



STRENGTHENING THE POLICYMAKING PROCESS BASED ON EMPIRICAL EVIDENCE



UNIVERSITETI I EJK
ЈИЕ УНИВЕРЗИТЕТ
SEE UNIVERSITY

STUDY ON SATISFACTION OF THE CITIZENS
WITH THE MUNICIPAL SERVICES

JUNE, 2012

2012

Strengthening the public policies processes based on empirical indicators

Study on the citizens' satisfaction over local public services

The study is based on statistically valid data for citizens' perception about the services they receive from the Municipality of Chair. This study will be the basis for improving the planning, allocation of the resources, and the process of creating public policies at local level in the Municipality of Cair.



Project: "Strengthening the public policies processes based on empirical indicators"

South East European University project team:

Shqipe Gerguri - Project Manager

Abdulmenaf Bexheti - Editor

Shenaj Hadzhimustafa - co-author of the report

Hristina Cipuncheva - co-author of the report

Memet Memeti - co-author of the report

Veli Kreci - co-author of the report

Agron Rustemi - statistician

UNDP

Toni Popovski - Coordinator for decentralization and local development initiatives

Local community planning group:

1. Aferdita Gjuka – Municipality of Chair
2. Nuhi Dardhishta – Municipality of Chair
3. Narel Salih Buqi – Municipality of Chair
4. Sefer Hasani– Municipality of Chair
5. Ramadan Alija – Municipality of Chair
6. Nedim Rama – Municipality of Chair
7. Niko Dulevski – Municipality of Chair
8. Sasha Maksimovski – Municipality of Chair
9. Vlera Gjakova – Municipality of Chair
10. Xhavit Gashi – Municipality of Chair
11. Muzafer Rexhepi – OU "Jane Sandanski"
12. Kadri Agushi – OU "Rajko Zhinzifov"
13. Azam Dauti – Council of the Municipality of Chair
14. Rami Qerimi – Municipality of Chair

Acknowledgment:

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

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



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INTRODUCTION

The study on citizens' satisfaction is a component of a broader comprehensive analysis of the management of grants from central government (block grants, earmarked grants and capital grants) and the respect of the principles of good governance with emphasis on social inclusion in the municipalities.

It was conducted by UNDP, SEEU and the Municipality of Chair in an attempt to determine the citizens' attitudes towards local public services and good governance. The main objective of this study is to determine citizens' satisfaction with services at the local level, conducting a survey on a representative sample of respondents in the Municipality of Chair. This type of survey is the first of its kind in the municipality and it is an opportunity for the citizens of a municipality to provide feedback on local governments but also for the institutions of the central government to find out what issues related to quality of service and quality management at the local level are.

Moreover, this tool provides an efficient mechanism for residents of this municipality to communicate their views on priorities for improving municipal services to decision makers at the local level and to identify priorities of the community, from the perspective of quality of life. Additionally, this report as its integral part includes perceptions and evaluations of the municipal administration, and representatives from public, private and civil sector who contributed as participants in the planning group from the local community.

In order to build capacities of local NGOs, UNDP and SEEU used outsourcing for the implementation of the survey, so fieldwork was entrusted to a local nongovernmental organization that has experience with the activities of this nature.

RESEARCH METHODOLOGY

The survey of citizens' satisfaction with the services that are under authority of the Municipality of Chair was conducted during the month of December, 2011. For this purpose, a structured questionnaire was developed based on which the interviewees were selected by a particular methodology. Details of the design of the sample are as follows:

SAMPLE DESIGN

The design of the sample is based on the principles of the representativeness of the sample selected from the total number of inhabitants in the municipality, based on the model of disproportionate stratified sample.¹

Of the total number of the population in the Municipality of Chair (*Census of Population of 2002*), a sample of 5% of the total population was taken, resulting in 647 surveyed people (*distributed according to the percentage of population in settlements that are part of the municipality*), as shown in the following table.

The gender distribution of respondents is also taken into account. According to it, from the total number of respondents 323 are males and 324 are females (*statistical error < 0.05*)²

The ethnical structure of the sample is the following: 57% ethnic Albanians (395 respondents), 24.13% ethnic Macedonians (167) and other 11.8% (85).

Before the survey was conducted, a non-governmental organization was engaged for its organization and implementation. After that training was organized to emphasize the aims and the process of conducting the survey in order to introduce the methodological framework provided in the questionnaire and the quality assurance in the survey fieldwork.

¹ The model of disproportionate stratified sample is used in the study (O'Sullivan, Rassel, Berner, 2002) because of the fact that the Municipality is investigating separately from other municipalities that are the subject of research.

² The percentage is taken from the census in 2002, and represents the percentage of participation of male and female population in the municipality

THE QUESTIONNAIRE MODEL

The questionnaire used in the survey is a structured questionnaire composed of 45 questions, divided in 5 thematic areas. It is designed to include quantitative and qualitative data that will provide information on demographic and socio-economic position of the respondent, which provides answers and represents his views and perceptions about the quality of municipal services:

Variables:

Gender - *modalities*: male, female.

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

Age - *modalities*: 18-26 years, 26-30 years, 31-40 years, 41-50 years, 50-65 years, older than 65 years.

Economic status - *modalities*: public employees, employed in the private sector, employed in civil society (NGOs), farmer, housewife, pensioner, student, unemployed, etc.

Net monthly income of the family - *modalities*: up to 9,000 denars, from 9,001 to 15,000 denars, from 15,001 to 21,000 denars, from 21,001 to 27,000 denars, from 27,001 to 35,000 denars, from 35,001 to 41,000 denars, more than 41,001 denars.

Education - *modalities*: incomplete primary education, primary education, secondary education, higher education (University), completed postgraduate studies (MA or PhD).

Number of family members - *modalities*: up to 2 members, 3 to 4 members, 5 to 6 members, more than 6 members.

Residence - *modalities*: citizens living in the seat of the Municipality / citizens living in other places outside the headquarters of the Municipality.

The Questionnaire covers questions that provide information about the perception of citizens' satisfaction with the services of the municipality in relation to the following thematic areas:

- The Quality of Life in the Municipality;
- Satisfaction with municipal services, in terms of decentralized competencies of the municipality;
- Good Practices;

- Bad Practices;
- Principles of good governance (transparency, participation, efficiency and effectiveness, accountability);
- Local sources of revenue for financing the delivery of local services.

All these areas are applied to questions of municipal performance considering the level of competencies that a municipality has in terms of education, health, urban planning, environment, communal services, social and childcare, protection and security of citizens, sports and recreation, culture and traffic, etc.

The key findings from the research in these areas are given below, followed by an overview of general recommendations regarding the improvement of quality of service delivery at local level, aimed at improving the welfare of the citizens of the municipality of Chair.

GENERAL INFORMATION ABOUT THE MUNICIPALITY³

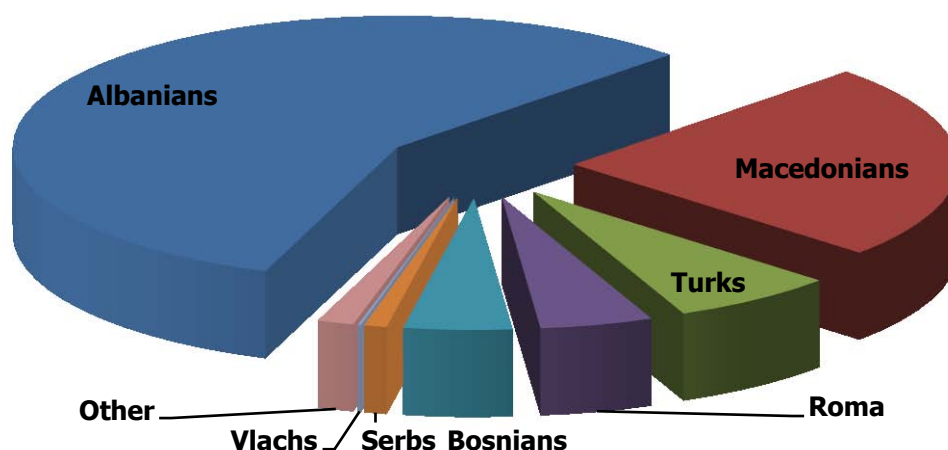
DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE OF THE POPULATION

Chair municipality covers an area of 3.52 km² and it is located in the Northeastern part of the City of Skopje. The new territorial division of the city consists of 10 municipalities, including the Municipality of Chair. The municipality of Chair was founded in 1976 by the Law on the Establishment of Municipalities within the City of Skopje. By the new Law on Territorial Division of Macedonia and definition of the areas of local government, the boundaries of the Municipality of Chair were greatly reduced, and it is assessed by the municipal administration as a big handicap for the development of the municipality.

The total population within the municipality, according to the last Census in 2002 is 64,773 people or 3.2% of the overall population of Macedonia. The municipality has a high density of population with 18,400 inhabitants per square kilometer.

The structure of the population by ethnicity is shown below where you can see that there is a dominant population of Albanian and Macedonian ethnic origin with 57% and 24.13% respectively.

Ethnic structure of the population

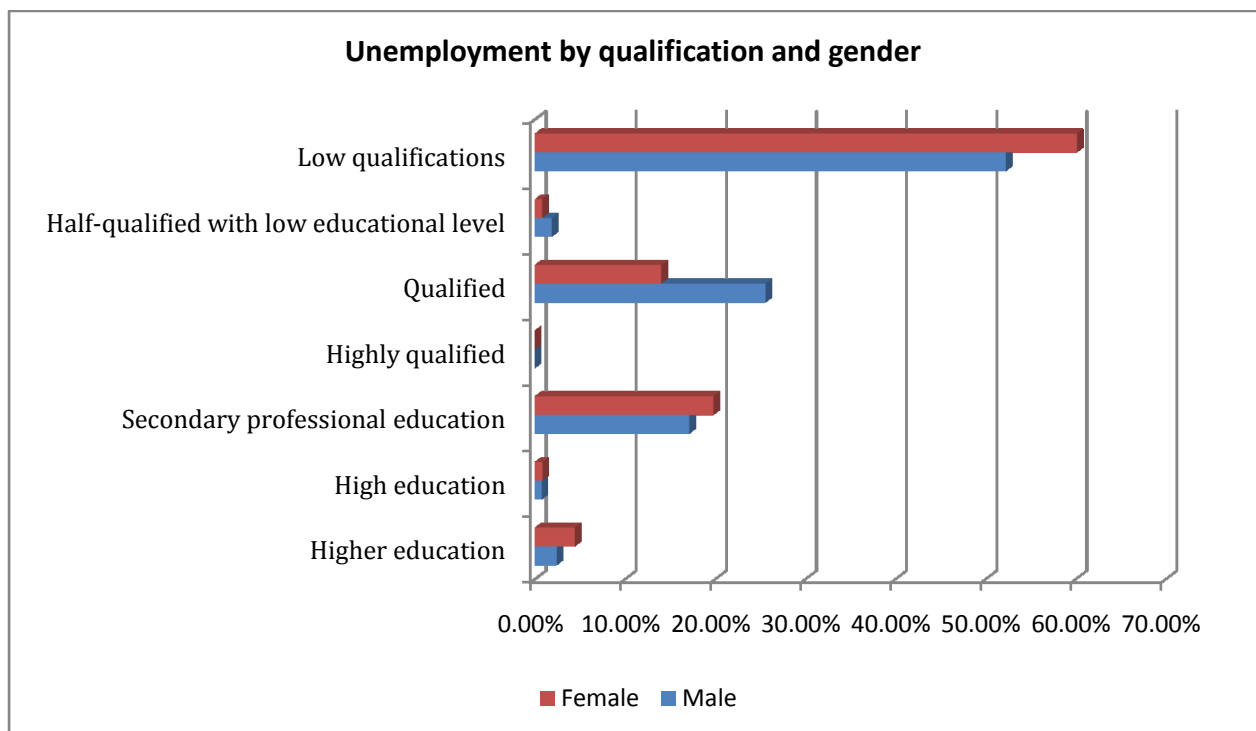


The structure of the population (population above 15 years of age) by the level of completed education is largely represented by persons who have completed primary

³ The data are taken from official documents of the municipality and by author's individual calculations of the data from the State Statistical Office.

and secondary school (41.65% and 35.07%, respectively), while 10% of the population over 15 years have an incomplete education and 5.22% have no education at all.

(Un)employment is a problem that the Municipality of Chair is facing with at large; the unemployment rate is 36.2% which is a higher value than the country's average unemployment rate, whereas from the working-age population of 19,179, 10,433 are employed; therefore, 45.6% are unemployed. The structure of the unemployed by gender and eligibility is shown below, where people with low qualifications, qualified and those with professional secondary education dominate in the category of unemployed people. In terms of the gender structure, the unemployment among women is lower, although the structure of the unemployed according to eligibility is similar in men.



Within the Municipality of Chair the dominant economic activities are in the field of small and medium enterprises and entrepreneurship, and development of tourism in the Old Bazaar through constructing the new *Skanderbeg Square*, lighting the Old Bazaar, pinpointing the municipality through the public-private partnership, establishing an effective way to collect taxes, etc.

The axes for local economic development of the municipality are the infrastructure development, the promotion of tourism and historic old town of Skopje, development of small and medium enterprises and promotion of public-private partnership in various program investments.

The municipality has 75 employees and is divided into the following departments / divisions:

1. Normative-legal, professional and administrative and general affairs and activities of public interest sector
 - 1.1 The unit of normative and legal matters
 - 1.2 The unit of activities of public interest unit
 - 1.3 The unit of professional administrative and general affairs unit
2. Financial Sector
 - 2.1 The department of budget planning and execution
 - 2.2 The department of financial accounting, assessment and collection of taxes and fees
 - 2.3 Procurement division
3. Department of urban planning, public works, environmental protection and local economic development
 - 3.1 The physical and urban planning division
 - 3.2 The unit for the implementation of urban plans
 - 3.3 The department of public works and environmental protection
 - 3.4 The department of economic development
4. Mayor and Municipal Council support sector
 - 4.1 The support unit for the mayor, protocol, information, communication with citizens and international cooperation
 - 4.2 The support unit for the Council and other bodies of the Council
5. The Inspection Department – urban and communal inspection, inspection for road and communication and environmental inspection
 - 5.2 The department for inspection supervision over the affairs of other authorities of the municipality
6. The Internal audit department
 - 6.1 The Internal audit unit
 - 6.2 The division of control of the legality of work
7. Human resources department

In terms of municipal administration, the number is sufficient; there is a lack in terms of qualified administrative staff, such as surveyors.

KEY FINDINGS

THE QUALITY OF LIFE

The perception of the Municipality of Chair authorities is that the process of decentralization has improved the quality of local services and that the quality of future municipal services will be constantly improving. The problems associated with municipal services are located in the normative framework and the communication between the local and the central government. Regarding the latter, the municipal administration believes that there are difficulties in cooperation with the Ministry of Education and Science and the Ministry of Labor and Social Affairs in terms of the allocation of capital and block grants. The Ministry of Transport and Communications does not provide additional financial support for implementation of projects associated with local roads. Although the Ministry of Transport and Communications is not obliged, however, it is an unwritten rule revealed as an advantage of other municipalities to offer such support to municipalities; therefore, in the case of the Municipality of Chair it indicates the discriminatory policies of this Ministry. The Municipality of Chair is facing difficulties in cooperation with the City of Skopje regarding the allocation of tax on property in the Old Bazaar, the part which is under authority and territory of the Municipality of Chair; however the revenue goes to the City of Skopje. The municipal administration believes that it appropriately treats the problem with the unemployment in the municipality.

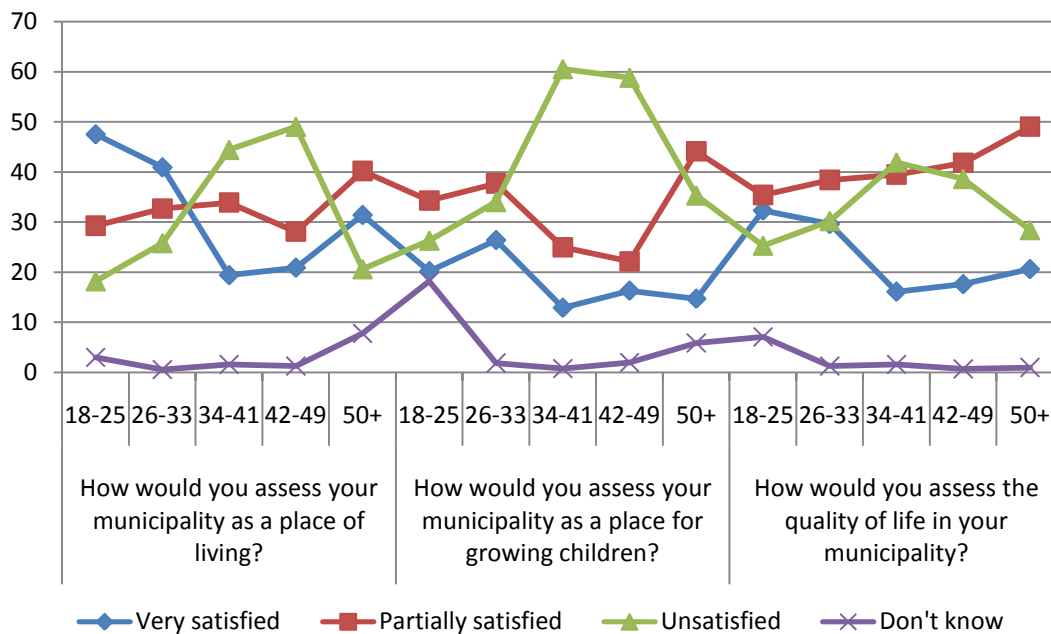
The overall quality of life in the Municipality of Chair is assessed through several questions that are interrelated. The assessment of the municipality as a place of living and the quality of life go hand in hand and it resulted with about two thirds of the population who are satisfied or partially satisfied with the quality of life in their community, while one third of respondents are dissatisfied. In terms of vulnerable groups, more than half of respondents believe the Municipality of Chair is a good place for living. A high percentage (18%) had no opinion in this direction, perhaps due to the lack of awareness of citizens about the concept of vulnerable groups and the possibility of their greater social inclusion. There is a similar situation in the assessment of the municipality as a place of living for pensioners.

The degree of satisfaction with the opportunities for employment in the municipality is very low with 52% dissatisfied respondents and 22% partially satisfied respondents in the municipality.

On certain issues, there is a difference in opinions of different generations. The youth from 18 to 33 years old considered the municipality as a good place for living, while 47.5% of young people from 18 to 25 years old and 40.9% of young people from 26 to 33 years old give a positive assessment (very satisfied) on the same issue. People of the middle-aged group (34-41 and 42-49 years old) gave a negative assessment (I am

not satisfied) of 44.4% and 49%, respectively. People who are into the age group of over 50 years old are partly satisfied - 40.2% of all respondents.

Quality of life - a generational hindsight (1)

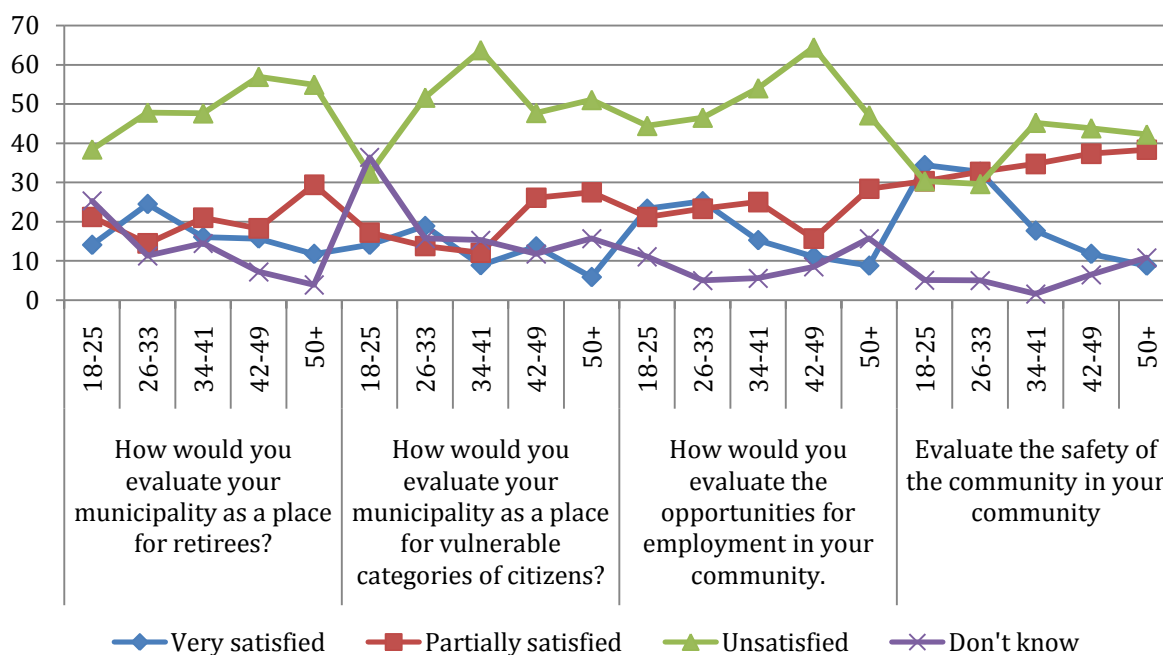


Regarding the issue of assessment of the municipality as a place for children upbringing, 34.3% of people from 18 to 25 years old are partly satisfied, as well as 37.7% of respondents from 26 to 33 years old. The middle-aged group (34-49 years old) is satisfied on this question with a positive response of 60%.

On the subject of the assessment of quality of life in the municipality, there are split opinions according to generation. The young generation of 18 to 33 years old is partly satisfied or satisfied with the quality of life of the municipality, while the other three age groups are partially satisfied and dissatisfied.

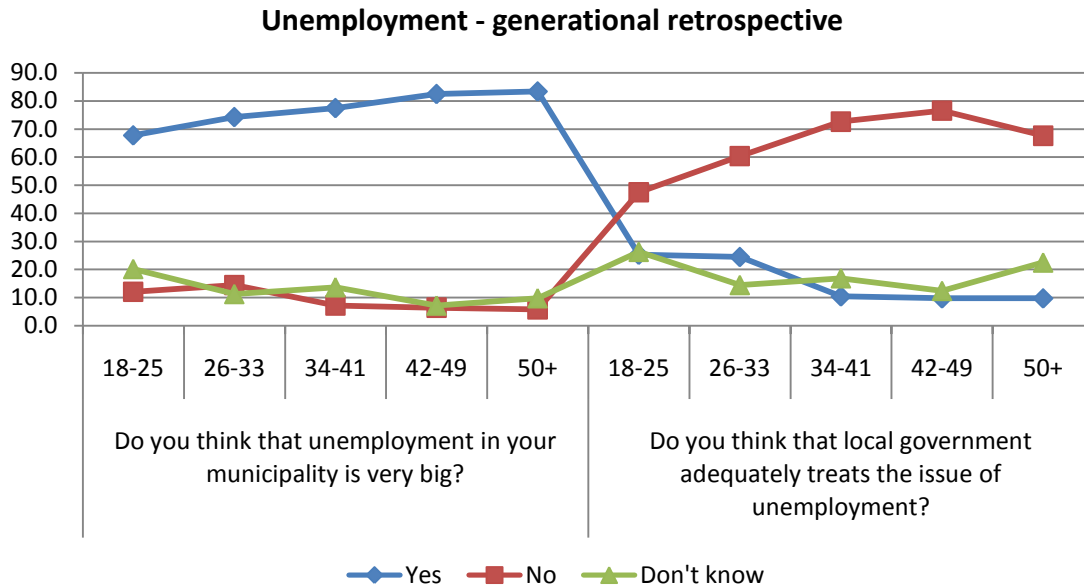
Concerning the other issues, there is no big generational difference on what generally could be drawn from the responses of all respondents.

Quality of life - a generational hindsight (2)

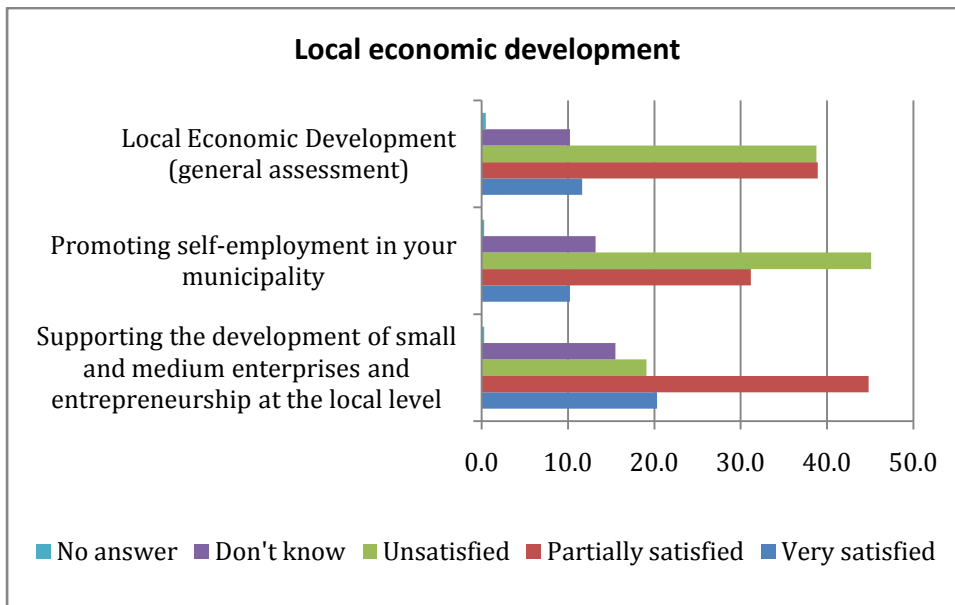


Certain differences on the questions stressed above among respondents from different ethnic communities living in the Municipality of Chair are present in the findings. 41.7% of ethnic Macedonians have partial satisfaction with the Municipality of Chair as a place to live. Ethnic Albanians have equally divided opinions among those who are satisfied, partly satisfied and dissatisfied. Ethnic Turks are satisfied and partially satisfied, the ethnic Roma are not satisfied with 77%, while the ethnic Serbs are satisfied with 80% of respondents. About the municipality as a place for children upbringing there are 46.5% dissatisfied ethnic Albanians, 47% ethnic Turks and 70% ethnic Roma. Ethnic Macedonians are partly satisfied (46%) and (36%) dissatisfied on this issue. The quality of life is satisfactory for the majority of ethnic Turks and ethnic Serbs, while there are 40% partially satisfied ethnic Macedonians and ethnic Albanians. Certain differences of opinion exist when it comes to the security of communities in the Municipality of Chair. The majority of ethnic Macedonians, ethnic Turks and ethnic Serbs (41.7%, 44.8% and 60%, respectively) are partially satisfied, while 41.4% of ethnic Albanians and 53.8% of ethnic Roma are dissatisfied.

The dissatisfaction with the opportunities for employment, which was graded above, is supported by the assessment of unemployment - 77% of respondents think it is very high, while 66% believe that the local government inadequately treats the issue of unemployment.

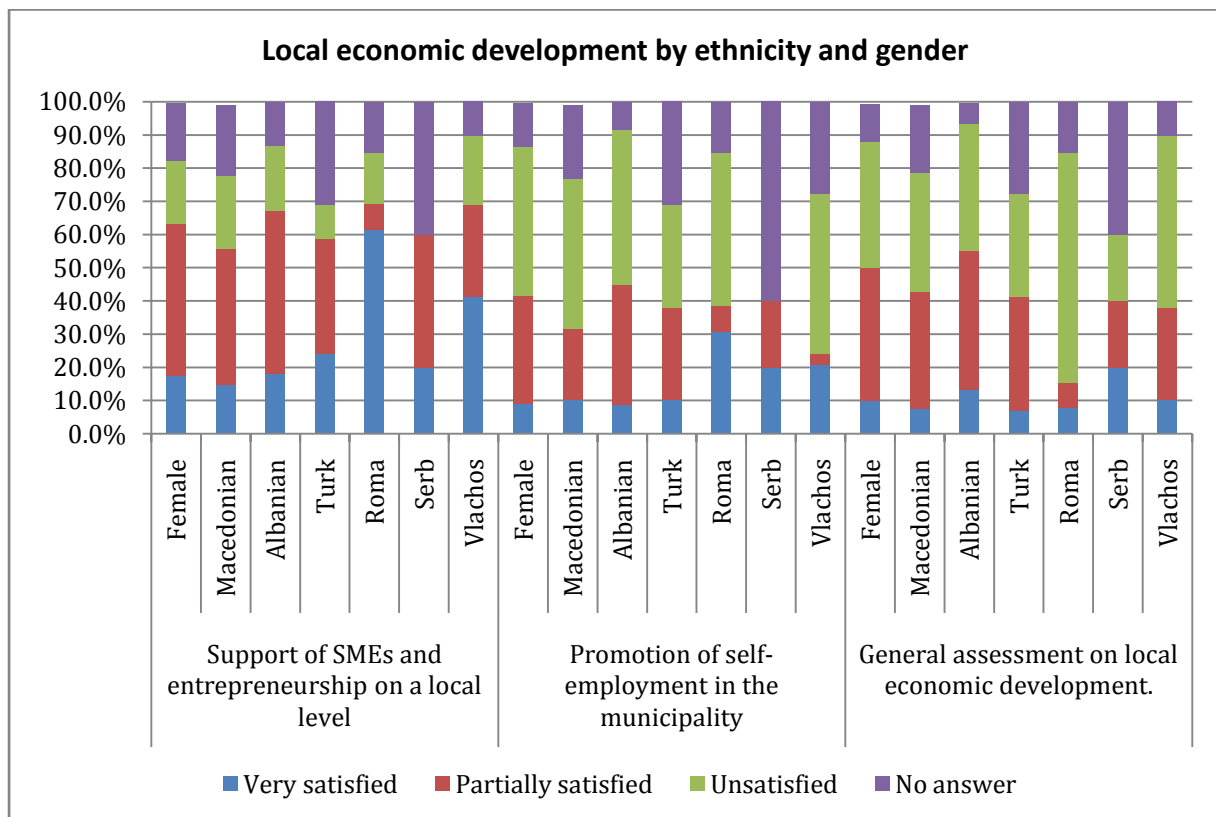


Hence, the satisfaction with local economic development is low, since 78% are partially satisfied or dissatisfied with it, with great dissatisfaction regarding the promotion of the possibility of self-employment in the municipality and partly satisfied with the support of the development of small and medium companies in it. From the perspective of generational distribution, there are differences of opinion regarding the issues of unemployment and local economic development of the municipality.



The partial satisfaction dominates among various ethnic communities when it comes to supporting small and medium enterprises and entrepreneurship (40.7% of

ethnic Macedonians, 49.2% of ethnic Albanians, and 34.5% of the ethnic Turks). The deviations from this position are the answers given by ethnic Roma - 61.5% and ethnic Vlachs - 41.4% from the Municipality of Chair. There is a high presence of responses without expressed attitude of 31% of ethnic Turks and 40% of ethnic Serbs. The women are partly satisfied with 46% of responses concerning this issue. The promotion of self-employment is negatively rated by all ethnic communities. A lack of expressed opinion on this issue is also present in 60% of the responses of ethnic Serbs, 31% of ethnic Turks, and 27.6% of ethnic Vlachs. The ethnic Albanians, ethnic Macedonians and ethnic Turks (42%, 35.2 and 34.5%, respectively) are partially satisfied compared to other ethnic communities in terms of local economic development. The dissatisfaction with it is mostly expressed by ethnic Roma and ethnic Vlachs (69.2% and 51.7%).



The economy within the municipality over the past three years has been characterized by moderate growth and the municipal administration considers itself the most active actor in the promotion of the economic development. The municipal administration largely creates and promotes factors for the development of businesses within the municipality. The activities that enable the latter are: the organization of the artisan-Bazaar, direct meetings with businesses, the promotion of the bazaar, the development of tourism in the market by setting up an information desk for tourists, lightening the bazaar, etc. The availability of financial resources to support entrepreneurial development of small and medium enterprises (SMEs) at the local level is very low, as well as the one related to promotional activities for self-employment within the municipality.

Chair municipality administration does not take any special measures for addressing and resolving the problem of unemployment. They make activities for local economic development that are mainly aimed at tourism development, urban development, entrepreneurship and at attracting investments. Seasonal employment is used as a form of alleviation of unemployment, as well as projects prepared in collaboration with UNDP and with the City of Skopje. The department for LED adopts LED strategic plans, collaborates with international institutions, NGOs, prepares applications for projects, prepares tenders for public-private partnerships, and so on. Within the municipality, there is an ongoing initiative to open a business center, within which there will be a promotion of entrepreneurship by organizing various trainings for the needs of small and medium enterprises.

There is no special cooperation with the Agency for employment in terms of reducing unemployment rates. Some cooperation exists with the Employment Bureau, when it comes to seasonal employment. There are no specific capital investments in LED and in unemployment reduction.

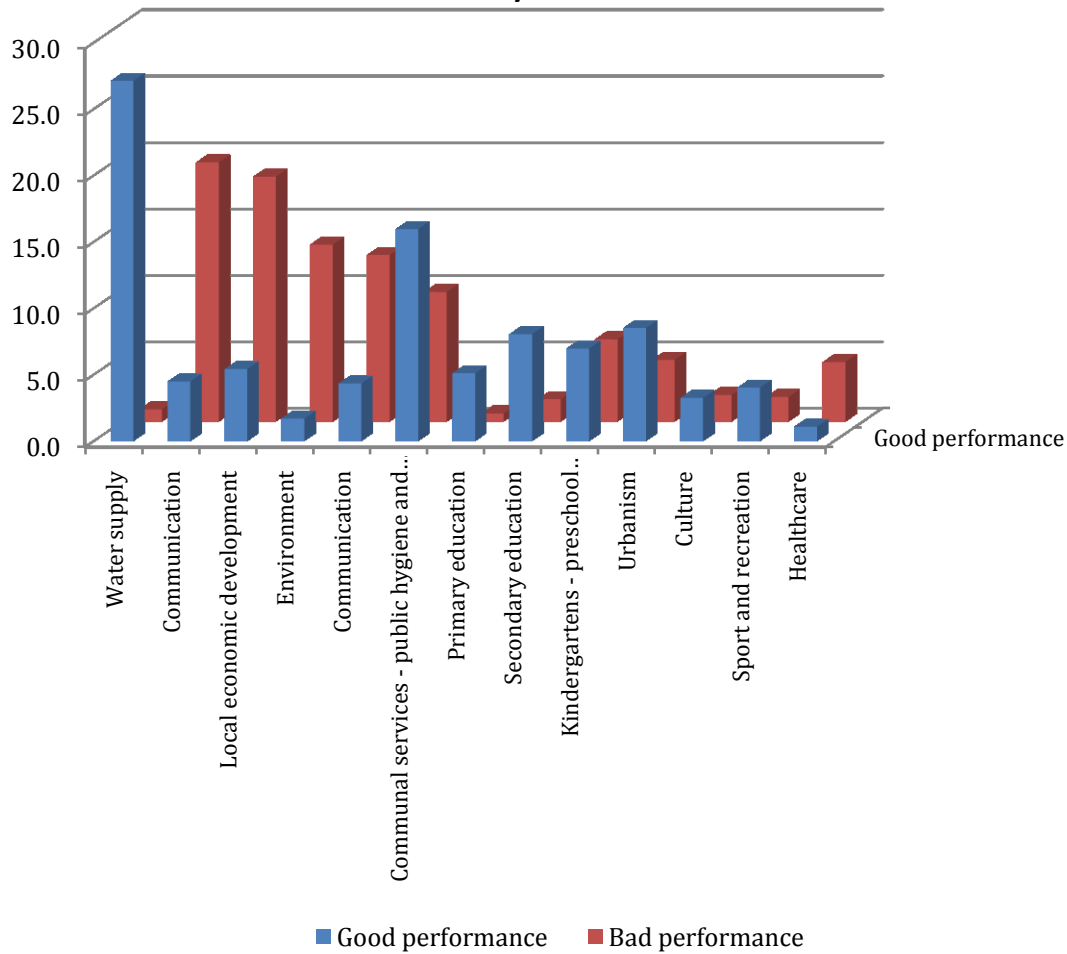
AREAS OF LOCAL RESPONSIBILITIES WITH MAJOR PROBLEMS

In terms of satisfaction with the services offered by the municipality, the respondents identified three areas of local jurisdictions with the greatest problems associated with delivery of local services over the past three years. The biggest problems of the Municipality of Chair occur in public services (sanitation and waste management), construction and maintenance of local roads, communication and local economic development.

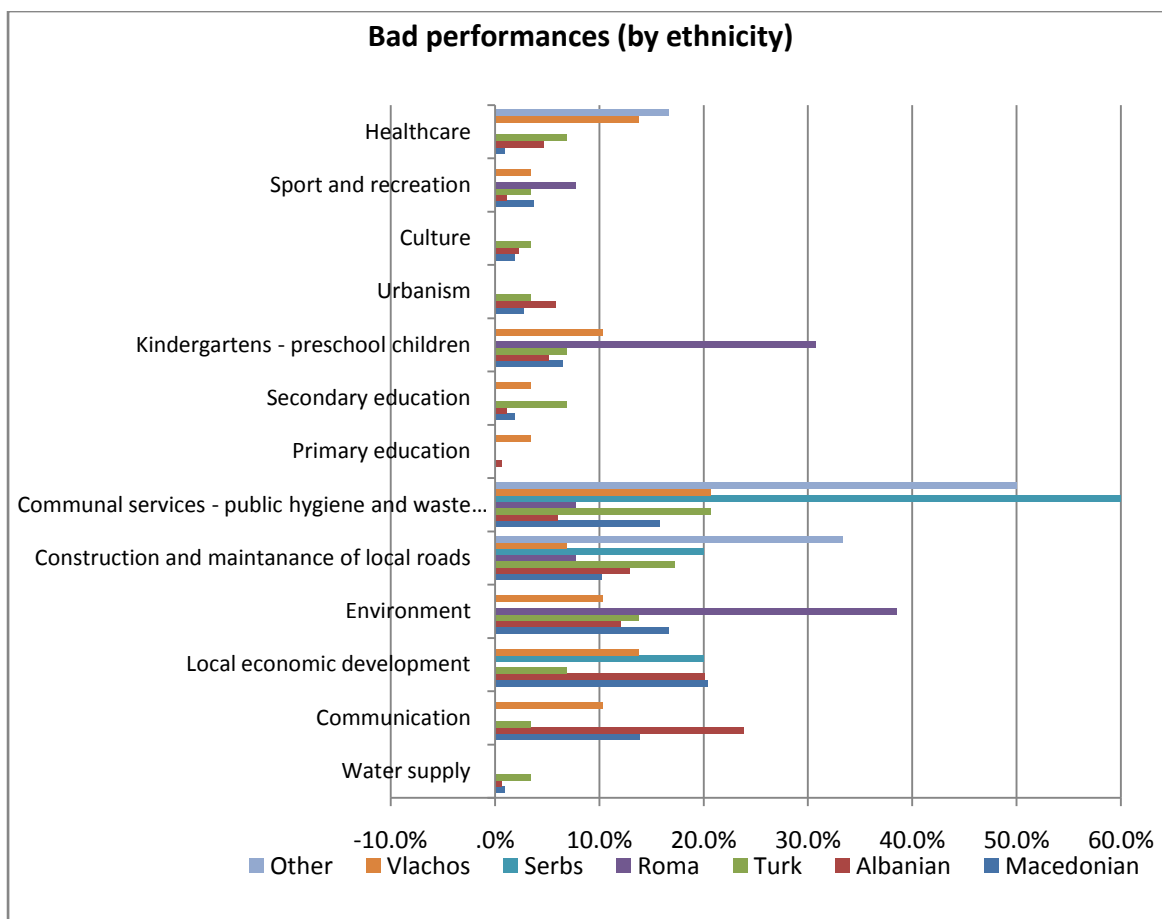
According to the respondents, the best results in 2011 by the Municipality of Chair were realized in terms of water supply (27.1%), public services (sanitation and waste management) with 16%, and services such as urban services, secondary schools and kindergartens, which have an average score of 8% of satisfaction.

On the other hand, as the most problematic areas identified last year, were communications, local economic development, environmental protection, construction, and maintenance of local roads with a score of 19.5%, 18.4%, 13.3% and 12.6% of the responses of the interviewees, respectively.

Areas of local jurisdiction with the most and the least problems in the delivery of local services



If we analyze the opinion of the citizens of different ethnic backgrounds, we can conclude that the issue related to environmental problems is present in all ethnic communities. For the ethnic Macedonians and the ethnic Albanians a common problem is the communication and the local economic development. An important part of the ethnic Macedonians and the ethnic Turks believe that the communal services are a problem, while the ethnic Albanians and the ethnic Turks consider that the problem is construction and maintenance of local roads. One part of the ethnic Turks emphasizes the problem with secondary education, which is a responsibility of the Municipality of Chair authorities that is also minimal among other ethnic communities. The ethnic Roma pointed out two major problems with 70% share of total responses, and those are in the area of environment and the kindergartens. The ethnic Serbs are worried about the problem with communal services, LED and the construction and the maintenance of local roads.



In terms of gender, there are no significant differences in opinions regarding the problems that plague citizens. Women worry more than men regarding the communication, LED, the communal services and the kindergartens. Uniform opinion exists regarding the environment, while a higher percentage of men, compared to women, say that the problem of local roads and healthcare is what worries them the most.

The municipality officials previously knew that problems in the above areas existed and they have already planned the activities for their dismissal. Namely, the problem of communication is planned to be resolved by extension of a road, where there is the biggest "bottleneck" in the municipality, which is the street "Cvetan Dimov". Because this road is under the jurisdiction of the City of Skopje, this project will be a joint effort between the City of Skopje and the Municipality of Chair. There is not enough funding for the construction and maintenance of local roads, but a gradual handling of the problem with local streets is planned. The local economic development is achieved through contacts with businesses and promotion of the bazaar, but there are no other significant activities in this direction.

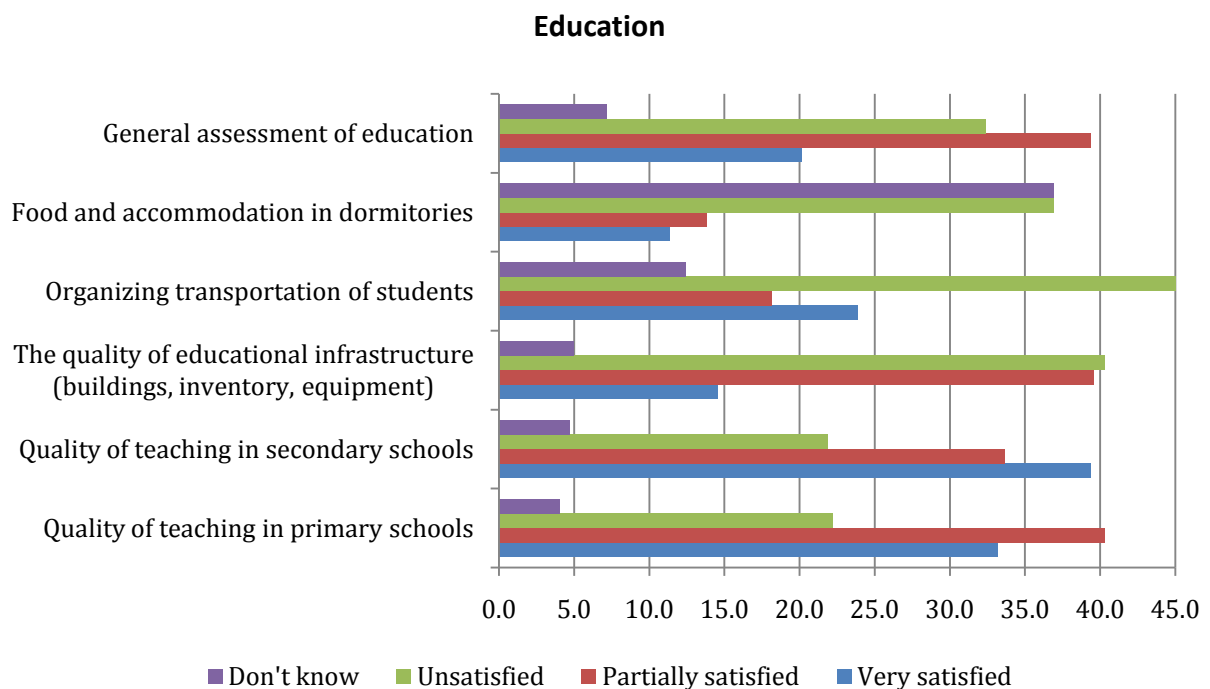
Generally speaking, the municipality administration considers that there is not enough funding for preparation and implementation of local policies, strategies,

programs and plans in education, urban planning, environment, public services and in local economic development. The main reason for this is the insufficient revenue stream for all the previously listed areas except education, where the problem focuses on the amount of block grants, and especially due to rising prices of central heating, oil derivatives and so on.

THE SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF EDUCATION

The authorities of the Municipality of Chair are responsible for establishing, financing and administering the primary schools in collaboration with the central government. Regarding the organization of transportation of students, it participates in the division of funds from the block grants for that purpose, and by organizing foodstuff. The municipality authorities do not offer housing in dormitories. Chair municipality administers 10 primary schools with 7,903 students. The secondary schools are under the jurisdiction of the City of Skopje.

Sixty percent of respondents are satisfied or partially satisfied with the primary and secondary education, while 32.4% are dissatisfied. Greater dissatisfaction exists regarding the quality of educational infrastructure, the organization of transport and accommodation in relation to boarding. In terms of quality of teaching, satisfied and partially satisfied responses dominate, which certainly is a positive feature for the municipal administration.

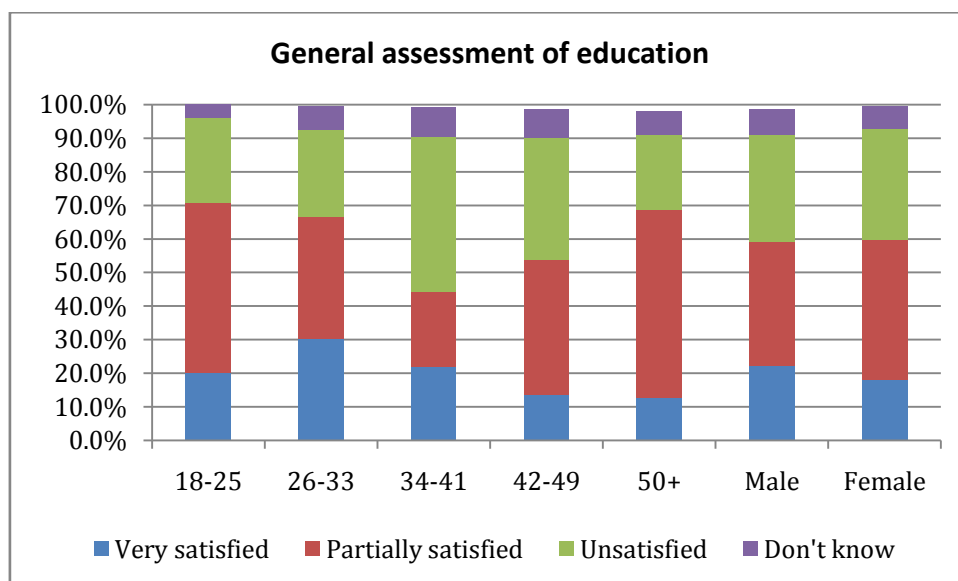


Regarding the issue of introducing integrated education, 50% of respondents are against this idea, while 28% have no opinion on this issue. In this direction, it would

certainly be good to make a promotion of the benefits of integrated education, so people would be informed and that might give them a judgment on the issue. It is interesting to note that respondents with higher levels of education (MA and PhD) largely support the idea of introducing integrated education in the Municipality of Chair (47%), which only confirms the previous hypothesis about the degree of impact of the level of awareness on assessing the effects of integrated education. Based on ethnicity, there is no significant difference in opinions: 43% of ethnic Macedonians, 51% of ethnic Albanians, 45% of ethnic Turks are against the introduction of integrated education. It is symptomatic that 69% of ethnic Roma are against introducing the idea of integrated education. Regarding the latter, an in-depth analysis should be done in order to state the reasons that lead to this opinion, whether there are certain prejudices and stereotypes that affect ethnic Roma children not to feel equal in the mixed environment. The institutions need to work in this direction in order to raise awareness and reduce the negative effects of stereotypes and prejudices.

The condition associated with the introduction of integrated education was discussed by the local planning group in detail; and it was noted that learning the Macedonian language in the first grade by the children who do not belong to the ethnic Macedonian community should be applied on reciprocity; this would mean that Albanian language should be studied by the children who do not belong to the ethnic Albanian community in the first grade of their studies.

Referring to the age of the respondents, the overall assessment of satisfaction with education is the highest among the respondents in the group of 26-33 years old (30.2%) and the lowest in the age group above 50 years old (13%). The degree of dissatisfaction is the greatest among the age group from 34 to 41 years old. Regarding this issue, there are not many gender differences in responses. Men are more satisfied than women (22% vs. 18%), while women are more partly satisfied than men (42% vs. 37%) compared to the overall assessment of the education.



From the local planning group it was indicated that there is a current issue of renaming certain primary schools for which it was noted that the relevant Ministry (of Education) does not show sufficient understanding and willingness to compromise, even though it is an initiative supported by the local community.

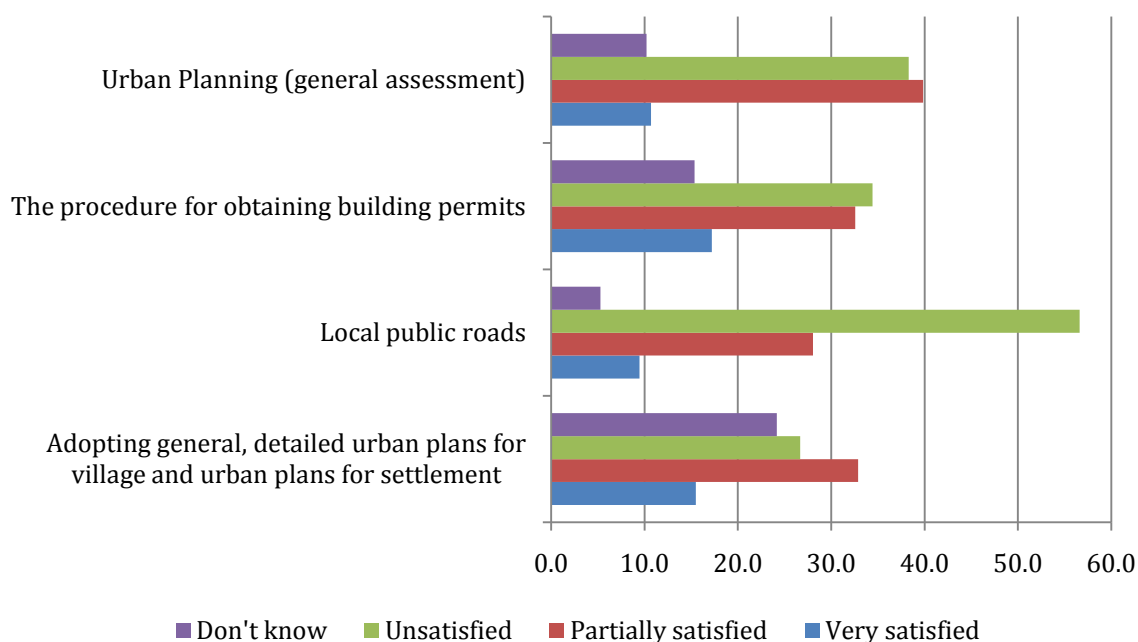
THE SATISFACTION WITH MUNICIPAL SERVICES IN URBAN PLANNING

The municipality has the authority for the adoption of general and detailed urban plans, the maintenance of local roads and the issuance of building permits. According to statements of the responsible persons in the municipal administration, the extent of coverage of the municipality with detailed urban plans is almost 100%. Given that the municipality territory is very small, but with a dense population, it has no free land, which according to the officials is a key handicap for attracting more investments and hiring of unemployed workers in the municipality.

There is an ongoing process of legalization of illegally constructed buildings in the municipality, which positively affects the state of the municipal budget compared to previous years. Only a few illegally built constructions (5-6) would not be legalized due to an expansion over significant roads in the municipality territory.

Regarding the assessment of the adoption of general and detailed urban plans in the municipality of Chair, the individual evaluation with partial satisfaction (33%) dominates, but also the disgruntled are more numerous than the satisfied respondents are. The quality of services in urban planning, especially in terms of network of local public roads is one of the most important factors not only for the overall quality of life, but also for the development of the municipality. In the Municipality of Chair, 57% of respondents are not satisfied with the state of the local public roads and 28% are partially satisfied. The dissatisfaction exists regarding the issuance of building permits, and this influences the overall assessment of the urban planning to be almost identical by percentage of partially satisfied and dissatisfied respondents, or 39.8% and 38.3% respectively.

Urban planning



The opinion of respondents regarding the fees associated with urban planning (municipal fee - fee for arranging construction land) is particularly important, because they represent local revenue in the budget of the municipality and as such affect its charge. 48% of respondents considered that these fees are very high, while 20% disagree with this statement, and 28% have no opinion. In April 2012, the municipal officials initiated an action in which the municipal administration officers themselves brought the annual tax forms for property tax to the households, using this opportunity to introduce the citizens with the responsibility and the importance of paying the property tax.

The opinions with regard to urban planning are divided when analyzed in terms of the ethnic origin of the respondents. The dissatisfaction with local roads is present in 63.5% of ethnic Albanians and 51.7% of ethnic Turks. The partial satisfaction is present in 60% of ethnic Roma. The procedure for issuing building permits is negatively rated by 61.5% of ethnic Roma. The urban planning is generally assessed by partial satisfaction of 45.4% from 40.8% ethnic Macedonians and the ethnic Albanians. The dissatisfaction was the highest with 61.5% of ethnic Roma, 44.8% of ethnic Vlachs and 41.2% of ethnic Albanians.

THE SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF PROTECTION AND SECURITY OF CITIZENS

The protection and security of citizens is the responsibility of the municipality authorities, but the territorial fire brigade of the City. What the officials do in this area is prepare programs to rescue citizens and goods, which are primarily realized in elementary schools.

Apparent in this area of competence is that the citizens often have no opinion (35%), and there are responses of partially satisfied and dissatisfied people, with 24%.

THE SATISFACTION WITH MUNICIPAL SERVICES IN THE FIELD OF ENVIRONMENTAL PROTECTION

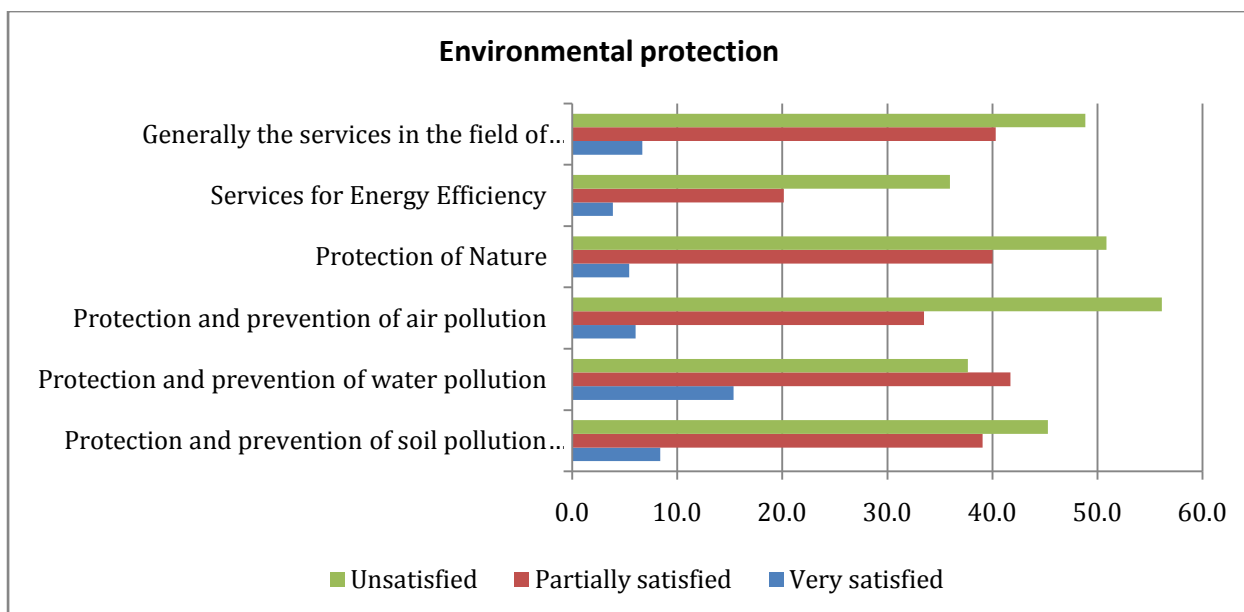
The activities of the municipality authorities regarding the area of environmental protection are mainly focused on protection against noise and ionizing radiation and services related to energy efficiency. There is an inspector engaged in this area.

The following services concerning the environment to which the respondents say their opinion are presented. According to them, the environment does not offer the quality that people desire, and therefore the negative responses and answers for partial satisfaction of environmental protection dominate.

In terms of environment protection, the municipality has collaborated with the NGO "Ekovita" in a project to deliver garbage bins to the households, financed by the municipality and SDC. This NGO is currently implementing the project "Collect five."

The municipal authorities have applied several times for the preparation of LEAP, but have not received any positive response yet.

Some significant deviations from the general opinion divided along ethnic communities do not exist, except in the answers of ethnic Serbs. The level of satisfaction is higher, than that of other ethnic communities. Seen from the perspective of gender, difference exists only in relation to the issue of water pollution, with 44.7% of women partly satisfied and 40.1% of men dissatisfied. Regarding the other issues, there is no difference in opinions.



THE SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF SOCIAL CARE AND CHILD PROTECTION

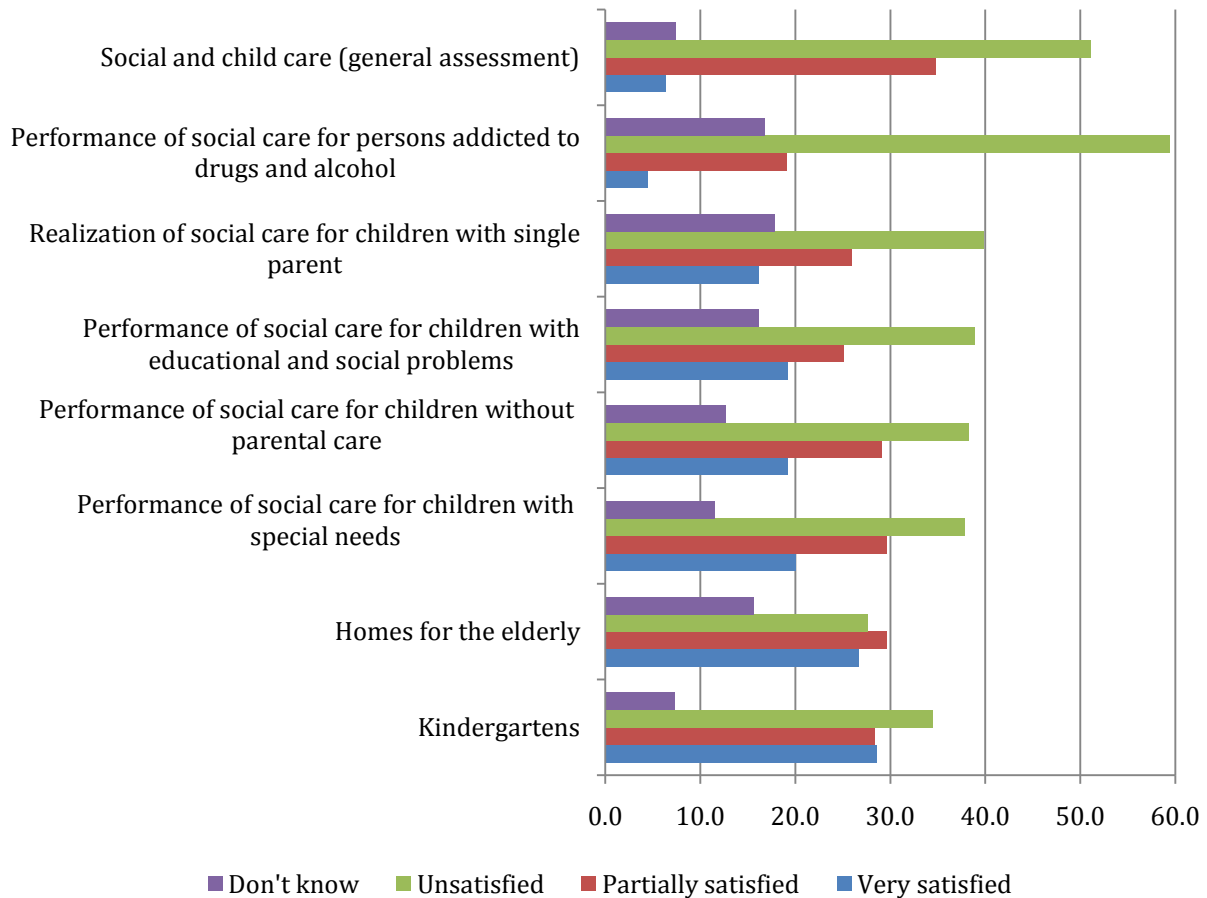
The social care and child protection in each municipality is particularly important for increasing the degree of involvement of vulnerable groups in social processes.

The structure of social and child protection within the Municipality of Chair at the end of April 2012 is as follows: 2,400 people receive social assistance; 500 people use a constant financial aid; 900 people are using care by a third person; 250 use special allowance for a child; 600 use parental allowance; 300 people take child benefit; and about 500 people use conditioned allowance for students.

The activities in this area organized by the Municipality of Chair are mainly oriented to kindergartens, as well as awareness rising. They cooperate with the nongovernmental organizations for people with special needs who financially support it in the part of the realization of various projects.

The social care and child protection in the municipality is facing many problems that can be perceived by the dominance of dissatisfaction; there is a relatively large percentage of responses of partially satisfied people. The highest scores in terms of satisfied respondents are in the area of kindergartens and nursing homes. The highest level of dissatisfaction is found in the area of social care for persons addicted to drugs and alcohol. The overall general assessment of social and childcare is 51% of dissatisfied respondents and 35% of partially satisfied respondents.

Social care and child protection



In the area of kindergartens, there is also a great dissatisfaction. Namely, the limited resources of block grants from the MLSP make this dissatisfaction be greater. Another problem present in the Municipality of Chair in the kindergarten section applies to the employment of staff. Namely, due to the increased number of children who are now using kindergarten services, compared to previous years, because of increased rate of employment of women, there is a need to increase the number of staff to work in kindergartens. For that purpose, new staff is employed, but the absence of consent from the Ministry of Finance for their employment, imposes them to work under authorship contract, and therefore to be financed from the municipal budget. That same expenditure should have been planned in the budget of the current year; therefore, it now influences a reduction of expenditures for other purposes, rather than employees to be funded by the MLSP.

On the question of who the most suitable supplier of the service is, there is an equal division of responses between the local and the central government. Interestingly, respondents did not express confidence in the private sector, the NGOs and the public-private partnerships as alternative providers of services.

Regarding the gender of the respondents, no significant difference could be noted in terms of their opinion compared to what is generally stated above. In terms of membership of a particular ethnic community, there is a great contentment of ethnic Roma and ethnic Vlachs on matters that are labeled with 20.2, 20.3, 20.4, 20.5, and 20.6. What is interesting is that when the general situation in the area of social and childcare is analyzed, the dissatisfaction among all ethnic communities other than ethnic Serbs and ethnic Vlachs dominates, who are partially satisfied with the results with 60% and 41.4%, respectively.

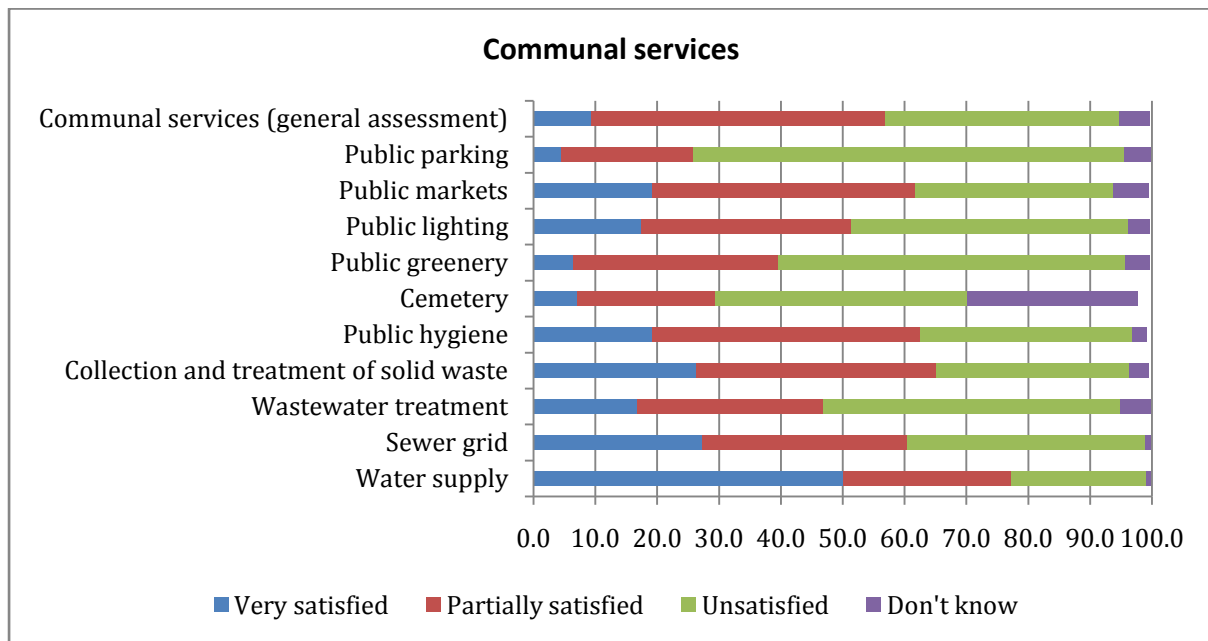
THE SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF COMMUNAL SERVICES

While there is a criticism regarding the communal services in the municipality, at this stage of decentralization, it is responsible only for public greenery and public lighting. Other communal services are offered by the City of Skopje. The municipality administration has the right of intervention by providing information to public enterprises for the citizens and the places where a fieldwork is necessary. In terms of street lighting, it will be given on concession for 10 years to a private foreign company, which will manage this communal service. In this direction, the infrastructure of public lighting will expand, the bulbs will be replaced, and thus it will reduce the power consumption, and simultaneously improve the quality of service.

In terms of communal services the satisfaction with water supply dominates, while in all other communal services discontent or partial satisfaction prevail. A high degree of dissatisfaction - 70% is present in terms of public parking in the Municipality of Chair. Due to the limitations of free land, the municipal plans are to build an underground garage in the *Scanderbeg square* and a construction of a multi-storey garage in the building *Chairchanka* in the future. Few assembled garages in different locations in the municipality are also planned. The public greenery, the wastewater treatment, the public lighting and the cemetery, are also assessed with a higher degree of dissatisfaction. A partial satisfaction dominates in public hygiene, public markets, collection, and treatment of solid waste. The general assessment of the communal services in the municipality is as follows: 48% are partly satisfied and 38% of the respondents are dissatisfied.

The water supply in the Municipality of Chair is a problem and creates dissatisfaction among 69.2% of ethnic Roma. As of sewer, there are 80% of ethnic Serbs who are overwhelmed; while 76.9% of ethnic Roma are unhappy about this communal service, which is a contradiction. They express a high degree of satisfaction (61.5%) with the collection and treatment of solid waste, and public hygiene. The organization of the cemetery is a problem for 40% of ethnic Macedonians, 41% of ethnic Albanians and 54% of ethnic Roma. The public greenery and lighting are rated with about 40% of dissatisfaction among all ethnic communities, except for 80% of ethnic Serbs, who are

partly satisfied with them. There is a very high consensus of dissatisfied respondents, ranging from under 63% of ethnic Macedonians and 80% of ethnic Serbs in relation to the issue of public parks. Although a significant portion of respondents are partially satisfied with the communal services in Chair, however, ethnic Roma, ethnic Vlachs and ethnic Turks are not satisfied with them.

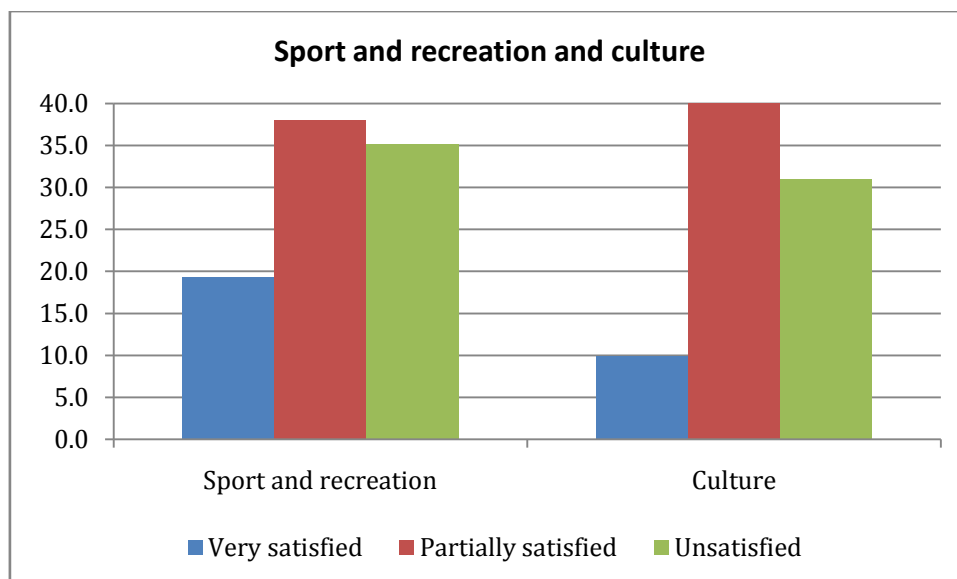


THE SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF SPORTS, RECREATION AND CULTURE

Chair municipality is active in the development of sports and recreational activities, in organizing sporting events, in the construction of sports facilities, as well as in the financing of sports clubs.

Numerous cultural events are organized and supported by the municipality and within its framework; there are numerous cultural institutions (theaters, cultural and artistic associations etc.). 38% of respondents are partly satisfied and 35% are dissatisfied with sports and recreational services that are offered in terms of their organization, the availability of sports facilities and the general assessment in this area.

An almost similar picture is in the field of cultural services - 70% of respondents are satisfied or partially satisfied with the services of museums, libraries, cultural centers, protection of culture, customs, folklore and traditional crafts etc. The organization of cultural events was assessed with partial satisfaction by the most respondents.

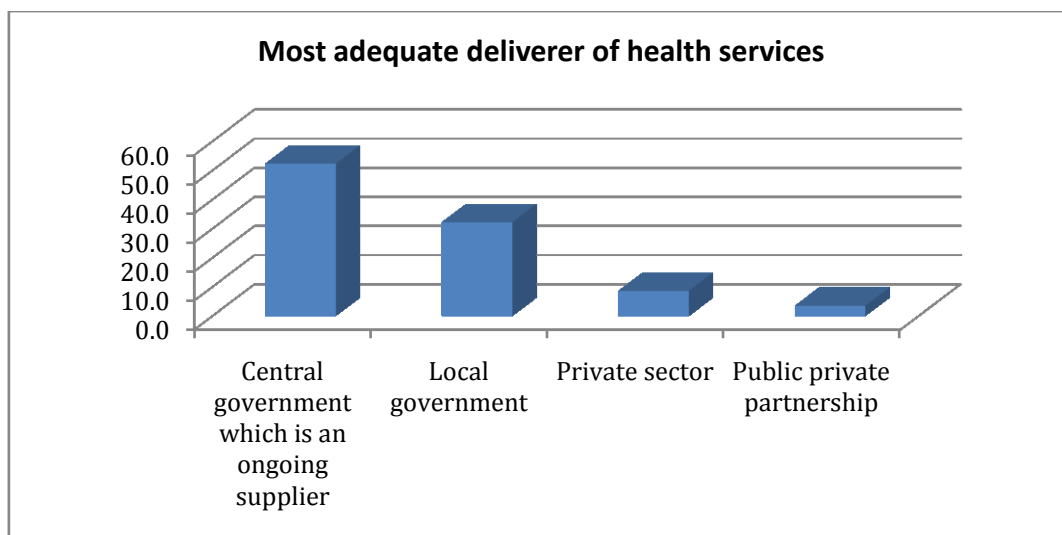


In terms of maintenance and construction of sports facilities, ethnic Macedonians expressed partial satisfaction of 35.2%, while the ethnic Albanians dissatisfaction with 40.5% of the responses of respondents. Other communities on this issue are either satisfied or partially satisfied. Generation point of view in the issue of respondents 18 to 33 years partially satisfied, while the age group from 34 to 49 years is dissatisfied with 37-47%. Supporting sports clubs is assessed positively by 38% ethnic Vlachs and there are partially satisfactory answers from the 34.5% of ethnic Turks and 60% of ethnic Serbs. Young people from 18 to 25 years and those over 50 years are partly satisfied with 39.4% and 36.3% of the responses. Generally satisfied with sport and recreation are people from 34-41 years with 52% of respondents answered positively. Ethnic Roma and ethnic Vlachs (46.2% and 34.5%) are generally satisfied, while the ethnic Macedonians and ethnic Albanians (35.2% and 40.5%) are dissatisfied.

Concerning culture, generally dissatisfied is the age group of 34 to 41, and 40% of ethnic Serbs are satisfied vs. 69.2% of ethnic Roma and 37.9% of ethnic Vlachs.

SATISFACTION WITH MUNICIPAL SERVICES IN HEALTH CARE

The general evaluation of health services in Chair is that 40.2% of people are not happy with them, while 38.9% are partially satisfied. Only 14.7% of respondents are satisfied with how these services are organized and offered to their end users. In the area of health, the municipality has still no direct or indirect participation.

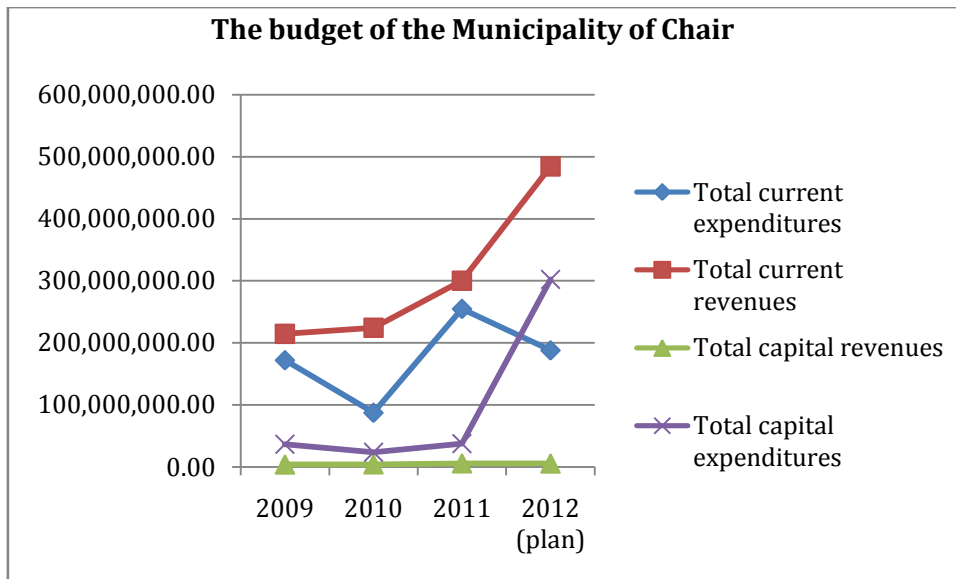


The central government that is an ongoing supplier of health services is considered the best deliverer of these services by 52.4% compared with the local authority in which 32.2% of surveyed persons trust.

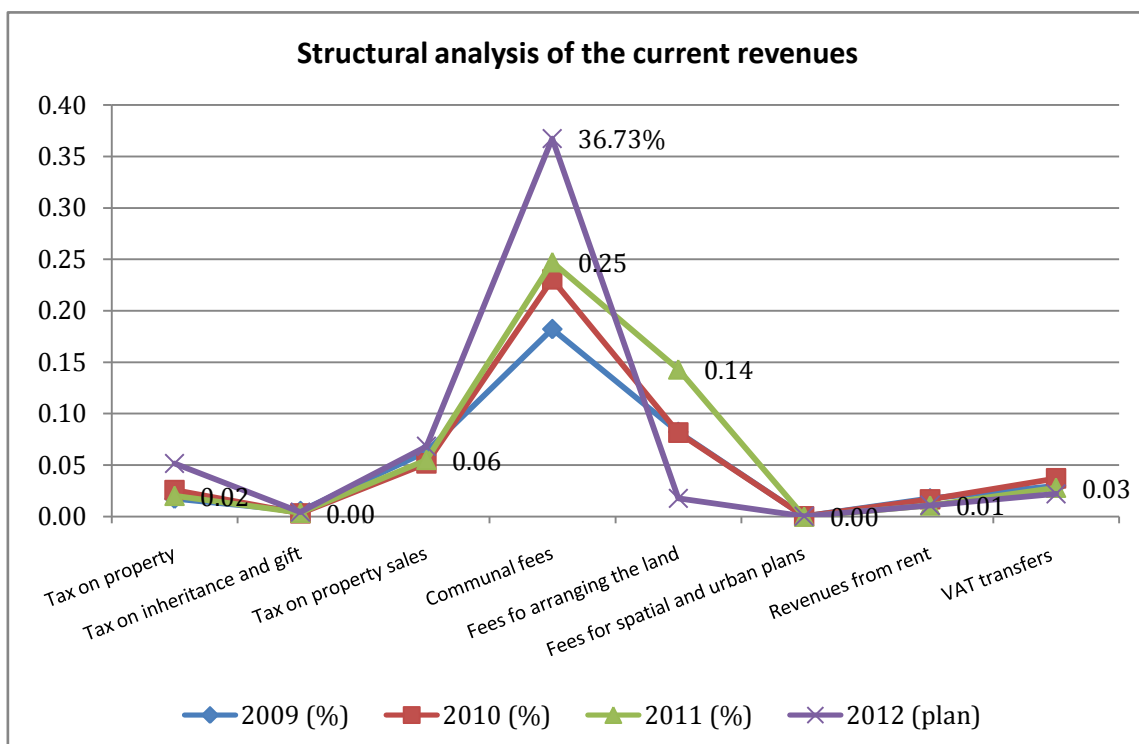
THE LOCAL SOURCES OF FUNDING TO DELIVER LOCAL SERVICES

The local revenues are the most important source of funding for local services. By moving to higher stages of the decentralization process, the municipality will be responsible for a wider set of services compared to the current situation. To this end, the municipalities should prepare institutionally for more efficient and better quality supply of public goods and to raise the quality of life in their communities. For this purpose, within the Municipality of Chair a framework for public debt management exists that is oriented towards risk management and the cost-benefit analysis. Based on the latter, there are policies and plans aimed at achieving this goal. In order to manage the debt, there is a classification of the debt according to its term of payment. During the preparation of the public procurement, the three factors considered when selecting the suppliers include: the amount of the service, the quality and the deadline for payment. The activities associated with the borrowing are undertaken as a result of the project with the World Bank regarding the renewal and replacement of roofs and windows in primary schools, which will improve the quality and energy efficiency in schools. The municipal administration is in a phase of building institutional capacity level that will allow it to issue municipal bonds. There is an interest in introducing the standards ISO/CAF and other standards to gain international credit rating.

Over the past three years the budget has grown steadily, although with different intensity. The capital investments, although not very high, are present and they enable better quality in public services. In 2012, the amount of the planned investment has been the highest ever.

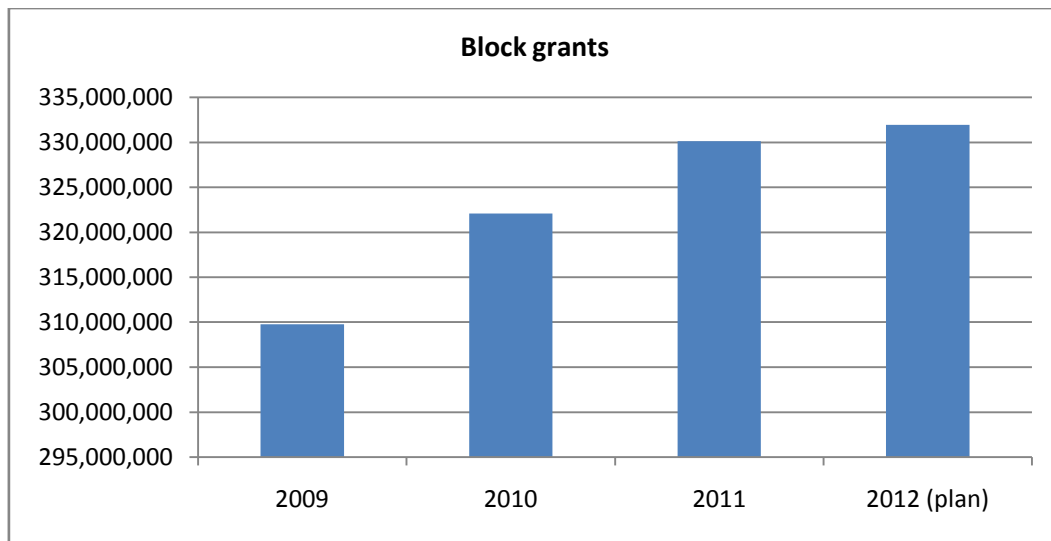


If we analyze the revenue that largely covers the municipal budget, we can single out three categories, namely: the communal taxes, which in 2011 account for 24.72% of the total current income, the fee for arranging construction land (14.3%) and the tax on property sales (5.51%). In 2012, the plans were 36.73% of share to be on communal fees in the total operating income and the higher share of the tax on property and the tax on property sales.

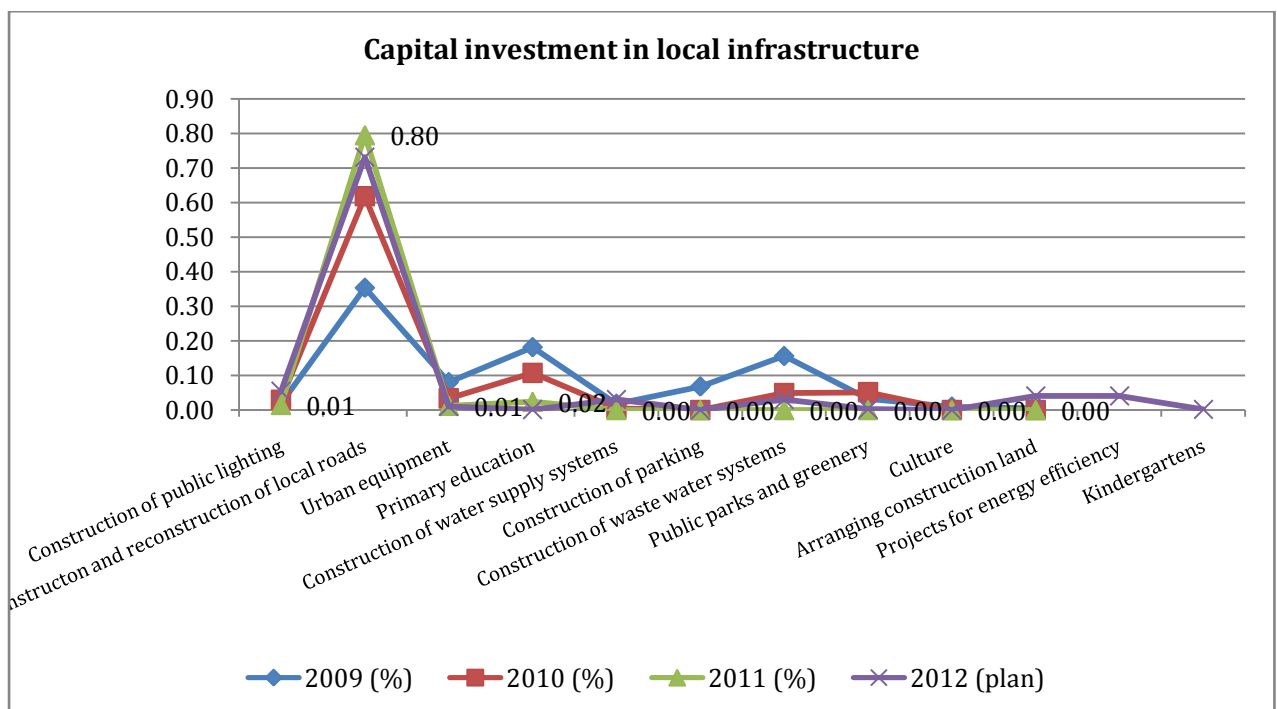


The block grants that are especially important for the financing of the primary education and the kindergartens have grown over the years; however, according to the municipal administration, they are insufficient to enable better quality supply of these

public goods. The latter, above all, is due to higher costs that are created because of increases in prices of electricity, steam, etc.



Depending on the needs that arise in the municipality and the availability of funds, there have been various investments at different times. The capital investments are of particular importance for the municipality because they allow a long-term rising of the quantity and the quality of the supply of the local services. In the last three years, mainly there have been investments in construction and reconstruction of local roads. During the years 2009 and 2010, significant investments were made in the primary education, while in 2009 a significant project in terms of building systems for drainage and wastewater treatment was realized.



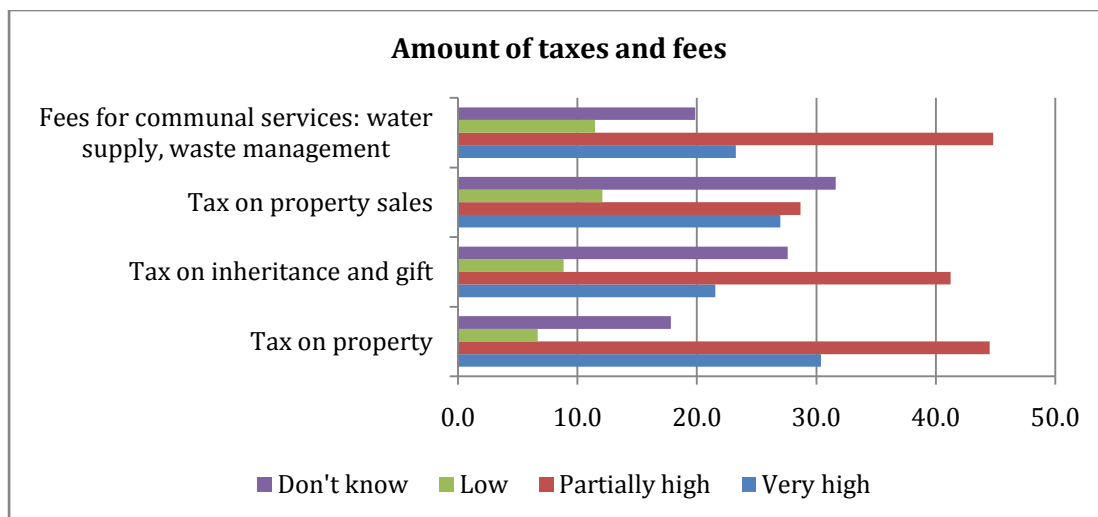
When analyzing the expenditures for the municipal budget responsibilities, one can see that the largest share of expenditures in the total expenditures of the municipal budget is those for the construction and maintenance of the roads and the communal services. Projected operational expenditure in 2012 will mostly focus on the construction and maintenance of local roads (49.57%) and the communal services (14.46%) from the total planned expenditure in 2012, amounting at 489,975,000 denars. It is interesting to mention that during the last 3 years the level of implementation of planned resources in the area of construction and maintenance of the local roads is as follows: 2009 - 42.53%; 2010 - 32.41%; and 53.36% in 2011.

Table 1 Expenditures on municipal budget by functions

<i>In percentages</i>	2009	2010	2011	Projections for 2012 (%)
Water supply	0.31	0.10	0.00	1.86
Communication				
Local economic development				1.86
Environment				2.52
Construction and maintenance of local roads	6.84	13.87	12.60	49.57
Social care and child protection				
Communal services – waste management	7.72	14.75	7.12	14.46
Primary education	3.51	2.29	0.30	0.14
Secondary education				
Kindergartens – children at preschool age				0.19
Urbanism	1.73	4.69	1.91	6.52
Culture	0.23	0.18	0.07	0.40
Sport				
Healthcare				
Protection and rescue of citizens and goods				

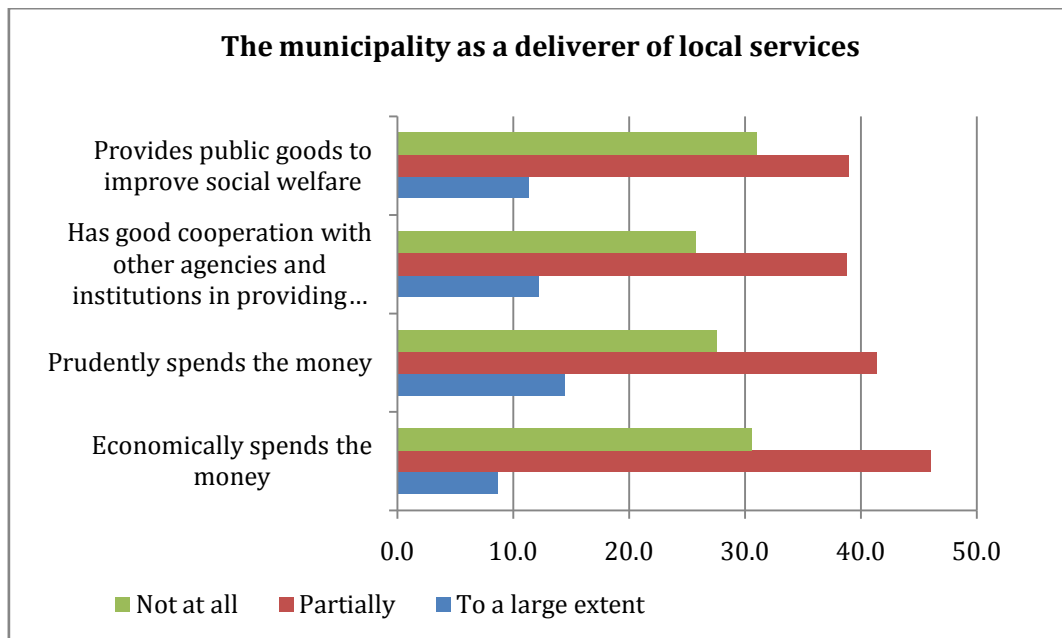
Having been identified as services where the local government provides poor quality (communication, local economic development, environmental protection, construction and maintenance of local roads and communal services), the projections of expenditures in 2012 predict improvements exactly in those areas. Consistent implementation of the expenditure should greatly affect the quantity and improve the quality of municipal services, thus to raise the quality of life of citizens in the

Municipality of Chair. Although municipal government is facing difficulties in finding financial resources to realize its full potential in programs and activities, citizens believe that the local public revenues (taxes, fees) are very high and represent a burden on the users of the services. In terms of property taxes, 44.5% of respondents think that they are high, while 30.4% think that they are very high. Tax on inheritance and gifts, is also rated as partially high, although 28% of people have no opinion on this issue. Many of the respondents had no opinion regarding the size of the tax on property sales, although a significant part thinks it is very high or partially high. In terms of fees for communal services the answer that they are partly high and high prevailed by 44.8% and 23.3% respectively, although a significant portion of respondents have no opinion concerning these issues. The lack of position on taxes and fees themselves suggests better informing of the citizens about the primacy of these taxes for funding the municipal budget, which, on the other hand, should offer certain quantity and quality of public goods and services to the same citizens, which in turn, would have raised the quality of life of citizens. The awareness on this issue should be raised to acquire the habit of regular payment of the liabilities of the citizens.



The citizens of the Municipality of Chair believe that there are not sufficient funds to finance the services the municipality provides; almost 50% of the responses regarding the availability of funds are negative. One exception is the previously mentioned field of education. 44.8% of the respondents considered that there are sufficient funds for this service. The municipality administration is assessed as a partly successful or unsuccessful deliverer of local services, because 73% of the people believe that there is a partial (43%) or not good (29%) management of the money and that they do not use them effectively and prudently. The collaboration with other institutions to offer services is assessed with partially satisfied (39%) and dissatisfied respondents (26%). A similar opinion exists concerning the role of the municipality officials to

increase the social welfare of the people in the Municipality of Chair. The municipal administration emphasizes the great cooperation that the local government performs with numerous local and international institutions, nongovernmental organizations and the like. This cooperation is evaluated as high.



Ethnic Roma and ethnic Vlachs are satisfied in terms of cost (61.5% and 41.4%) and restricted spending of the money (69.2% and 37.9%) of the Municipality authorities. Regarding the cooperation with other institutions, for 60% of ethnic Serbs and 34.7% of ethnic Vlachs there is a lack of their opinion on this issue, while 32.4% of ethnic Macedonians and 53.8% of ethnic Roma are dissatisfied with this cooperation. The improvement of the social welfare is the most criticized category by ethnic Roma, while 31% of ethnic Turks have no opinion on this issue. The opinion of the municipal administration is that the budget funds are used economically and prudently. This is based on the realized costs of the municipality administration during the recent years. In addition, the municipality believes that they have collaborated with other institutions well to enhance the social welfare and the quality of life of people in the municipality.

THE PRINCIPLES OF GOOD GOVERNANCE

(TRANSPARENCY, PARTICIPATION, ACCOUNTABILITY, EFFICIENCY AND EFFECTIVENESS)

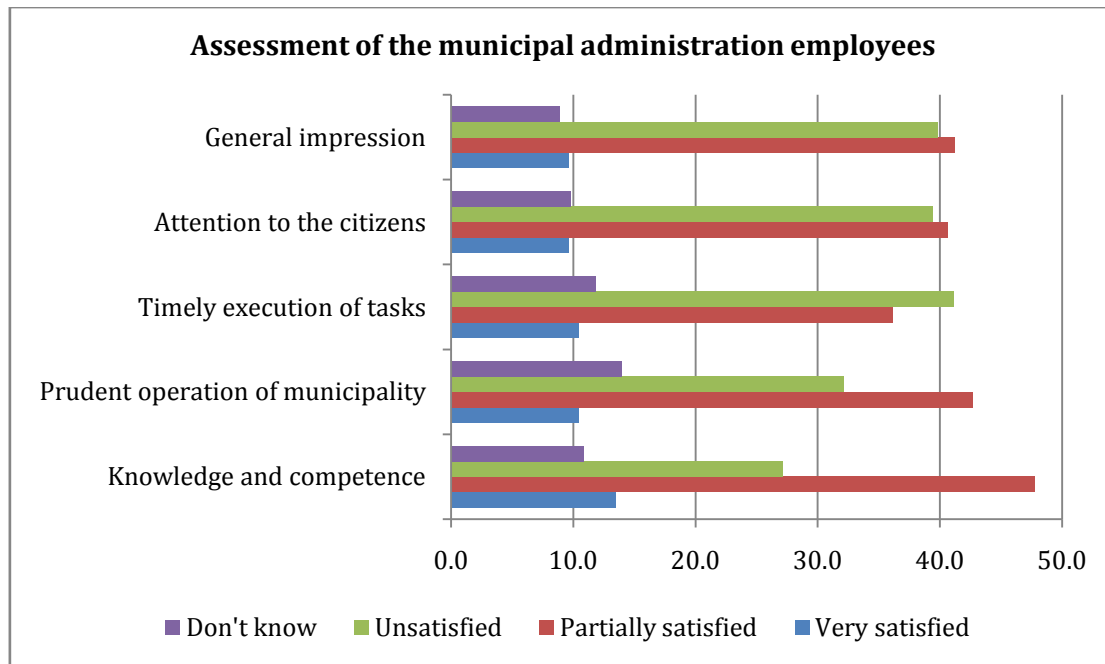
The Municipality of Chair authorities implemented a process of long-term strategic planning, which takes place by organizing working groups in discussion with the citizens, through public discussion, workshops, publications and through direct contacts. In preparing the general strategic plans, it consults the citizens by organizing evening meetings in primary schools. During its preparation, the local experts in the field of the strategic planning are also consulted. The following strategic documents have been adopted so far:

- The Strategy for Local Economic Development
- The Strategy for Local Development
- General urban plan
- Programs to improve the quality of ambient air
- Program for Waste Management
- Program to rescue citizens and good
- Plan for public investment for the development of communal infrastructure
- Program for Social Protection
- Program for Child Protection
- Program for citizens with special needs

All the above programs are prepared in coordination with the central government, private businesses and nongovernmental organizations and they are consistent with the programs and the action plans of the City of Skopje and Republic of Macedonia.

EFFECTIVENESS AND EFFICIENCY

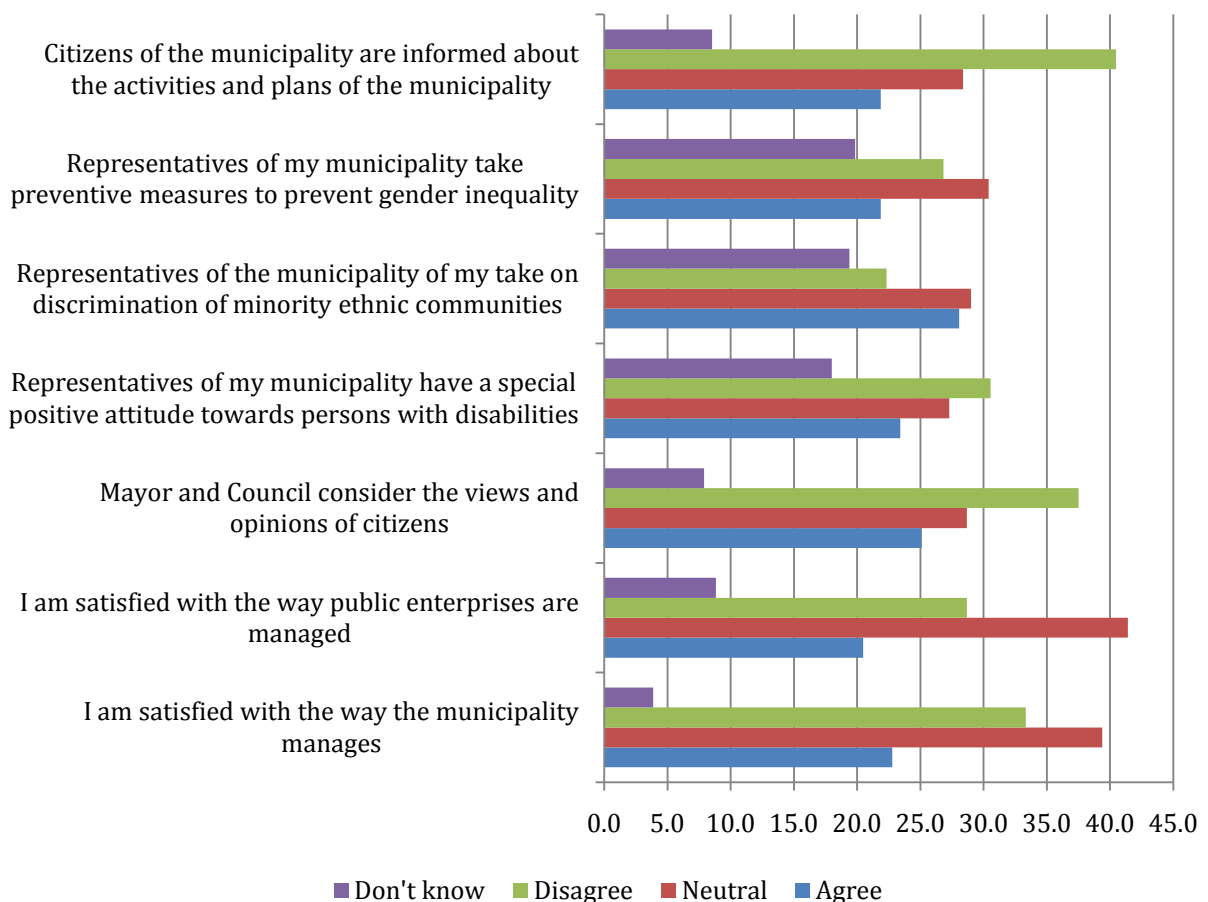
The general impression of the citizens in respect of employees in the municipal administration is that they are partly satisfied or dissatisfied regarding their knowledge and their competence, their timely execution of tasks, as well as, the attention they devote to the citizens. The prudent work of the municipality officials is also assessed as partially satisfactory and unsatisfactory.



All ethnic communities apart from ethnic Roma who are dissatisfied (76.9% of respondents) have evaluated the knowledge and the competences of the employees in the municipal administration with partial satisfaction. Equally, divided opinion on prudent work and timely execution of tasks is present among the ethnic Serbs with 40% satisfied and dissatisfied respondents. Partial satisfaction in the latter is present in ethnic Macedonians with 38.9%. Ethnic Serbs emphasized that they are satisfied with 60% in terms of attention being given to citizens, while 40% expressed dissatisfaction. The ethnic Albanians and ethnic Turks are partially satisfied with 44.1% and 41.4% of the responses, respectively. The general opinion regarding the work of municipal administration is divided. The majority of ethnic Macedonians, ethnic Albanians and ethnic Turks are partially satisfied, ethnic Roma and ethnic Vlachs are unsatisfied, and ethnic Serbs have equally divided opinion among partially satisfied and dissatisfied. The municipality government requires feedback from citizens about the effect of proposed policies. It informs its citizens about the work done through bulletins, website, local press, the municipal bulletin board, and rarely through the media and public debates and meetings. In the process of developing strategies, action plans and proposals, the municipality officials actively seek suggestions and comments from interested parties. On the other hand, the interest of the citizens of the municipality is assessed as partial. There is an ongoing preparation of re-issuance of the municipal newspaper that regularly informs about the municipality administration activities, for solving certain problems, highlighting the credentials of the municipality and so on. The vulnerable groups are involved in managing the adoption of local action plans and their implementation. This is accomplished through the commitment of these individuals in local non-governmental organizations; through suggestions submitted to the Council (via available access to local institutions), they contribute in being included in the

Action Plan of the Municipality government. An example is the cooperation with NGO Sumnal, which deals with the rights of ethnic Roma, where a financial and logistical support in the implementation of projects is offered. In collaboration with NGO Shpresa, focused on people with special needs, an action plan for people with special needs is prepared. There are preparations for establishing a Center for people with special needs, in cooperation with NGOs and MLSP. There are numerous collaborations in this direction with Al-Hilal, Klasje, and other NGOs. On the other hand, the citizens express partial satisfaction on the issue of management and administration of their municipality, including the management of public enterprises. The dissatisfaction is expressed in terms of taking the views and opinions of citizens from the Mayor and the Council with 38%, although 29% of respondents partially agree, while 25% agree completely with regard to respect for citizens' initiatives. The citizens largely considered to be informed of activities and plans of the Municipality. Particularly high positive evaluation is given in terms of taking measures for anti-discrimination of the ethnic minority communities.

Behavior of the municipality officials to the citizens initiatives



There is an interesting finding when the data is disaggregated over ethnicity. The greatest dissatisfaction with the management of this matter from the Council is present among ethnic Roma, ethnic Serbs and ethnic Vlachs, on one side, while they are most satisfied with the conduct of the Mayor and the Council in terms of taking the views and opinions of citizens in these communities, with 53.8%, 60% and 48.3%, respectively. An important part of ethnic Roma (46.2%) was satisfied with the management of public enterprises, while ethnic Macedonians (38.9%), ethnic Albanians (45.7%) and ethnic Turks (34.5%) are not satisfied with it. The treatment of gender (in)equality aggravates satisfaction by smaller ethnic communities in the municipality (ethnic Turks, ethnic Roma and ethnic Vlachs), the ethnic Albanians are largely neutral, and ethnic Macedonians are dissatisfied. On the discrimination of smaller ethnic communities ethnic Turks, ethnic Vlachs and ethnic Roma show satisfaction. The perceptions about the municipality officials reporting to the citizens are high for 60% of ethnic Serbs, while for all the others, it is unsatisfactory.

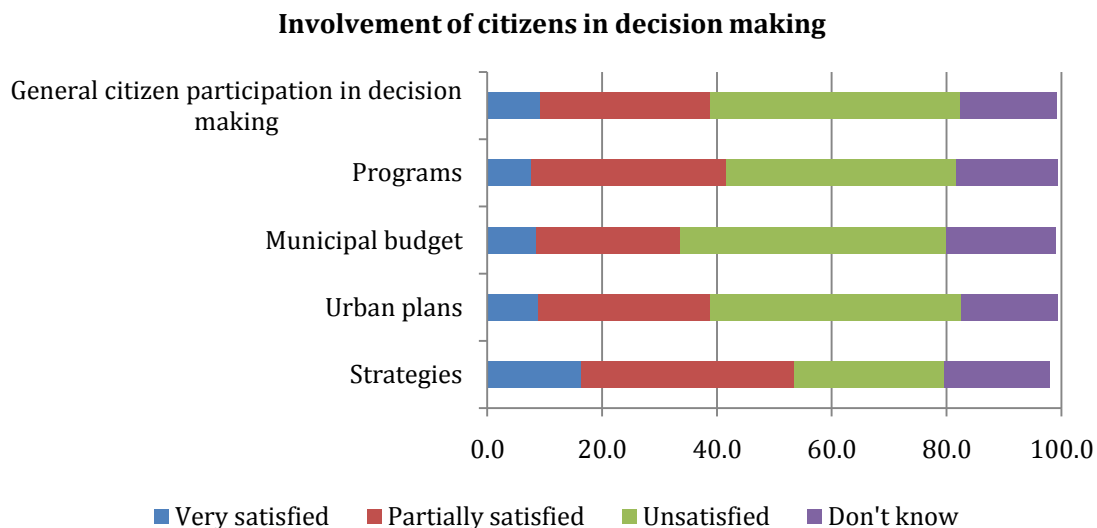
TRANSPARENCY

Informing the citizens is an important element of transparency. The most common medium according to the respondents used by the Municipality of Chair to inform citizens about their work is media with 31%, the web site of the municipality (20%) and the local newspapers (16%), while only 1% was informed by the municipal journal. In the process of communication, the municipality administration uses the languages of the local communities. The Commission for Inter-community work represents the interests of the community. Municipality government respects the Law on free access to information and submits annual reports on the implementation of this law.

PARTICIPATION OF CITIZENS

The citizens are consulted about their involvement in the decision-making. The assessed overall process of participation - the participation in designing programs, the budget planning, the urban planning and the strategies in the Municipality of Chair shows that there is a room for more qualitative involvement of citizens in the decision making. About 44% of respondents are not satisfied with the overall involvement in decision-making. When we evaluated the individual instruments, citizens were more satisfied with their involvement in designing strategies, but less satisfied with their role in planning the budget. There is a significant proportion of respondents who have no opinion on these questions that points to the lack of knowledge and information to citizens regarding their opportunity for an active role in policy making. The views of men and women in the aforementioned questions differ only in the part where there are

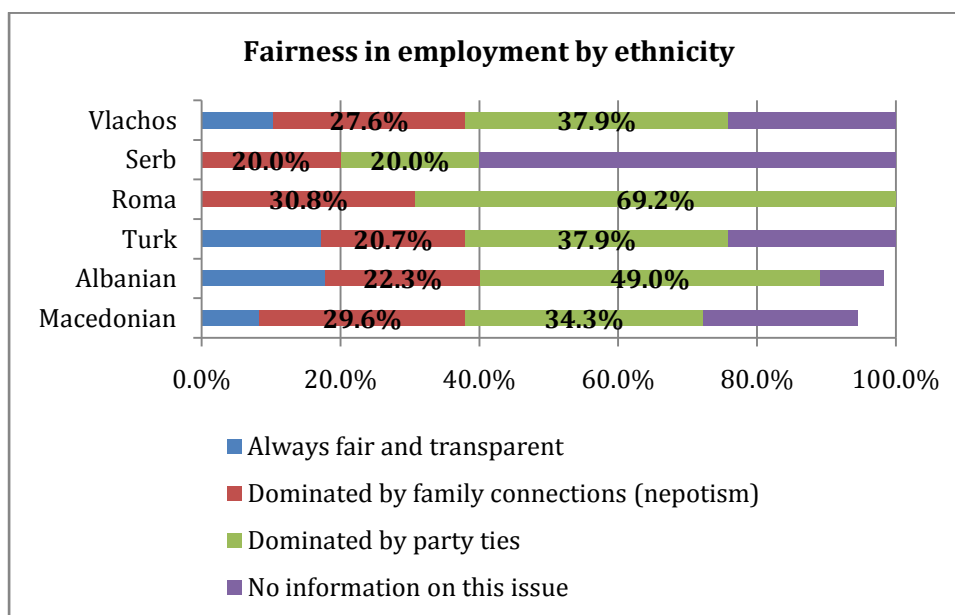
satisfied people of different gender about revealed strategies (21.9% satisfied men vs. 10,6% women), the municipal budget (12% men vs. 5% women) and the programs (10.8% men vs. 4,7% women). In terms of age groups, the opinion of the people from 18 to 25 and those over 50 matches in terms of partial satisfaction with urban plans, 42.4% and 40.2%, respectively. Young people from 18 to 25 years are pleased with the municipal budget. The programs and the citizen participation in decision-making is positively rated by respondents from 18 to 33 years. What is appealing to mention is that a significant share of respondents had no opinion regarding these issues, those of age 18-25 years with an average 25% of the number of respondents in this group. Ethnic Macedonians (35.2%) are partially satisfied by the urban plans; ethnic Albanians are party dissatisfied with 47%. Ethnic Serbs with 40% expressed their satisfaction in terms of programs and participation in decision making by the citizens. Ethnic Macedonians (42.6%) are partially satisfied, while ethnic Albanians (47.7%) are dissatisfied with participation in decision-making.



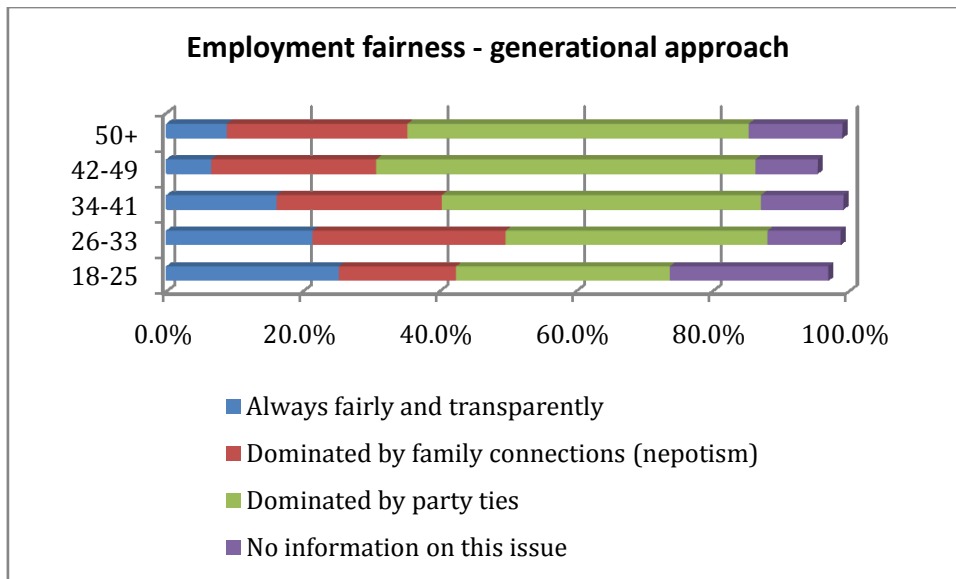
In terms of complaints by the citizens in the municipality, 37.4% of respondents filed complaints, appeals and complaints to the municipal administration and 27.4% of respondents have submitted complaints to the local public enterprises. Since appeals are accepted in 22.2%, 55.3% were rejected, while 22.5% had no opinion. According to the municipal administration, there are currently written complaints, but most are verbal complaints and refer to the late paving the road in the settlement *Topaana* where paving was delayed despite the ongoing construction work due to lack of funds. The second reason for complaints is in *Dukjandzhik* sewer, which is under the direct jurisdiction of the City of Skopje, and not of the Municipality of Chair. The standard procedure for processing complaints and appeals is that they filed first, then the Mayor discusses them with the sector that issues related decision. Certain decisions may be adopted by the Council.

ACCOUNTABILITY

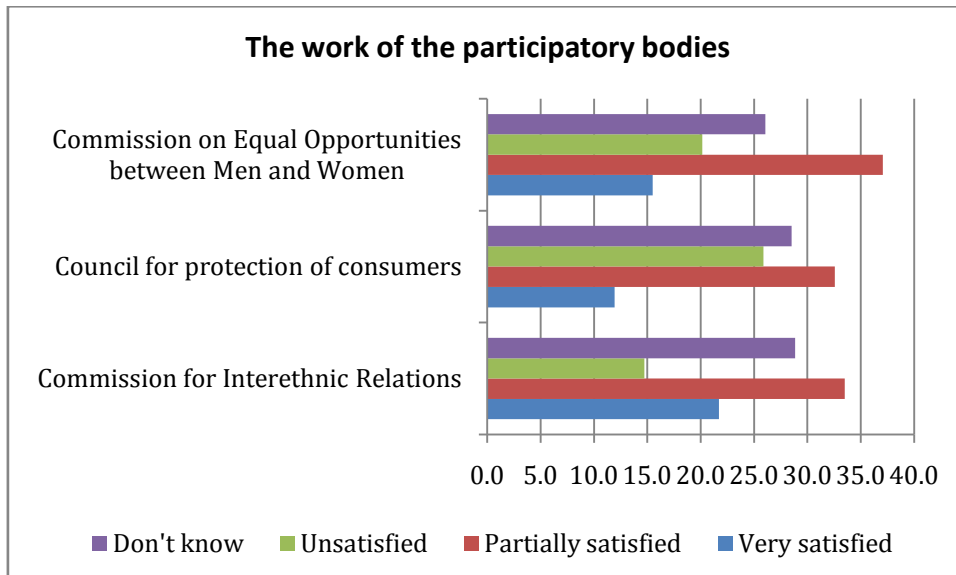
The citizens said that the Mayor and the municipal administration periodically submit a report on expenditure of budgetary funds and only for larger investments. In terms of fairness in employment, 45.1% believe that party links (politicization) dominate, and 24.5% believe that family connections (nepotism) dominate. Analyzed by ethnicity, the dominant thinking of all is that there is a great presence of party ties in employment in the municipality. This percentage is mostly evident among ethnic Albanians and ethnic Roma. With almost equal presence in communities is the opinion of great presence and nepotism. Ethnic Serbs expressed a lack of information on this issue.



Distributed by age, the older respondents believe that the party links are more dominant. The respondents aged 18-33 years old, in comparison with other age groups, expressed their opinion claiming that they should be entitled to a fair and transparent process, when it comes to employment opportunities.



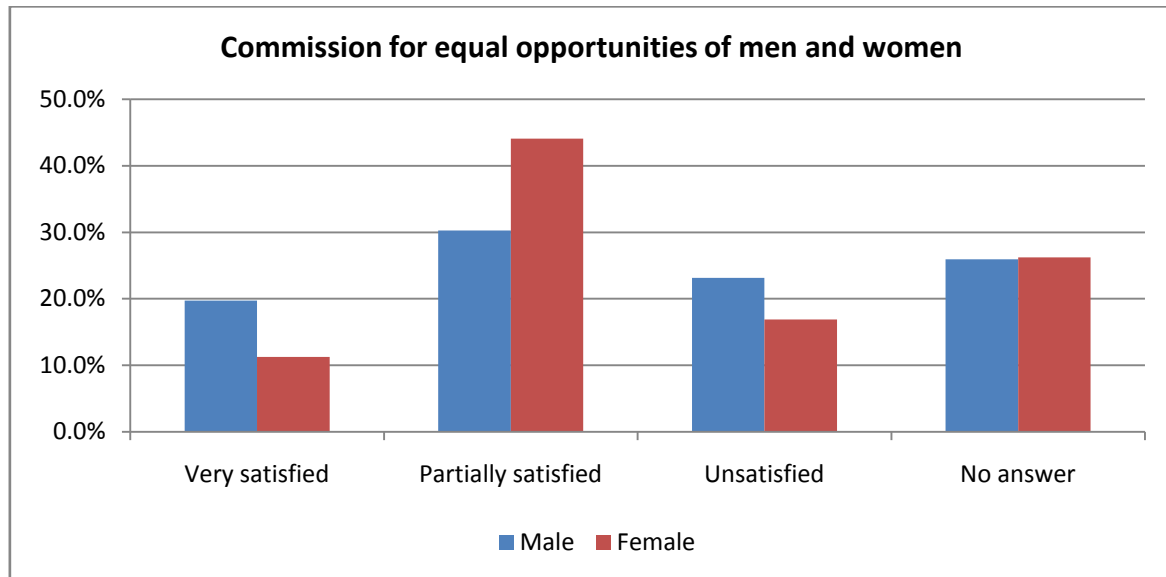
The State Audit Office has audited the municipality’s documents and the report is available on the website of the municipality. The municipality administration has employed an internal auditor. The majority of respondents have no opinion regarding the work of consultative / participatory bodies. It is because there is no sufficient prominence to these institutions. In addition, a considerable portion of the citizens is dissatisfied with their work. Given that some of these bodies are present to protect the interests and rights of citizens, they should be better promoted within the community.



When analyzing the work of the Committee on relations between different ethnic communities, it can be seen that the opinion of ethnic Albanians and ethnic Macedonians is not much different from the general opinion stated above; although you can set aside the fact that the ethnic Macedonians (21, 3%) are more satisfied compared to ethnic Albanians (18.3%) with the work of this Commission. Satisfied with the work of the Commission are 31% of ethnic Turks, 69% of ethnic Roma and 20% of ethnic

Serbs. The characteristic of all communities is the large percentage of responses with no opinion about the existence and the work of this Commission, in 31%.

Drawing on the work of the Committee on Equal Opportunities among gender, women are partly satisfied, and the percentage of very satisfied and satisfied men is higher than those of women. The percentage is equal to those who have no opinion on this issue.



The respondents who participated in the survey were willing to be interviewed again. Moreover, the Municipality of Chair arranges surveys to measure citizens' satisfaction with local services through phone calls and questions and through the website of the municipality regularly, every year.

CONCLUSIONS AND RECOMMENDATIONS

The general perception in the municipality of Chair is that the process of decentralization has improved the municipal services. In each case, respondents showed satisfaction with the service of local government as a supplier of these services and the local government recognized that it is necessary to increase the quality of municipal services, all designed to have a better quality of life in the municipality and improve the Municipality of Chair as a place to live. In this regard, it is necessary to highlight the results of the survey:

- The problem with managing scarce financial resources in the municipal budget is one of the major problems the municipal administration is facing.
- There is dissatisfaction with the quality of life in the municipality. Nearly in all aspects pertaining to this category, citizens have reported a negative percentage.
- The municipality is considered a good place to live mainly by young people aged from 18 to 33 years old and those over 50 years old.

- The unemployment problem, unfortunately, is one of the most important features of the Municipality.
- Only the level of satisfaction with local economic development is low because 78% are partially satisfied or dissatisfied with it, with great dissatisfaction regarding the promotion of the possibility of self-employment in the municipality and partly satisfied with regard to the development of SMEs in it. In general, there are differences in opinions regarding the issues of unemployment and local economic development of the Municipality.
- The majority of respondents expressed dissatisfaction with regard to supporting small and medium enterprises at local level and in terms of self-employment.
- Over the past three years, the biggest problems have emerged in public services (sanitation and waste management), construction and maintenance of local roads / communication and local economic development.
- The following were identified as the most problematic areas last year: communication, local economic development, environmental protection and construction and maintenance of local roads.
- Citizens believe that the municipality last year achieved the best results in water supply management and communal services.
- A significant majority of people are against the introduction of integrated education. There is almost a unanimous opinion in relation to this issue..
- The population expressed a relatively low level of satisfaction with primary and secondary education. There is great dissatisfaction in the quality of educational infrastructure, transport organization and accommodation in dormitories.
- General assessment of urban planning is shown by partly satisfied and dissatisfied respondents. Urban planning is generally assessed by partial satisfaction of ethnic Macedonians and ethnic Albanians. Dissatisfaction was higher among the ethnic Roma, ethnic Vlachs and a part of ethnic Albanians.
- The overall general assessment of social and childcare is 51% of dissatisfied respondents and 35% partially satisfied respondents. An equal division of responses as to who should the most adequate service provider be between the local and central government has been given.
- In terms of communal services the satisfaction with water supply dominates, while in all other communal services discontent or partial satisfaction prevails. A high degree of dissatisfaction of 70% is present in terms of public parking.
- The general assessment of health services in Chair is that 40.2% of people are not happy with them, 38.9% partially satisfied, and the central government, which is an ongoing supplier of health services, is considered the best deliverer of these services.

- Although the municipal government is facing difficulties in finding financial resources to realize its full potential in programs and activities, the citizens believe that the local public revenues (taxes, fees) are very high and represent a burden on users of services.
- Citizens of the Municipality of Chair believe that there are not sufficient funds to finance the services they provide, except in education.
- The municipality is assessed as partly successful or unsatisfactory deliverer of local services, based on the opinion for proper operation of the municipality and its cooperation with other institutions to improve the social welfare of people in the municipality
- The general impression of the citizens in terms of employees in the municipal administration is that they are partly satisfied or dissatisfied regarding their knowledge and competence, their timely execution of tasks, as well as the attention they devote to the citizens. General opinion regarding the work of municipal administration is divided. The majority of ethnic Macedonians, ethnic Albanians and ethnic Turks are partially satisfied; ethnic Roma and ethnic Vlachs are dissatisfied, while ethnic Serbs have an equally divided opinion among partially satisfied and dissatisfied respondents.
- Informing citizens is an important element of transparency. The most common media, according to respondents, which are used in the Municipality of Chair to inform citizens about their work, are electronic media, the web site of the municipality and the local press.
- Local authorities expressed a lack of funds for more areas under their jurisdiction, such as education, urban planning, environment, communal services and local economic development.
- The perception of citizens regarding the five issues about the administration of the municipality varies, but the general impression is that there is an equal distribution of the two categories in terms of satisfied and dissatisfied citizens.
- While citizens enclose high level of dissatisfaction, they reported that they were informed of municipal plans and activities, according to responses on the sources of information; we can conclude that they are all available media to communicate with the municipality, especially information about the municipality.
- Respondents feel that there is more room for qualitative involvement in decision-making.
- According to respondents, the Mayor and municipal administration periodically submit a report on expenditure of budgetary funds, but only for larger investments.
- When evaluating different instruments of citizen participation, citizens are more satisfied with their involvement in designing strategies, but less satisfied with their role in planning the budget.

- In terms of fairness in employment, the majority of respondents considered that party links (politicization) and family connections (nepotism) are a common thing.
- As regards the work of the Committee on Relations, ethnic Macedonians are more satisfied compared to the ethnic Albanians. Satisfied with the work of the Commission are the ethnic Turks, ethnic Roma and ethnic Serbs.
- When discussing about the work of the Committee on Equal Opportunities between women and men, women are partly satisfied, although the percentage of very satisfied and dissatisfied men is higher than that of women.

This type of survey is for the citizens to provide feedback on local government functioning, but also for the institutions of central government, to get familiar with the questions about the quality of services and quality management at the local level. Respondents would participate again in such a process; therefore, it would be good if the municipal authorities considered this feedback in order to improve in their future activities. Since in many categories there are prevailing trends of dissatisfaction with the delivery of local services, it is necessary to take necessary actions to improve their quality. From the findings above, the following recommendations to improve the lives of people in the municipality of Chair could be stressed out:

LOCAL BUDGETING AND FINANCIAL / FISCAL MONITORING

- A more detailed elaboration and calculation of the existing municipal expenditure requirements and revenue capacity associated with the fiscal gap, based on available data is considered necessary.
- To project revenues and expenditures over the medium term assessment of the costs and the expenditure implications of the local policies.
- Allocation of funds for implementation of identified priority interventions / activities of the group planning the municipal budget.
- Training for local budgeting, management of financial debt and financial / fiscal monitoring.
 - Increase the engagement of the municipal administration on reducing the identified fiscal gap by improving the collection of revenue from local sources of revenue.
 - Further encouragement of citizen participation in activities related to the budget process in the municipality, by supporting organizing public forums for discussions, regarding the draft budget in the community associations of citizens, educational institutions and institutions for social protection, and cultural and sports institutions, etc.

LOCAL ECONOMIC DEVELOPMENT

- Screening of relevant local / regional / national private sector and civil society which have a wide network, good reputation and is able to mobilize youth and other specific vulnerable groups and to generate social establishing partnerships for inclusive service delivery and to establish cooperation for inclusive local development.
- Mapping of (existing and potential) models of social entrepreneurship - socially responsible economic initiatives that can attract investment funds in the local context.
- Mapping of potential arrangements for IMC associated with the local economic development and the overall opportunities for public-private partnerships and granting concessions aimed at reducing the costs of administration or reduce the cost of providing services that affect local economic development and the rate of (un)employment in the community.

PROGRAMMING, PLANNING AND FINANCING OF LOCAL INVESTMENTS

- Best practices suggest that there are twelve major steps to be followed in capital programming and budgeting. After a detailed review of these steps one can make suggestions of sequences that should be installed to strengthen the institution that are listed in each of the steps. The first step is to determine the organizational structure. The second step is to establish equity policies. The third step is to develop appropriate calendars, forms and instructions. The fourth step is to assess the capital needs. The fifth step is to analyze the financial capacity. The sixth step is to prepare project requirements. The seventh step is to review the project requirements. The eighth step is to rank the project requirements. The ninth step is to evaluate the possibility of funding. The tenth step is to prepare documents for the capital program and the budget. The eleventh step is to bring the capital program and budget. Twelfth step is to monitor and evaluate the capital budget.
- Assessment of capacity for indebtedness of the municipality, the size of the municipal financial needs and the associated transaction costs based on available data.
- Mapping local / regional / national brokers between the financial sector and the municipal sector in terms of energy / local roads and investment in environmental infrastructure.
- Preparation of samples for availability and project market research (resources to cover local public investment) - critical information for:

- o access to finance for sustainable development, including existing and potential domestic and international sources of borrowing and capital grants / investment programs;
- o municipal projects that are worthy of credit indebtedness and those which are not, in terms of built infrastructure that will generate enough direct revenue stream;
- o municipal projects that have high probability to be financed in a short and a medium term.

PUBLIC-PRIVATE PARTNERSHIPS

- To form partnerships that are preceded by consultation and acceptance by the local community or other stakeholders.
- When accessing the PPP, it is advisable to transfer management for the preparation and the delivery of services, and thus responsibility for the quality of the process of preparation and delivery, and final quality of services from the public sector to the private sector. Practice shows that transactions with shared governance should be avoided.
- The contribution of the public sector should focus on the process of planning, financing and partnership on other political and normative arrangements that are necessary for a functional partnership.
- Partnerships should be established for medium projects too and not only for large projects.
- The public sector needs to maintain and consistently implement control over the implementation of the PPP by the private sector, guaranteeing a high level of accountability of the partnership to the public.
- The public sector also needs to ensure that the political risk will be minimized.

LOCAL STRATEGIC PLANNING AND PROJECT PREPARATION

- In preparing the budget of the municipality to provide funds for further statistical studies aimed at preparation of strategies, action plans and priority projects of the municipality in the next three years, and then to initiate pooling funds with interested donor.
- Strengthening the statistical information system in the community by developing local Cadastre for communal infrastructure.

- External stakeholders should be invited more frequently at the beginning of the strategy preparation process, action plans and projects, i.e. the evaluation of the available database and analysis, because in that way at the very beginning, and through an exchange of opinions, a higher degree of agreement would be achieved about what the priority issues and problems are and the best approach for processing and finding practical solutions to be chosen.
- The system planning and preparation of strategies, action plans and projects should be fully established and governed by appropriate internal acts (instructions/rules). A clear typology and categorization of strategies, action plans and projects should be made in accordance with the areas in which the transfer of executive powers and the state organizational units of the municipal administration is directly responsible for the coordination of their preparation. The internal law should distinguish the liability arising from the planning role which is a characteristic of the municipal administration from the role of the producer and the supplier of direct services of the local institutions (schools, institutions of culture, kindergartens and territorial fire brigade) and public communal services (including the production and management for their distinctive and predominantly technical and specialized information.). The municipal administration should retain a coordinator for the preparation of strategies, action plans and projects, and thus responsible for achieving high (optimal) degree of internal exchange of information through effective internal communication facilities with the municipal administration.
- As a priority, and in accordance with the opportunities to continue with training related to:
 - o best practices for clear and meaningful linking projects policies
 - o preparation of feasibility studies
 - o preparation of an assessment of impacts on the environment
 - o identification of the condition that anew (zero state)
 - o definition of supervisory and managerial arrangements of projects
 - o designing systems to support management, implementation, communication and accountability
 - o budgeting.
- All information available to the municipality which are relevant for the formulation of strategies and policies should be kept until the time of their update, primarily a function of regular comparison of the results with planned actions to review the processes for developing strategies, action plans and projects and the preparation of successive strategies, action plans and projects. The municipal budget for subsequent years should provide funds for updating the most relevant

existing data and for appropriate storage, and then to initiate pooling funds with interested donor.

- Municipal system for consultation ought to be explained to the general public, and especially the tools for communication and exchange of views, access to information and feedback regarding the fetters (not) accepted suggestions and opinions. It is desirable to prepare a proper manual for citizens.

INCLUSION OF VULNERABLE GROUPS WITH A FOCUS ON UNEMPLOYED YOUTH

- Assessment of local labor market with emphasis on solving the (un)employment of youth and its participation in local services.
- Establishment of institutional mechanisms for youth engagement, including social entrepreneurship program for the youth (SSPM).
- Establish incentives for SSPM through trilateral partnerships: youth and youth organizations / local officials / private sector.
- Create local youth forum / council in order to reflect the views of young people in the community for the most critical needs. Thus contributing to the framework of local and national policies and demonstrate programming and implementation of innovative services at the local level.
- Translation of YSEP municipal budget for the appropriate program, which will ensure sustainability of SSPM, the municipality officials will allocate some funds for activities related to youth and youth functioning in the local participatory bodies, forming social partnerships for inclusive delivery of services by youth.
- Preparation of pilot projects to test and promote inclusive delivery of services and outreach to youth and to other vulnerable groups through social enterprises that are a product of social partnerships between local government, civil society and private sector.
- Support the implementation of projects through a "scheme of small grants," which connects the resources of central and local government, joined with contributions from the private sector to promote corporate social responsibility, long-term goal that is beyond the project cycle for sustainable financial support of the actions of young people and providing social services.

GOOD GOVERNANCE

- Creating a platform for inclusive local government to develop an integrated community by:
- Mapping the relevant factors, representatives of national and local government, existing community, the private sector and the civil society, the structural relations and modes of cooperation and their needs related to management capacity (particularly vulnerable communities).
- Preparation and delivery of tailor-made program to develop the capacity for inclusive governance and community base local and regional development.
- Involvement of local communities, especially the most vulnerable groups in the process.
- Develop an action plan to improve the integrated system of local government.

FIGHT AGAINST CORRUPTION

- Completing the process of ISO certification for quality management.
- Making assessment of the integrity to identify factors contributing or would contribute to corruption. On this basis, will provide recommendations on what can be done to mitigate the effects of corruption and to ensure the delivery of transparent and accountable services to the local level.
- Introduce system integrity.
- Building capacity to combat corruption.
- Engaging citizens, civic organizations and media in creative activities to prevent corruption and improve governance processes.

BUILDING CAPACITY FOR COLLABORATION WITH STAKEHOLDERS

- Develop an internal guideline / policy communication and consultation with the public and developing and providing appropriate training modules for the application of this manual and use of published guidelines for implementing the Law on free access to information.
- Develop a guide for citizens on how to use these tools for communication and exchange of views, access to information and feedback about (not) accepted suggestions and opinions.
- Establish a municipal service center. Civil / municipal service center should be the primary point to citizen access to municipal administration and to other service

providers. An important issue that will be processed with the introduction of this concept is the responsibility of the administration. Responsibility, not only in Europe, is considered a key factor in determining the value of public services for citizens. The establishment of this center will give the opportunity for municipalities to improve the impression in public. In addition, it will change the public sector by changing the relationship between citizens, public officials and elected representatives. Important issues that will be addressed include determining which customers are in the system, what are the mechanisms for consultation, setting the standard in service, providing information for citizens, providing choice and development of complaint and feedback mechanisms.

LOCAL MANAGEMENT OF ENERGY EFFICIENCY

- Screening of the relevant local / regional civil society and other actors who have a wide network, good reputation and are able to mobilize youth and other specific vulnerable groups and to trigger changes in behavior. Identified actors are potential partners with local authorities to pilot initiatives to improve environmental management and implementation of social marketing campaigns.
- Design and implement a program for capacity development of the following topics:
 - Balancing the goals of environmental protection and local economic development;
 - Local energy management, mitigation and adaptation to climate change, managing natural resources and reducing the risk of disasters;
 - Raising awareness of environmental protection through social marketing campaigns;
- Designing innovative and inventive campaigns for social marketing to mitigate and adapt to climate change, with particular attention to energy efficiency through a participatory approach and active involvement of communities. Campaign will rely on volunteers from young people or community with the opportunity to engage their neighbors in dialogue about the opportunities and benefits of energy efficiency by applying different participatory approaches, such as marketing one-on-one, focus groups, direct marketing, etc. They will serve as examples for models and agents of community change. In addition, social marketing campaigns should be designed to contribute to gender equality and to introduce changes in behavior;
- Review of energy efficiency and production of technical documentation for reconstruction of public facilities of municipal administration and local institutions (schools, kindergartens, cultural and sporting and recreational facilities, etc.) for efficient energy use.

EDUCATION

- Application of standards of good governance in the education sector.
- Organize an effective public education campaign that respects multicultural values at the municipal level.
- Organize campaigns to raise awareness for de-stigmatizing of minority communities, especially Ethnic Roma.
- Adapting the curriculum (30% permitted by law) in order to include multicultural and social values.
- Regular updating of information relating to the education of municipal websites.
- Organize public debates on relevant topics in the field of education.
- Encourage regular publication of all decisions related to education (especially for the budget and its executive reports) from the school board.

APPENDIX

USER SATISFACTION SURVEY

STRUCTURED QUESTIONNAIRE

No. _____

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

The purpose of this questionnaire is to obtain statistically valid data about citizen perception regarding the provision of the decentralized local services in your municipality. The results of this questionnaire will be the basis for improving planning, allocation of resources, and improving the policy making process in your municipality

The questionnaire is anonymous

I. DEMOGRAPHIC DATA OF THE RESPONDENT

1. Sex

1. Male
2. Female

2. Ethnicity

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

3. Residence :

4. Age

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

5. Employment status

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

6. Education

1. Incomplete primary education
2. Completed primary education
3. Completed secondary education
4. Higher education
5. Completed postgraduate studies (Master's or doctorate)
- 6.

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

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

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

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

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

9. Quality of life in my municipality

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

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

1. Water management
2. Transport
3. Local Economic Development
4. Environment
5. Construction and maintenance of the local roads

⁴ Vulnerable categories (children with special needs, homeless children, homeless persons, persons with special needs, persons with HIV, older persons, retired persons, displaced persons, persons from rural communities, unemployed persons, drug users, Ethnic Roma community, victims of family violence, social assistance beneficiaries)

- 6. Communal services, sanitation and waste management
- 7. Primary education
- 8. Secondary education
- 9. Kindergartens
- 10. Urbanism
- 11. Culture
- 12. Sport
- 13. Health
- 14. Other _____

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

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

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

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

12. Should the concept of integrated education⁵ be implemented in your municipality?

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

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

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

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

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

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

⁵ Integrated education- Joint classrooms from different communities and learning the language of the others

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Service / Rating	Satisfied	Partially satisfied	I am not satisfied	I don't have an opinion
1. Kindergartens	1	2	3	4
2. Elderly homes	1	2	3	4
3. Social care for individuals and children with special needs	1	2	3	4
4. Social care for children without parental care	1	2	3	4
5. Social care for children with education and social problems	1	2	3	4
6. Social care for children with one parent	1	2	3	4
7. Social care for persons addicted to drugs and alcohol	1	2	3	4
8. Social and child care (general assessment)	1	2	3	4

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

29. What is your opinion on local taxes:

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

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

Area	Yes	No	I don't have an answer
1. Education	1	2	3
2. Urban planning	1	2	3
3. Environment protection	1	2	3
4. Communal services	1	2	3
5. Sport and recreation	1	2	3
6. Culture	1	2	3
7. Local economic development	1	2	3
8. Protection and rescue of the citizens	1	2	3
9. Health	1	2	3
10. Social and child protection	1	2	3

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

38. Did you face with corruption in your municipality?

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

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

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

40. Did municipal authorities accept your appeals and complaints?

1. Yes
2. No

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

1. Once a year as a part of yearly report
2. For major investments
3. About all municipal investments

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

Is your urban/local neighborhood functional?

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

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

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

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

44. Satisfaction with the work of the mandatory participatory bodies

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

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

1. Yes
2. No

THANK YOU!

STRUCTURAL QUESTIONNAIRE

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

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

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

1. Demographic indicators: The total number of population in the municipality is in the interval:
 1. Up to 5.000 citizens
 2. 5.001-10.000
 3. 10.001-20.000
 4. 20.001-50.000
 5. 50.001-100.000
 6. More than 100.000 citizens

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

3. What is the number of employees in the municipal administration?
 1. Number of full-time employees _____
 2. Number of part-time employees _____
 3. Number of employees engaged by authorship contract _____

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

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

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

YES NO

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

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

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

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

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

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

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

Yes No Partially

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

10. What is the amount of the municipal budget?

	2009	2010	2011	2012
Denars				
Euros				

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

	2009	2010	2011	The projections for 2012
Tax on property				
Tax on inheritance and gifts				
Tax on property sales				
Other local taxes established by law				
Communal taxes				
Administrative taxes				
Other local taxes established by Law <i>(please specify if any)</i>				
Compensation for construction land preparation				
Fees for communal activities				
Fees for spatial and urban plans				
Other local fees established by Law <i>(please specify if any)</i>				
Income from rent				
Income from interest				
Income from sales of property				
Revenues from grants				
Revenues from fines stipulated by law				
Other income from self-contribution				
Other revenues established by law <i>(please specify if any)</i>				
Personal Income Tax				
Value Added Tax				
Earmarked grants - Education				
Earmarked grants - Culture				
Earmarked subsidies - Child protection				
Capital Grant - Roads				
Capital subsidies - Water Supply and Sanitation				
Block grants - education				
Block grant - culture				
Block grant - Child Protection				
Grants for delegated authority (specify the delegated authority)				
Domestic borrowing				
Foreign borrowing				
Budget reserve				

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

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

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

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

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

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

Urbanism				
Culture				
Sport				
Health care				
Protection and rescue of people and goods				

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

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

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

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

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

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

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

Type of tax / fee / income	Percentage of funds collected for 2009 (as% of total funding projected)	Percentage of funds collected for 2010 (as% of total funding projected)	Percentage of funds collected for 2011 (as% of total funding projected)
Tax on property			
Tax on inheritance and gift			
Tax on sales of property			
Other local taxes established by Law			
Communal fees			
Administrative fees			
Other local taxes established by law			
Fees for arranging land			
Fees for communal activities			
Fees for spatial and urban plans			
Other local fees established by law			
Income from rent			
Income from interest			
Revenues from sale of property			
Income from donations			
Revenues from fines stipulated by law			
Other income from self-contribution			
Other revenues determined by law			

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

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

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

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

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

Based on which indicators the municipality assesses the above responses:

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

Yes No

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

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

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

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

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

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

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

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

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

Education

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

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

Yes No

б) Organizing school transportation and food

Yes No

B) Accommodation in dormitories

Yes No

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

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

Yes No

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

ENVIRONMENT

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

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

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

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

Yes No

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

LOCAL ECONOMIC DEVELOPMENT

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

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

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

Yes No

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

CULTURE

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

Yes No

If YES, specify the cultural institutions in your municipality:

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

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

Yes No

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

Yes No

- Organizing cultural events

Yes No

- Encouragement different forms of art work

Yes No

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

Yes No

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

SOCIAL CARE AND CHILD PROTECTION

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

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

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

Yes No

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

COMMUNAL SERVICES

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

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

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

Yes No

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

SPORT AND RECREATION

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

- Development of sports and recreational activities for citizens Yes No
- Organizing sports events Yes No
- Maintenance and construction of sports facilities Yes No
- Support sports associations Yes No

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

Yes No

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

HEALTH CARE

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

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

Yes No

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

PROTECTION AND RESCUE OF CITIZENS

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

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

Yes No

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

URBAN PLANNING

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

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

Yes No

- Local public roads

Yes No

- Procedure for obtaining building permits

Yes No

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

Yes No

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

STRATEGIC PLANNING AND ACTION PLANS

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

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

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

58. Are the citizens involved in the processes of strategic planning? Yes No

If YES, specify the instruments of inclusion:

59. Are the local experts involved in the strategic planning? Yes No

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

Yes No

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

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

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

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

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

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

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

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

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

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

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

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

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

(Please specify the area)

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

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

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

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

1. Yes 2. No

71. Has your municipality appointed an internal auditor?

1. Yes 2. No

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

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

1. Yes 2. No

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

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

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

1. Yes 2. No

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

1. Yes 2. No

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

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

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

1. Yes 2. No

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

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

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

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

1. Yes 2. No

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

THANK YOU!

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

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

June 2012