and 2 projectors procured, and civil servants trained; and ○ Software/database on persons under social risk provided. • Social protection policies and inter-municipal cooperation benefits promoted

General Project Data	No 03/10
Project Title and Project Cooperation Agreement Number:	Inter-municipal Cooperation on Environment Promotion No 03/10
Main Applicant Municipality:	Kriva Palanka
Partner Municipality:	Rankovce
Reporting Period:	15.10.2010 -15.04.2011

Amount of Funds Received from UNDP:	MKD 503,500
Total Project Budget:	MKD 694,740
IMC Establishment	
Type of Inter-municipal Cooperation:	Joint Working Body in the area of environment and nature protection; Performing certain activities by one Municipality for and on behalf of one or more other Municipalities
Proposal submitted by:	The Mayor of the Municipality of Kriva Palanka
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions on Inter-municipal Cooperation Establishment by the Municipal Councils of Kriva Palanka and Rankovce • Municipal Councils' Decisions of Kriva Palanka and Rankovce on Setting up a Joint Standing Working Body • Service Provision Agreement
Project Outputs	<ul style="list-style-type: none"> • Inter-municipal cooperation established <ul style="list-style-type: none"> ○ A Joint Working Body established consisting of both Municipalities' representatives involved in the area of environment protection; ○ Decisions rendered by both Partner-Municipalities' Councils with regard to performing municipal activities by the Partner-Municipality (pursuant to Article 29 of the Law on Inter-municipal Cooperation); ○ Agreement made between both Partner-Municipalities' Mayors; ○ Republic of Macedonia's Municipalities visited (Novo Selo – Bosilovo – Vasilevo), which have established an inter-municipal cooperation system; • Four training events held with regard to performing municipal competencies in the area of environment, formal IMC establishment and use of environment monitoring software. • Offices equipped with the necessary IT and office equipment to meet the needs of the people implementing the Project <ul style="list-style-type: none"> ○ Two laptops, four printers, two scanners and two cameras procured; and ○ Two office desks, two office lockers, four office chairs and one radiator procured. • A database of all legal entities subject to provision of B-Integrated Environmental Permits, Permits on Harmonization with the Operational Plan and Approvals of Environment Impact Assessment Studies created <ul style="list-style-type: none"> ○ Software for keeping records on legal entities, which under the law are subject to provision of B-Integrated Environmental Permits, Permits on Harmonization with the Operational Plan and Approvals of Environment Impact Assessment Studies, developed; ○ 1000 brochures developed on, and distributed to, the legal entities bound to implement legal regulations on obtaining B-Integrated Environmental Permits and Environment Impact Assessment Studies; ○ 4.500 samples of Decisions and Reports printed for the

	<ul style="list-style-type: none"> ○ needs of a Certified Environment Inspector; and ○ 75% of legal entities bound to submit requests for obtaining B-Integrated Environmental Permits and Approvals of Environment Impact Assessment Studies controlled.
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General Project Data	No 04/10
Project Title and Project Cooperation Agreement Number:	“Inter-municipal Database on Environment Management and Monitoring, Updating and Printing of an Updated LEAP regarding the Municipalities of Negotino and Demir Kapija” Agreement No: 04/10
Main Applicant Municipality:	Negotino
Partner Municipality:	Demir Kapija
Reporting Period:	15.10.2010 -15.04.2011
Amount of Funds Received from UNDP:	MKD 500,000.00
Total Project Budget:	MKD 612,700.00
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Joint Working Body in the area of environment and nature
Proposal submitted by:	The Mayor of the Municipality of Demir Kapija
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions on Inter-municipal Cooperation Establishment by the Municipal Councils of Negotino and Demir Kapija • Municipal Councils’ Decisions of Negotino and Demir Kapija on Setting up a Joint Standing Working Body
Project Outputs	
	<ul style="list-style-type: none"> • Increasing administrative capacities of people responsible for urban planning and environment protection and promotion <ul style="list-style-type: none"> ○ Four computers, two laptops and four printers, two desks and two chairs, and two noise measuring instruments have been procured; and • Ten training events regarding municipal competencies in the area of environment, formal IMC establishment and use of environment monitoring software have been implemented • Creation of a database for more effective environment management and database updating <ul style="list-style-type: none"> ○ Application for environment monitoring and

	<p>registration of legal entities which are bound to possess B-Integrated Environmental Permits and Environment Protection Studies, procured</p> <ul style="list-style-type: none"> ○ 68 companies entered into the database ● Better quality living environment <ul style="list-style-type: none"> ○ Indicative noise measurements performed at 10 most threatened noise points in both Municipalities ● Monitoring and updating of strategic LEAPs on both Municipalities as a basis for further planning in the area of environment <ul style="list-style-type: none"> ○ A Company for Monitoring and Updating of Strategic LEAPs on both Municipalities hired ○ Two public hearings held regarding LEAP draft-versions ○ LEAPs adopted by Municipal Councils ○ 200 copies printed and 200 CDs prepared with bilingual Municipality LEAPs
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General Project Data	No 05/10
Project Title and Project Cooperation Agreement Number:	Inter-municipal Cooperation on Administrative Capacity Building of Local Government Units Related to Issuance of Permits on Harmonization and Integrated Environmental Permits for B Installations and Environment Impact Assessment (EIA)
Main Applicant Municipality:	Gostivar
Partner Municipality:	Vrapciste and the Municipality of Mavrovo and Rostusa
Reporting Period:	15.10.2010-15.04.2011
Amount of Funds Received from UNDP:	MKD 746,070
Total Project Budget:	MKD 911,430
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Joint Working Body Environment and nature protection
Proposal submitted by:	The Mayor of Gostivar
Final Acts in IMC establishment:	<ul style="list-style-type: none"> ● A Decision on IMC establishment in the area of environment and nature protection between the Municipalities of Gostivar, Vrapciste and the Municipality of Mavrovo and Rostusa adopted by the Councils of all three Municipalities ● A Decision on Setting up a Joint Working Body for Inter-municipal Cooperation in the area of environment and nature protection in the Municipalities of Gostivar, Vrapciste and the

	Municipality of Mavrovo and Rostusa adopted by the Councils of all three Municipalities
Project Outputs	
	<ul style="list-style-type: none"> • Enhancement of working conditions of the Joint Working Body <ul style="list-style-type: none"> ○ Small scale construction works carried out on the administrative premises of the three Municipalities; ○ Three multi-functional machines procured (scanner, photo-copier, printer and fax); two portable computers; one PC and a package of licensed software purchased for the procured computers; ○ Office equipment procured - desks, chairs and lockers; ○ Three noise measuring instruments procured; ○ Access to the environment database of the Ministry of Environment and Physical Planning ensured • Municipal Administrations and Joint Working Body Members' capacities built for: <ul style="list-style-type: none"> ○ Management and monitoring of Inter-municipal Cooperation Grant Projects and procedures for IMC establishment; ○ Implementation of the competence for environment and nature protection at the local level; and ○ Use of the existing software/database for Environment Operators of the Ministry of Environment and Physical Planning. • Environment Operators informed and media campaign implemented <ul style="list-style-type: none"> ○ A Manual (200 copies in both Albanian and Macedonian) and 1000 fliers on environment protection developed and distributed ○ A video-clip made and broadcast on local TV-stations • 3 information sessions carried out for Operators and Installations in the area of all three Municipalities • A procedure on 10 Requests in the Municipality of Gostivar and 2 Requests for B-Integrated Environmental Permits in the Municipality of Vrapciste initiated.

General Project Data	No 06/10
Project Title and Project Cooperation Agreement Number:	Strong Communities through Determined Standards
Main Applicant Municipality:	Radovis
Partner Municipality:	Konce
Reporting Period:	15.10.2010 -15.04.2011
Amount of Funds Received from UNDP:	MKD 608,213.00
Total Project Budget:	MKD 935,813.00

IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Performing certain activities by one Municipality for and on behalf of one or more other Municipalities (in the area of local taxes and fees' administration)
Proposal submitted by:	The Mayor of the Municipality of Konce
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions of Municipal Councils of Radovis and Konce on IMC Establishment • Agreement on Performing Certain Activities by the Municipality of Radovis for the needs of the Municipality of Konce
Project Outputs	
	<ul style="list-style-type: none"> • Enhancement of environment protection at the micro-region level <ul style="list-style-type: none"> • An Environment Inspector recruitment procedure started and a procedure started for control of all the companies bound to implement environment protection standards; • Two laptop computers, two multi-functional printers, two wireless routers, a photo-camera and a video-camera procured; • Devices for measurement of sound, air speed, relative humidity and temperature, light intensity and water chemical analysis procured; • An application for environment monitoring and registration of legal entities which are bound to possess B-Integrated Environmental Permits and Environment Protection Studies procured; • 85 companies surveyed and entered into the database. • Mutual Agreement on Performing Certain Activities by the Municipality of Radovis for the Municipality of Konce signed; • Municipal Administrations' capacities strengthened; <ul style="list-style-type: none"> • Five training events on implementing municipal competencies in the area of environment, formal IMC establishment and use of environment monitoring software carried out • Awareness raised among the citizens and local companies regarding the importance of environment protection; <ul style="list-style-type: none"> • A media campaign implemented • 2000 brochures/guides printed • Info Day/public forum for local companies, citizens and civil society organized

General Project Data	No 07/10
Project Title and Project	Building Inter-municipal Capacities for Better Social

Cooperation Agreement Number:	Protection, Agreement No 07/10
Main Applicant Municipality:	Gevgelija
Partner Municipality:	Dojran
Reporting Period:	15.10.2010 – 15.04.2011
Amount of Funds Received from UNDP:	MKD 605,000.00
Total Project Budget:	MKD 716,400.00
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Joint Body in the area of social protection and children protection
Proposal submitted by:	The Mayors of both Municipalities
Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions on IMC Establishment by Municipal Councils of Gevgelija and Dojran • Decisions of Municipal Councils of Gevgelija and Dojran on Setting up a Joint Standing Commission
Project Outputs	

	<ul style="list-style-type: none"> • An Inter-municipal Working Body in the area of social protection and children protection formed <ul style="list-style-type: none"> ○ It consists of two representatives from each Municipality and one representative from the Centre for Social Work. • Improvement of working conditions for smooth operation of the Inter-municipal Working Body in the area of social protection and children protection <ul style="list-style-type: none"> • Two computers and two printers procured • One room at the Municipality of Dojran renovated. • Social protection database software developed • A team formed to track and map the basic social issues in the Municipality <ul style="list-style-type: none"> ○ Two people from the Municipality of Gevgelija and one person from the Municipality of Dojran hired; ○ A survey performed of the three categories of people covered by the Project (senior people without family care, people with special needs (over 26 years old) and drug addicts). • Development of a Programme that addresses citizens' needs in the area of social protection in both Municipalities, in accordance with the 2010 National Programme on Social Protection Development • An awareness raising campaign implemented to raise the general population's awareness on the need for social protection, and a forum organized to address this subject matter • The Project ensured that one person employed in the Inter-municipal Centre for Social Work of Gevgelija could travel to the Municipality of Dojran.
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General Project Data	No 08/10
Project Title and Project Cooperation Agreement Number:	"Together We Are Stronger" No 08/10
Main Applicant Municipality:	Novo Selo
Partner Municipality:	Vasilevo and Bosilovo
Reporting Period:	15.10.2010 -15.04.2011
Amount of Funds Received from UNDP:	MKD 510,000.00
Total Project Budget:	MKD 600,000.00
IMC Establishment	
Type and Area of Inter-municipal Cooperation:	Inter-municipal Commission for Social Protection and Children Protection
Proposal submitted by:	The Mayor of the Municipality of Bosilovo

Final Acts in IMC establishment:	<ul style="list-style-type: none"> • Decisions on IMC Establishment by Municipal Councils of Novo Selo, Bosilovo and Vasilevo • Decisions of Municipal Councils of Novo Selo, Vasilevo and Bosilovo on Setting up an Inter-municipal Commission for Social Protection and Children Protection
Project Outputs	
	<ul style="list-style-type: none"> • The Inter-municipal Commission for Social Protection and Children Protection, and IMC establishment formed <ul style="list-style-type: none"> ○ The Commission consists of three members, i.e. one member from each of the Municipalities • Strengthening Municipality IT capacities <ul style="list-style-type: none"> ○ Three laptops procured ○ Data processing software procured ○ Networking and link connection between the Municipalities established • Tutorials implemented to upgrade civil servants' capacities <ul style="list-style-type: none"> ○ Three training events implemented for the civil servants who are members of the Inter-municipal Commission for Social Protection and Children Protection • 3 Registration Committees formed <ul style="list-style-type: none"> ○ Training implemented for the members of the three Committees regarding easier access and identification of the social groups of citizens ○ The Committees went on the ground and registered the social categories of citizens as follows: <ul style="list-style-type: none"> ▪ 587 senior people without family care ▪ 90 persons with mental impairments ▪ 235 persons with bodily impairments ▪ 43 persons with mental and bodily impairments and ▪ 52 single parents ○ 1000 forms for registration of social groups of citizens printed ○ Social groups of citizens registered in the three Municipalities • A media campaign on the registration process performed and direct meetings between the Local Authorities and Community and citizens conducted <ul style="list-style-type: none"> ○ 3000 leaflets printed and distributed to the stakeholders ○ Press releases in the local media ○ A brochure entitled "Guide through social and child protection" in 4200 copies printed • Final event <ul style="list-style-type: none"> ○ The brochure "Guide through social and child protection" was publicly promoted at the Project Final Event where the Commission for Social Protection and Children Protection was also promoted

Annex 4: Knowledge management tools/activities

IMC Web Portal

In the period under review, the IMC Web portal was developed (www.imc.org.mk) for ensuring networking and two-way communication and sharing of best practices and lessons learnt among local governments and other stakeholders. Additionally it provides opportunities for the local and global communities to express their ideas and opinions and motivates involvement in IMC activities.

The Web portal contains:

- database of IMC practices; so far, total of 46 international IMC practices from 7 countries and 25 Macedonian IMC practices were collected in a standardized format and disseminated to the various target groups from the MoLSG, ZELS and municipalities;
- Knowledge base, consisted of relevant IMC related documents, handbooks, analysis, reports etc. coming from the EU member states and other countries whereas IMC has longer and more successful application;
- data base of national trainers/experts (including those trained by the IMC Programme) and international experts on IMC;
- discussion forum that enables interaction between institutions/experts interested and involved in IMC (peer-to-peer exchange and support) ;
- repository for the regular preparation and dissemination of a newsletter on IMC ;
- different e-tools for inclusion of all interested parties (opinion polls, discussion groups, surveys etc.) and for collection and analyses of the received data;

The web portal is available in 3 languages: English, Macedonian and Albanian.

To reach the widest possible audience and to achieve visibility, the web portal was listed in the leading search engines such as MSN Search, Google, and Yahoo! Search.

Support for trouble shooting and hosting was provided, and four days training for web portal administration was delivered for the representatives of Ministry of Local Self-government and UNDP.

Upon completion of the IMC Programme, the IMC web portal is being handed over to the Ministry of Local Self-government. The National association of municipalities also has a direct link to this portal.

Study tours

A study visit within the country was organized and implemented for the members of the Commission for stimulation and monitoring of IMC. The study visit was realized in the Strumica region where the inter-municipal cooperation through joint administrative bodies of tax administration, urban planning and inspection was presented. The Commission's members had an opportunity to discuss the benefits of the IMC with the mayors of the three municipalities involved in the cooperation, the civil servants employed in the joint

administrative bodies as well as with the responsible persons in the front offices of the established one stop shop system.

Exchange of experiences between newly established IMC and so-called pioneers of IMC in the country was organized. Representatives from municipalities of Kriva Palanka and Rankovce have increased their knowledge about IMC best practices related to joint administrative bodies and citizen service centres of Bosilovo, Vasilevo and Novo Selo, established with technical assistance of UNDP.

In order to replicate best practices and lessons learnt in establishment of Public Private Partnership within IMC context, a study tour regarding solid waste management by involvement of private partner in the partnership of 10 municipalities of South-East Planning Region.

Several attempts were undertaken for organization of an international study visit , however postponed upon request of the national institutions, or hampered by early elections.

Finally, Bulgarian experiences and good practices in the area of solid waste management in the region of Petrich and Sandanski were study tour subject organised for upon request of representatives of the municipality of Ilinden. Mayor, city council representatives, civil servants and local expert had an opportunity to increase their knowledge regarding procedure and operational functioning of the system for collection, transport and disposals of solid waste in frame of **inter-municipal cooperation through Public Private Partnership**.

Network of IMC practitioners and Thematic Workshops

A network of IMC practitioners from local government was established as a tool for sharing of information and experience relevant for IMC. In that regard a number of thematic workshops have been organised covering topics relevant to different municipal functions.

In the period November-December 2009, **three workshops on social protection** were organized (Gostivar, Veles and Prilep) with participation of mayors, council members, municipal civil servants and representatives of the Centres for social care. Workshops were attended by **61 participants from 36 municipalities and 6 Centres for social care**. The objective was to initiate discussion and to share experiences among IMC practitioners for social protection, potential challenges and needs of the local self-government units in its implementation through existing mechanisms of IMC.

The established network of IMC practitioners from local government was expanded with involvement of experienced representatives from the local governments in the area of environment, inspections as well as disaster management and civil protection. In that direction, three thematic workshops were implemented where more than 100 civil servants, mayors and representatives of the councils from 53 municipalities shared their experiences for potential challenges and needs of the local self-government units for appropriate implementation of the abovementioned functions in IMC context.

Final reports including workshops conclusions and recommendations were prepared and delivered to the relevant ministries - Ministry of Labour and Social Policy, Ministry of Environment and Physical Planning, Ministry of Local Self-Government, Institute of Social Affairs, Directorate for Rescue and Protection and General Inspectorate. The reports served

as discussion paper for the further IMC programme activities, especially those related to the development of IMC grant scheme in the area of social protection and protection of environment.

Cooperation with Institute of Public Health of the Republic of Macedonia and Macedonian Association of Industrial Hygiene and Occupational Health has been established in order representatives form IMC partnerships in the area of environment to increase their capacities related on influence of noise and vibrations, as well as measurement of noise.

IMC Bulletin

Practical experiences, best practices and relevant information regarding inter-municipal cooperation on operational and policy level have been published and disseminated to all 85 local self-government units in the country through two semi-annual IMC Bulletins. The content of the Bulletins was selected and edited in close cooperation with the representatives from the Ministry of Local Self-government. The Bulletins were published in Macedonian, Albanian and English language.

The selection and the announcement of best practices was slightly modified to respond to the current legal and operational environment. Namely, in accordance with legal responsibilities, governmental Commission for IMC monitors the established forms of cooperation and announces the best examples of IMC. In this direction, through a participatory approach with the committee members, an outline for evaluation and selection of best practices in IMC was developed. Given the fact that the selection of best practices should take into account all the IMC arrangements in the country, the success of this activity was dependent on a longer-term consistent implementation of evidence of IMC as a competence of the Ministry of Local Government.

Within this context, a transitional solution was found by the Programme, by consolidating and announcing all as a all IMC practices supported through the Programme Grant Schemes. The brochure was prepared in local languages and working languages of the program. Practices were disseminated on the international IMC Forum, to the line ministries and local governments, and other international events related to IMC in printed and electronic version via the web portal of UNDP.

Annex 5: Success Stories Publication