

ACTION PLAN

on the 2011-2014 Programme for Implementation of the Decentralization Process and Local Self-Government Development, for the period 2012 - 2014

Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.

I. LEGAL AND INSTITUTIONAL FRAMEWORK FOR TRANSFER OF COMPETENCIES AND RESOURCES

1.	New Law on Public (Communal) Utilities for systematic regulation of the area of Public (Communal) Utilities	MTC	2012	- RM Budget	Law adopted	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
2.	New Law on Registration of Underground and Overhead Infrastructural Facilities and Associated Installations for the introduction of records and registration of title of the underground infrastructure lines	MTC	2012	- RM Budget - LGU Budgets	Law adopted	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
3.	Amendments and addenda to the Construction Law for the purpose of introduction of standards and procedures for promotion of energy efficiency in the facilities built	MTC	2012	- RM Budget - LGU Budgets	Law adopted	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - promotion of energy efficiency
4.	Amendments and addenda to the Law on Construction Land for the purpose of re-regulation of the procedure for disposal and rental of construction land owned by RM	MTC	2012	- RM Budget	Law adopted	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
5.	Amendments and addenda to the Law on Acting with Illegally Built Structures for further clarification of the procedure for legalization of illegally built structures	MTC	2012	- RM Budget	Law adopted	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs

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6.	New Law on Concessions and Public Private Partnership for the purpose of facilitating private capital entry in construction of infrastructure facilities related to public services on a local level	ME	2012	- RM Budget	Law adopted	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - Sustainable and strong industrial base able to compete on a global level
7.	New Law on Youth promoting the status of young people and regulating the manner of youth organization	MJ	2012	- RM Budget - LGU Budgets	Law adopted	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - participation in society by young people
8.	Amendments and addenda to the Law on Agricultural Land for the purpose of simplification of the procedure for legalization of buildings constructed for agricultural purposes on agricultural land without paying for utilities infrastructure	MAFWE	2012-2014	- RM Budget	Buildings for agricultural purposes (barns, ancillary facilities, etc.) legalized	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
9.	New Law on Equal Opportunities of Women and Men for the purpose of determination of general and specific measures of LGUs in relation to the implementation of the equal opportunities principle	MTSP	2012	- RM Budget	Law adopted	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - provision of social and territorial cohesion
10.	Amendments and addenda to the Law on Civil Servants in relation to the mobility of LGU employees who have the status of civil servants	MISA	2012	- RM Budget	Law adopted	Entire country territory	
11.	Amendments and addenda to the Law on Public Servants for the purpose of regulating the mobility of LGU employees	MISA	2012	- RM Budget	Law adopted	Entire country territory	

ACTION PLAN

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	who have the status of public servants						
12.	New "Law on Electrical and Electronic Equipment and Waste Management" for the purpose of organization of electrical and electronic waste collection in LGU areas	MEPP	2012	- RM Budget - LGU Budgets	Law adopted	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
13.	Amendments and addenda to the Law on Packaging and Packaging Waste for the purpose of packaging waste collection in LGU areas	MEPP	2012	- RM Budget - LGU Budgets	Law adopted	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
14.	Law on Ratification of the Protocol on Strategic Environment Assessment	MEPP	2012	- RM Budget - LGU Budgets	Law adopted	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
15.	Law on Prevention and Control of Accidents with Hazardous Substances	MEPP	2012	- RM Budget - LGU Budgets	Law adopted	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
16.	New Law on Waste Management	MEPP	2014	- RM Budget	Law adopted	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY

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							AND MOBILITY - separation of economic growth from resource use
17.	New Law on Prevention and Control of Industrial Pollution	MEPP	2014	- RM Budget	Law adopted	To be determined additionally	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - decarbonization of the economy

II. FISCAL DECENTRALIZATION

Area of 2011-2015 Government Work Programme				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
1.	Project: "Favourable Loans for Municipalities", which will provide attractive and favourable loans to municipalities through the implementation of a second project on municipal service improvement	MF	2012-2014	- RM Budget	Attractive and favorable loans for municipalities provided	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - provision of social and territorial cohesion
2.	Determination and implementation of measures and activities to improve the level of local tax collection by municipalities	MF in cooperation with MLSG, PRO and ZELS	2012-2013	- RM Budget - LGU Budgets - ZELS Program	- Increased % of tax collection by LGUs (compared with 2010)	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - provision of social and territorial cohesion
3.	Project "Social Services in Support of Social Development and Cohesion" for determination of VAT grant allocation models in order to achieve a higher	MF	2012	- RM Budget - Donor support - UNDP	- Study on municipal expenditure needs; - Study on the capacity for	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - provision of social and territorial

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	equalization level of local revenues			(MKD 7 million)	revenue collection; - Study on capital grants; and - Study on local sources of funding - Analyses to determine VAT grant allocation models		cohesion
4.	Adoption and implementation of the Methodology for Determination of Real Estate Market Value	MF	2012	- RM Budget	Improved collection of property taxes by re-evaluation of the property for taxation	Entire country territory	
5.	Decree on the methodology for determining the criteria for allocation of block grants to public institutions for children-kindergartens, by municipalities	MLSP	For 2012, 2013 and 2014	- RM Budget	Decree adopted	Entire country territory	
6.	Decree on the methodology for determining the criteria for allocation of block grants to public social protection facilities - homes for the elderly	MLSP	For 2012, 2013 and 2014	- RM Budget	Decree adopted	Entire country territory	
7.	Decrees on the methodology for determining the criteria for allocation of block grants to primary education	MES	For 2012, 2013 and 2014	- RM Budget	Decree adopted	Entire country territory	
8.	Decrees on the methodology for determining the criteria for allocation of block grants for cultural activities	MC	For 2012, 2013 and 2014	- RM Budget	Decree adopted	Entire country territory	
9.	Decrees on the methodology for determining the criteria for allocation of	Mol	For 2012, 2013 and	- RM Budget	Decree adopted	Entire country territory	

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	earmarked grants for fire-fighting		2014				
10.	Decrees on the methodology for determining the criteria for allocation of block grants to secondary education	MES	For 2012, 2013 and 2014	- RM Budget	Decree adopted	Entire country territory	
11.	Rulebooks on determination of criteria for regulating the transport of pupils in municipalities and the City of Skopje	MES in cooperation with ZELS, MTC and MF	March 2012	RM Budget (block grants and earmarked grants for transportation)	Rulebooks adopted	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - provision of social and territorial cohesion
12.	Methodology on charging for services in the water sector under the "polluter pays" principle, in order to improve the collection system	MEPP	2014	- RM Budget	Methodology on charging for services in the water sector adopted	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - provision of social and territorial cohesion

III. BETTER DELIVERY OF LOCAL SERVICES

Area of 2011-2015 Government Work Programme				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
1.	Project "Database of development planning documents adopted at the national and regional level and of persons responsible for planning the development of institutions at the national and regional level"	MLSG	2012-2015	- RM Budget - Donor support	Established an electronic database of planning documents available to citizens and business entities through MLSG portal	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs

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2.	Project "Job fairs" - twice a year in each planning region will unite the interests of employers and job seekers	MLSG in cooperation with Employment Agency	2012-2013	- RM Budget	Accessibility to jobs for citizens in the 8 planning regions improved	Entire country territory	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - facilitation of labor mobility
3.	Project "Business Incubators" by which within the centres for regional development, business incubators' development and operation will be encouraged	MLSG	2012-2013	- RM Budget	A network of 8 regional business incubators to support SMEs and unemployed persons established	Entire country territory	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
4.	Project "Replacement of mercury bulbs with energy efficient bulbs in street lighting"	MLSG	2014	- RM Budget	Replacing the bulbs in public lighting networks with more economical ones	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - promotion of energy efficiency
5.	Project "Geographic Information System (GIS) of all spatial and other urban planning data" for the purpose of electronic submission of the request for approval of urban plans, and insight during the procedure for granting approval of urban plans.	MTC	2011-2015	- RM Budget	A system for access to spacial and other information by municipalities, citizens and business entities established	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
6.	Project "Local regulatory guillotine" by which procedures for municipal administrative services will be simplified - creating an integrated portal with local regulations	MISA in cooperation with MLSG	2012-2014	- RM Budget - Donor support - IPA2012/13 (project fiche)	Municipal administrative procedures simplified	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs

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				for decentralization)			
7.	Project "Cleaning electrical and electronic waste"	MEPP	2012-2013	- RM Budget	Reduced amount of waste of this type	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
Area of 2011-2015 Government Work Programme				BUSINESS CLIMATE AND COMPETITIVENESS			
8.	Project: "Establishment of regional business centres for support and advisory services to small and medium-sized enterprises"	MLSG	2012-2013	- RM Budget	A network of 8 regional business centers in the eight development regions established	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
9.	Project: "Electronic services by municipalities - permits, decisions and other administrative services for citizens and businesses"	MLSG, MISA	2012-2014	- RM Budget	Increased use of administrative services by citizens and businesses	Entire country territory	DESIGNED GROWTH - DIGITAL SOCIETY - using the digital era benefits by citizens and businesses
10.	Project: "3 is less, but better than 21" - the deadlines for obtaining building permits and approvals are shortened from 21 to 3 steps (for residential buildings), or 4 steps (for commercial buildings)	MTC	2012-2015	- RM Budget	Simplification of administrative procedures	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
11.	Project "Creating an interactive database of land lots and unused industrial facilities"	MTC	2012-2013	- RM Budget	An electronic database of land lots and facilities	Entire country territory depending on the	SUSTAINABLE GROWTH - COMPETITIVENESS

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					available to investors established	interest of municipalities	- better business environment for SMEs
12.	Project "Establishment of new industrial zones and determination of locations for development of logistics parks to support investors"	MTC	2012-2013	- RM Budget	New industrial zones and logistics parks to support investors formed	Entire country territory depending on the interest of municipalities	SUSTAINABLE GROWTH - COMPETITIVENESS - a strong and viable industrial base able to compete globally
13.	Completing the construction of 4 technological and industrial development zones and construction of 7 new TIDZ	ME DITZ LGU	2012-2015	- RM Budget	11 technological and industrial development zones built	Cities of Skopje (2), Stip, Tetovo, Kicevo, Prilep, Struga, Gevgelija, Strumica, Radovis and Rankovce	SUSTAINABLE GROWTH - COMPETITIVENESS - a strong and viable industrial base able to compete globally
14.	Project "Establishment of 3 green economic zones" where clean and advanced energy saving technologies are used	ME	2012-2014	- RM Budget	- Formation of 3 green economic zones supported	Three municipalities that meet the requirements	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - use of renewable energy sources
Area of 2011-2015 Government Work Programme:				TOURISM			
35.	Support to 10 municipalities annually for development of strategies on eco and alternative tourism development, through subsidizing	MAFWE	2012	- RM Budget	Strategies for development of eco and alternative tourism drafted	The entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
Area of 2011-2015 Government Work Programme:				SOCIAL POLICY			
36.	Opening homes to accommodate the	MLSP	2012 - 2014	- 2012 RM	Two homes for	Cities	INCLUSIVE

ACTION PLAN

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	elderly			Budget - MKD 4,500,000 - Funds from PPP	accommodation of the elderly with a capacity of 50-100 users opened	- Pehcevo (2012-2013) - Demir Kapija or Kavadarci (2013-2014)	GROWTH - FIGHT AGAINST POVERTY - dignified life for frail elderly and other adults
37.	Opening day centres and clubs for elderly people and adults	MLSP in cooperation with municipalities	2012 - 2014	- RM Budget - LGU Budgets	4 day centres and clubs for elderly people and adults opened	Populated places: Ilinden, Skopje-Gazi Baba, Negotino Vevcani	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for frail elderly and other adults
38.	Opening centres that provide help at home for frail elderly and other adults	MLSP in cooperation with municipalities	2012 - 2014	- RM Budget - Vevcani Budget - MKD 2,000,000 - Skopje Budget - MKD 750,000	Two centres providing help at home to frail elderly and other adults opened	Populated places: the city of Skopje and Vevcani	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for frail elderly and other adults
39.	Opening centres that provide help at home for frail elderly and other adults	MLSP in cooperation with municipalities	2012 - 2014	- RM Budget MKD 500,000 - LGU Budget	5 centres providing help at home to frail elderly and other adults opened	Populated places: Skopje-Gazi Baba, Cair and Karpos, Veles and Tetovo	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for frail elderly and other adults
40.	Opening soup kitchens for frail elderly people in rural areas	MLSP	2012-2014	- RM Budget - will be determined after the poll on the ground	Soup kitchens for elderly frail people opened in 7 municipalities	Villages: Vasilevo, Gradsko, Karbinci, Centre Zupa, Ceshinovo,	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for frail elderly and other adults

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						Obleshevo, Rankovce	
41.	Opening Day Centres for children with special needs	MLSP	2012 - 2014	- RM Budget - MKD 2,250,000	Two day care centres for children with special needs opened	Populated places: Strumica and Lipkovo	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for children with special needs
42.	Opening a Day Centre for children with autism	MLSP	2012	- RM Budget - MKD 3,000,000	A Day Centre for children with autism opened	City of Skopje	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for children with autism
43.	Opening counselling services for parents and children victims of domestic violence	MLSP PI ICSW in Resen and Kratovo	2012-2013	- RM Budget - MKD 150,000 for construction works and equipment - 4,500 positions for volunteers - Overheads	Counseling services opened	Resen and Kratovo Municipalities	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for children victims of domestic violence
44.	Opening a Transit Centre for 24 hour accommodation of street children and opening Day Centres for street children	MLSP	2013	- RM Budget - MKD 2,000,000	- A Transit Centre for street children opened - Ohrid - A Day Centre for street children opened - Prilep	Towns of Prilep and Ohrid	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - dignified life for street children
Area of 2011-2015 Government Work Programme:				EDUCATION			
45.	Project "Centres for completing education and acquiring knowledge and skills	MES	2012-2015	- RM Budget - MKD 55	Centres for formal adult education	Eight municipalities	INCLUSIVE GROWTH -

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	competitive in the labour market for adults"			million	organized	with the largest number of unemployed people ¹	EMPLOYMENT AND SKILLS-modernizing labour markets
46.	Project "Early socialization" that will contribute to the acquisition of key preschool knowledge and raise the quality of preschool education curricula	MES in cooperation with BDE	2012-2014	- RM Budget - MKD 600 million	Number of preschool children covered	All municipalities in which there are kindergartens	DESIGNED GROWTH - EDUCATION, LABOUR SUPPLY AND DEMAND-encouraging educational systems' performance
Area of 2011-2015 Government Work Programme:				HEALTH CARE			
47.	Encouraging cooperation between municipalities and public health centres for promotion of preventive health care, in accordance with regional priorities for improvement of population's health	MH	2012-2015	- RM Budget - LGU Budgets	17 prevention programs related to the implementation of the Law of Infectious Diseases conducted	The entire country territory (all municipalities and all public health centres)	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
48.	Support for activities for young population protection by engaging physicians in municipalities	MH	2013-2015	- RM Budget - LGU Budgets	Education of young people on health care topics conducted	Entire country territory (all municipalities and all public health centres)	DESIGNED GROWTH - EDUCATION, LABOUR SUPPLY AND DEMAND-encouraging educational systems' performance
Area of 2011-2015 Government Work Programme:				JUSTICE AND SECURITY			
49.	Project "The old barracks for new development" that will assign barracks or	MD LGUs		- RM Budget - LGU	Facilities assigned for the needs of	City of Skopje - Aerodrom and	SUSTAINABLE GROWTH -

¹ Prilep, Stip, Kumanovo, Strumica, Struga, Gazi Baba, Cair, Suto Orizari

ACTION PLAN

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	parts of the barracks, watchtowers, storage groups, offices etc. for other purposes			Budgets	local economic development	Karpos, Veles, Kicevo, Tetovo, Stip, Prilep, Ohrid, Bitola, Strumica and Kumanovo	COMPETITIVENESS - better business environment for SMEs
50.	Project "Organizing classes for learning the basics of traffic culture in secondary schools"	Mol Republic Council for Transport Safety LGUS	2012	- RM Budget	Classes on traffic safety and the basics of traffic culture for high-school children - future drivers conducted for all secondary schools	Ministry of Interior's departments in the City of Skopje and 26 cities in the country	DESIGNED GROWTH - EDUCATION, LABOUR SUPPLY AND DEMAND-encouraging educational systems' performance
51.	Project "Safe moped steering"	Mol	2012	- RM Budget	Classes conducted for the interested high-school children-future drivers from all secondary schools	Ministry of Interior's departments in the City of Skopje and 26 cities in the country	DESIGNED GROWTH - EDUCATION, LABOUR SUPPLY AND DEMAND-encouraging educational systems' performance
52.	Project "Safe everywhere"	Mol	2012	- RM Budget	24-hour safety surveillance provided in the three cities	- The cities of Skopje, Kumanovo and Tetovo	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - modernization of the transport sector
Other activities related to the decentralization process							
53.	Exchange of best practices for innovative delivery of local services, promotion and establishment of forms of Inter-Municipal	MLS (in cooperation with ZELS,	2012 - 2014	- Support from donors - UNDP	- Number of reports on best practices that are	Entire country territory LGUs with	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY

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	Cooperation - IMC Further regulation of IMC as a tool for absorption of funds for capital investment	relevant ministries and LGUs)		Programme "Local Action for Inclusive Growth" - MKD 5.6 million - UNDP Project "Think globally - Develop locally" - MKD 4.7 million	distributed appropriately - Number of new forms of IMC - Number of innovative forms of IMC - Number of replicated forms of IMC - Number of established IMC for capital investment	expressed interest in establishing IMC	- ensuring social and territorial cohesion
54.	Evaluation of the framework for alternative methods of local service delivery and local support for development of small and medium-sized enterprises and enhancement thereof	MLS (in cooperation with ZELS, relevant ministries and LGUs)	2014	- Budgets of LGUs and RM - Support from donors - IPA2012/13 (project fiche for decentralization)	- Enhanced regulations - Scope of responsibilities and services delivered locally	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
55.	Introduction of ISO / CAF standards and standards for obtaining international credit rating of LGUs	MLSG, MISA, MF, ZELS Ministry of Economy, LGUs	2014	- Support from donors - IPA2012/13 (project fiche for decentralization) - LGUs Budgets	- Number of municipalities certified with ISO / KAF Standards - Number of municipalities having an international credit rating	LGUs with an expressed interest in introducing standards	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs

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56.	Improving mechanisms for citizen participation in local governance and articulating communities' initiatives with particular attention to promoting the role of local and urban communities	MLSG (in coordination with MF, ZELS, other relevant institutions and LGUs, and civic associations)	2012 - 2014	- Support from donors - IPA 2012/13 (project fiche for decentralization)	- Increased role of local and urban communities	Entire country territory	SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs
57.	Evaluation of the framework for inclusive local development and establishment of mechanisms and tools to include vulnerable groups in the processes of local governance, planning, activity implementation and M & E	MLSG (in close cooperation with ZELS, LGUs and civic associations)	2014	- Support from donors - IPA 2012/13 (project fiche for decentralization)	- Recommendations for normative framework improvement - Improved regulations	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
58.	Preparation of a ten-year Review/Evaluation of the implementation of the decentralization process in the period 2004 - 2014 and the new Program for Development of Local Self-Government 2015 - 2018	MLSG (in cooperation with all relevant ministries, ZELS, LGUs, civic associations and other relevant stakeholders)	2014	- Support from donors - IPA 2012/13 (project fiche for decentralization)	- Evaluation and Program prepared and adopted		SUSTAINABLE GROWTH - COMPETITIVENESS - better business environment for SMEs

IV. DEVELOPMENT OF LSGU'S ADMINISTRATIVE CAPACITY

Area of 2011-2015 Government Work Programme:	DECENTRALIZATION AND REGIONAL DEVELOPMENT
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1.	Project "Support to the process of fiscal decentralization by strengthening the capacity for sound financial management and internal financial control at local and central level"	MF	2012-2013	- RM Budget - Donor support - EU	Trained staff in organizational units for financial management and financial control of LGUs	In 40 major municipalities	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
2.	Project "Social services in support of social development and cohesion"	MF	2012	- RM Budget - Donor support - UNDP (MKD 7 million)	Strengthening the capacity of LGU employees who work on the calculation and implementation of fiscal transfers and capital grants	Entire country territory	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
3.	Identification and implementation of measures and activities to improve the level of collection of local taxes by municipalities	MF in cooperation with the MLSG, PRO and ZELS	2012-2013	- RM Budget	Trained employees in municipalities where collection of local taxes is low	LGUs where collection of local taxes is low	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
4.	Project: "Municipalities manage undeveloped state land" within which continuous training for municipalities will be organized in order to facilitate their entry into the process of construction land management	MTC	2012-continuousl y	- RM Budget	Trained staff in organizational units for undeveloped state land management	Entire country territory	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
5.	Training for capacity building of the State Inspectorate for Local Government and LGUs related to supervision of the legality of municipal regulations and oversight of the procedure for their adoption	MLSG	2012-2013	- RM Budget - Donor support from OSCE	Trained staff in organizational units for regulations in LGUs	Entire country territory	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
Area of 2011-2015 Government Work Programme:				PUBLIC ADMINISTRATION AND INFORMATION SOCIETY			

ACTION PLAN

on the 2011-2014 Programme for Implementation of the Decentralization Process and Local Self-Government Development, for the period 2012 - 2014

Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.
6.	Implementation of the Annual Program for Generic Training of Civil Servants	MISA	For 2012, 2013 and 2014	- RM Budget - LGU Budgets - Donations	Implemented generic training of employees in the municipal administration	Entire country territory	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
Area of 2011-2015 Government Work Programme:				ENVIRONMENT AND NATURE PROTECTION AND PROMOTION			
7.	Training to familiarize LGUs with their obligations arising from the negotiation process	MEPP	2012	- RM Budget - Donor support - Sweden	Trained staff in organizational units for sustainable development in LGUs	LGUs	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
8.	Training on the preparation of planning documents regarding taking measures for air quality improvement	MEPP	2012	- RM Budget	Trained staff in organizational units for air quality in LGUs	LGUs	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
10.	Training on implementing the Law on Protection from Noise in the Environment and bylaws on managing data on noise and monitoring, and on handling equipment for noise measurement	MEPP	2012	- RM Budget	Trained staff in organizational units for protection from noise in LGUs	LGUs	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
11.	Training on the preparation of strategic noise maps and action plans for noise	MEPP	2012	- RM Budget	Trained staff in organizational units for protection from noise in LGUs	City of Skopje and municipalities of Bitola, Kumanovo and Tetovo	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
12.	Training on the experience in implementing the Directive 2000/14/EC, which is modified by the Directive 2005/88/EC concerning the emission of noise in the environment by equipment	MEPP	2012	- RM Budget - EU-TAIEX	Trained staff in organizational units for protection from noise in LGUs	LGUs	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development

ACTION PLAN

on the 2011-2014 Programme for Implementation of the Decentralization Process and Local Self-Government Development, for the period 2012 - 2014

Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.
	used outdoors						
13.	Training to raise public awareness of the importance of the ecological network Natura 2000 for all stakeholders	MEPP	2013	- RM Budget - IPA funds	Workshop held	LGUs	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
14.	Strengthening the institutional capacity for approximation and implementation of legislation in the area of water management	MEPP	2014	- RM Budget - IPA funds	Trained staff in organizational units for water quality in LGUs	LGUs	INCLUSIVE GROWTH - EMPLOYMENT AND SKILLS - life-long skills development
Other activities to strengthen the capacity of local government units							
15.	Project "Strengthening of national and local integrity systems" - strengthening LGU's capacities to promote transparency and accountability in LGUs	State Commission for Prevention of Corruption (in cooperation with ZELS and LGUs)	2012 - 2014	- SCPC Budget - UNDP (Government of the Kingdom of Norway)	LGU's employees trained on integrity systems	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
16.	Capacity building of NGOs / CSOs to support the process of decentralization and participation in decision making at the local level, implementation of M & E activities and strengthening the application of the concept of social responsibility. Concluding strategic partnerships with public institutions.	SG of Government (in coordination with MLSG, ZELS, LGUs, NGOs / CSOs)	2012 - 2014	- Support from donors - IPA 2011 (project fiche for civil society) - IPA 2012/13 (project fiche for decentralization)	- Training delivered - Number of proactive civic associations - Number of partnerships	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
17.	Definition and implementation of an integrated policy and institutional solutions	MLSG (in coordination	2012 - 2014	- RM Budget - LGU	- Establishment of a capacity	Entire country territory	INCLUSIVE GROWTH -

ACTION PLAN

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Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.
	for capacity building based on LGU's needs, line ministries and civil society organizations: <ul style="list-style-type: none"> • Implementation of quick needs assessments • Creation of an interactive Platform for Local Integrated Learning including a database of advanced knowledge, skills and good practices Establishment and implementation of integrated systems for information about the processes of recruitment, evaluation, needs for training and progress.	with MISA, ZELS, MF and LGUs)		Budgets - ZELS Programme - Support from donors - IPA2012/13 (project fiche for decentralization)	building system - Indicators and data on capacity-related situations - Database formed - A portal created through MLSG's web-site		EMPLOYMENT AND SKILLS - life-long skills development

V. LOCAL DEMOCRATIC PRACTICE AND CIVIC PARTICIPATION

Area of 2011-2015 Government Work Programme:				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
1.	Project "Ask the competent bodies"	MLSG	2012	- RM Budget	- Informing the public through debate contact shows on MTV regarding matters in the area of local government	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - active participation in society by poor and socially excluded people
Area of 2011-2015 Government Work Programme:				EDUCATION			

ACTION PLAN

on the 2011-2014 Programme for Implementation of the Decentralization Process and Local Self-Government Development, for the period 2012 - 2014

Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.
2.	Project "Advising parents - parental school" that will strengthen the educational component through a specific Protocol on active involvement of parents in education and educational process of their child	MES (Pedagogic Service)	2012	- RM Budget	Protocol established	All primary and secondary schools in all municipalities	DESIGNED GROWTH - EDUCATION, LABOUR SUPPLY AND DEMAND-encouraging educational systems' performance
Area of 2011-2015 Government Work Programme:				SOCIAL POLICY			
3.	Establishment of Committees for Equal Opportunities in all communities for more effective implementation of the principle of equal opportunities at local level	MLSP	2012 - 2020	- LGU Budgets	Committees for Equal Opportunities formed in all municipalities	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY active participation in society by poor and socially excluded people
Area of 2011-2015 Government Work Programme:				YOUTH, SPORT AND PHYSICAL CULTURE			
4.	Project "Establishment of youth councils in municipalities" which will take the first step toward increasing youth participation in decision making at the local level	Agency for Youth and Sport	After the adoption of the Law on Youth	- RM Budget - Support from donors - UNDP project "Youth and Good Governance" - MKD 1 million	Youth Councils formed in all municipalities (pilot projects in 6 municipalities)	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - active participation in society by young people
5.	Project "Establishment of regional youth information and counseling centers"	Agency for Youth and Sport	2012-2014	- RM Budget - MKD 3,000,000.00 a year are needed	7 regional youth information and counselling centres established	The cities of Kumanovo, Ohrid, Stip, Strumica, Gevgelija, Gostivar, Bitola and 3 in the Skopje region	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - active participation in society by young people

ACTION PLAN

on the 2011-2014 Programme for Implementation of the Decentralization Process and Local Self-Government Development, for the period 2012 - 2014

Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.

Area of 2011-2015 Government Work Programme:				AGRICULTURE FORESTRY AND WATER ECONOMY			
6.	Support for the establishment of Local Action Groups composed of representatives of the local government, business and NGO-sector to prepare and implement measures for local community needs	MAFWE	2012- 2015	- RM Budget - LGU Budgets	Local Action Groups established	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY- active participation in society by people in rural areas
Area of 2011-2015 Government Work Programme:				ENVIRONMENT AND NATURE PROTECTION AND PROMOTION			
7.	Establishment of regional bodies for utilities	MEPP	2013- 2014	- RM Budget	Regional body for utilities established	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
8.	Establishment of regional bodies for waste management	MEPP	2012- 2014	- RM Budget	Regional body for waste management established	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
9.	Forming Councils for Catchment Area Management for the Vardar river basin	MEPP	2012	- RM Budget	Councils formed	Entire country territory	SUSTAINABLE GROWTH - CLIMATE, ENERGY AND MOBILITY - separation of economic growth from resource use
Activities of other bodies and organizations							
10.	Project "Strengthening of national and	State	2012 - 2014	- SCPC	- Prepared	Entire country	INCLUSIVE GROWTH - FIGHT

ACTION PLAN

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1.	2.	3.	4.	5.	6.	7.	8.
	local integrity systems" in the preparation of standards, guidelines and tools for promoting transparency and accountability in municipalities	Commission for Prevention of Corruption (in cooperation with ZELS and LGUs)		Budget - UNDP (Government of the Kingdom of Norway)	assessment with recommendations for reducing risks of corruption and building integrity system at local level - Established mechanisms for social accountability at local level	territory	AGAINST POVERTY - ensuring social and territorial cohesion

VI. COMMUNICATION, COORDINATION, MONITORING AND EVALUATION

VI a. Communication and Coordination

In accordance with the measures of the 2011-2014 Program for implementation of the decentralization process and local government development							
1.	Design and implementation of awareness-raising programs and campaigns, communication strategies and materials for the purposes of decentralization	MLSG (in cooperation with ZELS, relevant ministries and LGUs)	2012 - 2014	- RM Budget - LGU Budgets - Support from donors - IPA 2009 - (project fiche for decentralization) - Support from donors	- Number of campaigns - Perception of decentralization improved	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
2.	Strengthening technical and strategic capacities of MLSG and RGD in order to	MLSG (in cooperation	2012 - 2014	- RM Budget - Support from	- Training conducted	Entire country territory	INCLUSIVE GROWTH - FIGHT

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Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.

	meet the new needs of the decentralization process	with MISA, ZELS, MF, other relevant ministries and LGUs)		donors - UNDP "Project on mid-term evaluation of decentralization" MKD 0.5 million - Support from donors - IPA 2009 (project fiche for decentralization) - IPA 2012/13 (project fiche for decentralization)	- Applied research - Generating data and establishing specific databases		AGAINST POVERTY - ensuring social and territorial cohesion
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VI. 6. Monitoring and Evaluation

In accordance with the measures of the 2011-2014 Program for implementation of the decentralization process and local government development							
1.	Formulation of a Plan for establishing a system of Monitoring and Evaluation (M & E) of the decentralization process	MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)	2012	- RM Budget	- M & E Plan developed	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
2.	Preparation of M & E Methodology,	MLSG (in	2012	- RM Budget	- M & E	Entire country	INCLUSIVE GROWTH - FIGHT

ACTION PLAN

on the 2011-2014 Programme for Implementation of the Decentralization Process and Local Self-Government Development, for the period 2012 - 2014

Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.
	<p>standardization of new protocols, M & E guidelines and terminology, harmonization with the reporting mechanisms.</p> <p><i>Methodology will also be used to evaluate the implementation of the 2011-2014 Programme on the implementation of the decentralization process and local government development (In accordance with the 2012 NPAA)</i></p>	cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)		- Support from donors - UNDP "Project on mid-term evaluation of decentralization" MKD 0.5 million	methodology, protocols and guidelines prepared	territory	AGAINST POVERTY - ensuring social and territorial cohesion
3.	Definition of the baseline and implementation of measurements based on performance indicators in all areas of transferred competencies and local services	MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)	2012 - 2013	- RM Budget - Support from donors - IPA 2009 (project fiche for decentralization)	- Baseline indicators established - Initial measurements implemented	Initial measurements in 10 LGUs	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion
4.	Adoption of the Final List of Performance Indicators, interventions in the normative framework and implementation of continuous measurements <ul style="list-style-type: none"> • Establishing and strengthening M & E units within the relevant ministries and LGUs • Integrating M & E activities in national and local development documents • Establishing and / or strengthening the mechanisms for participation of all 	MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)	2014	- RM Budget - Support from donors - IPA 2012/13 (project fiche for decentralization)	- Final List of Performance Indicators - Improved regulations increasing the number of plans where M & E principles are integrated - Number of initiatives taken by all	Entire country territory	INCLUSIVE GROWTH - FIGHT AGAINST POVERTY - ensuring social and territorial cohesion

ACTION PLAN

on the 2011-2014 Programme for Implementation of the Decentralization Process and Local Self-Government Development, for the period 2012 - 2014

Ref. no.	Activity / Project	Implementing Institution	Timeline	Fiscal Implications (in MKD)	Strategic Monitoring Indicator	Area it affects	Relation to 2020 EU Strategy
1.	2.	3.	4.	5.	6.	7.	8.
	stakeholders in the M & E process				stakeholders for M & E purposes		