



STRENGTHENING THE POLICYMAKING PROCESS BASED ON EMPIRICAL EVIDENCE



UNIVERSITETI I EJL
ЈИЕ УНИВЕРЗИТЕТ
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STUDY ON SATISFACTION OF THE CITIZENS
WITH THE MUNICIPAL SERVICES

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Strengthening the public policies processes based on empirical indicators

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



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

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INTRODUCTION

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

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

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

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

RESEARCH METHODOLOGY

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

SAMPLE DESIGN

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

Of the total number of the population in the Municipality of Konce (*The Census of the Population of 2002*), a sample of 5% of the total population is selected, resulting in 177 surveyed people (*distributed according to the percentage of population in settlements that are part of the municipality*), as shown in the following table:

Table 1: The distribution of the sample

The Municipality of Konce Inhabited areas	Population number (Census, 2002)	Surveyed population (5% sample)
Total	3.536	177
Konce	967	47
Dedino	716	36
Rakitec	519	26
Dolni Lipovic	423	21
Lubinca	361	18
Gabrevci	355	18
Gorni Lipovic	163	8
Garvan	11	1
Skoruza	11	1
Zagorci	10	1

The gender distribution of the respondents is also taken into account. According to it, from the total number of respondents, 94 were males and 83 females (statistical error <0.05)²

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

Applying the model of disproportionate stratified sample:³

Municipality	(κ) Calculated skip interval of the sample ⁴	Interval
Konce	/	To interview every third citizen

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

THE QUESTIONNAIRE MODEL

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

Variables:

Gender - *modalities*: male, female.

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

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

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

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

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

³ This model is proposed, taking into consideration the issue of access to potential persons for the survey, particularly in small rural areas where there is no large movement of population.

⁴ Calculated skip interval of the sample.

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

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

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

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

- The quality of life in the municipality;
- The satisfaction with municipal services, in terms of decentralized competencies of the local government;
- The good practices;
- The bad practices;
- The principles of good governance (transparency, participation, efficiency and effectiveness, accountability);
- The local sources of revenue for financing the delivery of local services.

All these areas are applied to questions of municipal performance considering the level of competencies that a local government 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 general recommendations regarding the improvement of the quality of the service delivery at a local level, aimed at improving the welfare of the citizens of the Municipality of Konce.

GENERAL INFORMATION ABOUT THE MUNICIPALITY⁵

Konce is a typical rural municipality located in the Southeastern statistical region, surrounded by the Municipalities of Stip, Negotino, Demir Kapija, Valandovo, Strumica, Vasilevo and Radovich. It is located 150 km away from Skopje, on the way Radovich - Strumica. The total area that the Municipality covers is 233.05 km², which refers to medium-sized rural municipalities in Macedonia.

DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE OF THE POPULATION

There are 14 settlements that belong to the Municipality of Konce of which six are active, three with very small populations (less than 50); while in four settlements, there is no population. The total number of inhabitants in the municipality, according to the latest Census of the population in 2002 was 3,690. The population density is 15.17 inhabitants per km². The average floor space per member of household is 18.9 m². The total number of individual households is 1,057 and the average number of household members is 3.3 per household, meaning that households are mostly of medium size. The total number of dwellings is 1,175.

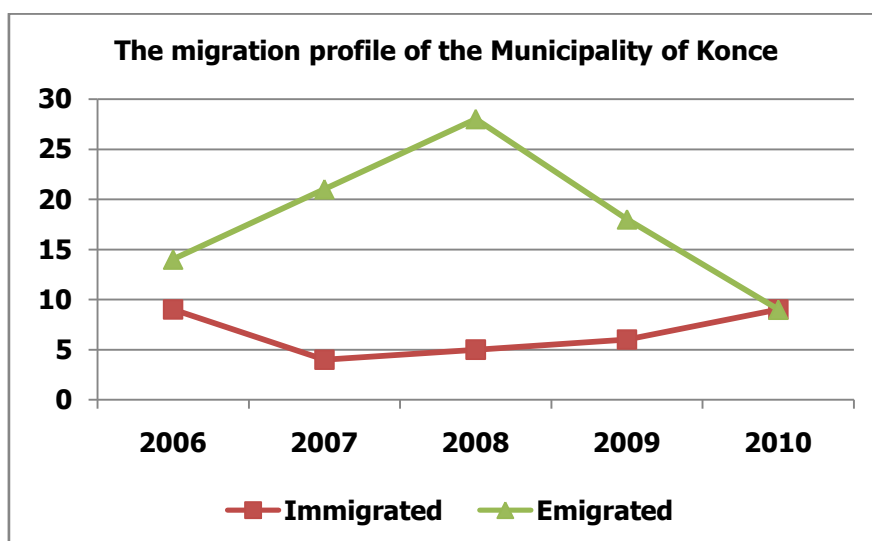
The ethnic distribution of the population is as follows: 81.5% ethnic Macedonians, ethnic Turks, 14.7% and 0.2% of other ethnicities.

The educational structure of the population in the Municipality of Konce shows very poor education level with 41.38% citizens with incomplete primary education, 34.50% with completed primary education, and 9.25% with no education. Only 13.94% of the population has finished secondary school, and 0.9% has finished college and university (*Census, 2002*).

According to the data on migration, the graph presented below shows that the number of emigrants, except in 2010, significantly exceeds the number of immigrants, especially in 2008. However, the net migration shows a negative trend, which is a positive indicator of life in the municipality, although a short period for which data are available for analysis.

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

Graph 1:

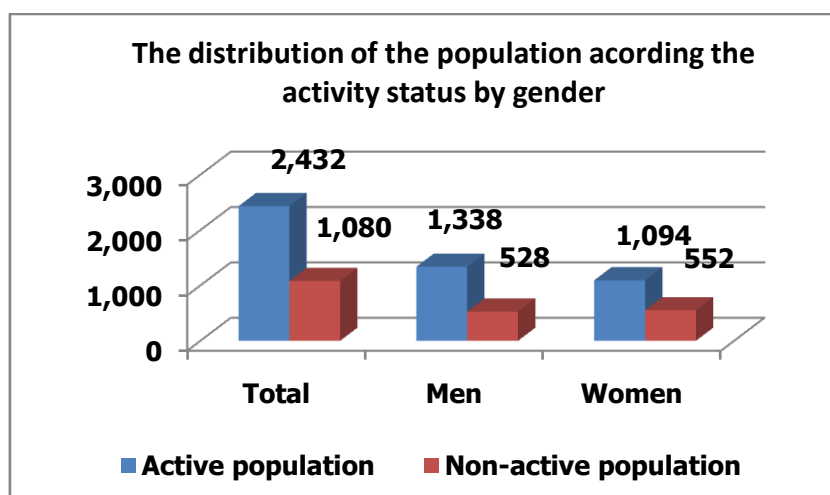


Source: State Statistical Office

The population is mostly engaged in agriculture, with special emphasis on producing high quality tobacco, type "jaka" of approximately 1,000,000 pounds, which represents 5% of total tobacco production in the Republic of Macedonia. There is a big interest of domestic and foreign companies in purchasing of this tobacco. Other activities present in the municipality are forestry and livestock.

The distribution of economically active population is as follows:

Graph 2:



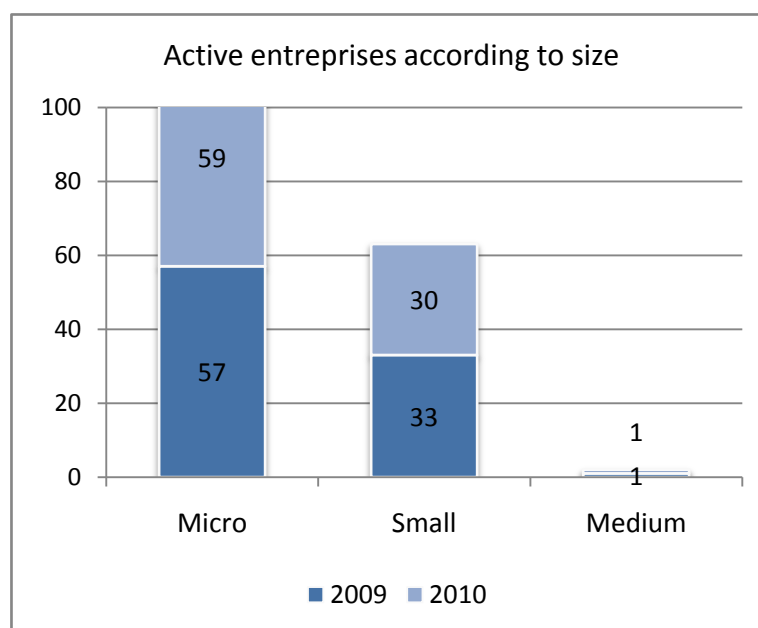
Source: State Statistical Office

Economically active population in the municipality is around 50% of the total population, with 32% of them unemployed. According to the gender ratio, the

unemployment rate for women is much lower (23%) compared with the state average, as well as with the unemployment of men in the Municipality. Most of the unemployed (26%) are in the age group of 30 to 39 years, and the second those of 40 to 49 years (21%). Most of the unemployed are facing long-term unemployment, i.e. wait for the employment in more than 8 years. According to the characteristics of their education, 67% are unskilled workers.

There are only small commercial enterprises (shops) for local transportation and small plant for purchasing and processing of milk registered in the Municipality settlements.

Graph 3:



Source: State Statistical Office

Besides tobacco, the Municipality of Konce as a rare natural habitat with 100% clean environment with great resources and potential to produce healthy food has a vast forest and water resources. It also has potential for development of timber industry, as well as beekeeping, hunting and fishing tourism, taking into account lakes Mantovo, Konce 1 and Konce 2 and abundance of game at Konechka Mountain, as one of the richest hunting grounds in the Republic of Macedonia.

According to the municipal authorities with regard to the development strategies of the municipality, the possible investment opportunities in Konce could be the following: greenhouse production and breeding of southern crops, production of ecologically healthy food, development of alternative tourism: rural, cultural, archaeological, sports, hunting and fishing and eco tourism, construction of small hydropower plants and reservoirs, harnessing solar energy, construction of processing

facilities for agricultural products, building and expansion of new facilities to exploit mineral wealth, development of small and medium capacities for finished goods, etc.

THE MUNICIPAL ADMINISTRATION

Municipal administration comprises nine employees and the work they perform is distributed in the following departments:

- Legal and general affairs department
- Financial department
- Urban planning, public works, environmental and Local economic development department,
- Inspection affairs department
- Human resource management department.

In regards to the administrative capacity of the municipality officials, there are priority issues concerning the managerial capacity and the skills of staff officers, the normative framework and the communication between the local and the central government and between the local government and the citizens. As one of the major problems, that the municipal administration is facing is the problem with the management of insufficient financial resources of the municipal budget.

Municipal officials emphasized the need for training for implementation of the Law on public procurement, and training for implementation of the methodology for the assessment of real estate. In addition, they stressed the need for training on urban planning and legalization of illegally constructed buildings. Generally, the municipal administration, states the following as a priority aspect of the local service that would like to be improved:

- Adopting urban plans for villages
- Construction of sewage in settlements where there is not,
- Construction of sport halls

There is also a tremendous need for:

- Establishing public child institution
- Increased health services and
- Procurement of a vehicle for fire protection.

The local planning group indicated the need to appeal to open separate local units of the Cadastre and the Ministry of Agriculture, Water and Forestry in the Municipality of Konce.

The Municipality of Konce has established forms of inter-municipal cooperation with the Municipality of Radovish in:

- Finance and local taxes and fees (full treasury services, tax agent, accountant and internal auditor);
- Urban planning (developing protocols to regulate construction and regulation line, protection of the environment in terms of approval studies in the field of issuing integrated environmental permits B, keeping a register of issued licenses, applications for projects in LED);
- Public activities (interventions of fire protection);
- Supervision (certified building inspector, authorized urban inspector, authorized inspector for environmental protection, construction executive).

KEY FINDINGS

THE QUALITY OF LIFE

The Quality of life is a multidimensional category, which is defined by some subjective and objective living areas and their interdependence. The subjective perceptions largely depend on the objective living conditions. Services provided by the local authorities have a major impact on the determinants of the quality of life.

The quality of life has a spatial dimension, as well. In a broader sense, it is conditioned by the local and the central government framework. It has policy implications on local government that are necessary to ensure accumulation of social capital development at the local level.

Generally speaking, the citizens of the Municipality of Konce are not satisfied with the quality of life in the Municipality. Nearly in all aspects that describe this category, they reported negatively in large percentage. The quality of life is a concept in which the gender distribution of views is an important criterion. The research shows that males are significantly less satisfied in terms of the municipality as a place to live (60% vs. 46%), for growing children (64% vs. 55%) and for living of vulnerable groups of population (45% vs. 38%). In contrast, women's attitudes slightly differ regarding the dissatisfaction with the quality of life in the municipality (61% for both groups) and the opportunities for employment in the municipality (85%).

Given that the actualization of the issue of vulnerable groups⁶ is not very old, not only for the citizens, but also for the policy makers at a local and a central level, a high percentage of dissatisfaction should be understood as an alarm for institutional and non-institutional actors to increase their efforts to raise awareness in relation to the presence of certain vulnerable individuals and population groups. According to the index for social inclusion at local level, the Municipality of Konce takes the 49th position with the index value of 4.81. The reduction of vulnerability as a means of improving social inclusion and social cohesion should be part of the agendas of policy makers at the local level.

The only issues that are resulting in a positive point of about 70% and 70-80%, of satisfied and partially satisfied individuals respectively of both gender groups are the issues of the municipality as a place of living for the elderly and the security in the community.

The quality of life is important to be considered in terms of the age of the citizens, as well, because the different age groups are expected to have different

⁶ 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)

perception due to various factors that determine the impact on this concept on the younger and on the older population.

What is evident is that the Municipality of Konce is favorable place for the residence of the elderly people, because all age groups showed some positive perception on that. Regarding other issues, what is worrying is that all age groups showed a high percentage of dissatisfaction with the job opportunities in the municipality, as well as the quality of life in the municipality. In this context, the municipality is negatively evaluated in terms of place for living and growing children. The category that showed the greatest dissatisfaction on issues of quality of life is the age group of 26 to 49 years.

It should be noted that the answers of respondents highlights a problem, present for a long time, and caused by severe economic situation that the state is facing, as well as one dominant issue of decentralization, which is the functioning and the quality of life in the small municipalities.

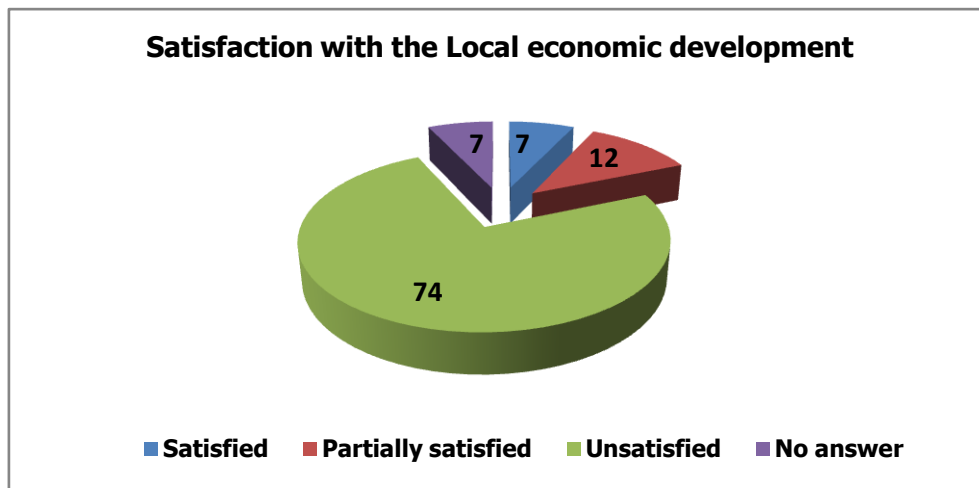
The quality of life, as was noted above, is influenced by factors of economic and non-economic nature. Economic factors will be considered through the prism of unemployment and the engagement of the Municipality to what it means local economic development.

It was concluded that the problem of unemployment is unfortunately one of the most important features of the municipality, which endangers the live of the majority of the population in the municipality. The survey supported these statistical indicators through the awareness of citizens of the municipality that unemployment in the municipality is very high. There are no significant differences between the perceptions of members of different gender groups and different ethnic communities, there is only a certain tendency to youth of 25 years and older than 50 years to give this problem even more weight, than other age groups. Those who have a passive employment status as housewives, pensioners, students, as well as the individual farmers, consider the problem serious compared to the citizens with different employment status, and the same goes for those with lower educational level. Members of households with incomes from 9,000 to 35,000 denars in greatest percentage reported that unemployment in the municipality is very high. Although citizens believe that the municipal government fails to treat adequately the problem of unemployment, municipal administration stands in that direction. For these questions, the responsible party is the Center for employment in Radovish, where active measures for employment, in accordance with operational plans of the Ministry of Labor and Social Policy are taken.

One of the concepts that would greatly support the process of reducing the unemployment is the local economic development. However, the findings do not show more optimistic picture in that direction. The local economic development mostly concerns the young people aged up to 33 years old, which combined with earlier questions about the dissatisfaction with the quality of life and the job opportunities in

the municipality, is a signal of expression of pessimism about the situation in the municipality and the associated perception of economic hopelessness and lethargy of the inhabitants of the municipality. In contrast, municipal authorities consider that they are the most active entity in promoting economic development, although according to them, there has been a moderate economic growth in the municipality over the past three years.

Graph 4:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

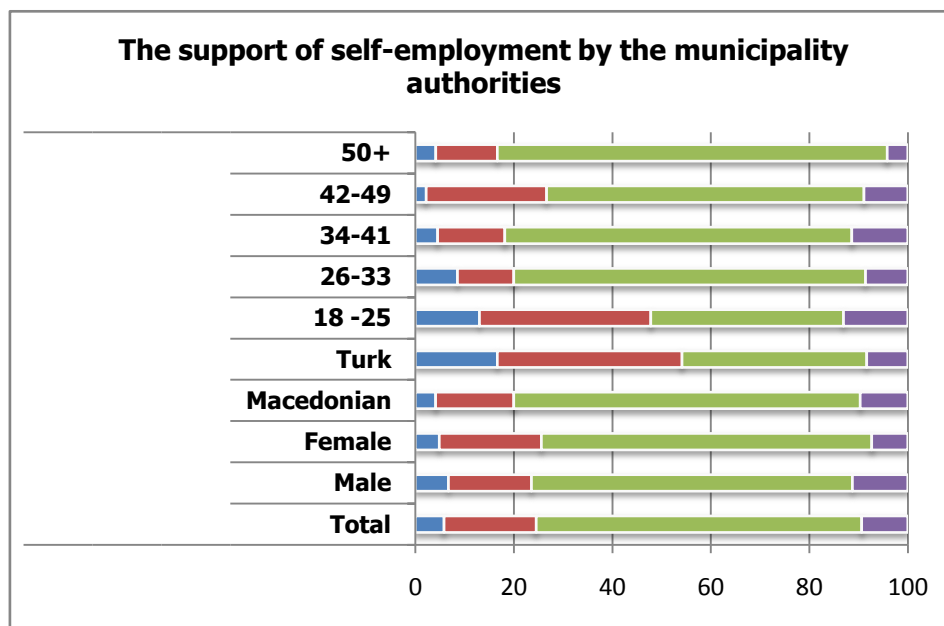
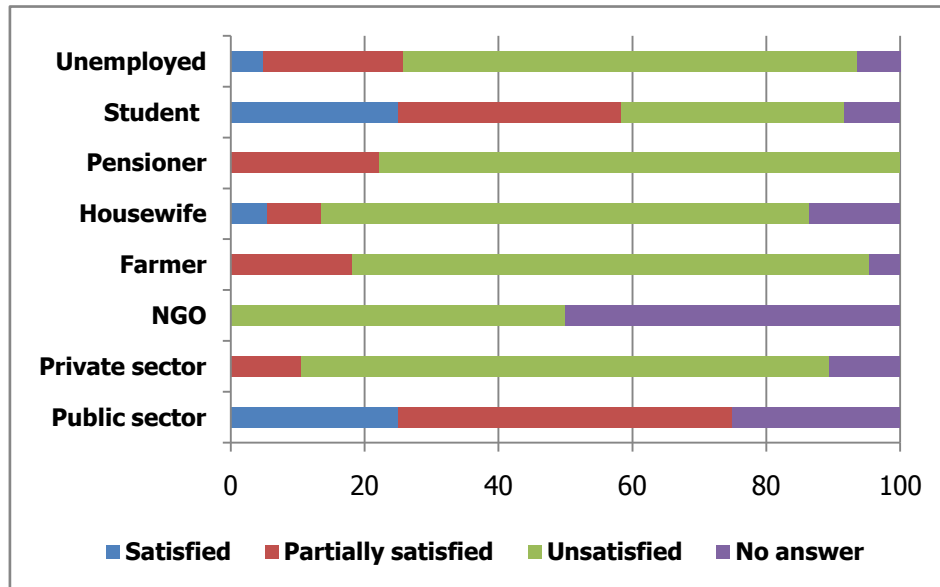
The data show that the majority of respondents (58%) expressed dissatisfaction with regard to supporting the small and the medium enterprises at a local level. As a result of the data disaggregation according to different criteria, we find out that in this matter males are more dissatisfied than females, ethnic Macedonians are more dissatisfied than ethnic Turks (64% vs. 21%) and those who are in the most active age in their lives (from 26 to 41 years), but also those over 50 years. What is important to note is that those working in the private sector, farmers and unemployed, who constitute a category that has the greatest need for support regarding this problem, showed the greatest dissatisfaction with the support of local government to SMEs. The distribution of respondents by educational level shows that those with incomplete primary education dominate by the percentage of dissatisfaction.

The representatives of the municipality within the local planning group indicated that there were locations for light industry and for building weekend-houses (on the shores of Lake Mantovo) prepared for investment.

The following graphs show the dissatisfaction with the promotion of self-employment in the municipality. The percentages for dissatisfaction are significantly large, especially regarding a municipality where the unemployment is very high and

where the initiatives for self-employment and starting own businesses should be a priority. The municipality authorities should undoubtedly take action in this direction.

Graph 5:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

The local government has a strategy for social inclusion, social protection and poverty reduction in the Municipality of Konce (year 2011-2015), which includes increasing awareness of registering individual farmers, small businesses registration by using subsidies, encouraging application and participation in IPA/IPARD programs, establishing municipal fund for SMEs, organizing a promotion of traditional crafts and

customs at local mini-fair, and opening small plants for production of agricultural products.

These data related to unemployment in the Municipality only corroborate what is stated above, which is that the municipal officials should take measures to revive the self-employment through programs for supporting entrepreneurship and small and medium enterprises that will contribute not only to reduction of unemployment, but to increasing the local economic development (LED). Undertaking activities aimed at LED, significantly contribute to improve the quality of municipality as a place of living. The local government in Konce has responsibility for planning and implementing LED, setting structural and developmental priorities and building partnerships for LED, so it needs to use them to give better results in that area.

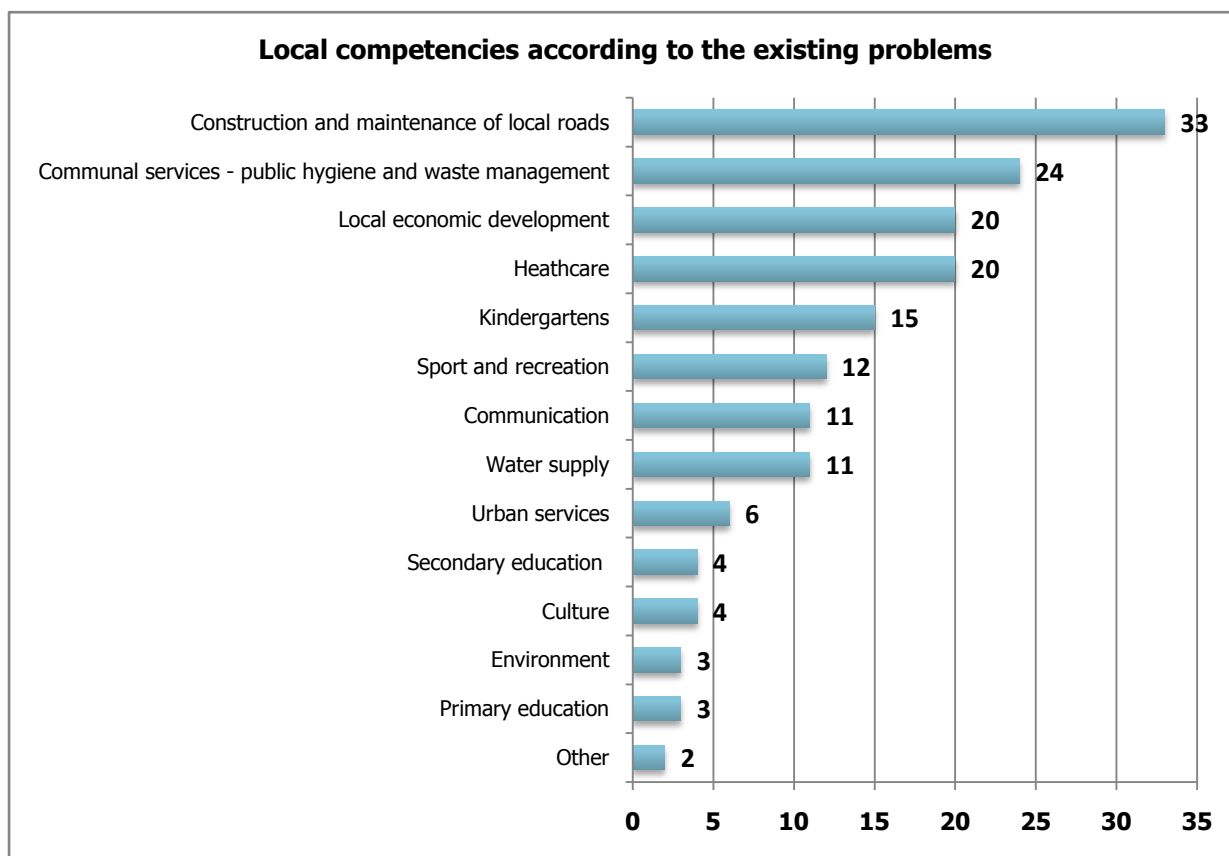
AREAS OF LOCAL RESPONSIBILITIES WITH MAJOR PROBLEMS

In terms of highlighting the areas of local jurisdictions where there are major problems, that the municipality has been facing over the past 3 years, citizens have reported that the state of the road infrastructure, manifested through the engagement of local authorities over the construction and maintenance of public roads reflects the biggest problem in their lives, and the communal services that represent a significant problem. The distribution of results regarding this issue shows that all age groups are approximately equally affected by the state of local roads, with 39% of those aged 18 to 25 years and 33% of those over age of 50.

Municipal authorities say that the allocation of capital grants for roads is efficient and follows the real and acute problems, as opposed to capital grants for water and sewer, which are partially effective. They believe that the model of determination and allocation of grants is appropriate.

Given that health services are highlighted as the third largest problem in the municipality, the results reflect the reality. The problem with healthcare is a result of the need for greater investment in this area and of the lack of solid infrastructure in rural areas, as well as health stations. It seems that this problem has been identified by the policy makers in healthcare, but there is no systematic intervention that will offer lasting solutions to eliminate the lack of health infrastructure in rural areas.

Graph 6:

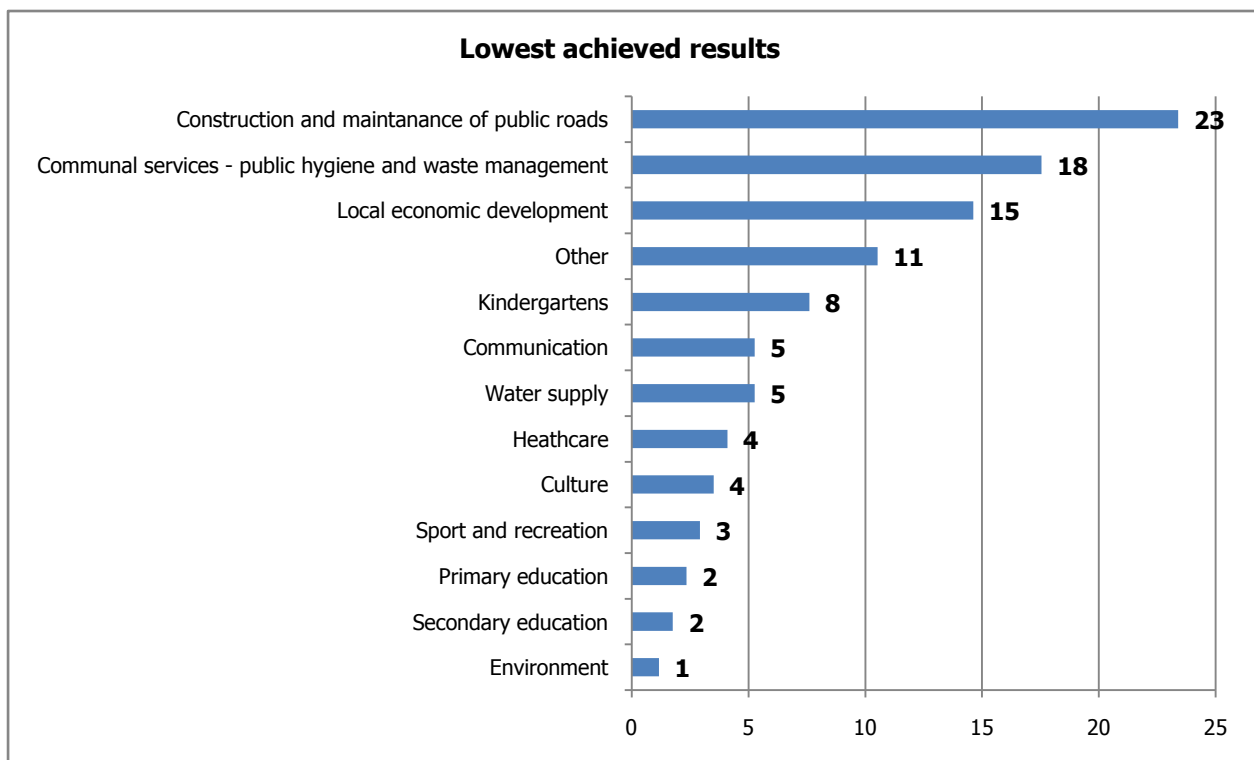
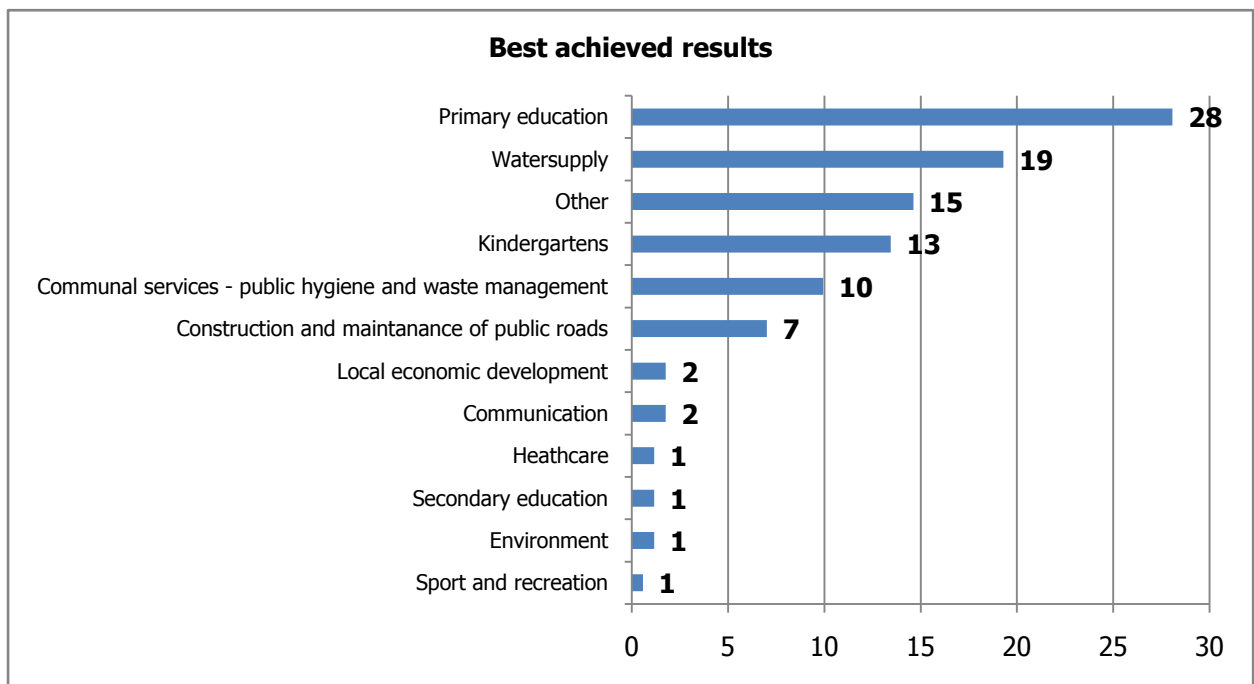


Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

The analysis of the situation of satisfaction with public service sectors, which follows below, will reveal more details about these issues and will point to more conclusions and recommendations with the aim of improving the conditions in the municipality and increasing the satisfaction of citizens.

As far as displaying the best and worst performances of the municipality officials, the results show that citizens believe that the local government of Konce has achieved the best results in primary education and water supplies. Weakest results were achieved in the field of communal services, which primarily concerns the construction and maintenance of local roads:

Graph 7: Best and lowest performance achieved



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF EDUCATION

The Municipality of Konce's authorities have jurisdiction for the establishment, the funding and the administering of the primary and the secondary schools in collaboration with the central government, and organizing the transportation and nutrition for students. There is only one primary school, "Goce Delchev", with four local school units to fifth grade in the municipality.

Generally, respondents expressed satisfaction with the educational services that are the responsibility of municipal authorities. Approximately, there are 85% of fully or partially satisfied respondents with general services in the field of education. The same percentage is manifesting satisfaction with transportation services for students, and slightly lower percentage is assessing satisfaction with the infrastructure of educational institutions. The quality of teaching in secondary schools is highlighted as a problem that caused more resentment among male respondents, than among females, because there is no secondary school in the municipality, so students are forced to travel to other municipalities. The quality of teaching in primary schools was rated as good, with 77% of satisfied or partially satisfied citizens. There is no common trend in the distribution of results by age groups. Namely, those who belong to the youngest age group (18-25 years) and those who belong to the oldest age group (+50 years), prevail in a positive stance on education issues in relation to other groups.

Also interesting to note is that citizens value the human capital and the material capital (infrastructure) of the same grade, which reflects the positive perception of education that should certainly continue to move in this direction.

However, the local planning group pointed out that the educational structure of the population should improve and that this challenge requires an organized action by all stakeholders in the municipality.

As regards the introduction of integrated education for which the central government has introduced a strategy appropriate to its importance and its significance for the country in general, and for multicultural communities in particular, the findings vary depending on the criteria for distribution. The majority agrees that there is a need for integrated education (46%). This prevailing attitude may be explained or be analyzed in terms of existing educational opportunities available to students, which affect their opinion on the need for integrated education.

This issue is very important to be considered from the perspective of the members of different ethnicities and from different age groups since it is expected that both variables to reflect the high correlation with the opinion of the need to introduce integrated education.

The issue is analyzed from the perspective of the respondents with different ethnic backgrounds, because it is very important to determine whether there is variation in perceptions caused by the different ethnicity of the respondents. The results confirmed the different attitude – the majority of ethnic Turks (79%) are proponents of the idea of integrated education, in contrast to the ethnic Macedonians (43%).

Referring to the age of the respondents, which is a relevant factor to distinguish between those who are directly involved in education and those indirectly involved in it (i.e. parents of children who are in the process of education), it is important to note that respondents in the youngest age group expressed the greatest percentage of support for introducing integrated education (74%), which indicates that they are best prepared to support the processes of learning about the culture and language of the other. Largest hesitation was shown by the group of 34 to 41 year-olds (55% opposed). Although it was expected that there will be significant differences between age groups, especially between the attitudes of young people (18-27) and those over 50 years of age, contrary to what was expected, results showed that the level of correlation is very low, which means that there is no significant correlation.

More females are proponents of introducing integrated education than male respondents, interviewees with higher education levels (67%) strongly support the idea of introducing integrated education. In addition, those respondents whose households were listed in the income group of 15,000 to 21,000 denars have liberal views on the issue of integrated education (60%).

SATISFACTION WITH MUNICIPAL SERVICES IN URBAN PLANNING

As for 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 sector - 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. In the Municipality of Konce, a high percentage of respondents (78%) are dissatisfied with the issue of local public roads.

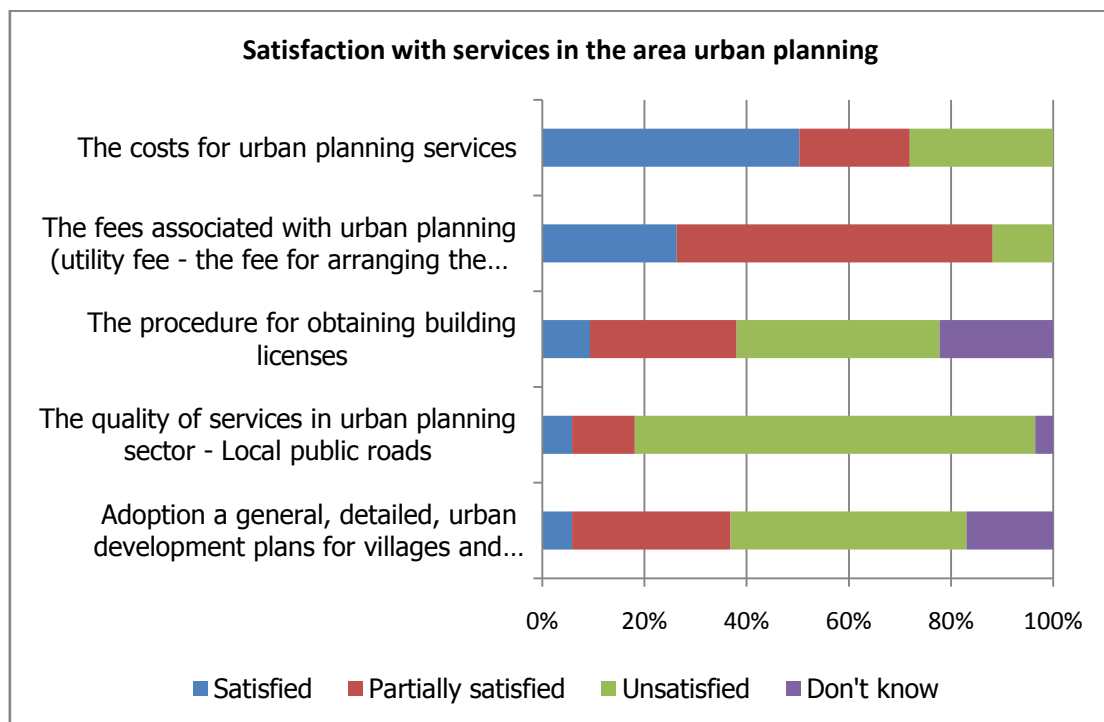
The representatives of the municipality in the local planning group presented the opinion that passable roads and their maintenance in winter conditions is high and on satisfactory level. According to them, the dissatisfaction refers to the public roads, which are under jurisdiction of the central government.

The attitudes about the procedure for obtaining building permits are touching in the same direction: 40% of respondents were dissatisfied, while 29% were partially satisfied. The local planning group believes that there is a need to intensified informing of the citizens about the procedure for obtaining a building permit.

Particularly relevant to the issue of planning and managing the municipal budget in terms of accumulation of own revenue is the perception of the fees associated with urban planning (communal fees – construction land fee), the majority of the population in the Municipality of Konce is partly satisfied (54%). Furthermore, an important indicator for budgeting and managing financial resources of municipalities is the perception of the costs of urban planning - 50% of respondents are partly satisfied with the amount of costs for urban planning.

On the other hand, the representatives of the municipality in the local planning group indicated that the construction land fee is very small, if not symbolic.

Graph 8:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

The municipality government has authority for making urban plans for the countryside and outside settlements, as well as maintenance of local roads and issuing building permits.

Regarding the assessment of the adoption of general and detailed development plans, the category of dissatisfaction dominates by 46% in the municipality. All these affect the overall assessment of urban planning to be negative, showing 55% dissatisfied respondents.

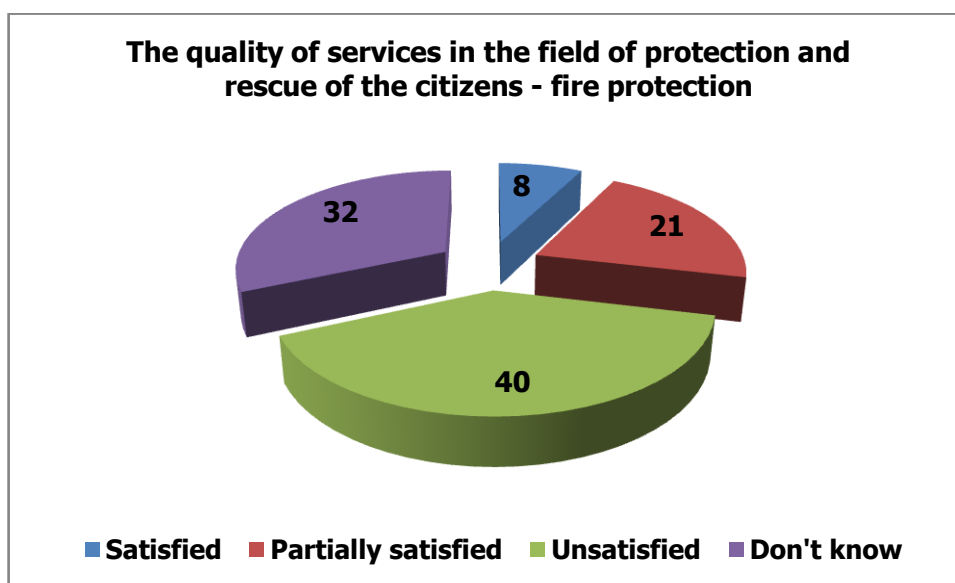
The local planning group of the municipality was aware that the cost of preparation of these documents, which is around 800 Euros per hectare, is too high and

represents an obstacle to efficient preparation of plans. An additional obstacle is the complicated procedure for making the plans.

SATISFACTION WITH MUNICIPAL SERVICES IN PROTECTION AND RESCUE OF CITIZENS

The protection and rescue of citizens and goods is the responsibility of the municipality administration, while the fire protection is accomplished by the territorial unit in Radovish. What the municipality officials do in this area is developing programs to rescue citizens and goods. The municipality officials also participate in the localization and extinguishing fires and protect against natural disasters.

Again, there is a position of dissatisfaction of the citizens in this area, 40% of them are dissatisfied, and only 8% are satisfied. The reasons probably lie in the distance of the territorial fire protection unit, and consequently, the duration of the intervention. In case of fire, the local public unit is the one that intervenes the first.

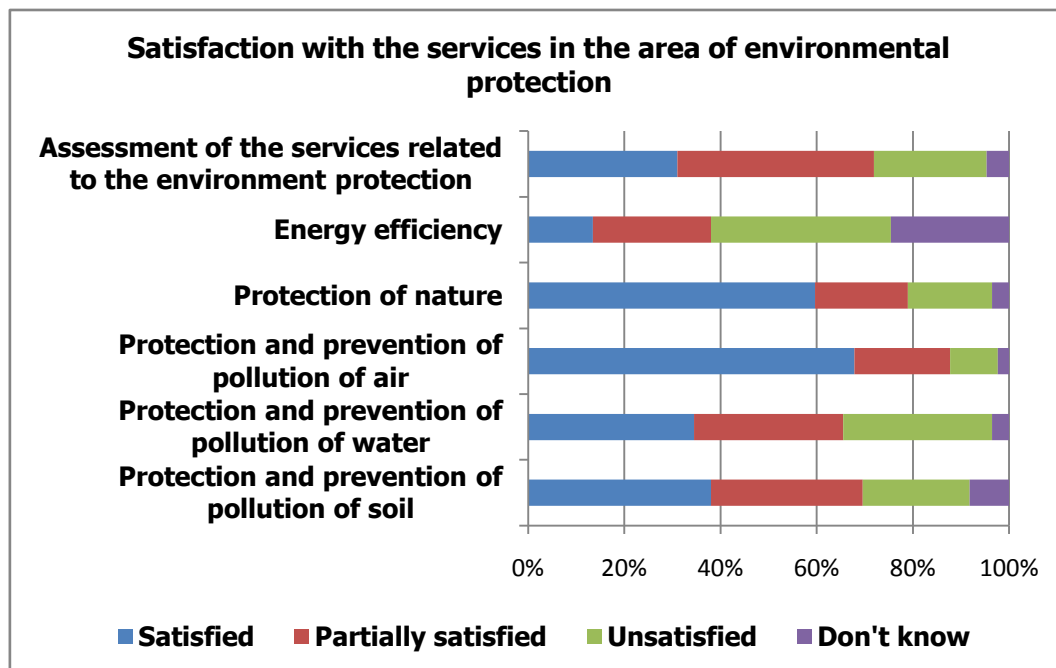


SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF ENVIRONMENTAL PROTECTION

The respondents stated their opinion about the environmental protection services. According to them, the environment offers the quality that people desire and therefore the positive responses and answers for partial satisfaction with environmental protection dominate. The only area in which there is a prominent lower percentage of satisfaction is energy efficiency, although the local government has the authority to implement it. Given the lack of qualified human resources, the municipality

authorities can decide to make cooperation with the private sector to establish appropriate forms of inter-municipal cooperation or to use another appropriate model in order to implement this responsibility effectively. In all other areas, the municipality officials offer quality services for protection of air, water and soil. Within the municipal administration, there is only one authorized inspector for environmental protection.

Graph 9:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

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

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

The municipality administration services that go towards the treatment of vulnerable groups, as stated above, mostly caused dissatisfaction among the respondents (the general assessment is dissatisfaction in 40% of respondents). Retirement or nursing home does not exist, and there is only one kindergarten, which is a result of a project implemented by UNICEF, which the municipality representatives assessed as very effective. In this regard, municipal government tends to direct its activities towards opening facility for early childhood education. The necessity of

opening the institution responsible for the daily care of children is emphasized in the answers of respondents who said they were dissatisfied with the services in this area, especially those belonging to the age group from 26 years to 41 years, which could have been most in need for these services. This same group mostly negatively assesses the services in relation to nursing homes, and their absence in this case.

In the same direction the responses of other vulnerable population groups lead; they include: dissatisfaction with the performance of social care for people and children with special needs (46%), the performance of social care for children without parental care (38%), as well as, performing social care for children with educational and social problems (42%), children from families with a single parent (47%), persons addicted to drugs and alcohol (34%).

Male respondents showed much more dissatisfaction than female respondents to issues of social and child protection and treatment of vulnerable groups (48% vs. 32% dissatisfied). Significant is the difference between gender groups regarding the treatment of people with educational and social problems (51% vs. 33%).

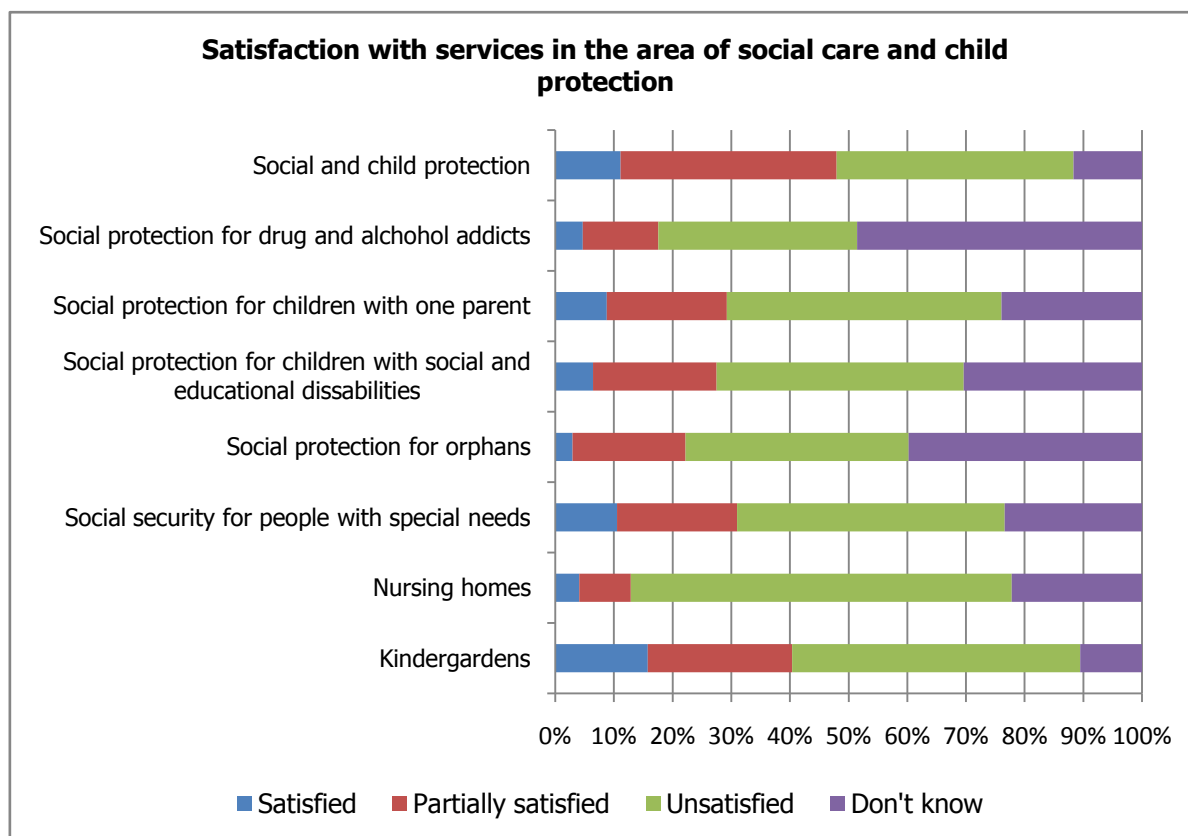
Most threatened group in terms of social protection is the groups consisting of elderly people who are financially insecure and unable to work, and because owning a property, they have no right to use social protection. No center for daily care of elderly or center for temporary housing of persons with special needs exists.

The responsibilities in this area are implemented by the Department for Legal and General Affairs and the Social Work Centre of the Municipality of Radovich is competent for this. There is no social worker, but there is a responsible person who works in the field of social protection. Despite the unsatisfactory results, the Municipality of Konce allocates a significant portion of the budget for social assistance. Social protection recipients are 23 households (financial aid), and continuous assistance 17 households, nearly all acquired this right based on age or disease. The beneficiary families of such assistance are mostly from Turkish ethnicity. On average, 20 customers get a one-time financial aid, annually. If a household has an income from agricultural activity (mostly processing of tobacco), it has limited right to use social assistance.

Other forms of social care that are present in the municipality are the institutional care of children without parental care.

In conclusion, it may be noted that the social and the child protection in the Municipality of Konce shows a degree of dissatisfaction. These problems can reveal the dominance of dissatisfied respondents although; there is a relatively large percentage of respondents who did not express an opinion on this issue. The highest scores in terms of satisfied respondents are in the area of kindergarten. It is worth noting that there is a large percentage of partially satisfied in terms of general services in social and child protection (37%).

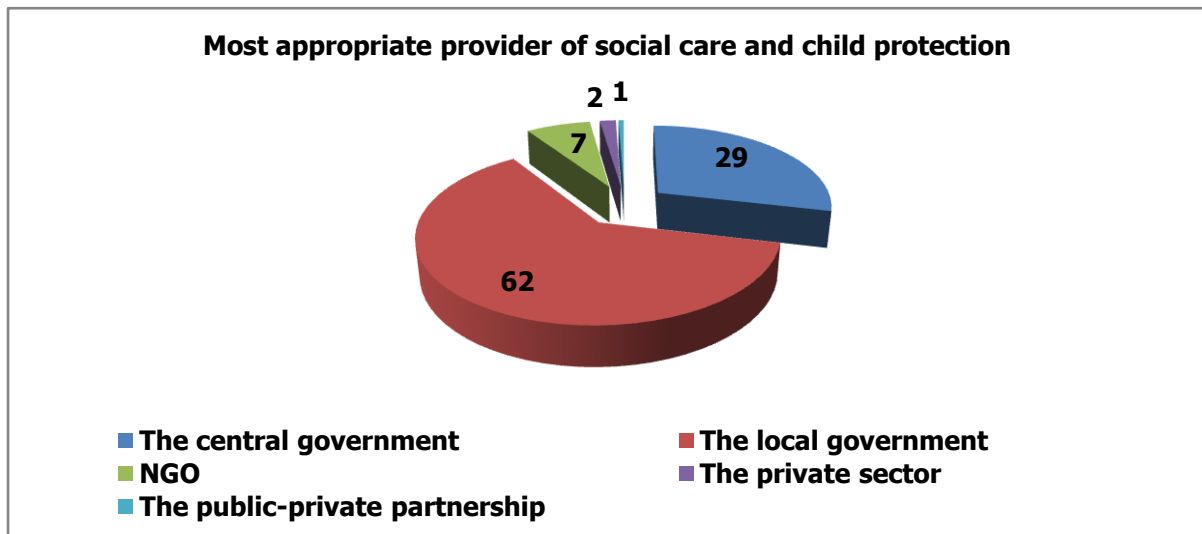
Graph 10:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

On the question about who suppose to be the most suitable provider of the service, the majority of respondents think it would be the local authority. 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 providers of such services. The municipality government has the authority to perform social care for the people and the children with special needs, for the children from single parent families, for the people at risk and social care and education of the children of preschool age.

Graph 11:

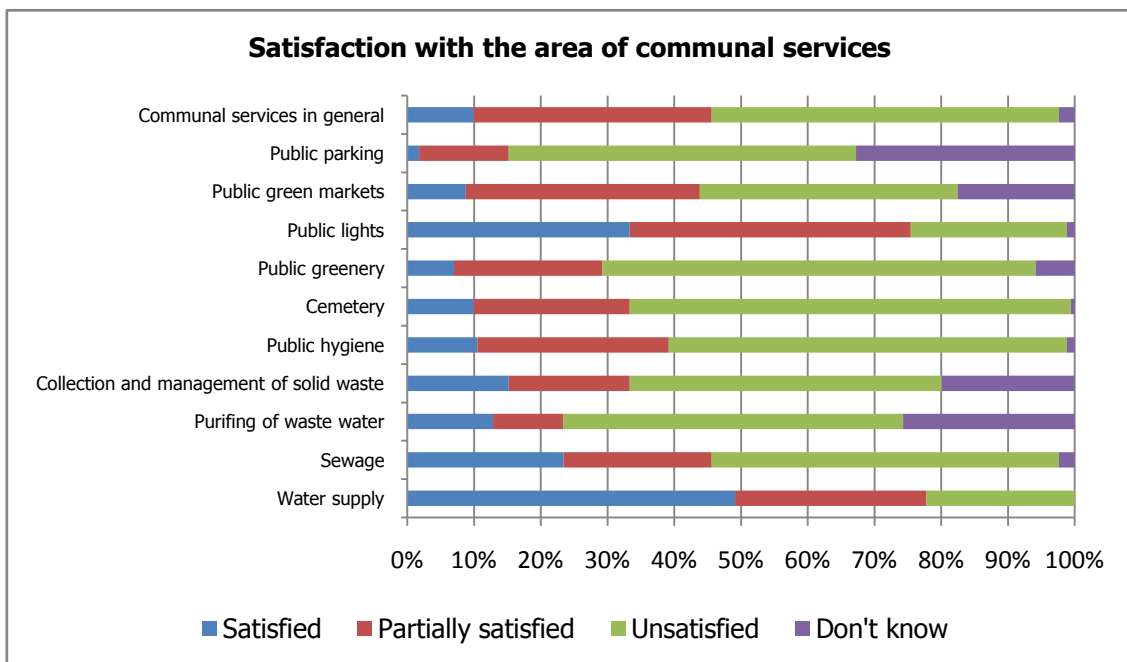


Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

SATISFACTION WITH THE MUNICIPAL SERVICES IN THE AREA OF COMMUNAL SERVICES

The general assessment of communal services shows great dissatisfaction.

Graph 12:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

In terms of communal services the satisfaction with water supply (49%) and high rate of satisfaction and partial satisfaction with the public lighting (75%) dominate, while in all other communal services the discontent prevails. A high degree of dissatisfaction occurs in the services related to public hygiene, public greenery, and purification of wastewaters, cemeteries and sewage network. The general assessment of communal services shows that the respondents from the Municipality of Konce are partly satisfied (36%) and dissatisfied (52%) with the communal services in the municipality.

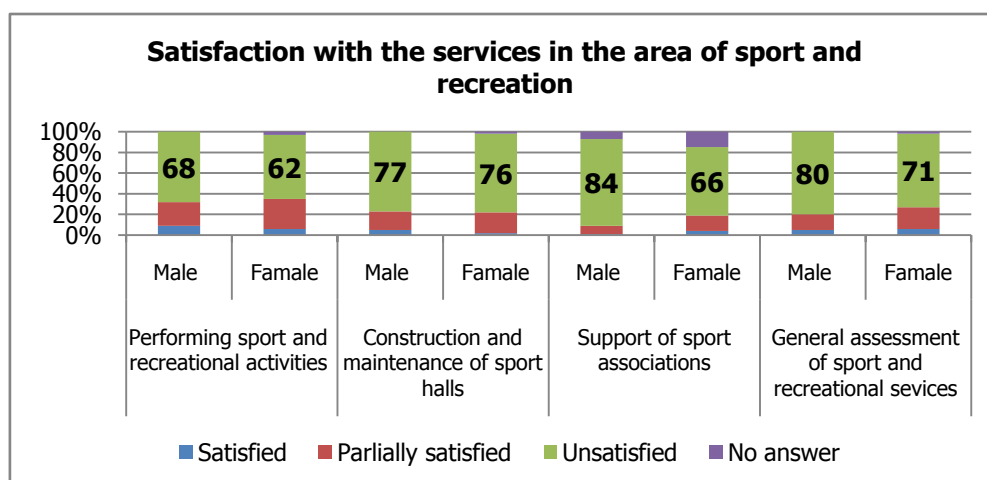
The public communal enterprise supplies water to all settlements and performs waste management to only three settlements, but the payment for these services by the citizens of the municipality is very low.

SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF SPORT AND RECREATION

The satisfaction with the services in the field of sport and recreation is very low. In all categories, respondents expressed strong dissatisfaction with the services in this area, the general assessment shows 71% dissatisfied female respondents and 80% dissatisfied male respondents. Male respondents are very dissatisfied with the support of sporting associations in the municipality (84%). The highest satisfaction (9%) is expressed in implementing sports and recreational activities for citizens. These results signal an alarming need for action to improve services in this area in the municipality, to ensure appropriate conditions for better performance of sports and recreational activities of the citizens.

Municipal authorities emphasize the need to build a sports hall.

Graph 13:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

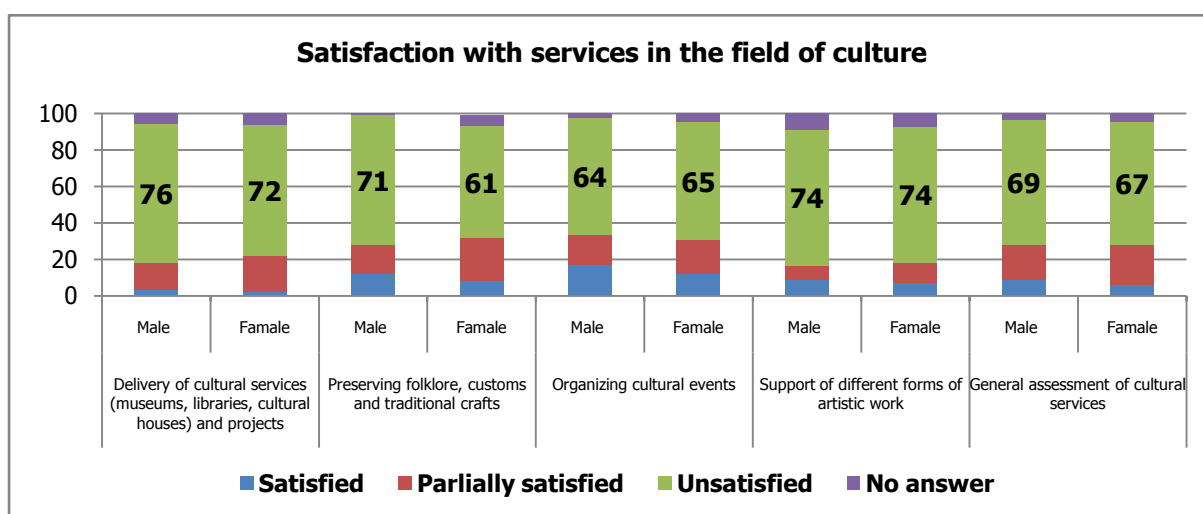
SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF CULTURE

There is an approximately similar picture in the area of cultural services, with roughly 70% of people that are generally dissatisfied with the services in this area of the municipality competences. As could be seen from the graph, the dissatisfaction prevails for all categories of responses, and the highest level refers to the category of encouraging artistic work. What can be noted is that no major difference between the responses of male and female respondents. The difference is only in terms of preserving folklore, customs and traditional crafts.

What is important to investigate in this area is whether there were variations caused by differences in ethnicity of respondents. The results show that dissatisfaction of the ethnic Turkish minority is much larger in relation to these issues (83% versus 66% in the overall assessment of services in the field of culture). Given this, the local authority must undertake actions in order to support this ethnic community in fostering its culture and tradition.

Regarding the distribution of responses divided by age of respondents, no differences worth mention.

Graph 14:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

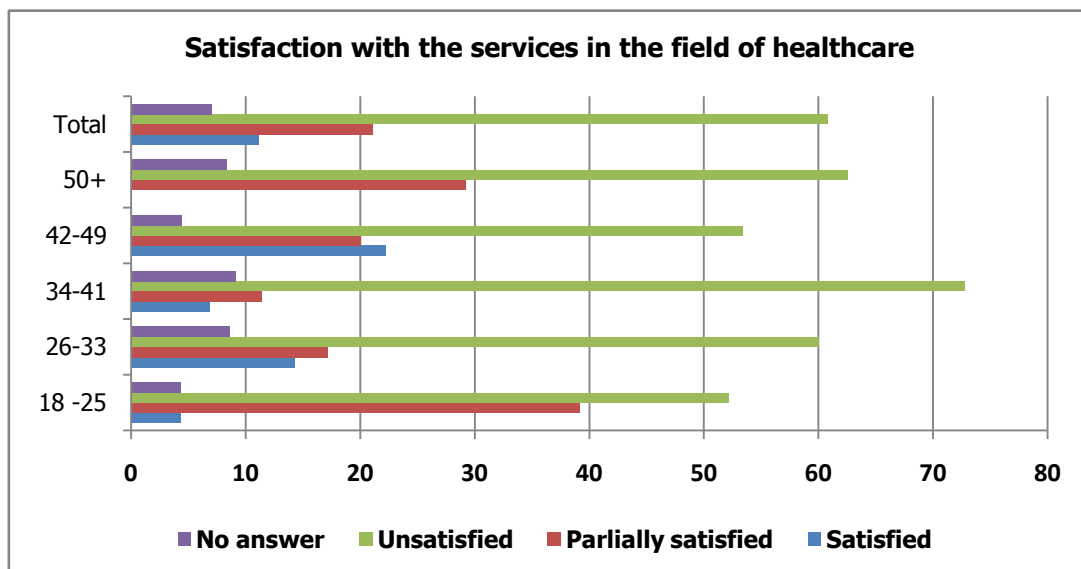
In the Municipality of Konce there is no local institution in the field of culture, and for all those areas listed as problems, the municipality authorities have jurisdiction. This survey could be considered as a signal that the municipality authorities should take action in that direction.

SATISFACTION WITH MUNICIPAL SERVICES IN THE AREA OF HEALTHCARE

The healthcare was previously noted as one of the three biggest problems in the municipality. Further analysis only supports it, by the fact that 61% of respondents indicated dissatisfaction in this area. Although the municipality authorities have little powers in this direction, however, the respondents (63%) think that they would be most appropriate supplier of complete services in this area. Facts show that there are two doctor's offices, working twice a week, and there is no service for emergency medical aid, as to obtain the necessary health services, residents use the services of the Municipality of Radovish or other major municipalities in the region. Respondents have not shown sufficient confidence in the possibility another entity to be supplier of these services (there is a difference between responses disaggregated along gender affiliation, where the percentage of male respondents showed greater confidence in the central government, than the percentage of female respondents). Since it is important to reveal the perception of respondents belonging to different age groups, there is a distribution by age, which shows the greatest dissatisfaction among the age group from 34 to 41 years. Older people who are more potential users of health services also showed great dissatisfaction. Moreover, they are more inclined to the central government, as a supplier of these services, compared with other age groups.

The municipality local planning group informed about the purchase of emergency vehicles.

Graph 15:



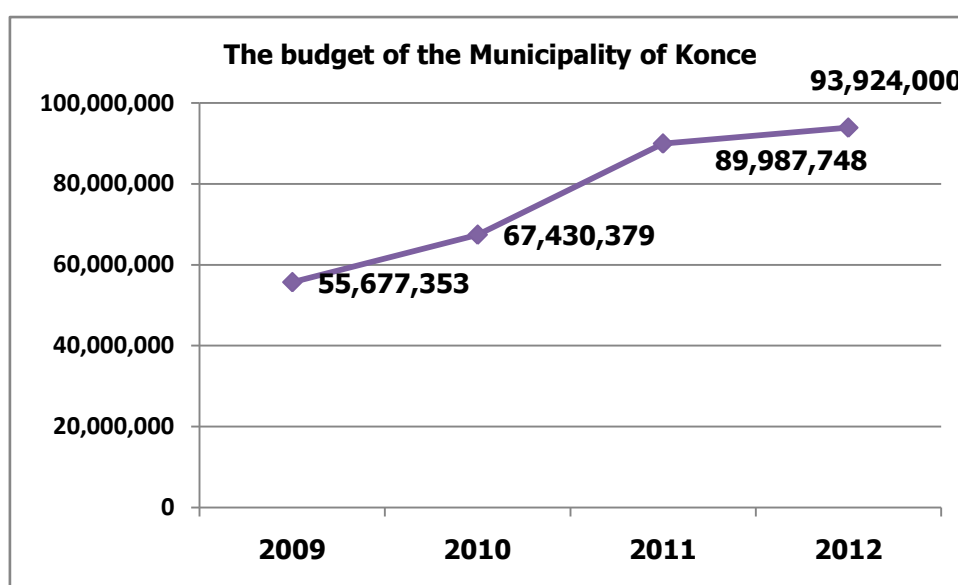
Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

THE LOCAL SOURCES OF FUNDING TO DELIVERY OF LOCAL SERVICES

The local authorities expressed a big concern for the lack of funds for performing the services in more areas under their jurisdiction, such as environmental protection and safety of citizens and goods, health and social care, while as for education, urban planning, communal services, sport and culture, and LED they expressed concern for the lack of funds at some degree. 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 graph:

Graph 16:



Source: The survey of municipal administration

It is evident that the municipal budget is increasing from year to year, but the rate of growth of the budget has a declining trend, which means that from 2009 to 2010 it increased by 21%; from 2010 to 2011 (the 2010 capital investment in local infrastructure were limited to purchasing vehicle in the amount of MKD 1,600,000, and to urbanism 600,000) it increased by 33% (there were investments in culture from 50,000); and from 2011 in 2012 it increased only 4%.

However, the authorities stressed that they were not facing financial insecurity in the last three years. The budget analysis indicates that the municipality's own revenues are not collected in the total amount. The payment of the administrative fees increased to 96%, and the payment of taxes on inheritance and gifts decreased from 71% to 29%. Only the collection of property taxes increased from 16% to 43%. For all other types of public revenue, the municipality shows a negative trend in the gathering. As to ensure uninterrupted provision of projected self-revenues, the municipality

authorities should take serious measures to increase the gathering of receivables from service users.

Table 3:

Tax type / fee / revenue	% of funds collected for 2009 (as % of total funding projected)	% of funds collected for 2010 (as % of total funding projected)	% of funds collected for 2011 (as % of total funding projected)
Tax on property	15,72	35,39	43,10
Tax on inheritance and gift	100	63,11	34,63
Tax on real estate sales	71,5	67,67	29,26
Communal fees	62,76	71,92	67,11
Administrative fees	76,8	47,54	95,60
Construction land fee	7,61	13,81	4,67
Fees for spatial and urban plans	0,57	1,3	/
Revenue from rent	34,7	/	/

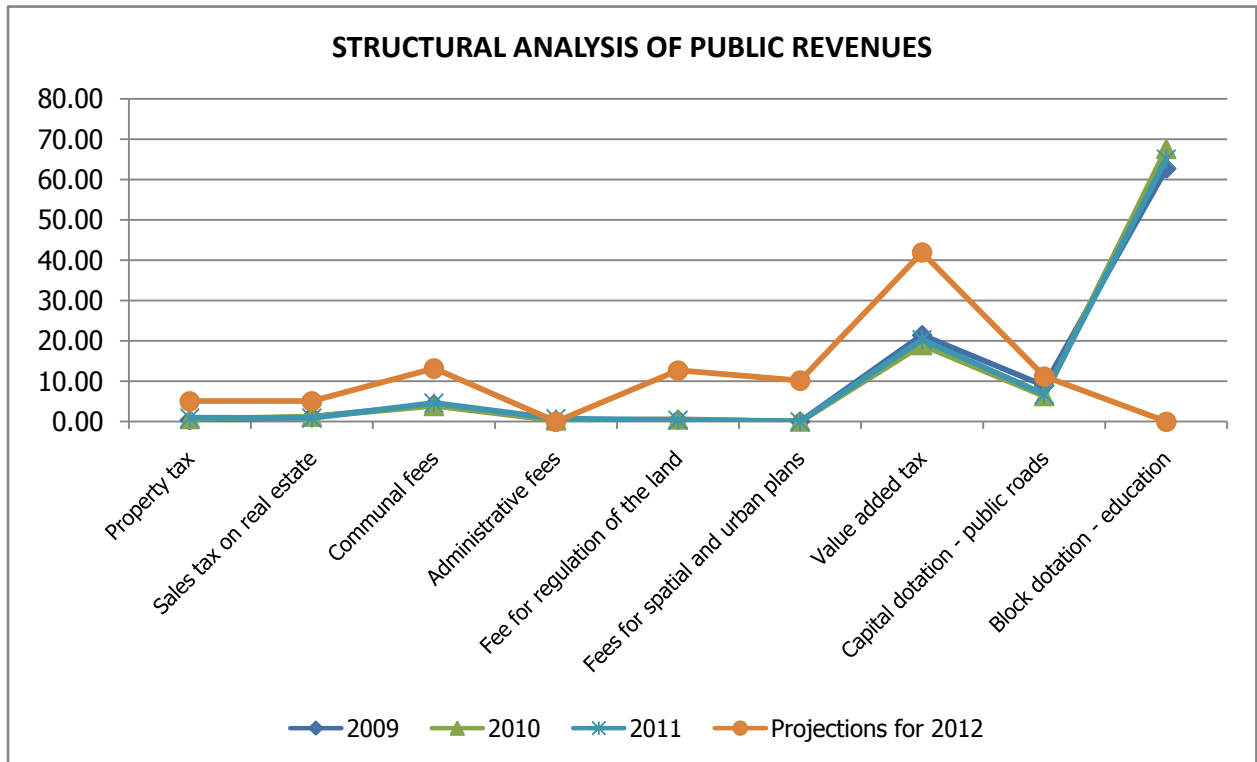
Source: The survey of municipal administration

The municipal administration considered the model for distribution of grants was appropriate.

In the Municipality of Konce, there is no framework for debt management in order to gauge the risks and costs, and there is no implementation of strategies for credit ranking. It is determined that the municipality administration has no capacity to issue municipal bonds, as well as to use other forms of debt instruments. There is no interest in implementing the standards ISO/CAF and the standards for international ranking of borrowing. However, the municipal authorities have developed policies and plans for debt management and funds. In addition, they currently feel ready to decide on borrowing for some capital investment. However, they do not feel ready to issue municipal bonds, as a financial instrument for funding and to develop specific techniques for debt management, for assessment of borrowing capacity and alternative structures of borrowing.

The structural analysis of public finances of the municipal budget has the following picture:

Graph 17:

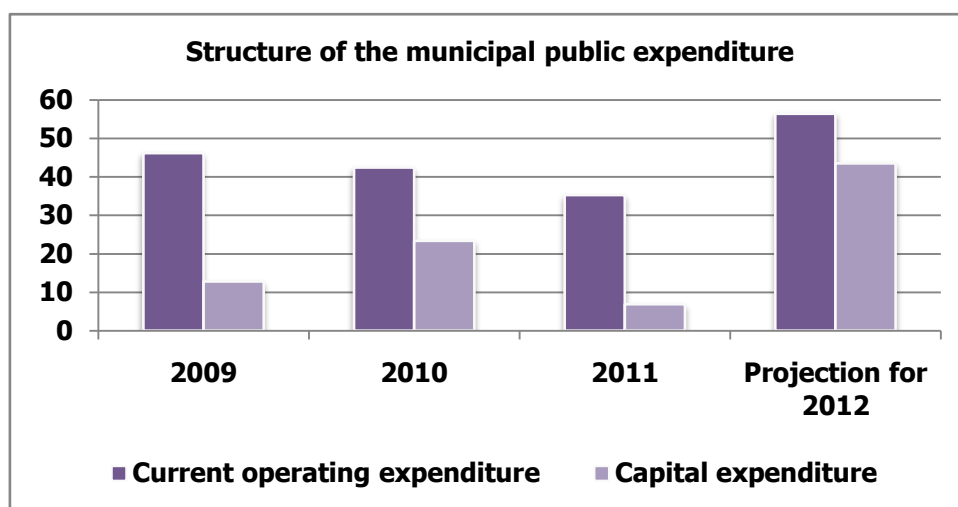


Source: The survey of municipal administration

From the graph, one can see that in 2012 there is an anticipated increase in revenue almost on all grounds other than the tax on inheritance and gift, administrative fees, and income from rent. Revenue from value added tax is projected to increase significantly, as revenue from communal fees, construction land fees and fees for spatial and urban plans. Structural analysis shows that the revenue from the value added tax of 42% is almost half of the total municipal budget.

As for municipal expenditures, the situation is as follows:

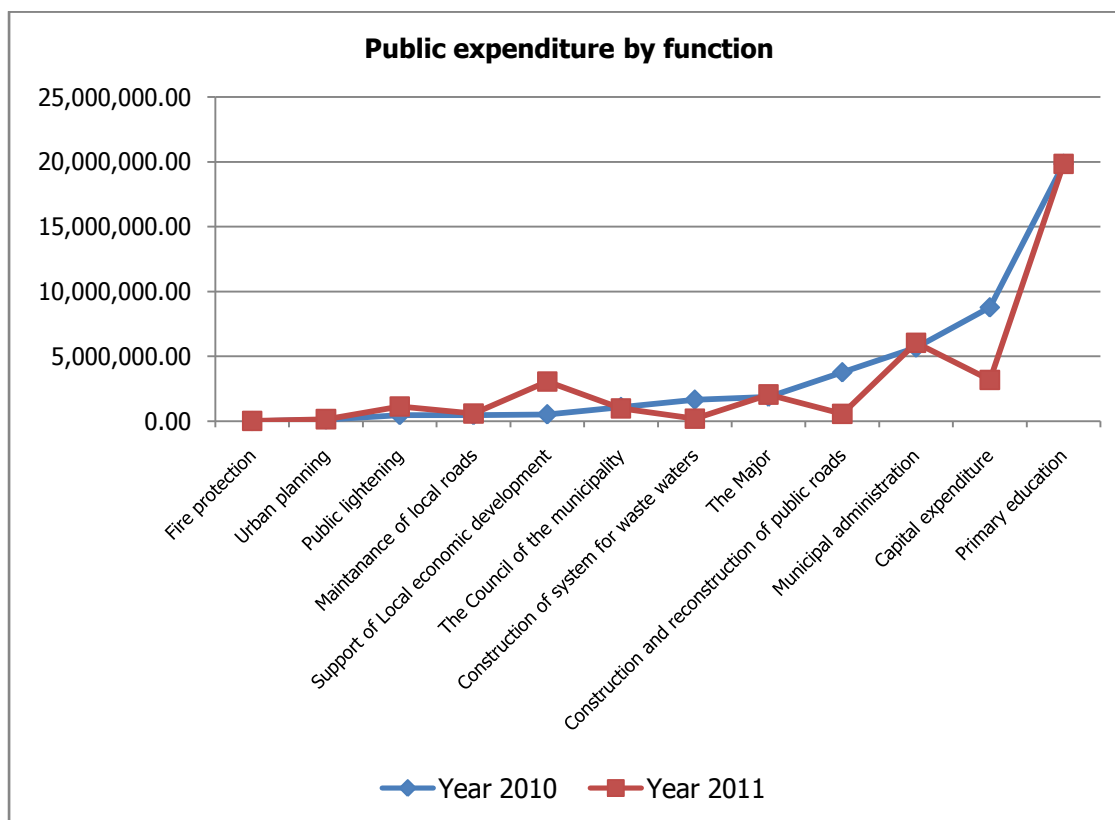
Graph 18:



Source: The survey of municipal administration

The current operating expenditures are significantly larger item than the capital expenditure, although these two categories tend to be equalized according to projections for 2012. The structure of expenditures by function is shown in the following graph:

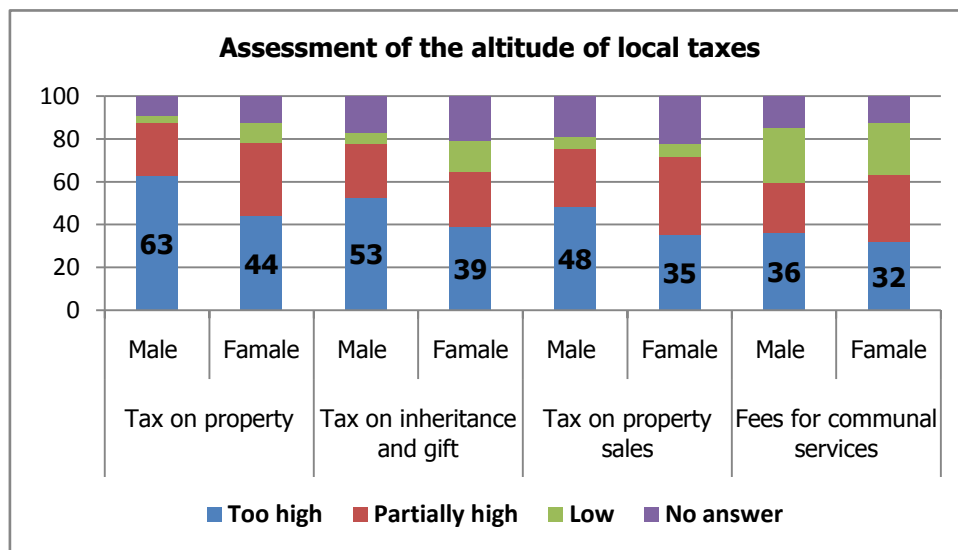
Graph 19:



Source: The Ministry of finance

Although municipal government is facing difficulties in finding financial resources to realize its full potential concerning the programs and the activities, the citizens believe that the local public revenues (taxes, fees) are very high and represent a burden on the users of services. Regarding the tax on property, 54% of people in Konce think they are very high and 29% think that they are partly high. Taxes on inheritance and gift in Konce also assessed as high or partially high. Most respondents had no opinion about the size of taxes on sales of real estate. The contribution for public services is assessed as high or very high.

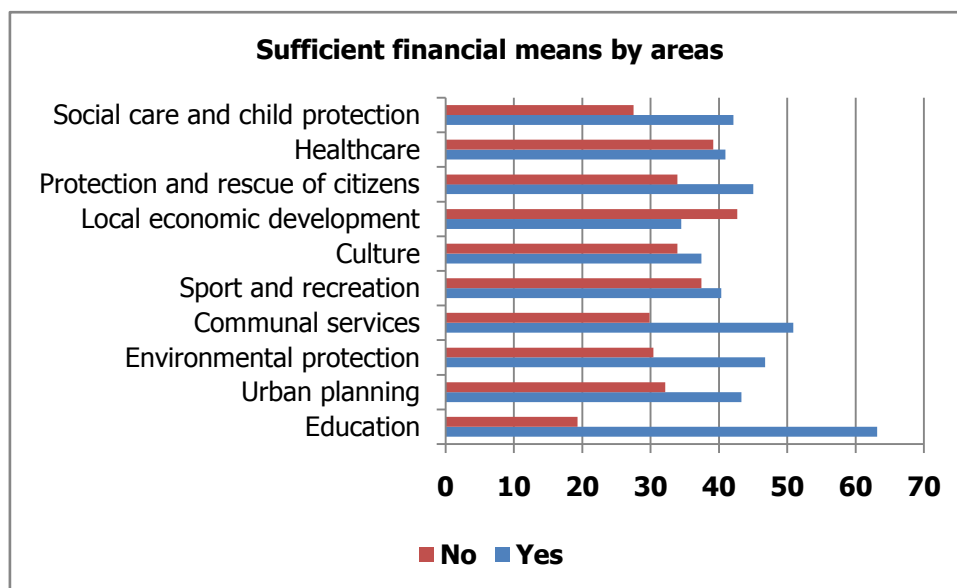
Graph 19:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

In this respect, the perception of citizens is that the municipality government has sufficient funds for all areas, except for local economic development, which is quite contrary to the facts which show and which concern the municipal authorities.

Graph 20:

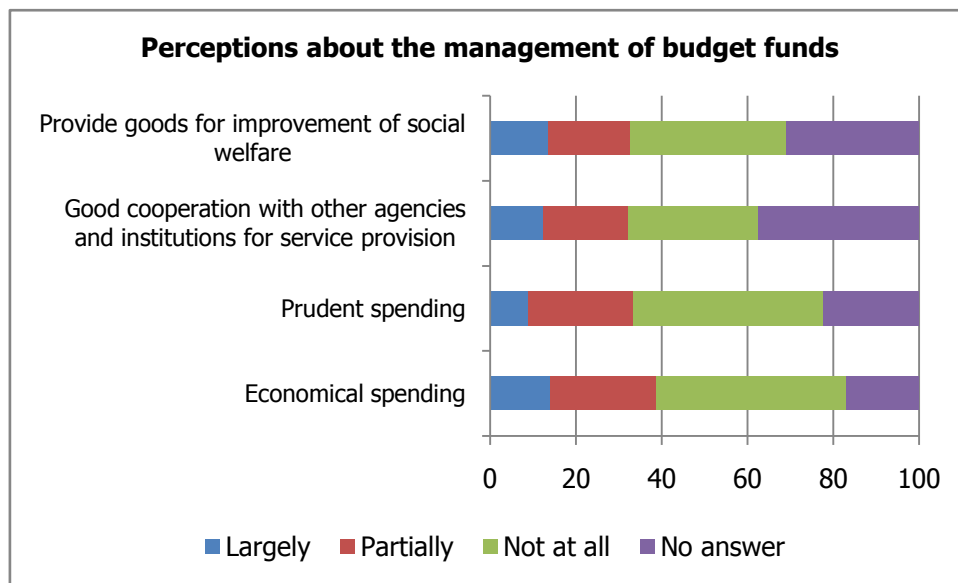


Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

Therefore, nearly all public services offered in Konce have higher positive responses referring the perception of citizens about the availability of financial resources for their purchase, except for local economic development, which is dominated by the negative responses. On the other hand, municipal authorities reported to have partial funding for service delivery in education, urban planning, communal services, sport and recreation, and in the area of culture. Additionally, there are not sufficient funds for environmental protection, protection and rescue of citizens, health and social care and child protection in the municipality.

The views associated with managing the budget of the local self-government are almost evenly divided into the positive and the negative course; however, there is a large number of those who did not report on this issue. The greatest support and criticism is given in terms of economical spending of budget funds, a minimum support is given in terms of prudent spending. This leads to the conclusion that citizens believe that municipal government should make reallocation of priorities in which it is necessary to intervene in the near future.

Graph 21:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

The opinion of the municipal administration is that the budget funds are spent effectively and prudently, which could be seen by the realized costs of the municipality during the recent years. However, it does not reveal the indicators on which it bases this response. In addition, the municipality administration 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

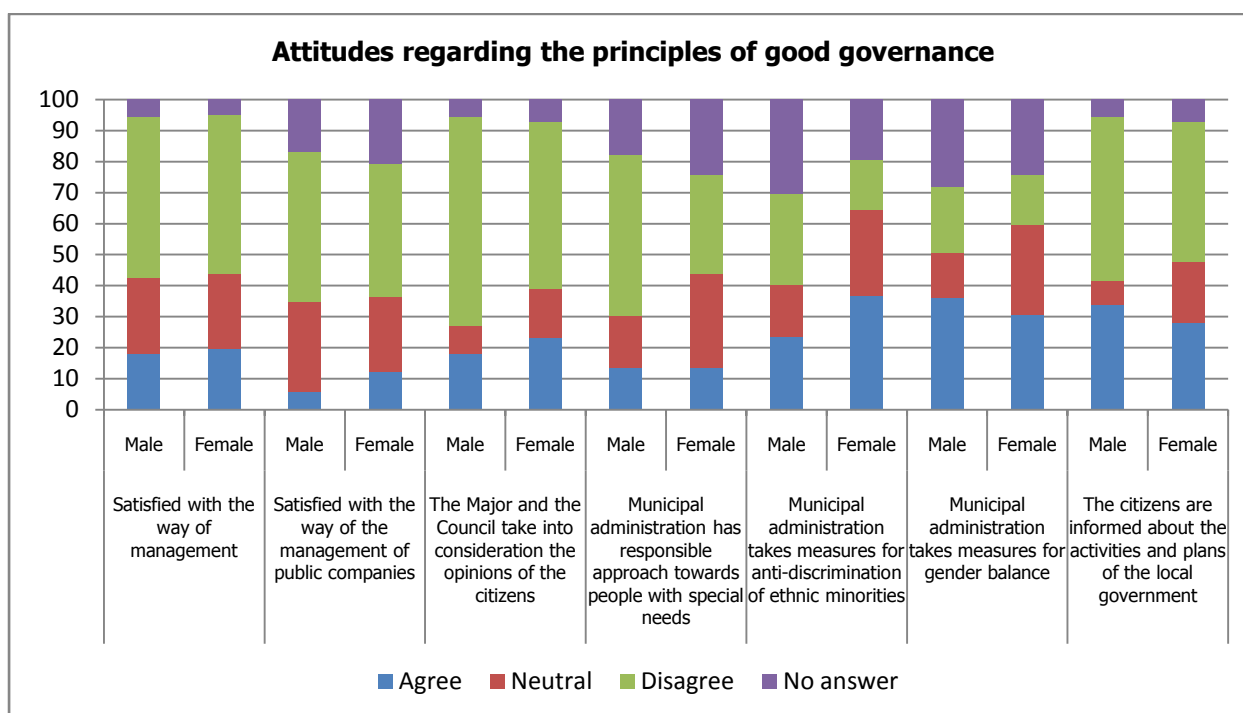
(Transparency, participation, accountable, efficiency and effectiveness)

The administration of the Municipality of Konce implements the long-term planning process and has adopted the following strategic documents: the strategy for local economic development, the general urban plan, the local action plan for the environment, the program for waste management, the local strategy for culture, the preferred procurement plan in education, the local strategy for sport and recreation program, the program for rescuing the citizens and goods, the plan for public investment for the development of communal infrastructure, the program for employment and the program for social protection. The processes were planned, prepared and conducted by a permanent working group / a Working Committee for Strategic Planning. The citizens are involved in the processes of strategic planning. The municipal decision making for strategic activities organizes workshops to reflect on the proposals and the needs of the citizens of the municipality. The local experts are involved in the processes of strategic planning. The municipality cooperates with the central government, the private sector (business sector) and the nongovernmental organizations in planning and funding the preparation of the above programs. The opinion is informed about the policy proposals only in the area of urban planning, and a public survey on urban planning has been conducted in order to provide feedback from citizens about the effect of policies. The municipality administration actively seeks suggestions and comments from stakeholders in terms of strategies, action plans in respect of proposed projects.

EFFECTIVENESS AND EFFICIENCY

The perception of citizens regarding the five issues of the administration of the municipality vary, but the general impression is that there is an equal distribution of all matters in terms of satisfied and dissatisfied citizens. In relation to knowledge and competence of staff, 58% were satisfied and 37% were dissatisfied. In terms of prudent work of the local government, there is prevailing dissatisfaction with 48%, compared to satisfaction with 44%. The respondents are satisfied with the timely execution of work (38%), though 47% are dissatisfied. The surveyed citizens were equally satisfied and dissatisfied with the attention the municipal officers devote to the citizens. The overall impression of employees of the municipality follows the same trend of equal distribution of satisfaction, versus dissatisfaction.

Graph 22: Attitudes regarding the principles of good governance



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

It is worth noting that in relation to issues of discrimination of minority communities in the municipality in terms of taking preventive measures for gender balance, the positive responses prevail. The female respondents showed much greater confidence in the municipal administration responsible approach towards people with special needs, than males, as well as regarding the treatment of minority communities. The distribution of responses regarding the treatment of gender balance goes in the same path.

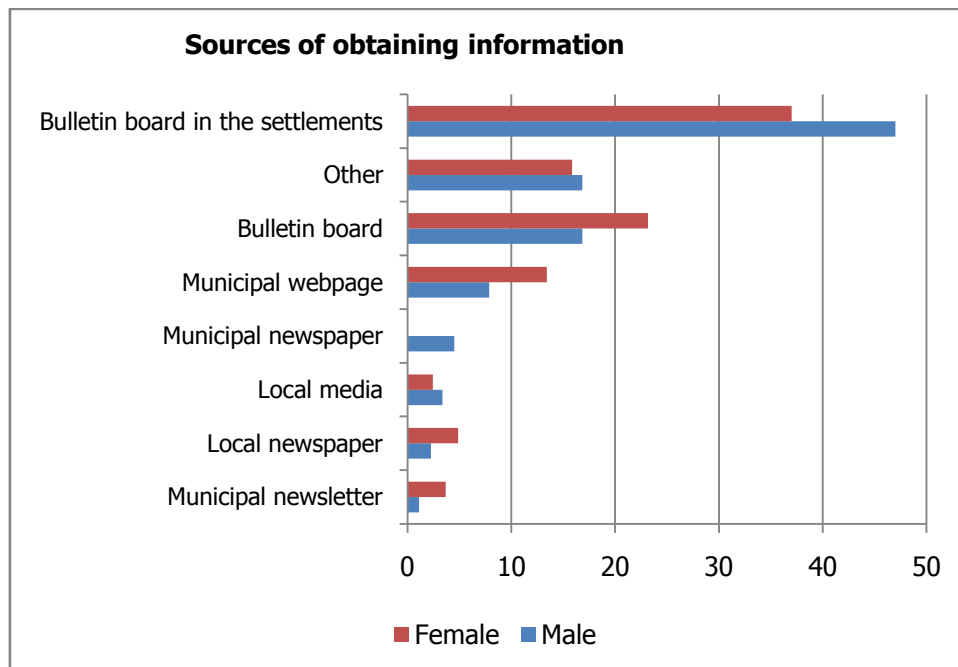
The municipal authorities emphasize that they largely meet the competencies that enable smooth business development, namely: effective tax administration, quickly issuing of work permits and licenses, uninterrupted power supply, uninterrupted water supply, solid waste removal, developed telecommunication infrastructure, smooth compliance with the regulations for planning and urbanization, quality educational services and infrastructure. They believe that they fulfill the following responsibilities in small measure:

Quality health care and social protection, infrastructure development, support to small and medium enterprises and entrepreneurship at the local level, promoting self-employment in the municipality, police security and fire protection.

TRANSPARENCY

The awareness of citizens is extremely important element of transparency. Although citizens with a high degree of dissatisfaction reported that they are informed of municipal plans and activities, according to responses on the sources of information, it might be concluded that they were all available media to communicate with the municipality, particularly for information about the activities of municipality. There is a certain percentage of people who use tools to access information. The highest percentage presents those who are informed through the bulletin board of the local community. Otherwise, citizens consider the most effective medium to be the bulletin board in the local community and the media, although no local media registered in the Municipality of Konce.

Graph 23:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

THE PARTICIPATION OF CITIZENS

The respondents evaluated the involvement of citizens in the policymaking, the participation in designing programs, the urban planning and the management strategies and expressed their opinion that there is more room for qualitative involvement in decision making. About half of them are not satisfied with the degree of involvement in decision-making. However, when evaluating the specific instruments, a large percentage of residents said they were not involved in the policymaking. Only 31% contacted the municipal clerk, 43% the Mayor, and 45% a member of the Municipal Council. The

percentage of those who participated in a public forum is 17% and only 8% took part as volunteers in a program and a project of the municipality government.

The participation of citizens in decision-making can be evaluated through their awareness of it. There is a significant percentage (20% in average) of respondents had no opinion on these questions that points to the lack of knowledge and information to citizens, regarding their opportunity for an active role in the policymaking.

When we evaluate the individual instruments, the citizens are more satisfied with their involvement in designing strategies, but less satisfied with their role in planning the budget, as well as participation in the development of programs. About 30% of citizens are satisfied with participation in decision-making. From 2009 to 2012, there were 10 civic gatherings.

There is a small percentage of those who reported that they had detected corruption in municipal government and in public enterprises.

Additionally, a small percentage of those who filed appeals and complaints, and about one fifth of respondents reported that their complaints were accepted. The appeals were for a decision of the taxpayers of property tax and inheritance and gift tax, appeals for decision on the legalization of illegally constructed buildings, and an appeal for property tax and tax on real estate sales. Appeals against decisions of the persons were submitted to the municipality from where together with supporting documentation was forwarded to the secondary commission for complaints in the area for which the appeal was submitted.

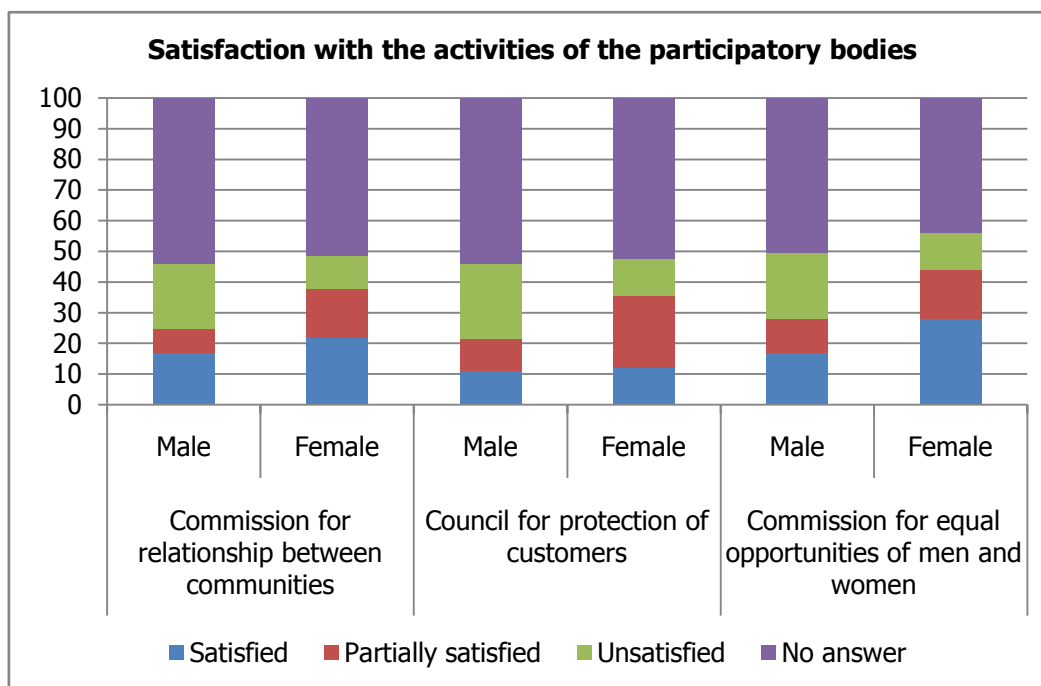
THE ACCOUNTABILITY

According to the respondents, the Mayor and the municipal administration within the annual report account for spending of budget funds to the citizens.

Only 20% 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, and the satisfaction over the dissatisfaction prevails for all three types of participatory bodies. It is essential to emphasize that from the perspective of female respondents, there is greater satisfaction with the work of the Commission for equal opportunities, however, there are no programs for the treatment of gender (in)equality. According to the statistics, the involvement of women in municipal structures is very low and is one of the lowest in RM. Regarding the work of the Committee on relations between ethnic communities, 72% of ethnic Turks and 26% of ethnic Macedonians are satisfied.

Graph 24:



Source: The survey of satisfaction with the services under the jurisdiction of the Municipality of Konce, December 2011

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

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

CONCLUSIONS

The general perception in the Municipality of Konce is that the process of decentralization improved the municipal services. In each area, the participants in the user satisfaction survey related to the services provided by local government, recognize that it is necessary to increase the quality of municipal services, all designed to have a better quality of life in the municipality and improve the quality of the Municipality of Konce as a place for living. In this regard, it is necessary to highlight the results of the survey, which are as follows:

- The problem with managing insufficient financial resources in the municipal budget is one of the major problems faced by the municipal administration.

- There is dissatisfaction with the quality of life in the municipality. Nearly in all aspects that describe this category, citizens have reported a negative attitude. The gender distribution in relation to this issue, which is very important, shows no significant differences in the attitude of dissatisfaction with the quality of life in the community and employment opportunities in the municipality.
- The Municipality of Konce is assessed as favorable place for living of the elderly people, but not as suitable for growing children.
- The unemployment problem, unfortunately, is one of the most important features of the municipality.
- The local economic development mostly concerns young people aged up to 33 years, combined with dissatisfaction with the quality of life and the job opportunities in the municipality, an expression of pessimism about the situation in the municipality.
- The majority of respondents expressed dissatisfaction with regard to supporting small and medium enterprises at local level and in terms of self-employment.
- The state of road infrastructure is reflected as the biggest problem in the lives of citizens in the municipality, and the communal services as the second largest problem in municipality. The healthcare services for which the local government has no authority are distinguished as the third largest problem in municipality.
- The citizens believe that the municipality administration has achieved the best results in primary education and water supplies.
- The respondents expressed satisfaction with educational services that are the responsibility of municipal authorities. The majority agrees that there is a need for integrated education.
- The majority of the population in the municipality is partly satisfied with the elevation of local taxes and fees.
- There is considerable dissatisfaction among the citizens in the area of protection and rescue of citizens.
- Citizens are satisfied with the services for environmental protection, except in energy efficiency where they expressed some degree of dissatisfaction.
- The municipality services that go towards the treatment of vulnerable groups mainly caused dissatisfaction among the respondents. Male respondents showed much more dissatisfaction than female respondents to issues of social care and child protection and treatment of vulnerable groups.

- In terms of communal services the satisfaction of water supply and a high percentage of satisfaction and partial satisfaction of public lighting dominate, while in all other communal services discontent prevails.
- In the field of culture, people are generally dissatisfied with the services. For all categories, the responses of dissatisfaction prevailed, and the highest level refers to the category of encouraging artistic work.
- Local authorities expressed a lack of funds for more areas under their jurisdiction, such as environmental protection and safety of citizens, health and social care, and for education, urban planning, communal services, sport and culture and LED where they expressed a lack of funds in some degree. Besides education, there are no funds to implement programs and strategies in all other areas.
- The perception of citizens regarding the five issues with the administration of the municipality varies, but the general impression is that there is an equal distribution of the two categories in terms of satisfied and dissatisfied citizens.
- While citizens enclosure high level of dissatisfaction, they reported that they were informed of municipal plans and activities, therefore according to responses on the sources of information, we can conclude that there were all available media to communicate with the municipality, especially information about the municipality.
- The respondents feel that there is more room for qualitative involvement in decision-making.
- According to respondents, the Mayor and the municipal administration account for spending of budget funds, annually within the annual report.
- From the perspective of female respondents, there is greater satisfaction with the work of the Commission for equal opportunities for males and females. Regarding the work of the Commission for relations between ethnic communities, 72% of ethnic Turks and 26% of ethnic Macedonians are satisfied.

This type of survey is the first of its kind in the municipality and an opportunity for the citizens of the municipality to provide feedback on local government, but also for the institutions of central government, on the questions about the quality of service and quality management at the local level. Respondents would participate again in such a process, so that would be good for the municipal authorities to carry out this kind of feedback on the results of their operations often. Because in many categories the prevailing trends were those of dissatisfaction with the delivery of local services, the local government must take necessary actions to improve their quality. The Municipality of Konce does not use alternative models for service delivery, and since it emphasizes the need for better funding for quality implementation of this, it would be good to do it in partnership with another entity.

From the findings above, the following recommendations to improve the lives of people in the Municipality of Konce are given:

RECOMMENDATIONS

LOCAL BUDGETING AND FINANCIAL / Fiscal Monitoring

- A more detailed elaboration and calculation of the existing municipal expenditure and revenue capacity associated with the fiscal gap, based on available data needed.
- Projection of 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 organizing public forums for discussions regarding the draft budget in the community associations of citizens, educational institutions and institutions for social protection, and cultural and sports institutions, etc.

LOCAL ECONOMIC DEVELOPMENT

- Screening of relevant local / regional / national private sector and civil society which have a wide network, good reputation and is able to mobilize youth and other specific

vulnerable groups and to generate social establishing partnerships for inclusive service delivery and to establish cooperation for inclusive local development.

- Mapping of (existing and potential) models of social entrepreneurship - socially responsible economic initiatives that can attract investment funds in the local context.
- Mapping potential arrangements for IMC associated with local economic development⁷ and the overall opportunities for public-private partnerships and granting concessions aimed at reducing the costs of administration or reduce the cost of providing services that affect local economic development and on the rate of (un)employment in the community.

LOCAL CAPITAL INVESTMENTS PROGRAMMING, PLANNING AND FINANCING

- Best international practices suggest that there are twelve major steps⁸, which need to be followed in capital programming and budgeting. Following a more detailed review of these steps, suggestions could be made on the sequence in which the institutions implied by each step should be installed and strengthened. **The first step** is to determine the organizational structure. **The second step** is to establish capital policies. **The third step** is to develop appropriate calendars, forms and instructions. **The fourth step** is to assess capital needs. **The fifth step** is to analyze financial capacity. **The sixth step** is to prepare project requests. **The seventh step** is to review project requests. **The eighth step** is to rank project requests. **The ninth step** is to evaluate financing options. **The tenth step** is to draft the capital program and budget documents. **The eleventh step** is to adopt the capital program and budget. **The twelfth step** is to monitor and evaluate the capital budget.
- **Assessment of the municipal borrowing capacity and the size of the municipal financial needs and associated transactions costs on the basis of available data**
- **Mapping of local/regional/national brokers between financial sector and municipal sector with respect to energy / local roads and environment infrastructure investments**

⁷ Such as: regional based rural development; joint implementation of agro-environmental measures including creation of Local Action Groups; business, trade and economic development (including people's skills development) ; joint tourism development and other measures to attract investments; joint administration/public utilities and cooperation for development of regional environmental infrastructure; joint planning for disaster-risk reduction; better management of protected areas; joint facilities for integrated/inclusive community based development and others.

⁸ Source: George M. Guess (2005): Institution-Building for Improved Capital Programming and Budgeting at the Local Government Level

- **Preparation of affordability analyses and a Project Market Study** (informed resource envelope for local public investments) – **with critical information on:**
 - The access to sustainable development finance for the pilot municipalities including existing and potential domestic and international sources for borrowing and capital grants/investment programs.
 - municipal projects that are creditworthy and those that are not in a sense that the built infrastructure would not generate sufficient direct flow of revenues⁹
 - municipal projects that have high probability of being funded on short and medium term

PUBLIC –PRIVATE PARTNERSHIPS

Partnerships, which precede consultation and acceptance by the local community or other stakeholders, should be established.

- When accessing the PPP, it is advisable that the public sector is responsible for the management and the preparation and delivery of services, and thus responsibility for the quality of the process of preparation and delivery, and final quality of services. 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 on other political and normative arrangements that are necessary for a functional partnership.
- Partnerships should be established for the medium projects, not only for large projects, relatively speaking.
- The public sector needs to maintain and consistently implement control over the implementation of the PPP, guaranteeing a high level of accountability of the partnership to the public.
- The public sector also needs to ensure that political risk to be minimized.

LOCAL STRATEGIC PLANNING AND PREPARATION OF PROJECTS

- In preparing the budget of the municipality to provide funds for further statistical studies aimed at preparation of strategies, action plans and priority projects of the

⁹ Such as: roads, water and sewerage treatment plants, transportation, housing, education, social and child protection and health infrastructure

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. they should be part of the evaluation of the available databases and analysis, because through the exchange of opinions, a higher degree of agreement about what the priority issues and problems are, would be achieved and the best approach for processing and finding practical solutions would have been chosen.
- System planning and preparation of strategies, action plans and projects should be fully established and governed by appropriate internal act (instructions / rules). A clear typology and categorization of strategies, action plans and projects should be made, in accordance with the areas in which the transfer of executive powers and state organizational units of the municipal administration is directly responsible for the coordination of their preparation. The internal law should distinguish liability arising from planning role of 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 communal services (including the production and management for their distinctive and predominantly technical and specialized information.) The municipal administration should retain the coordination of the preparation of strategies, action plans and projects, and thus responsibility for achieving high (optimal) degree of internal exchange of information through effective internal communication facilities with the municipal administration.
- As a priority, and in accordance with the opportunities to continue with training related to:
 - o best practices for clear and meaningful linking projects policies
 - o preparation of feasibility studies (feasibility studies)
 - o preparation of an assessment of environmental impacts;
 - o identification of the condition that anew (zero state);
 - o definition of supervisory and management arrangements of the projects;
 - o designing systems to support management, implementation, communication and accountability;
 - o budgeting.
- All information available to the municipality are relevant to the formulation of strategies and policies and should be kept until the time of their update, primarily a function of regularly comparing the results with planned to review the processes for

developing strategies, action plans and projects and the subsequent development strategies, action plans and projects. The municipal budget for subsequent years should provide funds for updating the most relevant existing data and for appropriate storage, and then to initiate pooling funds with interested donor.

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

INCLUSION OF VULNERABLE GROUPS WITH A FOCUS ON UNEMPLOYED YOUTH

- **Assessment of the local labor market with emphasis on the space for addressing youth employability and participation in local service delivery.**
- **Establishment of institutional mechanisms for youth engagement including the Youth Social Entrepreneurship Program (YSEP).**
 - Establishment of YSE initiatives through trilateral partnerships: youth and youth organizations/local officials/private sector
 - Local youth forum/council to be created with an aim to reflect the local views of the youth on the most critical needs and in that way to contribute to the local and national policy frameworks and demonstrate programming and implementation of innovative services at local level.
 - Translation of the YSEP into an adequately budgeted Municipal Program. In that way, sustainability of the YSEP will be secured, the municipalities will allocate a portion of funds for youth related activities and functioning of the local youth participatory bodies.
- **Formation of social partnerships for inclusive youth service delivery**
 - Preparation of pilot projects to test and promote inclusive service delivery and outreach to youth and other vulnerable groups through social enterprise as a product of the social partnerships between local authorities, civic and private actors.
 - Support the implementation of the projects through Small Grants Scheme that brings together central and local-government resources matched with contributions from the private sector to advance corporate social responsibility with a long-term goal beyond the project cycle of sustainable financial commitment to youth action and the provision of social services.

GOOD GOVERNANCE

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

FIGHT AGAINST CORRUPTION

- Completion of the ISO certification process for quality management
- Undertaking an integrity assessment to identify factors that favor or might favor corruption. Based on this, recommendations will be provided on what could be done to mitigate the corruption effects and to ensure delivery of transparent and accountable services at local level.
- Introduction of integrity systems
- Capacity-building to prevent corruption
- Engaging the citizens, civil society organizations and media in innovative activities for preventing corruption and improving governance processes

BUILDING CAPACITY FOR COOPERATION WITH THE STAKEHOLDERS

- Develop an internal Guide/Rulebook on communication and consultations with the public; develop and deliver an appropriate training module for the application thereof by way of using the published manuals on the implementation of the Law on Free Access to Information.

- Develop a Guide for the citizens on how to use the tools for communication and exchange of opinions, access to information and feedback with regard to (not) accepted suggestions and opinions
- Establish a Municipal Service Center. The Citizens/Municipal Service Centers (MSCs) should be the primary access point of the citizens concerning the municipal administration and the other final providers of the services. A very important issue that is going to be touched with the introduction of the concept of the MSCs is the responsiveness of the administration. Responsiveness is now considered, not only in Europe, as a key factor in determining the value of public services to citizens. The establishment of MSCs will give the opportunity to the municipalities to become outward looking. Furthermore, MSCs are bringing a change in the public sector, by changing the relationship between the citizens, public servants and elected officials. Important issues to be addressed include the determining who are the clients in the system, what are the consultation mechanisms, the setting of service standard, the provision of information to citizens, the provision of choice and the development of complaint and readdress mechanisms

LOCAL ENERGY MANAGEMENT AND EFFICIENCY

- **Screening of the relevant local/regional civil society and other actors** who have wide networks, good reputation and are able to mobilize youth and other specific vulnerable groups and trigger behavioral change. Identified actors would be potential partners to pilot initiatives in cooperation with the local governments for improvement of environmental governance and implementation of social marketing campaigns.
- **Design and implementation of capacity development program** on the following topics:
 - Balancing environmental protection and local economic development objectives ;
 - Local energy management, climate change mitigation and adaptation, management of natural resources and disaster risk reduction;
 - Environmental protection awareness raising through social marketing campaigns;
- Through participatory approach and active involvement of communities, innovative and inventive **social marketing campaigns** for climate change mitigation and adaptation with special attention to energy efficiency in the pilot municipalities shall be designed.

The campaigns shall rely on youth - community volunteers able to engage their neighbors in peer-to-peer dialogues about opportunities and benefits of energy efficiency, through application of different **participative approaches** such as one-to-one marketing, focus groups, direct mail etc. They will serve as role models and community change agents.

In addition, the social marketing campaigns shall be designed to contribute for **gender mainstreaming** and introduction of behavioral change.

- Energy efficiency audit and preparation of technical documentation for energy efficient reconstruction of the public buildings of the municipal administration and the local institutions (schools, kindergartens, cultural and sport and recreation objects, etc)

EDUCATION

- To apply good governance standards in the education sector
- Organize public campaign on effective, respectful to multicultural values, education on municipal level
- Organize awareness raising campaign to de-stigmatize minority communities, especially ethnic Roma.
- Adapt the curriculum (the 30% allowed by law) to embrace multicultural and social inclusion values
- Update education related information on the municipal web site regularly
- Organize public debates on education relevant topics
- Encourage regular publication of all school based decisions (especially the budget and related execution reports) on the school bulletin 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. Macedonian
2. Albanian
3. Turkish
4. Roma
5. Serbian
6. Vlachs
7. Bosnian
8. Other _____

3. Residence :

4. Age

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

5. Employment status

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

6. Education

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

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

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

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

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

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

9. Quality of life in my municipality

Please choose one of scores of different spheres of quality of life in your municipality (circle one of the numbers)	Satisfied	Partially satisfied	I am not satisfied	I don't have an opinion
1. How would you rate your municipality as a place to live?	1	2	3	4
2. How you would rate your municipality as a place for raising your children?	1	2	3	4
3. Evaluate the quality of life in your municipality!	1	2	3	4
4. How would you evaluate your municipality as a place for elderly citizens?	1	2	3	4
5. How would you rate your municipality as a place for vulnerable groups ¹⁰	1	2	3	4
6. How would you rate employment opportunities in your municipality?	1	2	3	4
7. How would rate safety in your community?	1	2	3	4

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

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

¹⁰ Vulnerable categories (women, youth, children with special needs, homeless children, homeless persons, persons with special needs, persons with HIV, older persons, retired persons, displaced persons, persons from rural communities, unemployed persons, drug users, Roma community, victims of family violence, social assistance beneficiaries)

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

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

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

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

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

12. Should the concept of integrated education¹¹ be implemented in your municipality?

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

¹¹ Integrated education- Joint classrooms from different communities and learning the language of the others

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 10. Urbanism
- 11. Culture
- 12. Sport
- 13. Health
- 14. Other _____

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

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

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

29. What is your opinion on local taxes:

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

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

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

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

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

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

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

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

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

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

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

Conclusion	Agree	Neutral	I don't agree	I don't have an opinion
1. I am pleased with the way the municipality is managed	1	2	3	4
2. I am pleased with the way public enterprises are managed	1	2	3	4
3. Mayor and Council consider the views and opinions of citizens	1	2	3	4
4. Representatives of my municipality have a responsible approach towards people with special needs	1	2	3	4

5. Representatives of the municipality undertake measures to prevent discrimination of non-majority ethnic communities	1	2	3	4
6. Representatives of the municipality undertake measures to prevent gender discrimination	1	2	3	4
7. Citizens of the municipality are informed about the activities and plans of the municipality	1	2	3	4

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

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

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

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

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

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

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

38. Did you face with corruption in your municipality?

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

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

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

40. Did municipal authorities accept your appeals and complaints?

1. Yes
2. No

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

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

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

Is your urban/local neighborhood functional?

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

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

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

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

44. Satisfaction with the work of the mandatory participatory bodies

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

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

1. Yes
2. No

THANK YOU!

MUNICIPALITY SURVEY

STRUCTURAL QUESTIONNAIRE

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

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

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

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

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

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

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

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

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

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

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

YES NO

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

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

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

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

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

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

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

Yes No Partially

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

10. What is the amount of the municipal budget?

	2009	2010	2011	2012
Denars				
Euros				

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

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

Value Added Tax				
Earmarked grants - Education				
Earmarked grants - Culture				
Earmarked subsidies - Child protection				
Capital Grant - Roads				
Capital subsidies - Water Supply and Sanitation				
Block grants - education				
Block grant - culture				
Block grant - Child Protection				
Grants for delegated authority (specify the delegated authority)				
Domestic borrowing				
Foreign borrowing				
Budget reserve				

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Based on which indicators the municipality assesses the above responses:

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

Yes No

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

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

Yes No

If NO, please state the key reasons for it:

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

29. 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

30. 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				

31. 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

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

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

Yes No

б) Organizing school transportation and food

Yes No

B) Accommodation in dormitories

Yes No

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

34. 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

35. 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

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

37. 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

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

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

39. 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

40. 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:

41. 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

42. 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

43. 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

44. 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

45. 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

46. 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

47. 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

48. 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

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

50. 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

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

52. 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

53. 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

54. 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

55. 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"/>

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

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

If YES, specify the instruments of inclusion:

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

59. 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:

60. 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		

61. 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: -----			

62. 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							

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

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

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

1. Yes 2. No

70. Has your municipality appointed an internal auditor?

1. Yes 2. No

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

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

1. Yes 2. No

73. 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)?

74. 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?

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

1. Yes 2. No

76. 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

77. 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

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

1. Yes 2. No

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

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

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

82. 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 Konce.

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