



STRENGTHENING THE POLICYMAKING PROCESS BASED ON EMPIRICAL EVIDENCE



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ЈИЕ УНИВЕРЗИТЕТ
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STUDY ON SATISFACTION OF THE CITIZENS
WITH THE MUNICIPAL SERVICES

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Strengthening the process of public policy based on empirical evidence

Study on the satisfaction of the citizens from the services of the municipalities

The study is based on valid statistical data on the citizens view for the services that they get from the Jegunovce municipality. This study will present the basis for improving the planning, resource allocation and also the process of introducing public policy in the local level at the Jegunovce municipality.



Project: "Strengthening the process of the public policies based on empirical indicators"

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INTRODUCTION

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

It was conducted by SEEU and Jegunovce Municipality with the support of UNDP. It is an attempt to determine the views of citizens on local public services and good governance.

The main objective of this research is to determine the citizens' satisfaction from the services at the local level, by conducting a survey on a representative sample of respondents of the Municipality of Jegunovce. This type of survey is the first of this kind in the municipality and it presents a possibility for the citizens of the municipality to provide feedback on local governments, but also for the institutions of the central government, for what are questions about the quality of service and quality of the management at the local level.

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

In order to build capacities for the local NGOs, UNDP-SEEU used outsourcing for part of the implementation of the survey, by entrusting the fieldwork to be provided by a local NGO that has experience with activities of this nature.

RESEARCH METHODOLOGY

The survey on the citizens' satisfaction from the services that are under responsibility of the Municipality of Jegunovce was conducted during the month of December 2011. For this purpose, a structured questionnaire was developed based on which were interviewed people who were selected by a particular methodology. The details on the design of the sample are as follows:

THE CONCEPT OF SAMPLE

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

Out of the total number of inhabitants in the Jegunovce Municipality (*according to the census of 2002*), a representative sample of 5% of the total population is selected, i.e., 540 respondents are surveyed (*deployed according to the percentage of the population in settlements that are part of the municipality*), as shown in the following table:

Table 1: Distribution of the sample

| Municipality Jegunovce Settlements | Number of Residents (Census 2002) | People Surveyed (Sample of 5%) |
|------------------------------------|-----------------------------------|--------------------------------|
| Total | 10790 | 540 |
| Jegunovce | 846 | 42 |
| Zilce | 650 | 33 |
| Jancishte | 587 | 29 |
| Kopance | 1059 | 54 |
| Podbrege | 179 | 9 |
| Prelubishte | 367 | 18 |
| Tudence | 431 | 21 |
| Siricino | 395 | 20 |
| Ratae | 411 | 21 |
| Paotince | 565 | 28 |
| Shemshovo | 1737 | 88 |
| Belovishte | 311 | 15 |
| Vratnica | 505 | 25 |
| Orajshe | 1084 | 54 |
| Jazince | 1099 | 55 |
| Staro Selo | 217 | 11 |
| Rogacevo | 347 | 17 |

¹ The research applies the model of disproportionate stratified sample (O'Sullivan, Rassel, Berner, 2002) because the municipality is investigated separately from other municipalities that are subject of the research.

The gender distribution of the respondents is also taken into account. Accordingly, out of the total number of respondents, 256 are males and 284 are females (*statistical error <0.05*)²

Applying the model of systematic sample³

| Municipality | (k) Calculated interval of skipping the sample ⁴ | Interval |
|--------------|---|---|
| Jegunovce | / | To survey every 3 rd citizen |

Before the survey, NGOs were engaged in organizing and implementing it. Then followed training for the goals and methods of implementing the survey, in order to observe the methodological framework envisaged in the questionnaire and quality assurance in the field survey by the respondents.

THE MODEL OF THE QUESTIONNAIRE

The questionnaire used for 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 status of the respondents, giving answers and presenting their views and perceptions about the quality of municipal services:

Variables

Gender – *modalities*: male, female.

Ethnicity – *modalities*: Ethnic Macedonian, ethnic Albanian, ethnic Turk, 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, more than 65 years

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

² The percentage is taken from the census of 2002, and it represents the % of the representation of male and female population at the appropriate municipality

³ This model is proposed, taking into account the difficulty to access potential respondents, particularly in small rural areas where there is no large movement of the population

⁴ Calculated interval for skipping the sample

Net monthly income of the family – *modalities*: up to 9000 denars, from 9001-15000 denars, from 15001-21000 denars, from 21001-27000 denars, from 27001-35000 denars, from 35001-41000 denars, more than 41001 denars.

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

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

Habitat - *modalities*: citizens living in the headquarters of the municipality / citizens living in other places outside the headquarters of the municipality

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

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

All these areas are applied to the questions on municipal performance at the level of competencies that the municipality has in terms of education, health, urban planning, environment, utilities, social and childcare, protection and security of citizens, sport and recreation, culture and traffic.

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

GENERAL INFORMATION FOR THE MUNICIPALITY ⁵

Jegunovce municipality is located in the Northwest part of Lower Polog, and is situated on the vast alluvial plain of the river Vardar. Based on its location, Jegunovce Municipality has very important implications for economic and strategic position because on the wide range a part binds with the Republic of Kosovo. It is located 40 km away from Skopje, and through this municipality leads the regional road P-1203 which has international importance. Also in this municipality crosses the railway line Skopje-Tetovo-Kicevo. The total area that includes the municipality is 174 km².

DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE OF THE POPULATION

The Jegunovce Municipality consists of 17 towns out of which 4 inhabited places are with large number of population with over 1000, others are well-populated with over 400 residents, and 3 are with very small number of population with 170 to 300. The total number of inhabitants in the municipality, according to the latest census of 2002 is 10,790. The population density is 61.01 inhabitants per km². The total number of individual households is 2,645 and the average number of household members is 4.08, which means that households are mainly of large size. Total number of households is 3,029.

Ethnic distribution of the population is as follows: 55.26% ethnic Macedonians, 43.11% ethnic Albanians, 1.00% ethnic Serbs and 0.65% others.

The educational structure of the Jegunovce population shows weak educational qualifications where only 31.44% of the population has completed high school education. On the other hand, 34.50% have completed primary education, but many citizens - 28.31% are with incomplete primary education or without education at all (*Census, 2002*).

Besides that the municipality is one of the largest emigrant communities in the Lower Polog, as main economic industries appears to be agriculture, namely agrobusiness, fishing, forestry and mining.

According to the survey, economically active population in the municipality is 70% of the total population, with 51% of them declaring themselves as employees, 16% identified themselves as housewives, and 33% unemployed. Excluding the percentage of employment-status housewife, the unemployment rate of women (10%) is two times lower than the average level of the state (about 31%) than men, whose rate is far higher

⁵The data are taken from the official documents of the municipality and by individual author's calculations from the State Statistical Office

(23%) compared to the unemployment of women in the community, but it is almost 8% lower than the countries average.

According to the municipal authorities and the development strategies of the municipality, more significant investment opportunities are identified in the context of the development and promotion of agriculture, and given the location there are opportunities for development of rural-mountain tourism. Also it is a determination of the municipality to create favorable conditions for attracting investments to enhance existing and new economic activities. The tourism potential of the municipality is defined as an opportunity for economic development.

THE MUNICIPAL ADMINISTRATION

The municipal administration consists of 19 employees and work performed is distributed in the following sectoral departments:

- Department for information, communication, and protocol,
- Department for Legal and General Affairs and Public Affairs,
- Division of Financial Affairs,
- Department of Urban Planning, public works, environmental protection, roads and streets, and local economic development.

As regards to the administrative capacity of the municipality, there are prominent issues in the field of managerial capacity and skills of employees, and with respect to the normative framework.

The municipal officials need training to implement the Law on Public Procurement, urban planning, communal activities and funding and administration of local taxes.

Generally speaking, the municipal administration states the following as a priority aspect of local service that would like to be improved:

- improve the conditions for education
- more efficient urban planning
- adoption of development plans for preservation of the environment, and
- investment in social and child protection.

KEY FINDINGS

QUALITY OF LIFE

The investigation through the questions regarding the quality of life in the Municipality and the satisfaction with the municipal services are trying to give a picture of how the respondents perceive the quality of life in their municipalities, through indicators of satisfied, partially satisfied and dissatisfied respondents. Given that the quality of life is a changeable category that is directly correlated with many other subjective and objective factors, the investigation through the questions regarding the various aspects of quality of life, namely, the municipality as a place of residence, childcare, employment opportunities, security of the community, makes an effort to locate the source of satisfaction or dissatisfaction with the analyzes based on answers from respondents.

Considering the fact that the quality of service (efficiency and effectiveness) of local and state level has a major impact on the perception of the citizens about the quality of life, improving the services is of vital importance to the municipality. This approach assumes policy implications of the local government in order to ensure the accumulation of social capital development at the local level.

Namely, the respondents of the Jegunovce municipality on the question how satisfied they are with the quality of life in their municipality, a high percentage of 40.1% said they are not satisfied. On the other hand, small percentage said that they are satisfied - 12.2%, but high percentage of respondents said that they are partially satisfied - 44.6% of the quality of life in the municipality. The percentage of the category partially satisfied is encouraging because it can be interpreted as an indicator of the participants' expectations for improvement on the conditions in the municipality.

From the viewpoint of the fields that describe the category of quality of life, the highest percentage of the respondents is for those who reported negative answers of 74.2%, actually those that are not satisfied with the opportunities for employment in the municipality. Also, respondents have a negative opinion on the municipality as a place to live for vulnerable groups.⁶

Research shows that males are less satisfied in all spheres, in terms of the municipality as a place to live (37% vs. 30%), child care and growth (48% vs. 36%), employment opportunities in the municipality (77% vs. 72%) and living for the

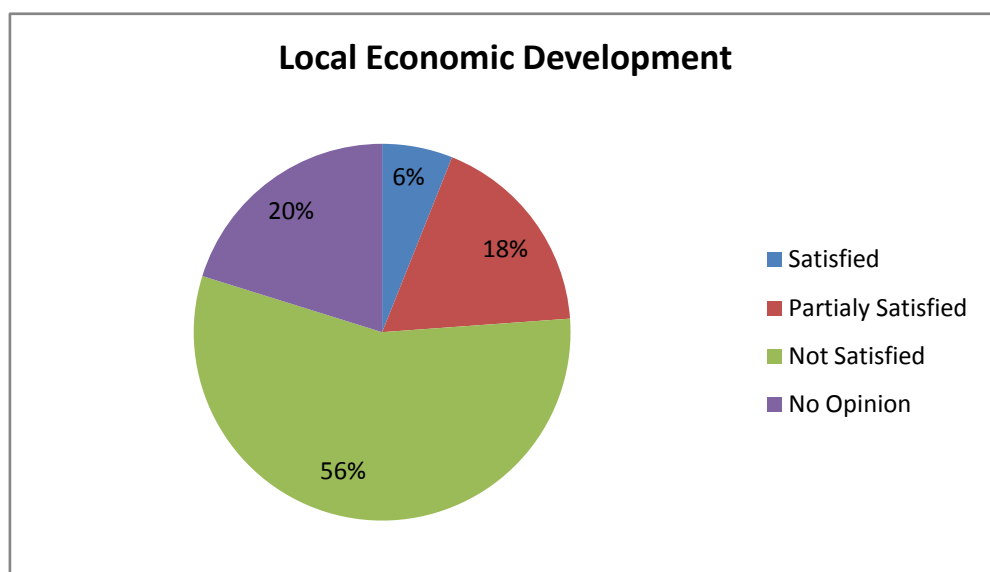
⁶ Vulnerable groups (children with special needs, homeless children, homeless, persons with disabilities, people with HIV or other infectious diseases, persons older than 60 years, retired, internally displaced persons, people from rural communities, the unemployed, ethnic Roma community, victims of domestic violence, drug users and recipients of social care)

vulnerable groups of population (48% vs. 62%). In contrast, women's slightly differ when considering their condition on the dissatisfaction with the safety of the community (28% vs. 29%).

The quality of life is important to be considered also in terms of the residents' age, because it is expected that the perception will differ on different age groups, due to various factors that determine the impact of this concept among younger and older population. What is evident is that the Jegunovce municipality respondents showed a high percentage of dissatisfaction in all age groups on the opportunities for employment, having 60% in the 34-41 age group to 80% in other age groups. Some positive image for the municipality may be observed in areas of the municipality as a place for retirees and safety of the community in the municipality with an average above 60% satisfied and partially satisfied respondents.

From the results presented above, the respondents clearly indicate to the problem of employability and their discontent. Creating employment opportunities can be achieved with an efficient strategy for local economic development. According to this research, in terms of services in local economic development, the support of the municipality on the development of small and medium enterprises is referred to, promoting self-employment and general assessment of local economic development. According to the answers of the respondents, the dissatisfaction with the level of local economic development is shown below in Figure 1 where 56% of respondents have indicated that they are not satisfied. This percentage is almost the same for all age groups with significant difference in the age group of 42-29, which showed dissatisfaction up to 69%.

Figure 1: Satisfaction with the local economic development



Source: Survey of satisfaction with local economic development of Jegunovce municipality, December 2011

In accordance to these results, the municipal authorities also consider necessary the improvement of services in the field of local economic development.

The data show that the majority of the respondents (56%) expressed dissatisfaction with regard to supporting of small and medium enterprises at local level. As a result of data disaggregation according to different criteria, it is showed that in this matter males are more dissatisfied than females (60% vs. 51%), ethnic Albanians are more dissatisfied than ethnic Macedonians (59% vs. 52%), also those that are in age groups 26-33 (62%) compared to those in 42-49 (65%).

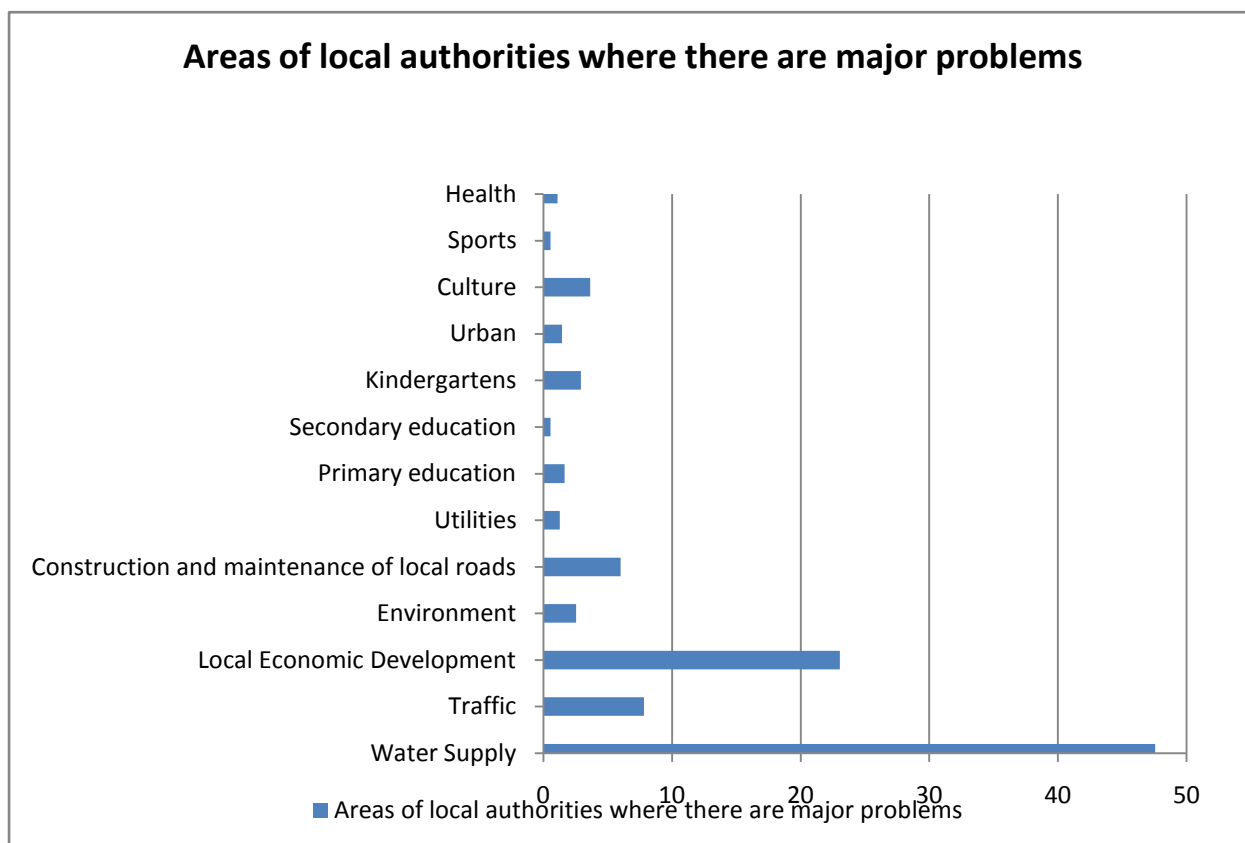
Regarding the question of promoting self-employment, respondents showed significantly high percentage (56%) of dissatisfaction compared to the other criteria for local economic development. The same trend can be noticed between gender, ethnicity and age groups with one exception of significant difference between male and female on the discontent from promoting self-employment (71% vs. 59%).

The data associated with unemployment in the municipality only reinforces the fact that the municipality should take measures to revive the self-employment through programs for supporting entrepreneurship and small and medium enterprises, that will contribute not only to reduce unemployment, but also to enhance local economic development . Undertaking activities aimed at LED, substantially would contribute to improving the quality of the municipality as a place for living. It has the responsibility for planning and implementing LED, determining the structural and developmental priorities and building partnerships for LED, thus it has to use it for giving better results in that area.

AREAS OF LOCAL RESPONSIBILITIES OF WHICH ARE EXPRESSED MAJOR PROBLEMS

In terms of highlighting the areas of local jurisdiction – a field with major problems, which the municipality has been facing with, in the last 3 years, citizens have reported that the situation with water supply, which is manifested through the engagement of local authorities, is reflected as the biggest problem in their lives, followed by the state of local economic development. The distribution of results regarding this issue, shows that all age groups are approximately equally affected by water supply over 44% and in the field of local economic development, with an average of 25% with the exception of those aged from 34-41 where the percentage is to 30%.

Figure 2: Ranking the local authorities by the problems

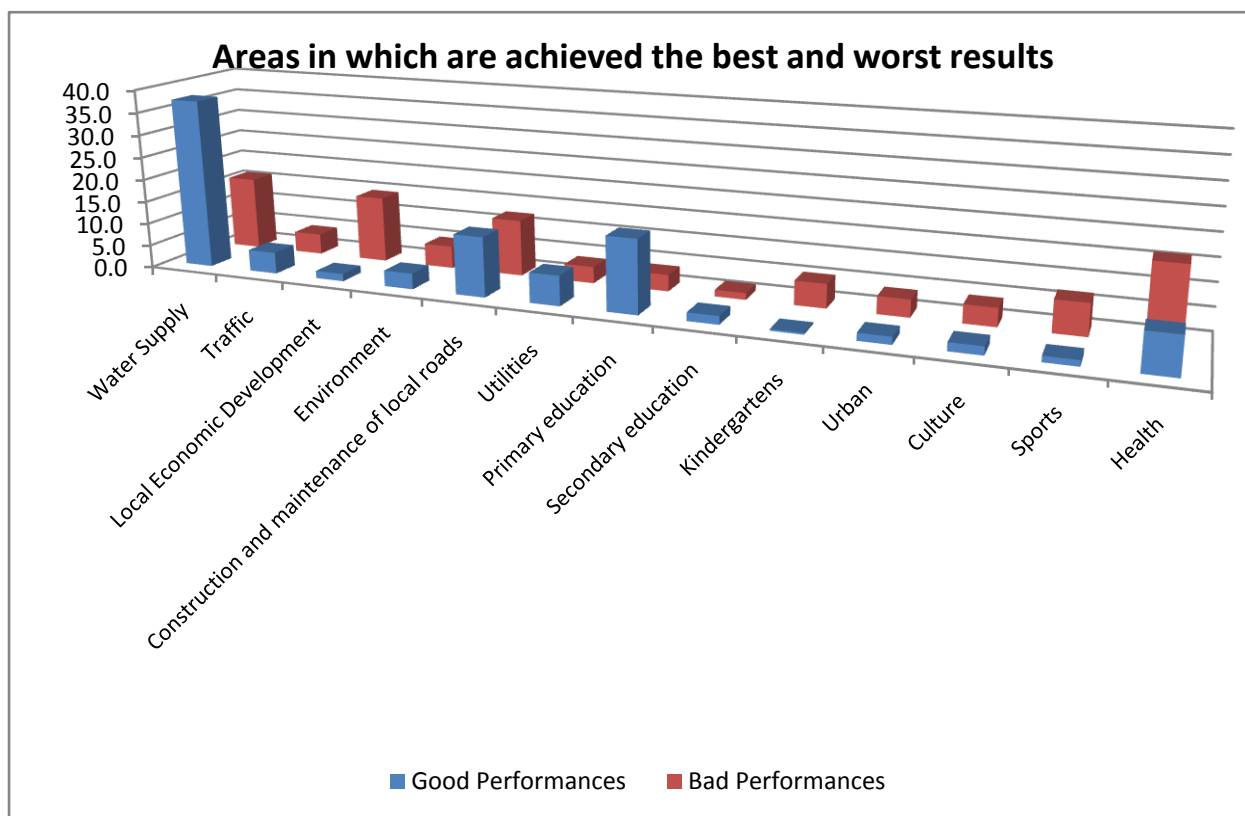


Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

Municipal authorities emphasize that the water supply is an area in which the state provides funds for capital investment in local infrastructure. Some grants from the state were invested in 2009 and 2010 and some more funds are foreseen for investment during 2012 amounting at 11,000,000 denars.

Considering the best and worst performances of the municipality, the results show that the citizens believe that the municipality achieved the best results last year exactly in the area where citizens have an opinion that it is still a significant problem. The weakest results occur in areas of health, local economic development, construction and maintenance of local roads and water supply.

Figure 3: The best and the lowest scores achieved



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN EDUCATION

Jegunovce municipality has the authority for establishing, funding and administering primary and secondary schools in collaboration with the central government, and organizing the transport of the students and their food.

According to the data, the respondents expressed satisfaction with educational services that are the responsibility of municipal authorities. Services in the field of education are analyzed using the following parameters: the quality of teaching in primary and secondary schools, the quality of educational infrastructure, organizing transport, food and lodging in dormitories and general education assessment. The results showed that the participants of the assessed services for all parameters have high percentage of over 70% for satisfied or partially satisfied. The percentage of satisfaction is slightly lower only for food and accommodation. The same trend of satisfaction occurs among all age groups and between male and female respondents.

Also, it is important to note that citizens evaluate the human capital and material capital (infrastructure) with the same grade, which reflects the perception of well being in education, which should continue to move in a positive direction.

Regarding the issue of introducing integrated education, the findings show a split among respondents. While 41% reported for, 45% are against and 15% said they had no opinion. Analyzed by age groups, the opposition of all age groups is noticeable, but it is interesting that the age groups 18-25 and 26-33 have reported higher percentage than other age groups. In terms of ethnicity, the percentage of ethnic Macedonians is 48.5% against and 35.3% for introducing integrated education, while ethnic Albanians are 40.5% against and 48.3% for introducing integrated education. Given that Jegunovce is one of the few municipalities in which the integrated education in primary and secondary education is already being implemented through a project of the Nansen Center in Skopje, the reasons for the division of opinions is a challenge for analysis for the municipal authorities.

SATISFACTION WITH MUNICIPAL SERVICES IN URBAN PLANNING

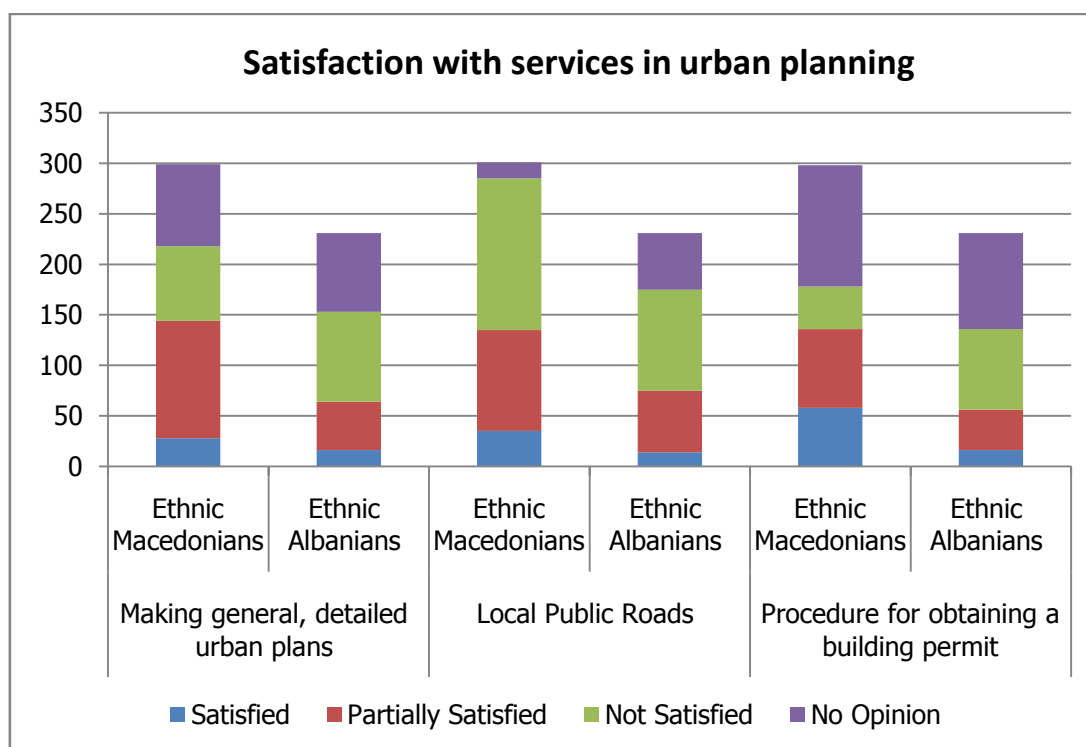
Considering the quality of services in the field of urban planning, the perception of respondents varies depending on the issues of concern.

The quality of services in urban planning, in the sector of local public roads is an issue that not only affects the quality of life in general, but also the development of the Municipality and the local economic development. Jegunovce has a significantly high percentage of 46% of the respondents who said that they were not satisfied by the issue of the local public roads.

It is interesting that in terms of attitudes regarding the procedure for obtaining building permits, 40% of respondents are satisfied and partially satisfied, while 30% have responded to be dissatisfied or have no opinion.

In terms of ethnicity, the satisfaction with services in the field of urban planning, the ethnic Albanians respondents showed higher percentage of dissatisfaction than ethnic Macedonians respondents in all urban services and the procedure for obtaining a building permit (34% vs. 14%) and for making general, detailed urban plans (38% vs. 24%).

Figure 4: Satisfaction with services in urban planning



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

Particularly relevant to the issue of planning and managing the municipal budget in terms of accumulation of own revenues, is the perception of benefits associated with urban planning (utility fees - the fee for landscape). The interesting fact is that 30% of respondents had no opinion and 27% are not satisfied with the fees. Moreover, an important indicator for budgeting and managing financial resources of Municipalities is the perception of the costs for urban planning. 40% of respondents considered that in general the cost of urban planning is very high, however again almost 37% of respondents had no opinion.

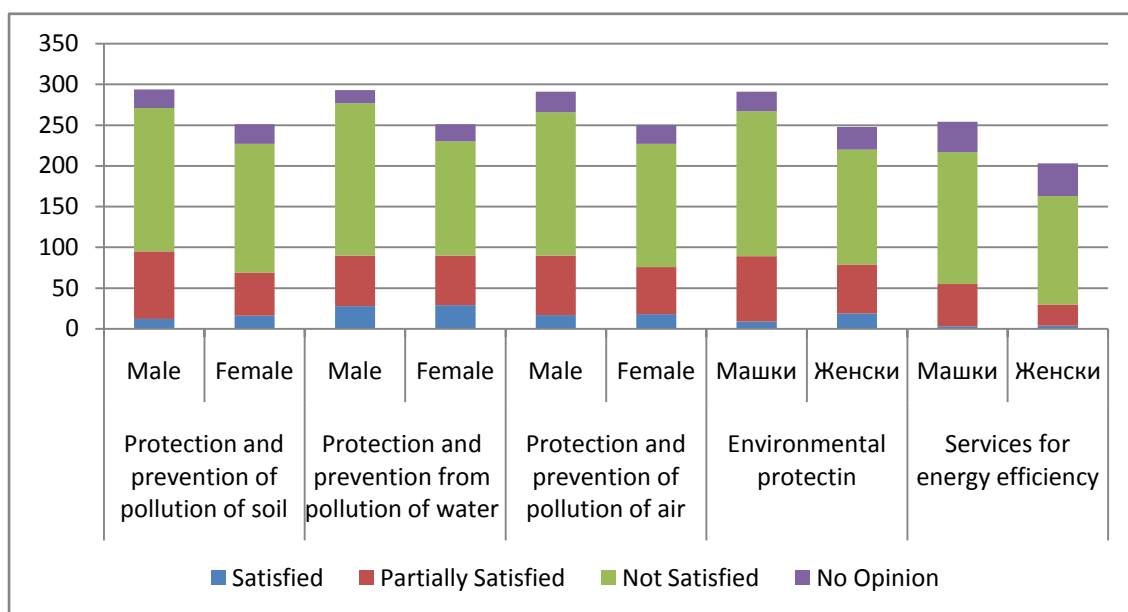
SATISFACTION WITH MUNICIPAL SERVICES IN PROTECTION AND RESCUE OF THE CITIZENS

The respondents on the question for services in protecting and security for the citizens showed high percentage of dissatisfaction of 60%, and high percentage of respondents who said that they have no opinion. Only 5.4% of the respondents are satisfied. The reasons probably lie in the distance of the territorial fire unit, which is located in Tetovo, and consequently the issue of the duration for intervention.

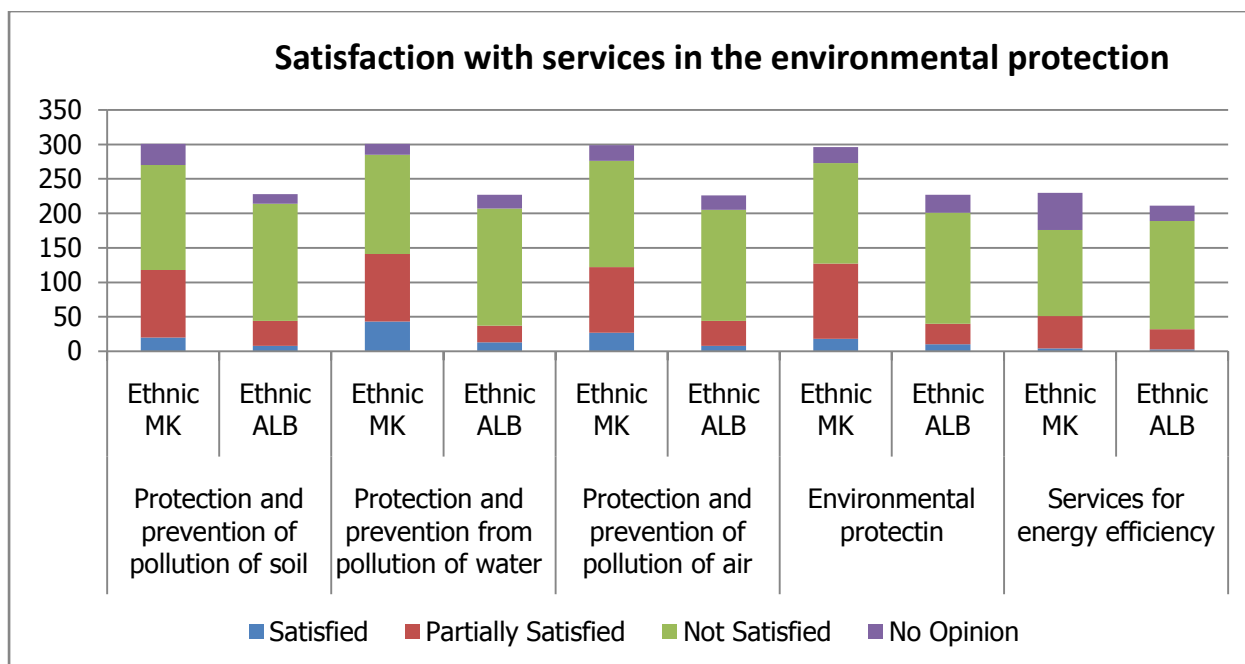
SATISFACTION WITH MUNICIPAL SERVICES IN THE FIELD OF ENVIRONMENTAL PROTECTION

Regarding the issue of the environmental protection, the service is evaluated according to the following parameters: protection and prevention of pollution of soil, water and air, nature protection and services for energy efficiency. Thus, it is evident the dissatisfaction of respondents with an average of 59%. Given that the geographical position of the Municipality offers opportunities for rural-mountainous tourism, the area of environmental protection is especially important. Many respondents said that forest protection should be a priority of the Municipality.

Figure 5: Satisfaction with services in the environmental protection



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN SOCIAL AND CHILD PROTECTION

Social and child protection in each municipality is particularly important for increasing the degree of the involvement of the vulnerable groups in social processes.⁷

The services in social and child protection in the Municipality are rated high percentage of dissatisfaction from the respondents, with an average of 60%. The same trend is evident among age groups. As for male respondents, they are slightly less satisfied with services in social and child protection than female respondents are.

Other vulnerable population groups have similar answers, such as dissatisfaction with the performance of social care for children with special needs (51%), the performance of social care for children without parental care (59%), and the performance of social care for children with educational and social problems (58%), the performance of social care for children from families with one parent (63%) and performance of social care for persons addicted to drugs and alcohol (61%).

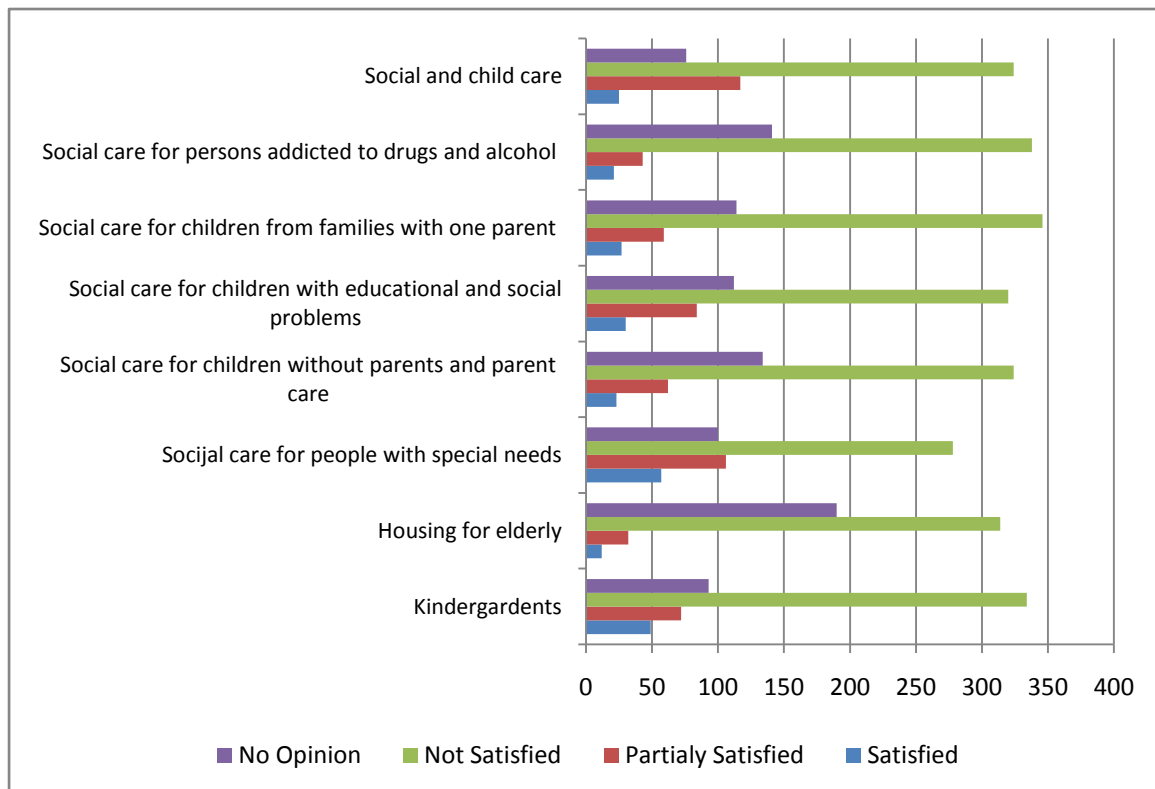
Male and female respondents showed identical position with almost the same percentage of dissatisfaction over 60% on the issues of social and child protection and

⁷ According to the Center for Social Assistance Tetovo, in 2006 the number of welfare recipients was 331 in all 17 settlements of the Jegunovce Municipality.

treatment of vulnerable groups. A significant percentage (68%) of dissatisfaction among male respondents is in terms of social care for children from families with one parent.

In terms of social protection, the age group of 26-33 years expressed up to 68% and the age group above 50 years 64% of dissatisfaction. There is no day care center for elderly or center for temporary housing persons with special needs.

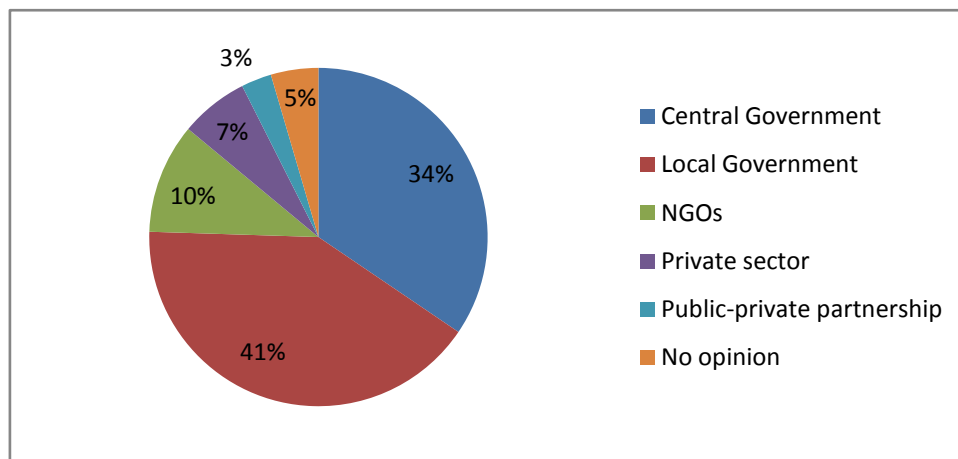
Figure 6: Satisfaction with services in social and child protection



As conclusion, it may be noted that for social and child protection in the Jegunovce Municipality appears a high degree of dissatisfaction, which can be perceived by the dominance of dissatisfied respondents. The highest results in terms of satisfied respondents are in the field of performing social care for children from families with one parent as well as kindergartens.

On the question - who is the most suitable supplier of this service - the majority of respondents said that they undoubtedly it is the local government compared to the central government (41% vs. 34.5%). It is worthwhile to note that respondents did not express confidence in the private sector, the NGO sector and the public-private partnerships as alternative suppliers of such services. The Municipality has the authority to perform social care for people and children with special needs, to perform social care for children from families with single parents, to perform social care for people at social risk and social care and education for pre-school children.

Figure 7: The most appropriate deliverer of social services and child protection

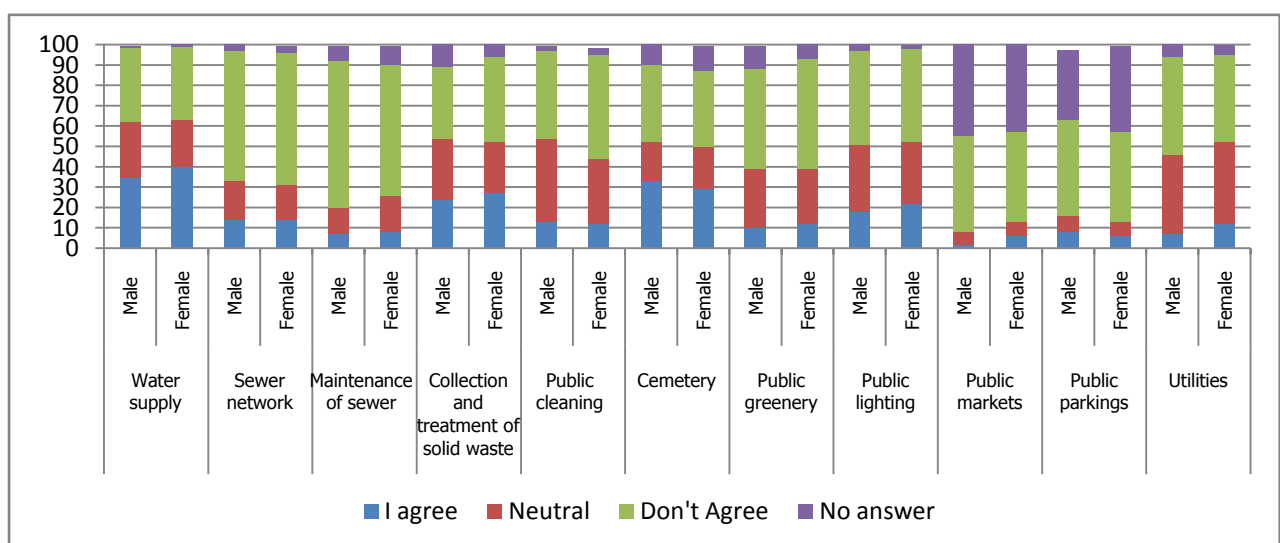


Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF UTILITIES

In terms of services in the area of utilities, dominate the dissatisfied respondents. The percentages of male and female respondents are almost identical. Respondents showed great dissatisfaction in services for wastewater treatment, maintenance of sewer and public greenery. The satisfaction among the respondents increases in the public cleaning service and on the supply of clean water. On the question of assessment of the satisfaction with public services, generally over 50% of respondents have declared themselves as satisfied and partially satisfied.

Figure 8: Satisfaction with public services



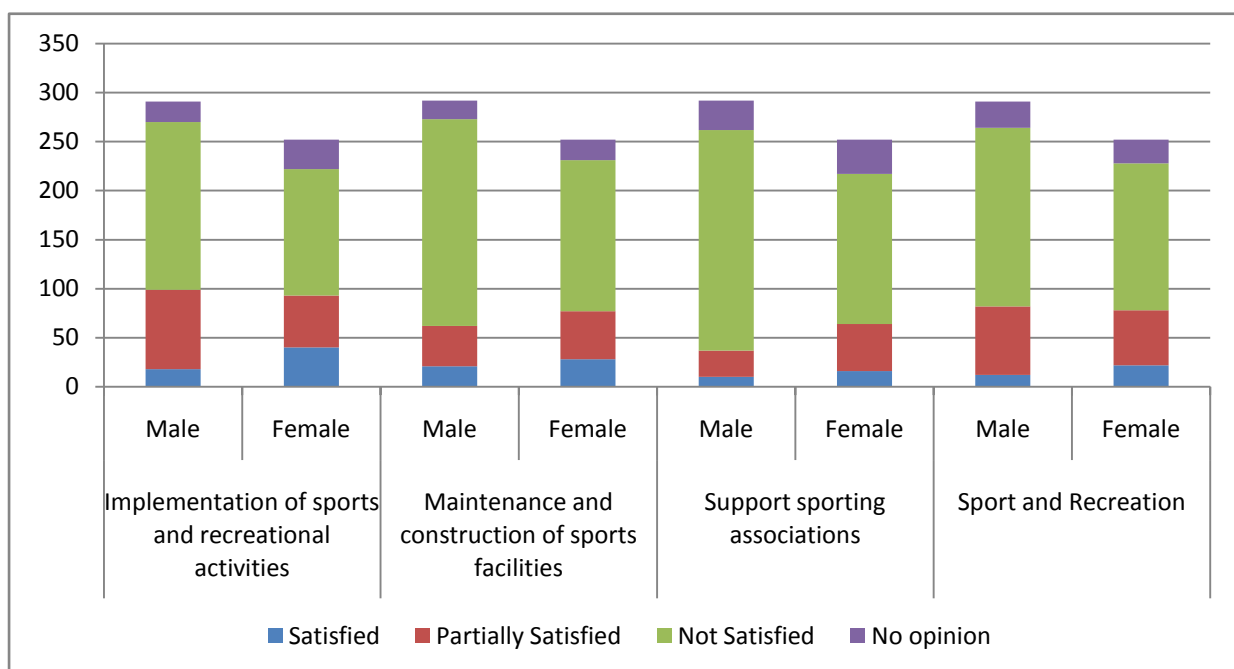
Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December, 2011

What is important to investigate in this area is whether there are variations caused by differences in ethnicity of respondents. The results show that the dissatisfaction of ethnic Albanian respondents is significantly higher, compared to the ethnic Macedonians on these issues, 61% versus 17% for water supply, 69% versus 12% for maintenance of cemeteries, 67% versus 25% for public markets, 70% vs. 27% for public parking lots. Regarding the other issues, the difference is more moderate, but remains twice higher compared to the ethnic Macedonians. Given this, the local authority should take action to improve these services by identifying settlements with majority ethnic Albanian population.

SATISFACTION WITH MUNICIPAL SERVICES IN SPORT AND RECREATION

The satisfaction with services in the field of sport and recreation is very low. In all categories, the respondents expressed strong dissatisfaction with the services in this area, where the general assessment shows that 60% are dissatisfied female respondents and 70% are dissatisfied male respondents. Male respondents are very dissatisfied from the support for sports associations in the Municipality (76%). The highest satisfaction (16%) is expressed in the implementation of sports and recreational activities for citizens. These results signal an alarming need for action to improve services in this area of the Municipality, in order to ensure appropriate conditions for smooth performance of sports and recreational activities of the citizens.

Figure 9: Satisfaction with services in sport and recreation



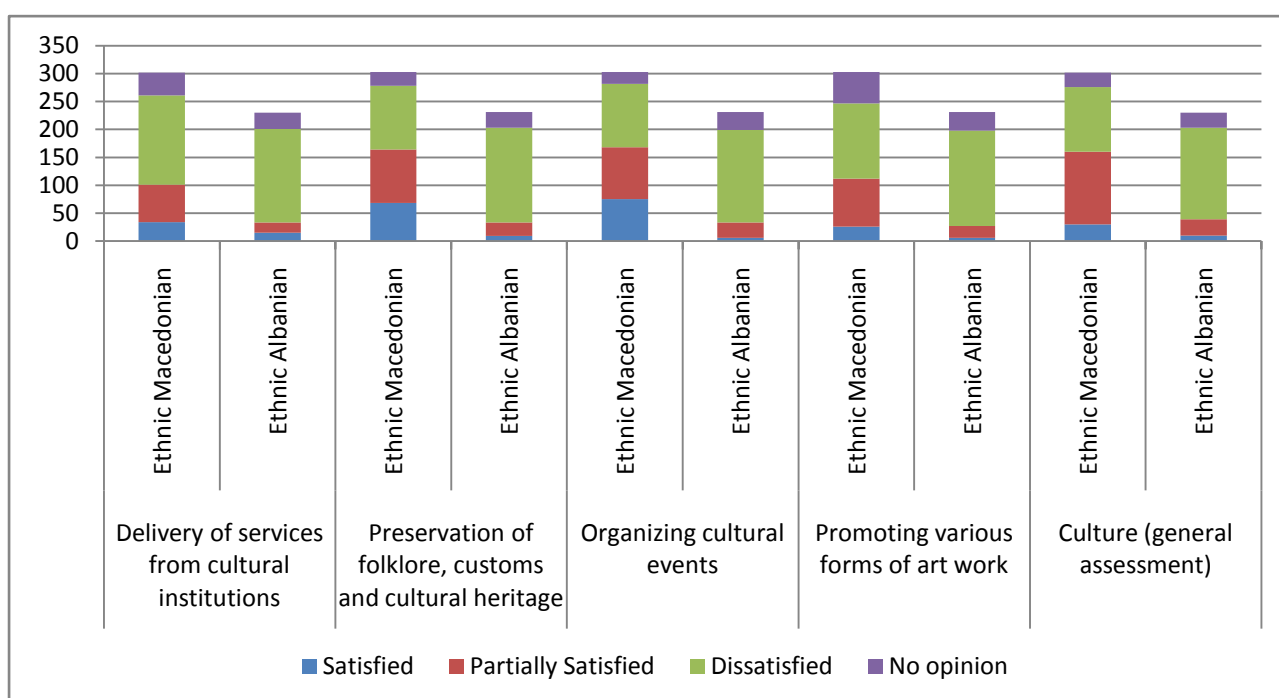
Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN CULTURE

Approximately similar picture is in the area of cultural services. Approximately 60% of the people are generally dissatisfied with the services in this area of the Municipality. In all categories dominated responses with dissatisfaction, and the highest level refers to the delivery of services from cultural institutions (museums, libraries, houses of culture). What can be noted is that there is no major difference between the responses of male and female respondents, unless in the field of preservation of folklore, customs and traditional crafts.

The issue is analyzed from the perspective of people with different ethnic backgrounds, because it is very important to determine whether there is variation in perceptions caused by the different ethnicity of respondents. The results showed a large difference of discontent on the issues in the field of culture. The most pronounced difference appears in the dissatisfaction in organizing cultural events and preservation of folklore, customs, and cultural heritage. Here, 73% are dissatisfied ethnic Albanians against 38% dissatisfied ethnic Macedonians.

Figure 10: Satisfaction with services in culture

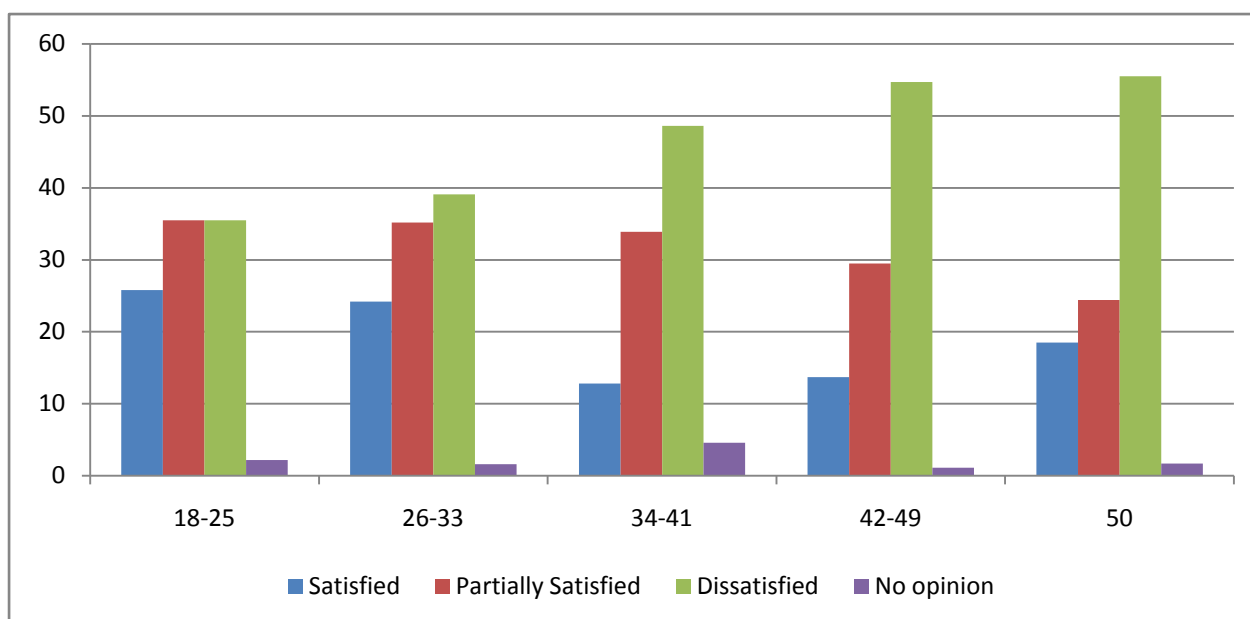


Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN HEALTH

In the field of health services, the discontent is over 30% in the youngest age group surveyed, but increases in other age groups, reaching 55%. Older people who are more hypothetical users of health services also showed great dissatisfaction. Also, they are more inclined to the central government as a supplier of these services, compared with other age groups. Although the Municipality has little powers in this direction, however, the respondents (47%) think that it would be most appropriate supplier of complete services in this area.

Figure 11: Satisfaction with services in health



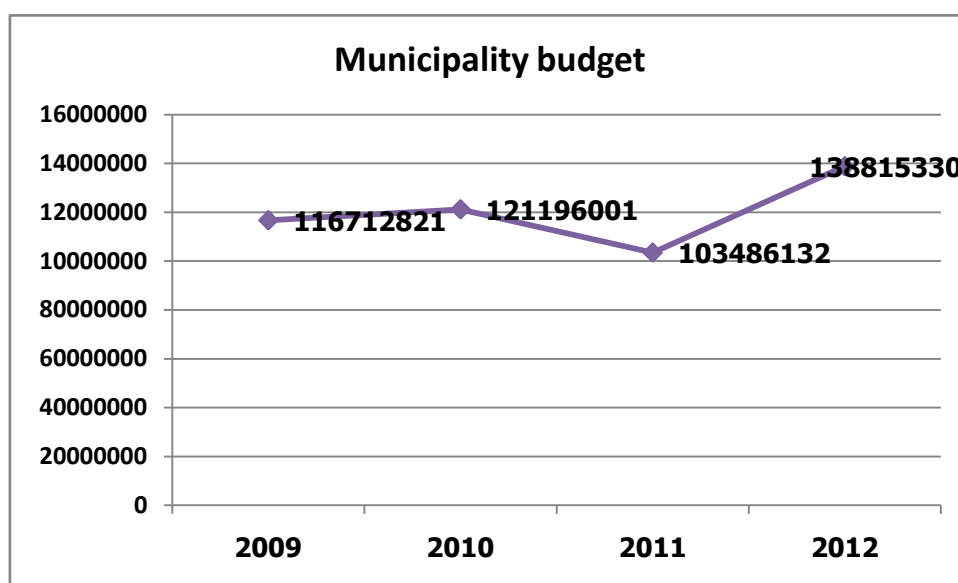
Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

LOCAL SOURCES OF FUNDING TO DELIVERY OF LOCAL SERVICES

The local authorities expressed a lack of funds for more areas under their jurisdiction, such as environment, protection and safety of citizens, health and social child care, whereas for education, urban planning, utilities, sport and culture, and LED express certain degree of lack of funds. Besides education, there are no funds to implement programs and strategies in all other areas.

The trend of the size of the municipal budget is shown in the following chart:

Figure 10: Budget of the Municipality of Jegunovce



It is evident that the municipal budget has increased for 34% in 2012 compared to the fall down in 2011 with 14%. On the other hand, the charge of compensations, taxes and other payments as the main source of revenue for the municipality is at a very low level, although there were some indications of improvement as of 2011. The municipality has not faced a more serious financial problem in the last three years, though concrete steps have to be undertaken in order to improve the realization of tax payments and other compensations, so that the municipality itself can function better and offer better services to its citizens.

Table 2: Percentage of funds collected for 2009, 2010, 2011.

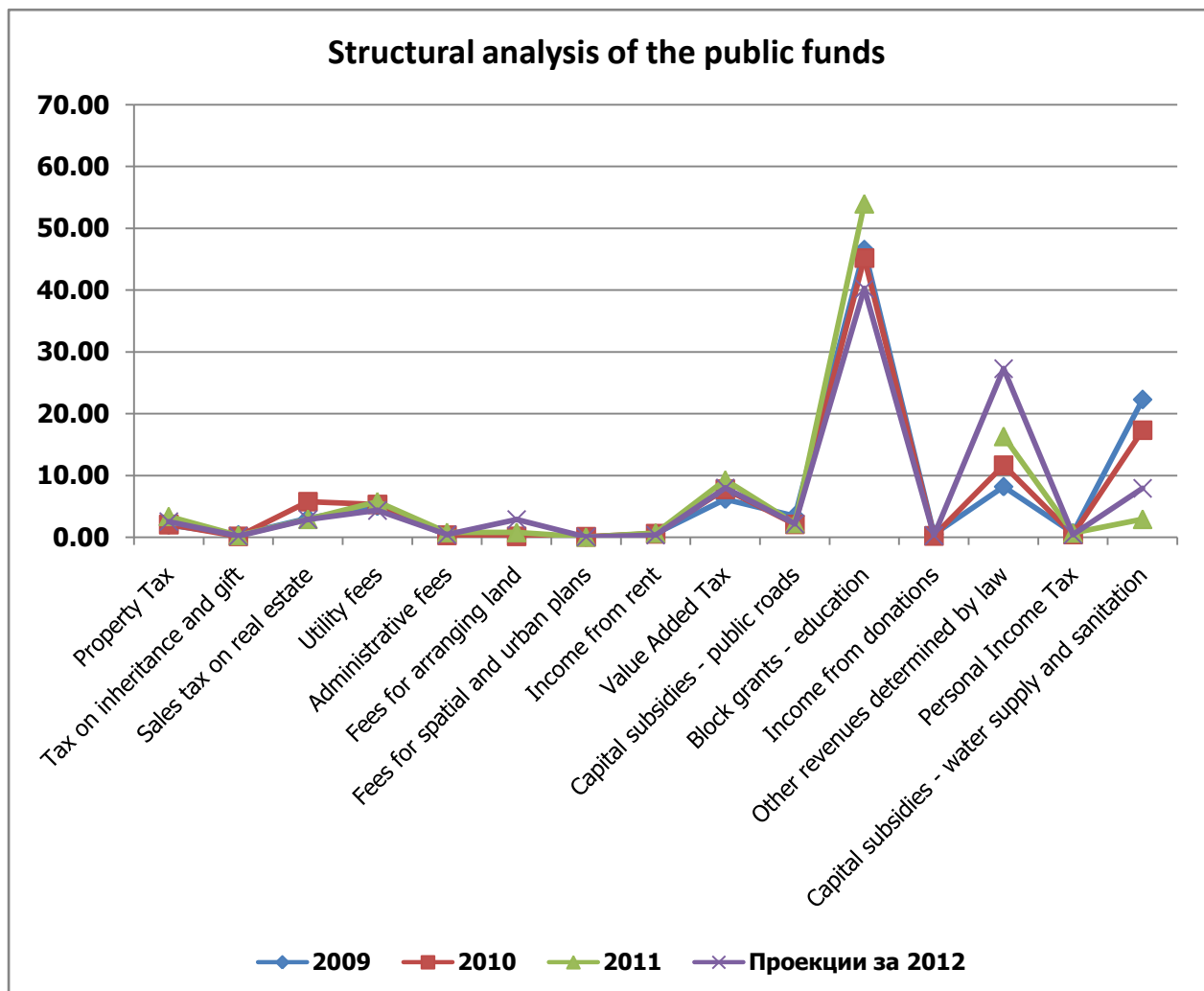
| Type of tax / fee / income | % of collected funds for 2009 (as % of total anticipated funds) | % of collected funds for 2010 (as % of total anticipated funds) | % of collected funds for 2011 (as % of total anticipated funds) |
|----------------------------------|---|---|---|
| Property Tax | 2.68 | 2.25 | 4.78 |
| Tax on inheritance and gift | 0.46 | 0.11 | 0.48 |
| Sales tax on real estate | 2.38 | 9.10 | 3.68 |
| Utility fees | 9.80 | 9.13 | 11.59 |
| Administrative fees | 0.33 | 0.33 | 0.77 |
| Construction land fee | 0.20 | 0.22 | 1.58 |
| Fees for spatial and urban plans | 0.01 | 0.01 | 0.04 |
| Income from rent | 0.87 | 0.78 | 0.90 |

The municipal administration believes that the model for distribution of grants is inadequate.

In the Jegunovce Municipality, there is no framework for debt management, in order to quantify the risks and costs, but there exists the implementation of strategies for credit ranking. It is determined that the municipality has no capacity to issue municipal bonds, as well as using other forms of debt instruments. There is interest in implementing the standards ISO / CAF (ISO / CAF) and the standards for international ranking of borrowing. However, the Municipality has developed policies and plans for debt management and funds. Also, it currently feels ready to decide on borrowing for some capital investment. However, it does not feel ready to issue municipal bonds as a financial instrument for funding and to develop specific techniques for debt management, as assessment of borrowing capacity and alternative structures of borrowing.

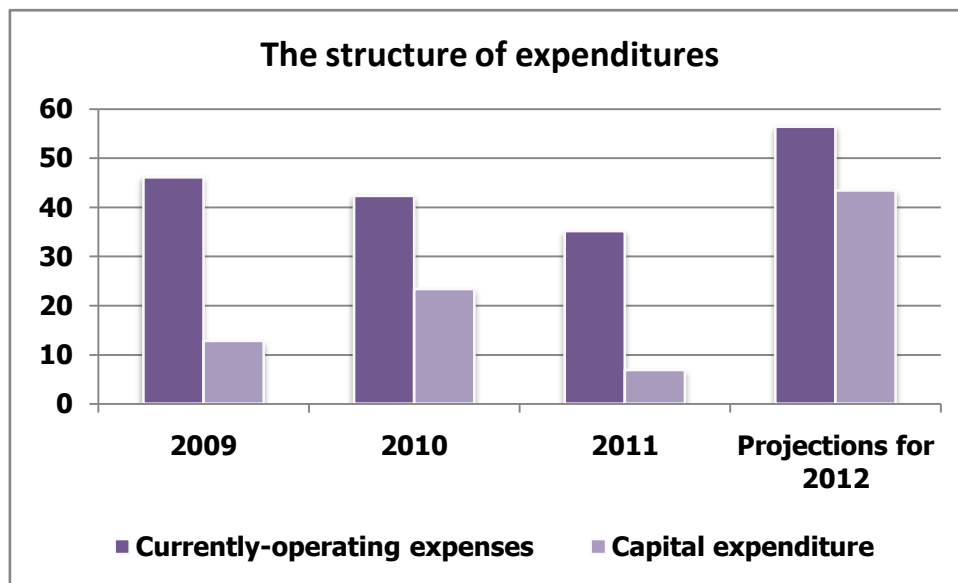
The structural analysis of public finances of the Jegunovce Municipality has the following picture:

Figure 11: Structural analysis of public finances of the Jegunovce Municipality



Considering the municipal expenditures, the situation is as follows:

Figure 12: The structure of Municipal expenditures



Current expenditures are significantly larger item of capital expenditures, although these two categories tend to be equalized according to projections for 2012.

The structure of expenditures as a percentage of the local budget is shown in Table 3. Based on the analysis of projections for 2012 it is obvious that the highest rate is predicted in education, construction and maintenance of local roads and water supply. According to the survey results shown in figure 2, the citizens believe that the priorities of the Municipality should be water supply, local economic development and traffic. Given these data, the Municipality has predicted nine times larger funds (9.62%) for water supply in 2012, and construction of local roads (13.05%). According to the data, it is evident that the Municipality has not predicted expenditures for the 2012th on Local Economic Development. It is worth mentioning that the local economic development is a problem of second-citizens, which means that citizens have the perception that the Municipality is not doing enough in the field of LED, for which the Municipality has responsibilities.

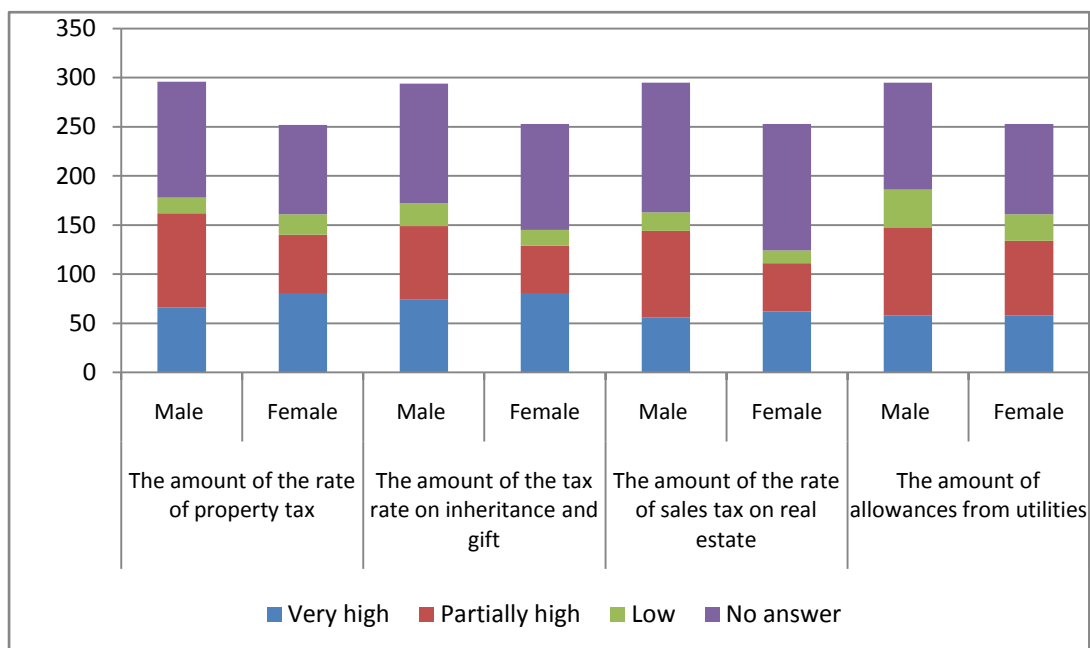
Table 3 Expenditures form the municipal budget according to responsibilities

| <i>In percentage</i> | 2009 | 2010 | 2011 | Projections for 2012 |
|---|-------|-------|-------|----------------------|
| Water supply | 2.018 | 12.18 | 1.08 | 9.62 |
| Traffic | / | / | / | / |
| Local Economic Development | / | / | / | / |
| Environment | 16,43 | 14,20 | / | / |
| Construction and maintenance of local roads | 3.09 | 2.26 | 2.03 | 13.05 |
| Social and Child Protection | / | / | / | / |
| Utilities - public hygiene and waste management | / | / | / | / |
| Primary education | 46,00 | 45,00 | 54,00 | 41,08 |
| Secondary education | / | / | / | / |
| Kindergarten - children in preschool | / | / | / | / |
| Urban | / | / | / | / |
| Culture | 0.59 | 0.5 | 0.65 | 0.63 |
| Sports | 0.06 | 0.12 | 0.39 | 5.2 |
| Health | / | / | / | / |
| Protection and rescue of people and goods | / | / | / | / |

Although municipal governments are facing difficulties in finding financial resources to realize their full potential in programs and activities, citizens believe that local public revenues (taxes, fees) are very high and represent a burden on users of services. Regarding property taxes, 26.8% of people in Jegunovce think that they are very high and 28% believe that they are partially high. Taxes on inheritance and gift in Jegunovce are also assessed as high or partially high. It is evident that many respondents refuse to identify themselves on questions about the amount of tax. The contribution of public services is assessed as high or very high.

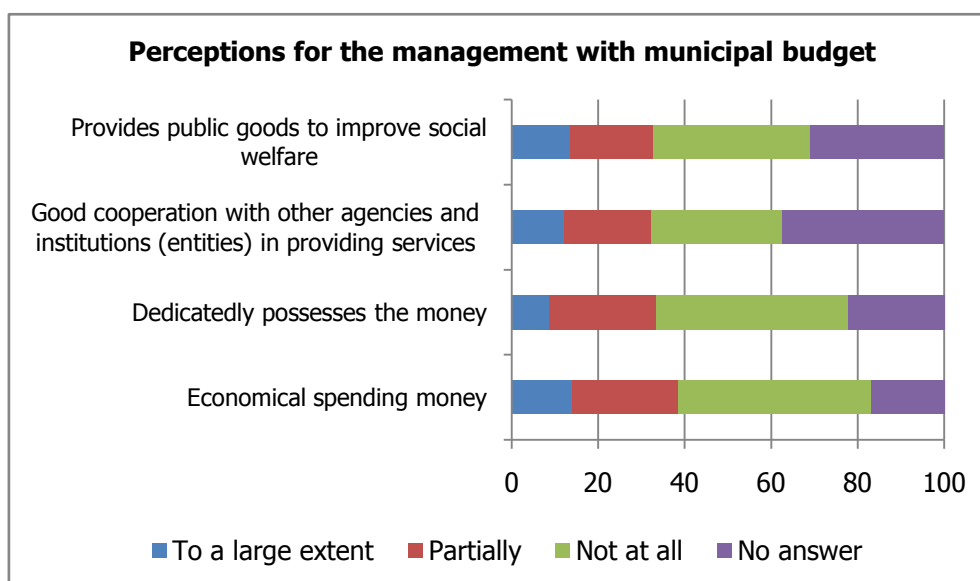
In terms of male and female respondents, male respondents reported positively on the amount of taxes on all issues compared to female respondents. It is worth mentioning that according to ethnicity, ethnic Macedonian and ethnic Albanian respondents have identical views regarding the amount of taxes that is over 50% support from the two largest ethnic communities.

Figure 13: Evaluation of the amount of local taxes



The views associated with managing the budget of local self-government, are almost evenly divided into positive and negative direction, whereas large is the number of those who reported the issue. The greatest support, and criticism is given in terms of economical spending and available money earmarked budgetary funds, whereas the lowest support is given in terms of public goods to improve social welfare. This leads to the conclusion that the citizens believe that municipal governments should make reallocation of priorities that is necessary to intervene in the near future.

Figure 14: Managing with the budget



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

The opinion of the municipal administration is that the budget funds are used economically and purposefully, which is based on the realized costs of the Municipality during the recent years. Also, the Municipality believes that it has established an intensive cooperation with other institutions to enhance social welfare and quality of life of people in the Municipality.

PRINCIPLES OF GOOD GOVERNANCE

(Transparency, Participation, Accountability, Efficiency and Effectiveness)

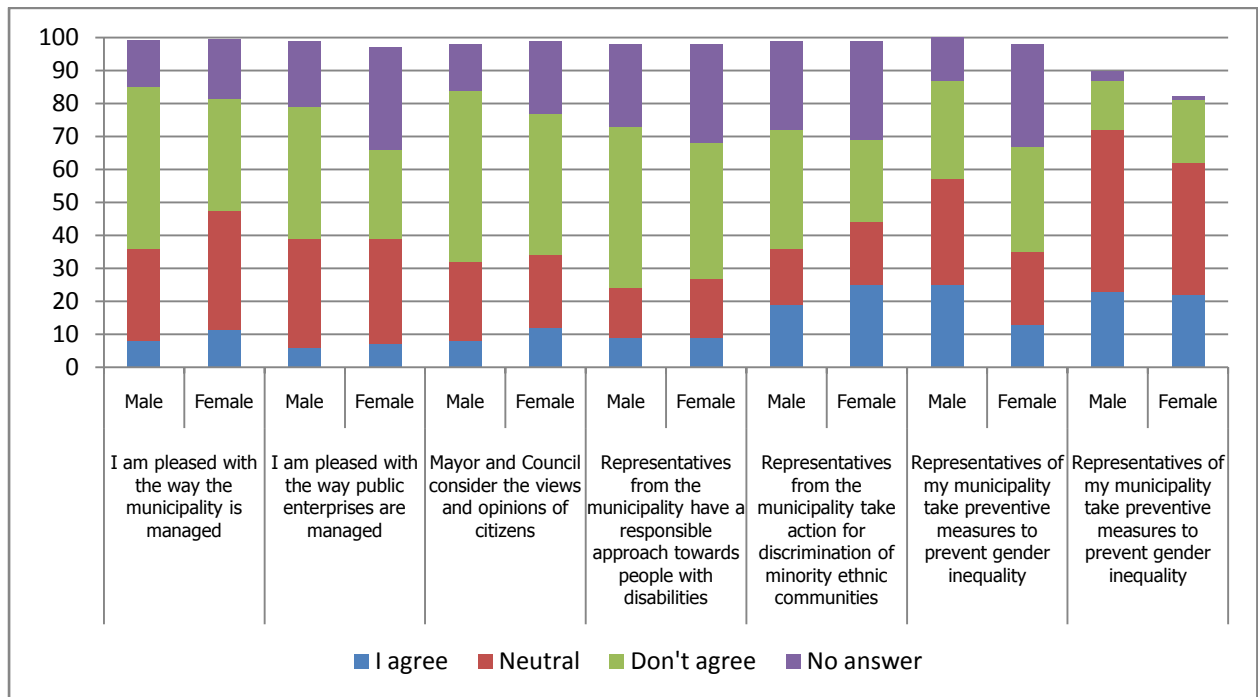
Jegunovce municipality implements long-term planning and has adopted the following strategic documents: the strategy for local economic development, the urban general plan, the Local Action Plan for the Environment, a program for waste management, the local strategy for sport and recreation, the program to protect citizens and their goods, the plan for public investment for the development of communal infrastructure, the program for recruitment, and the program for social protection. The processes were planned, prepared and conducted by a permanent working group / Working Committee for Strategic Planning. Citizens are involved in the processes of strategic planning. The Municipality for adoption of documents of strategic activities organized workshops to consider the proposals and the needs of the citizens of the Jegunovce Municipality. Local experts are involved in the processes of strategic planning. The Municipality cooperates with the central government, the private sector (business sector) and nongovernmental organizations in planning and financing the preparation of the above programs. Only in the field of urban planning is informed the public for policy proposals, and a public survey is conducted on urban planning in order to provide feedback from citizens about the effect of the policies. The Municipality is actively seeking suggestions and comments from stakeholders in terms of strategies, action plans and project proposals.

EFFECTIVENESS AND EFFICIENCY

The perception of citizens regarding the five issues related to the administration of the municipality vary, but the general impression is that the distribution of all matters in terms of satisfied and dissatisfied citizens is equal. In relation to the knowledge and competence of staff at the Municipality, 42% are satisfied and 38% are dissatisfied. In terms of household work, the prevailing satisfaction is with 42% versus dissatisfaction with 37%. The respondents are evenly divided on the issue of timely execution of the work (38%). A large percentage of respondents, over 15% have not reported for the above issues. The respondents were equally satisfied and dissatisfied with the attention of the municipal officers to devote to the citizens. The overall

impression for the employees of the Municipality follows the same trend of equal distribution of pleasure versus displeasure.

Figure 15: Attitudes regarding the principles of good governance



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

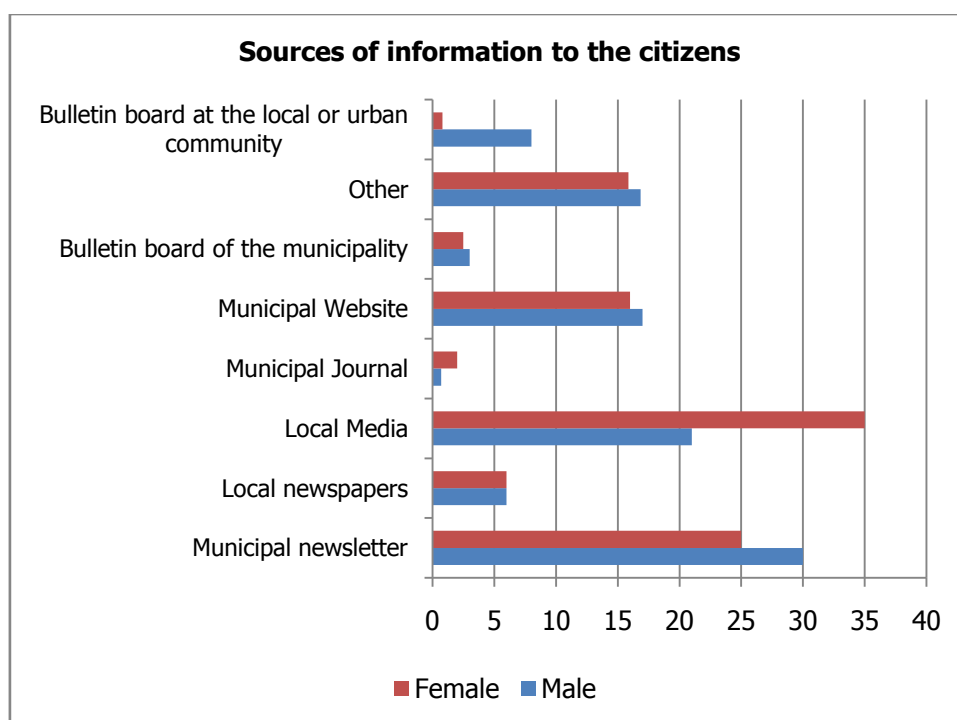
It is worth noting that in relation to the issues of non-discrimination of minority communities in the Municipality in terms of taking preventive measures gender inequality prevail positive responses. Females showed much greater confidence in the Municipality's responsible approach towards people with special needs than males, and compared to the treatment of minority communities. In contrast, female respondents showed less certainty regarding the issue of gender inequality.

What is important to investigate in this area is whether there are variations caused by differences in ethnicity of respondents. The results show that the dissatisfaction of ethnic Albanian respondents is significantly higher compared to the ethnic Macedonians to these questions, 41% versus 28% for managing public enterprises, 49% versus 17% for taking measures for discrimination of minority ethnic communities, 48% vs. 18% for taking preventive measures for gender inequality. Regarding other issues, ethnic Macedonians and ethnic Albanians respondents have similar views, expressed by over 40% dissatisfaction with the work of the Municipality.

TRANSPARENCY

Awareness of citizens is extremely important element of transparency. Although the citizens enclosure high degree of dissatisfaction, they reported that they are 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 for information about the work of the Municipality. There is a certain percentage of people who use all categories of publications. The highest is the percentage of those who are informed through the media, and among female respondents 35% in comparison with male respondents with 20%. It is worthwhile to emphasize the high percentage of information through the municipal newsletter. This is because the Municipality submits the municipal newsletter to every house in the municipality.

Figure 16: Service publications



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

PARTICIPATION OF THE CITIZENS

Respondents evaluated the involvement of citizens in the policy making, which assess the overall process, participation in designing the programs in planning, urban planning and management strategies. Respondents in the Municipality feel that there is more room for qualitative involvement in decision-making. About half of them are not satisfied with the overall involvement in decision-making. When evaluating specific instruments, respondents in a large percentage over 90% reported that they participated. Only 29% contacted the municipal clerk, 16% with the mayor, and 20% with a member of the Municipal Council. The percentage of those who participated in a public forum is 14%.

When the individual instruments are evaluated, citizens are more satisfied with their involvement in designing the strategies, but less satisfied with their role in planning the budget, as well as participation in the development of programs. About 20% of citizens are satisfied with participation in decision-making. In terms of ethnicity, ethnic Macedonian and ethnic Albanian respondents have identical positions, i.e. 40% dissatisfied with the inclusion of citizens in decision-making.

It is insignificant the percentage of those who reported that detected appearance of corruption in Municipal governments and the public enterprises, but there is a high percentage of those who do not answer this question. Also, there is a small percentage of those who filed appeals and complaints.

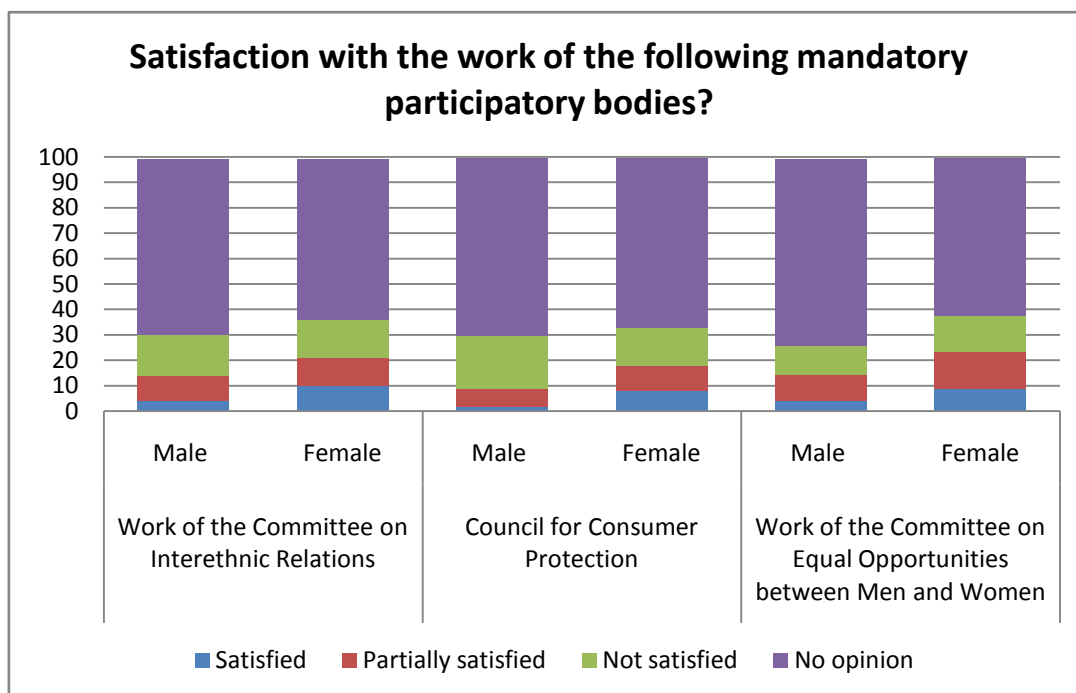
ACCOUNTABILITY

According to respondents, the mayor and municipal administration, annually or within the annual report, call out to the citizens to account for spending of the budget funds.

53% of respondents stated that the municipal administration in communicating with citizens in written and oral communication uses the language of the local community.

In terms of job satisfaction of the statutory participatory bodies, many respondents did not answer. Based on the responses, one can see that the opinions are divided on this issue.

Figure 17: Satisfaction with the work of participatory bodies



Source: Survey on the satisfaction with services from the authorities of Jegunovce Municipality, December 2011

It seems that there is no sufficient awareness of the existence of these institutions. Moreover, a large percentage of respondents are not satisfied with the Council's work to protect consumers. Given that these are the main bodies through which citizens can protect their rights and interests, they should find a way to be closer to citizens in the local community.

Almost all the respondents would take part again in this type of research, with the aim to improve the municipal services by highlighting the views of service users, as major stakeholders in the process of local government.

CONCLUSIONS AND RECOMMENDATIONS

General conclusions

The general findings of the survey in the Jegunovce municipality reflect the perception of citizens about the functioning of the municipal administration in areas under its jurisdiction. The findings from this research can be used to identify problem areas, formulating a strategy for problem solving, prediction of possible impacts and monitoring the implementation of policies. In this direction, one can highlight the following recommendations and conclusions:

- Dissatisfaction with the quality of life in the Jegunovce Municipality is expressed in high percentage in all age groups. Employment opportunities and local economic development are key issues where the Municipality is expected to take a more active role.
- Dissatisfaction among male respondents was prominent in almost all areas under municipal jurisdiction.
- Water supply is emerging as the biggest problem in the Municipality, but the respondents have a positive opinion that the Municipality has shown the best results in exactly that area. The Municipal administration has received the confidence of citizens about solving the problem with water supply
- Jegunovce Municipality generally shows positive results in education but the high percentage of inhabitants of the Municipality without primary education reduces opportunities for local economic development. It is recommended the Municipality to consider solutions for this group of citizens without primary education.
- Urban planning area or the issue of public roads is highlighted as an area where the perceptions of the respondents were negative. But, on the other hand the respondents reported that the cost of urban planning are too high.
- The citizens said they expected more from the Municipality in terms of the services in the field of environment and stressed the need for additional efforts to protect forests.
- Satisfaction with services in the field of sport and recreation is very low. In all categories, respondents expressed strong dissatisfaction with the services in this area, with the general assessment of 60% of female dissatisfied respondents and 70% of male dissatisfied respondents. Male respondents are very dissatisfied

and support sporting associations in the municipality (76%). The highest satisfaction (16%) is expressed in the implementation of sports and recreational activities for the citizens.

- Approximately a similar picture is shown in the field of cultural services, where approximately 60% of people are generally dissatisfied with the services in this area of the Municipality. Under all categories dominated responses of dissatisfaction, and the highest level refers to the delivery of services from cultural institutions (museums, libraries, houses of culture).
- The views associated with managing the budget by local governments are almost evenly divided with positive and negative direction, with large number of those who did not reported on this issue. The greatest support, and criticism is given in terms of economical spending and earmarked the money available, and the lowest support is given in terms of public goods to improve social welfare.
- The problem with managing scarce financial resources in the municipal budget is one of the major problems that the municipal administration is facing.
- In relation to knowledge and competence of staff at the Municipality, 42% are satisfied and 38% are dissatisfied. In terms of household work, the prevailing satisfaction is 42% versus dissatisfaction with 37%. Respondents are evenly divided on the issue of timely execution of works with percent of 38%.

From the findings above, one can draw the following recommendations to improve the lives of people in the Jegunovce Municipality:

Recommendations

Local budgeting and financial / fiscal monitoring

- A more detailed elaboration and calculation of the existing municipal expenditure needs⁸ and revenue capacity associated with the fiscal gap, based on available data.
- Projected revenues and expenditures over the medium term assessment of costs and expenditure implications of local policies.
- Allocation of funds for implementation of identified priority interventions / activities of the group for 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 the organization of 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 who 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 local economic development⁹ and the overall opportunities for public-private partnerships and

⁸ Including costs for programs in energy efficiency and development of projects such as development of human resources, inter-municipal and over-the-border cooperation, regional development and rural areas that are quite related to existing capabilities of EU IPA.

⁹ Such as: regional rural development, joint implementation agro-ecological measures, including the creation of local action groups, business, commerce and economic development (including skills development of human capital); joint development of tourism and other measures to attract investment, joint administration / public utilities and cooperative development of regional environmental infrastructure, joint planning for

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 the local capital investments

- Best practices suggest that there are twelve major steps¹⁰ 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 is 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 capital needs. **The fifth step** is to analyze financial capacity. **The sixth step** is to prepare project requirements. **The seventh step** is to review 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 budget. **The eleventh step** is to bring 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 for market research (resources to cover local public investment) - critical information for:
 - access to finance for sustainable development, including existing and potential domestic and international sources of borrowing and capital grants / investment programs;
 - municipal projects that are worthy of credit indebtedness and those who are not, in terms of built infrastructure that will generate enough direct revenue stream;¹¹
 - municipal projects that have high probability to be financed in the short and medium term;

disaster - reducing the risk, better management of protected areas, common facilities for integrated / inclusive development community and others.

¹⁰ Source: George M. Guess (2005): Institution-Building for Improved Capital Programming and Budgeting at the Local Government Level

¹¹ Such as roads, factories, water treatment and sanitation, transport, housing and infrastructure for education, social and child protection and health.

Public-private partnerships

- To form partnerships which are preceded by consultation and acceptance by the local community or other stakeholders.
- When accessing the PPP, it is advisable in the public sector to the private sector to be transferred management with the preparation and delivery of services and thus the responsibility for the quality of the process of preparation and delivery, as well as final quality of services. The practice shows that you should avoid transactions with shared governance.
- The contribution of the public sector should focus on the process of planning, financing and partnership and on other political and normative arrangements that are necessary for a functional partnership.
- Partnerships should be established and for relatively speaking medium projects, not only for large projects.
- The public sector needs to maintain and consistently implement control over the implementation of the PPP from 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 municipalities should be predicted the funds for further statistical studies aimed at the 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 communal infrastructure.
- External stakeholders should be invited more frequently at the beginning of the process of preparation of strategies, action plans and projects, i.e. the evaluation of the available database and analysis, because in that way at the very beginning, and through the exchange of opinions, would be achieved a higher degree of agreement about what the priority issues and problems and would have chosen the best approach for processing and finding practical solutions.
- Planning and preparation system of strategies, action plans and projects should be fully established and governed by appropriate internal act (instructions / rules). It should be made clear typology and categorization of strategies, action plans and projects, in accordance with the areas in which the transfer of executive powers and state organizational units of the municipal administration

which are directly responsible for the coordination of their preparation. This internal law should distinguish responsibility arising from planning role, characteristic for the municipal administration of the role of producer and supplier of direct services from local institutions (schools, institutions of culture, kindergartens and territorial fire brigade) and public utility (including the production and management for their distinctive and predominantly technical and specialized information). Thus, the municipal administration should retain the status of coordinator of the preparation of strategies, action plans and projects, and thus the responsibility for achieving high (optimal) degree of internal exchange of information through effective internal communication of facilities with the municipal administration

- As a priority, and in accordance with the opportunities it should be continued with training related to:
 - best practices for clear and meaningful linking projects with policies
 - preparation of feasibility studies (feasibility studies)
 - preparation of an assessment of impacts on the environment
 - identification of the condition that anew (zero state),
 - definition of supervisory and managerial arrangements of projects
 - designing systems to support management, implementation, communication and accountability
 - budgeting.
- All information available to the Municipality which are relevant to the formulation of strategies and policies should be kept until the time of their update, primarily in a function of regularly comparing the results with planned, to review the processes for developing strategies, action plans and projects and to develop subsequent strategies, action plans and projects. The municipal budget for subsequent years should provide funds for updating the most relevant existing data and their proper storage, and then to initiate pooling funds with interested donor.
- Municipal system for consultation ought to be explained to the general public, and especially to explain 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 their participation in local services.
- Establishing institutional mechanisms for youth engagement, including social entrepreneurship program for youth (SSPM)

- Establish incentives for SSPM through trilateral partnerships: youth and youth organizations / local officials / private sector.
- To 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 implementing innovative services at the local level.
- Translation of SSPM at the appropriate budget for the municipal program. In that way it will be ensured sustainability of SSPM, the Municipality will allocate some funds for activities related to youth and youth functioning at local participatory bodies.

Establishment of 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 the 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, coupled with contributions from the private sector for promoting the corporate social responsibility, with long-term goal that is beyond the project cycle for sustainable financial support to the actions of young people and providing social services.

Good governance

- Creating a platform for inclusive local government to develop an integrated community through:
 - Mapping of relevant factors, representatives of national and local government, existing community, the private sector and 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 local and regional development based on the community.
 - 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 integrity systems.
- 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 for 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 as 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 to be addressed include determining the type of customers in the system, 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 implementation of 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.

The campaigns 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-to-one, focus groups, direct marketing etc. They will serve as examples as models and agents to the community for the change.

In addition, social marketing campaigns should be designed to contribute to gender equality and to introduce changes in behavior.

- The 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 a public education campaign for effective education at the municipal level that respects the multicultural values.
- Adapting the curriculum (from 30% permitted by law) in order to make inclusion of multicultural and social values.
- Regular updating of information related to the education of municipal websites.
- Organizing public debates on relevant topics in the field of education;
- Encouraging 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)

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 ¹² | 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 |

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

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

¹² 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)

- 12. Sport
- 13. Health
- 14. Other _____

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

10. 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?

11. Should the concept of integrated education¹³ be implemented in your municipality?

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

¹³ Integrated education- Joint classrooms from different communities and learning the language of the others

12. 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"?

13. 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

14. 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?

15. 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?

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

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

17. 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?

18. 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?

19. 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"?

20. 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

21. 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?

22. 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?

23. 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?

24. 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?

25. 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

26. 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 _____

27. 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

28. 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 |

29. 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> | | | | |
| Construction land fee | | | | |
| Fees for communal activities | | | | |
| Fees for spatial and urban plans | | | | |
| Other local fees established by Law <i>(please specify if any)</i> | | | | |
| Income from rent | | | | |
| Income from interest | | | | |
| Income from sales of property | | | | |
| Revenues from grants | | | | |
| Revenues from fines stipulated by law | | | | |
| Other income from self-contribution | | | | |

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6) 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 <input type="checkbox"/> No <input type="checkbox"/> |
| - Determination of structural and development priorities | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Implementation of local economic policy | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Support of the development of small and medium enterprises and entrepreneurship at local level | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Participation in establishing and developing the local network of institutions and agencies | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| - Building partnership for LED (same as previous) | Yes <input type="checkbox"/> No <input type="checkbox"/> |

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 No
- Sewerage Yes No
- Wastewater treatment Yes No
- Collection and treatment of solid waste Yes No
- Public hygiene Yes No
- Cemetery Yes No
- Public greenery Yes No
- Public lighting Yes No
- Public markets Yes No
- Public parking Yes No

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:

GOOD GOVERNANCE

STRATEGIC PLANNING AND ACTION PLANS

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

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

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

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

Yes No

If YES, specify the instruments of inclusion:

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

Yes No

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

Yes No

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

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

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

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

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

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

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

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

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

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

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

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

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

(Please specify the area)

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

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

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

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

1. Yes 2. No

71. Has your municipality appointed an internal auditor?

1. Yes 2. No

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

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

1. Yes 2. No

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

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

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

1. Yes 2. No

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

1. Yes 2. No

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

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

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

1. Yes 2. No

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

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

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