



**USAID** | **MACEDONIA**  
FROM THE AMERICAN PEOPLE

**PROJECT FOR TRANSPARENT GOVERNANCE**



НВО ИНФОРМАЦИОНЕН ЦЕНТАР



Educational-Humanitarian  
Organization



Center for Civil Communications  
Центар за граѓански комуникации

THERE IS NO DEMOCRACY WITHOUT GOOD GOVERNANCE AND THERE IS NO GOOD GOVERNANCE WITHOUT ACCOUNTABILITY AND TRANSPARENCY

## **Results of the survey of existing practices in municipalities in Eastern Macedonia: Štip, Strumica, Sveti Nikole and Vinica**

**February 2010**

---

*This publication was made possible through support provided by United States Agency for International Development (USAID). The opinions expressed herein are those of the authors: NGO Info-centre, Centre for Civic Communications and EHO and do not necessarily reflect the views of the USAID or US Government.*

## **INTRODUCTION**

The NGO Infocentre, Centre for Civil Communications and EHO implement the „USAID Project for Transparent Governance“, in the period September 2009-August 2012.

Starting from the point that greater transparency, responsibility and accountability are the best instruments to fight corruption, this project aims to contribute to revitalisation of mechanisms for more transparent, responsible and accountable work of local governments, increased participation by citizens and business community in local decision-making processes, and exchange of good practices between local self-governments in the country.

The first phase of the project includes a survey of current practices applied by local self-governments in four pilot-municipalities in Eastern Macedonia. The survey aims to provide relevant indicators on citizens', civic associations' and business community's satisfaction with the services provided by the municipalities, and to detect eventual weaknesses in the work of the municipalities in terms of transparent, efficient and accountable work.

The satisfaction of citizens, NGOs and the business community were measured through:

- How well informed they were about the work of municipal administrations;
- Their involvement in decision-making processes;
- Possibilities they have to point out at weaknesses in the functioning of municipal administrations and the work of public servants; and
- Accountability they get from the municipality.

The opportunity that, in addition to users, representatives of municipal administration were given to present their own views on the efficiency of provision of services allowed us to gather information on the existence of a system of procedures and

actions that would guarantee reliable and constant quality of functioning of municipal administrations.

The results of the survey were used, among other things, to determine:

- If a municipality informs the citizens about its work and activities in a timely and appropriate fashion?
- If the citizens are involved in decision-making processes and how?
- How does a municipality cooperate with civil associations and business community?
- What are the weaknesses in the functioning of municipal administrations?
- Does a municipality have internal mechanisms in place to detect illegal and unethical actions?
- Does a municipality implements active anti-corruption policies and whether the citizens are involved in this battle?
- Is a municipality accountable regarding the results of its functioning?

The results of the survey will be used as basis for a set of recommendations on the measures that need to be implemented to overcome detected weaknesses and improve the functioning of local administrations.

## **METHODOLOGY**

The survey used group-specific questionnaire forms for municipal bodies, citizens, civic associations and enterprises in four pilot-municipalities in Eastern Macedonia: Štip, Strumica, Sveti Nikole and Vinica.

The group-specific questionnaires allowed us to collect relevant findings on the experiences of each specific target group; to include the specific aspects of the different relations each of the groups has with their respective municipality; to get a comprehensive picture on the situation in a municipality and to reduce the risk of one-sided approach to the evaluation of the work done by municipal administrations.

**The municipalities** included in the survey in the first stage of the project differ in terms of levels of development and their past experiences and successes in the process of decentralisation, which enables the results of the survey to offer a comprehensive picture about the work and functioning of municipal administrations.

For the survey of the public opinion of the **citizens** in the four municipalities, 949 citizens that had contacts with municipal administrations during the period of implementation of the survey were polled. The polling was done in the period December 10-25, 2009, every week-day, from 9:00 to 13:00 hours. It provided relevant findings about the functioning of municipal administrations, having in mind that the answers to the questionnaire were given by citizens that had direct experience with municipal services. The targetted sample of citizens to be polled eliminated the risk of inclusion of citizens who had no direct experience and could only present their assumptions about the functioning of municipal administrations. We got our target sample by asking the pollsters to ensure that the questionnaire is filled by people exiting municipal administration buildings.

In view of their relevant experiences and indepth knowledge of the functioning of municipal administrations, the survey of the **civil sector** included 80 active non-governmental organisations that work in the four municipalities (20 from each municipality).

The survey of the **business sector** was conducted on a representative sample of 85 companies, randomly chosen from the commercial registries kept by the municipal offices for Local Economic Development (LED).

The survey was conducted by ten (10) trained pollsters – three in each of the bigger municipalities of Štip and Strumica, and two pollsters in Vinica and Sveti Nikole.

## SUMMARY RESULTS

- The citizens and the business community are almost equally unsatisfied with the functioning of municipal administrations; transparency, or the lack thereof; their participation in adoption of budgets and other important documents (plans, strategies, etc.); accessibility of municipal administrations, etc. Unlike citizens and business community, representatives of civic associations express greater satisfaction and higher levels of information about the functioning of municipal administrations, accessibility of information and documents, and participation in the work of municipal administrations. Nonetheless, the satisfaction of the NGOs is lower in places where their cooperation with municipal administration is smaller.
- There are differences in the answers given by municipal administrations, on one hand, and citizens and business people on the other, on almost all cross-referenced questions.
- The findings on the current situation we got from this survey show that there is great room for improvement in almost all aspects of functioning in the four municipalities covered by the survey.
- The results of the survey show that citizens and the business community are not sufficiently informed about the functioning of municipal administrations, their services or the manners in which the interested people could get involved in decision-making processes or complain about the work of representatives of municipal administrations.
- Municipalities have not displayed a list of all of their services in a public announcement board, together with the documentation that needs to be presented to apply for those service or the fees charged, which would minimise the room for abuses and manipulation by local administrations. While majority of municipalities (75%) say that they have displayed public lists of their services, with fees charged for each individual service, less than one

half of polled citizens (45%) say they have seen such lists in municipal buildings.

- The common practice to have municipal civil servants give information about procedures and necessary documentation for individual services in direct conversation also leaves ample room for abuse and manipulations. Majority of citizens (56%) and businesspeople (60%) said that they received the information on procedures and documents they have to submit from municipal administration employees in direct conversation, while about one third of municipalities (37%) admitted that their employees were the main source of such information.
- The survey findings show that development and adoption of municipal budgets is largely opaque and lacks the necessary transparency. High percentages of polled citizens (92%) and businesspeople (85%) said they weren't included in the creation of municipal budgets, quite a difference from the responses of municipal administrations - 100% of them responded they included the citizens and other stakeholders in the process of preparation of municipal budgets.
- Apart from Budgets, 68% of polled citizens and 64% of polled businesspeople said that municipal administrations didn't consult them in the development of other important documents (strategies, plans, etc.), while, again, 100% of municipal administrations said they apply various instruments to ensure they consult with stakeholders on those documents.
- Full 95% of citizens and 94% of business people polled for this survey said they weren't able to be present in the sessions of municipal councils, while 100% of municipalities saying their sessions are open to the public. The conclusion is that municipalities don't implement measures to enable the presence of stakeholders (citizens, companies, etc.) in the sessions of municipal councils and that citizens and business communities are excluded

from the process of adoption of decisions that influence their daily lives and companies' operations.

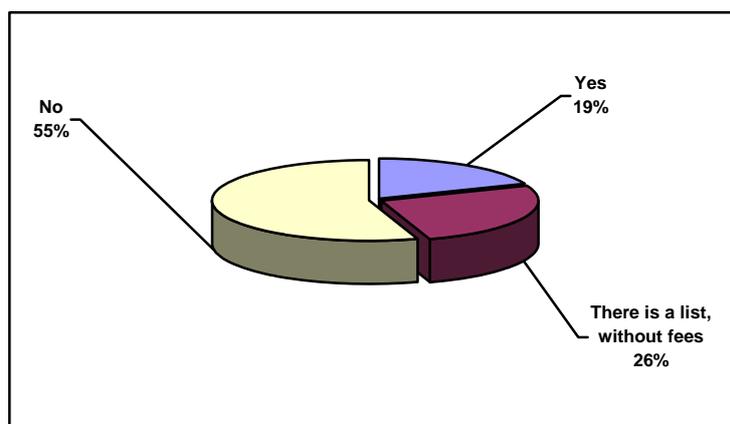
- Two-thirds (64%) of polled citizens believe that municipalities don't implement measures to ensure active functioning of urban communities, while 100% of municipalities said they do implement such measures.
- Almost two-thirds of the citizens (64%) and one third of polled businesspeople (34%) believe they have no opportunities to present their problems to the mayor of a given municipality and to make proposals to improve the life and functioning on municipal level, while 100% of the municipalities say that their respective mayors hold regular meetings with the citizens. Another conclusion would be that no measures are implemented to ensure more active participation of citizens and business communities in the regular meetings the mayor holds with the stake-holders and interested citizens.
- Municipalities lack instruments for collection and review of citizens' and business-community's complaints of corrupt and unethical actions by representatives of municipal administrations. 75% of municipalities said that they don't have written procedures for proper action on citizens' complaints. 93% of the polled citizens and 95% of polled business-people never filed a complaint for abuse of office or corruption against an employee of municipal administrations.
- Corruption is a big problem for municipal administrations. Just 5% of the citizens and 6% of the business-people said they were asked for bribes by an employee of municipal administration, while 7% of the citizens and 5% of polled businesses filed a complaint for corruptive actions. Just 8% of the citizens and 4% of firms said they have witnessed a situation in which a local official didn't disclose an obvious conflict of interests. Almost 17% of the polled NGOs report they have learned about abuses of office and corruptive actions by municipal administration employees, while 11% witnessed situations in which local officials didn't disclose conflict of interests situations.

- The survey shows that municipalities don't treat all citizens and companies equally. Therefore, 58% of the polled citizens and 50% of the firms believe that municipal employees didn't treat the equally, with 56% of the companies holding the position that municipal authorities reserved privileged treatment to some companies in collection of taxes and dues.
- The findings of the survey show that municipal administrations are not accountable enough. Full 56% of the citizens said that the municipal administration didn't inform them about its results, while 61% of business people didn't know, or didn't believe that they could access the information on public procurement agreements signed by the municipal administrations. On the other hand, 52% of the companies believe that public procurement procedures in their respective municipalities were corrupt.

## DETAILED RESULTS OF THE MONITORING CITIZENS

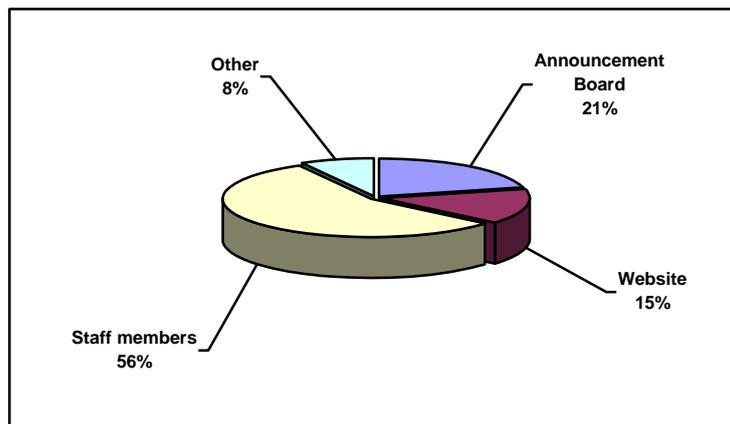
- **More than a half of the polled citizens (55%) say that their municipal administration has not displayed, in the public announcement board or other visible location, a list of services offered with the adequate fees charged for each individual service.** Almost 26% of the citizens said that their municipality has such a list of services, but not the fees charged for each individual service, while 19% say there are lists of services and tariffs displayed in public place.

Figure 1. Does your municipality display a list of services it offers, with corresponding administrative fees, in a public place?



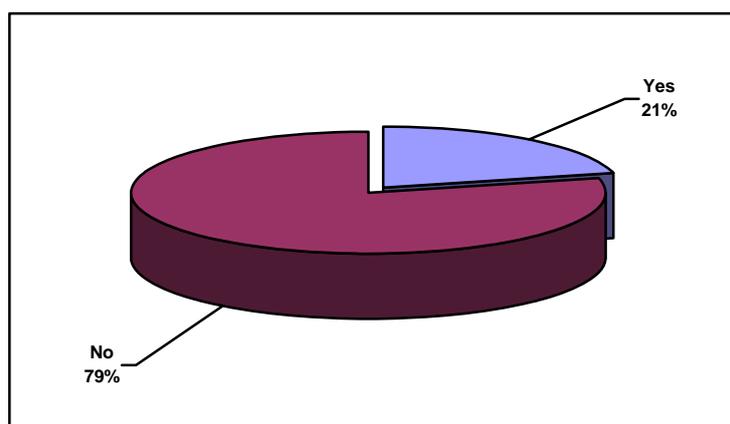
- **A majority of polled citizens (56%) say that they get the information on proper procedure and necessary documents they need to provide to apply for a service in conversation with the civil servants.** Almost 21% of the citizens said they found the information on municipal public announcement boards, while 15% found the required information on municipal websites.

Figure 2. How do you get information on procedures and documentation necessary to apply for the services provided by the municipality?



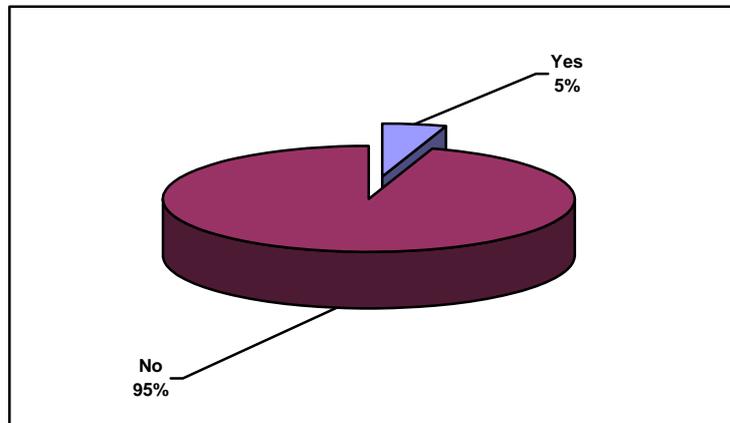
- **79% of the citizens have never launched an initiative in their municipalities to resolve an existing problem.** Only 21% of the citizens have launched such initiatives, and just 11% of them have had their initiatives accepted by the municipal authorities.

Figure 3. Have you, alone or in cooperation with other citizens, launched an initiative to solve an existing problem in your municipality this year?



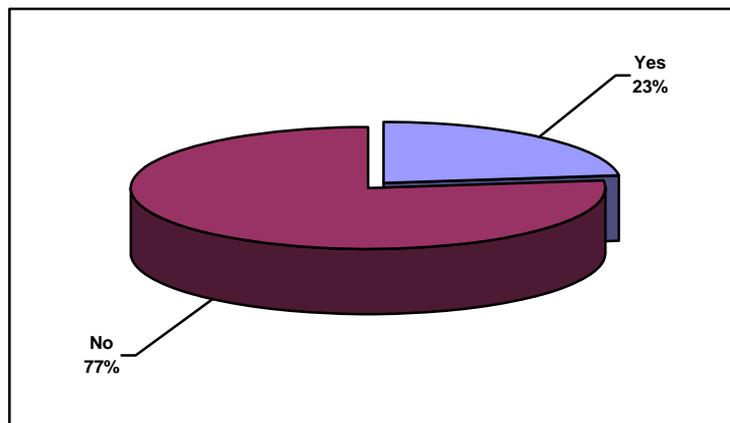
- **A predominant share of the citizens (95%) never went to sit in a session of the Municipal Council as observers.** Only 5% of the polled citizens have sat in a municipal council session.

Figure 4. Have you sat in a meeting of the Municipal council in 2009?



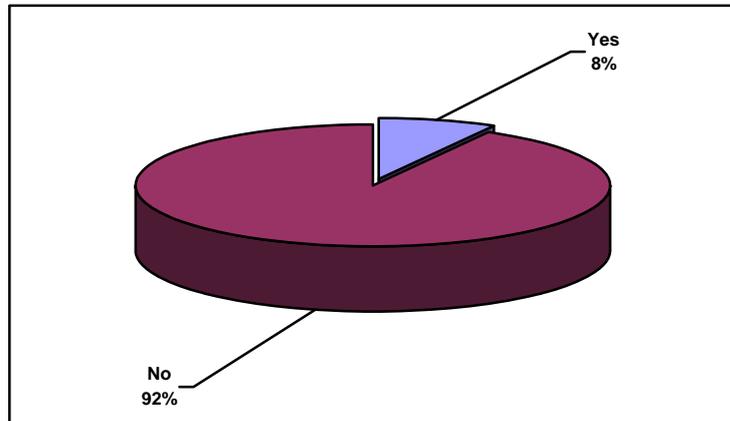
- **A high percentage of polled citizens (77%) never took part in a public debate organized by the municipal administration.** Just 23% of the citizens participated in a public debate.

Figure 5: Have you participated in a public debate organized by the municipality?



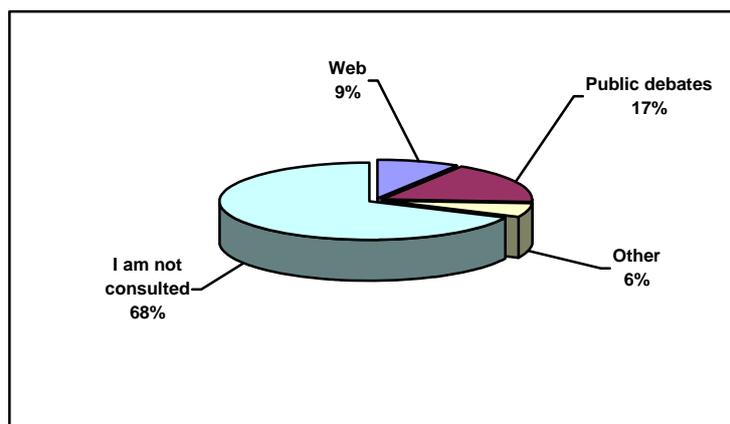
- **An overwhelming portion of polled citizens (92%) said municipal administration have excluded them from budgeting processes.** Just 8% of the citizens said they were involved in the development of municipal budgets.

Figure 6. Did municipal administration let you participate in the development of municipal budgets?



- **Full 68% of the citizens were not consulted by the municipal administration in the development of important documents, strategies, plans, etc.** Almost 17% of the citizens said they were consulted in the development of those documents in public debates, and 9% pointed out at municipal websites.

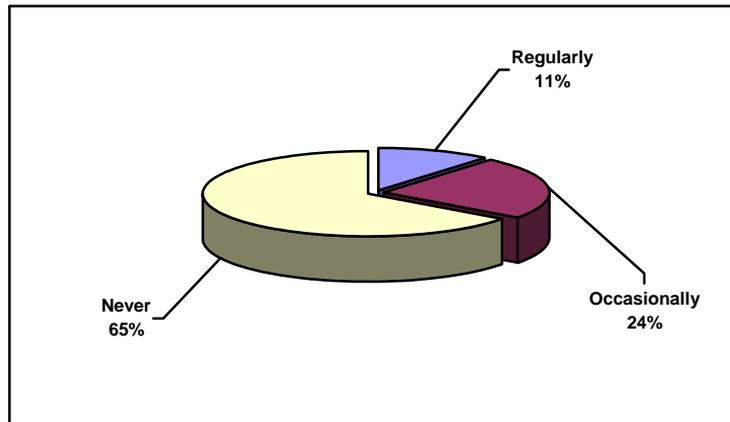
Figure 7. How does the municipality consult you in the development of important strategies, plans, etc?



- **65% of the citizens never had an opportunity to present their problems, suggestions or proposals to the mayor.** Almost 35% of the polled citizens

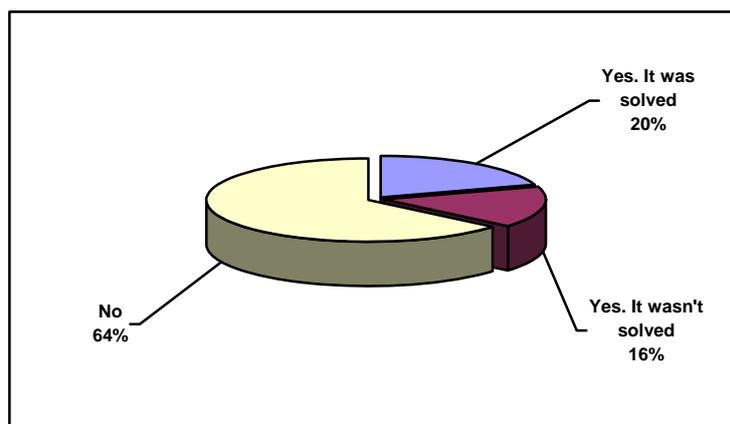
were able to talk to the Mayor, 11% percent of them on regular basis, and 24% occasionally.

Figure 8. Did you have an opportunity to present your problems or proposals to the Mayor?



- **Almost two thirds of the citizens (64%) never reported some communal problem to the municipal administration.** 36% of the citizens said they reported such problems, and municipal administrations solved every other of the reported problems.

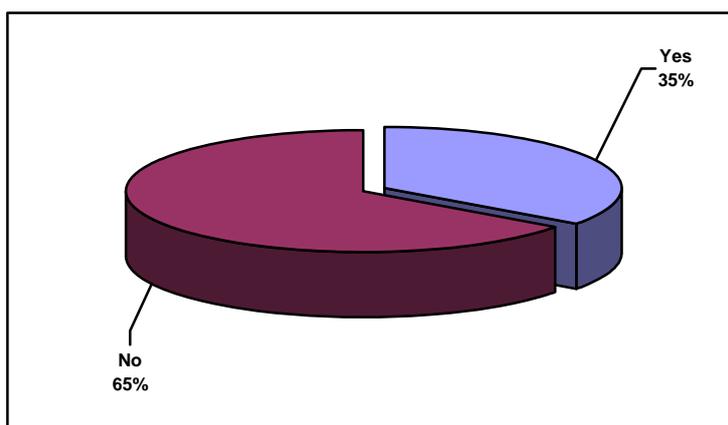
Figure 9. Have you reported some communal problem to the municipal administration?



- **Two thirds of the polled citizens believe that their municipal administration doesn't implement measures for active functioning of**

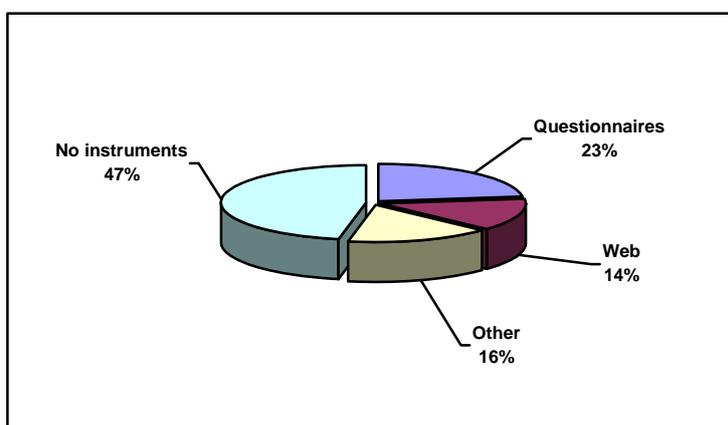
**urban communities.** One third of the polled believe that such measures were implemented.

Figure 10. Do you think that municipal administration implements measures for active functioning of urban communities (as basic unit of condensed civic opinion)?



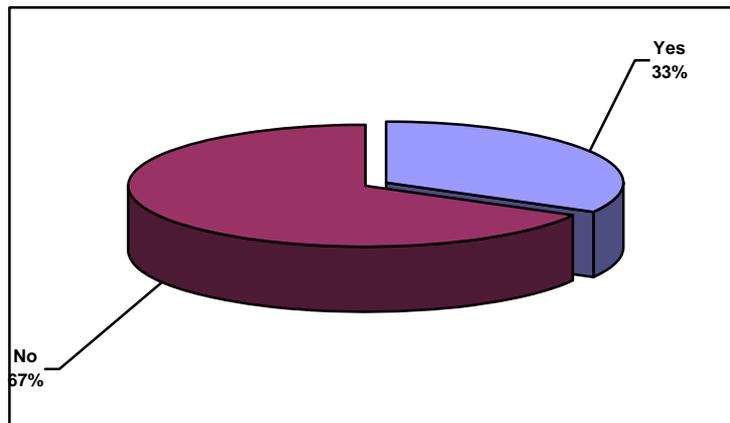
- **Almost one half of the citizens (47%) said they weren't able to express their satisfaction or dissatisfaction with the services offered by the municipality and the quality of work done by municipal administration.** Almost 23% of the polled said they have expressed their opinion through questionnaires, 14% used the internet website of their municipality, and 16% used other means.

Figure 11. What were the instruments available to you to express your satisfaction or dissatisfaction with the services offered by the municipality and the quality of their work?



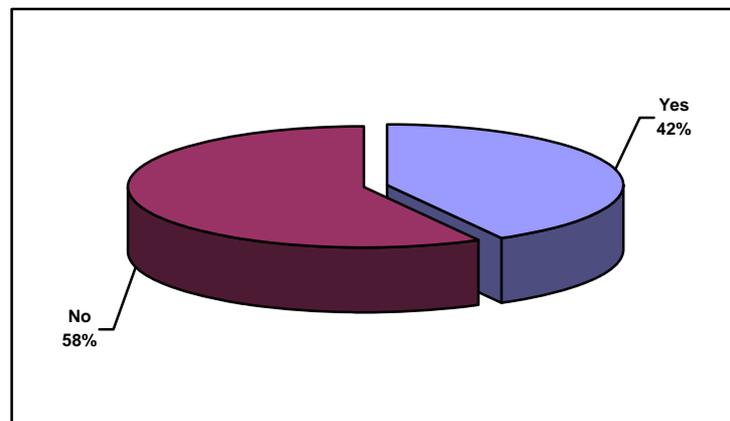
- **Two thirds of the citizens said their municipality had no special phone-line for citizens to report their complaints and proposals.** One third of the polled said there was such a phone line.

Figure 12: Does your municipality have open phone-line for citizens' complaints and proposals?



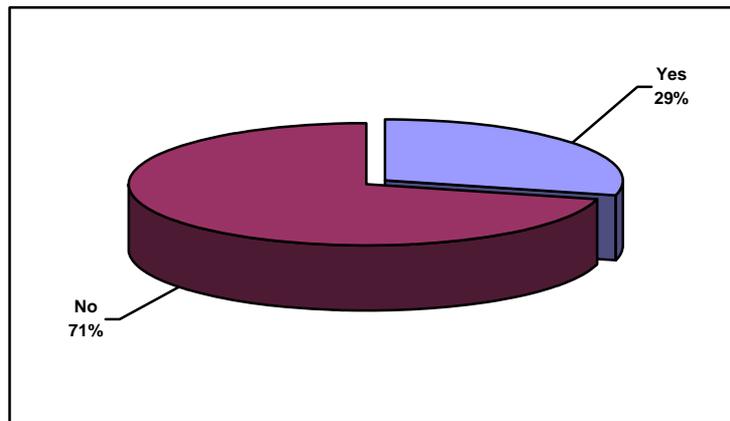
**More than a half of the polled citizens (58%) believe that their municipality doesn't treat all citizens equally.** 42% of the citizens believe that their municipality treats all citizens equally.

Figure 13. Do you think that employees of the municipal administration treat all citizens equally?



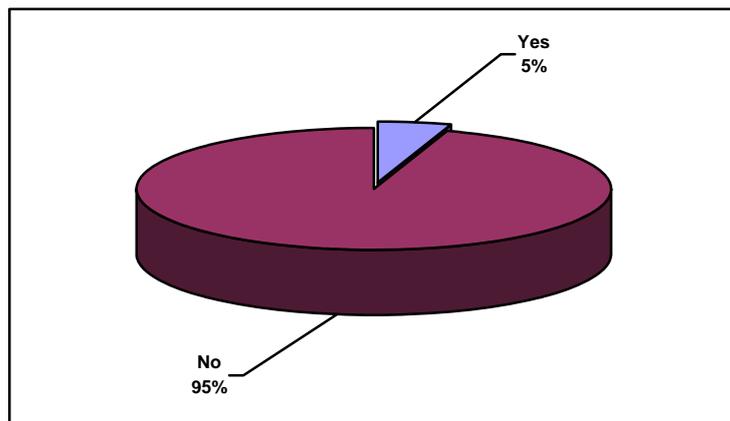
- **71% of the citizens believe that the municipality lacks proper procedure for reporting unprofessional conduct of its employees.** 29% of the polled citizens said that their municipality had such procedures in place.

Figure 14: Does your municipality have proper procedure to report unprofessional conduct by its employees?



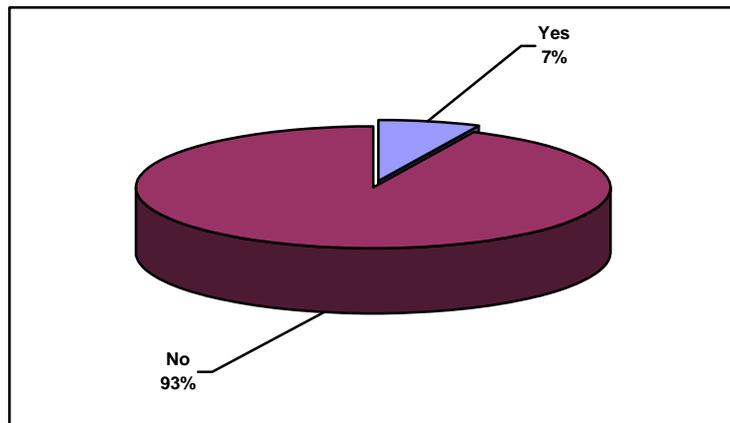
- **A dominant majority of the citizens (95%) said that they were never asked to pay bribes to a municipal official.** 5% of the citizens said they were asked to pay bribes.

Figure 15. Did some municipal official or employee ever asked you to pay a bribe?



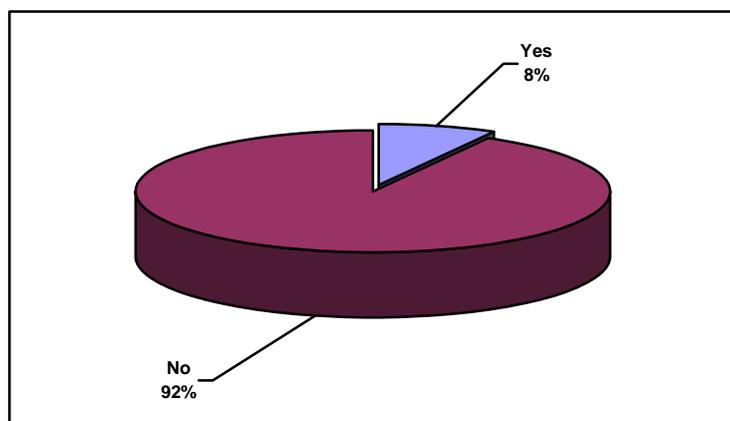
- **Just 7% of the citizens filed a complaint against municipal official for abuse of office and corruption.** 93% of the citizens never filed such complaint.

Figure 16. Have you ever filed a complaint against a municipal employee for abuse of office or corruption?



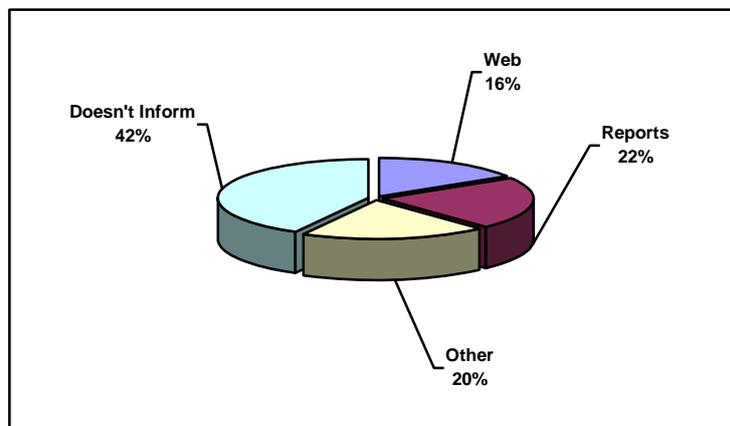
- **Just 8% of the polled citizens said they witnessed a situation in which a municipal official didn't disclose an obvious conflict of interests.** Full 92% of the polled never witnessed such a situation.

Figure 17. Have you ever witnessed a situation in which a municipal official didn't disclose an obvious conflict of interests?



- **Significant portion (42%) of the citizens said that their municipality never informs them about the results of its activities.** Almost 22% of the citizens said the municipality informed them about its results in regular reports, 16% got the information on the municipal website, and 20% in another way.

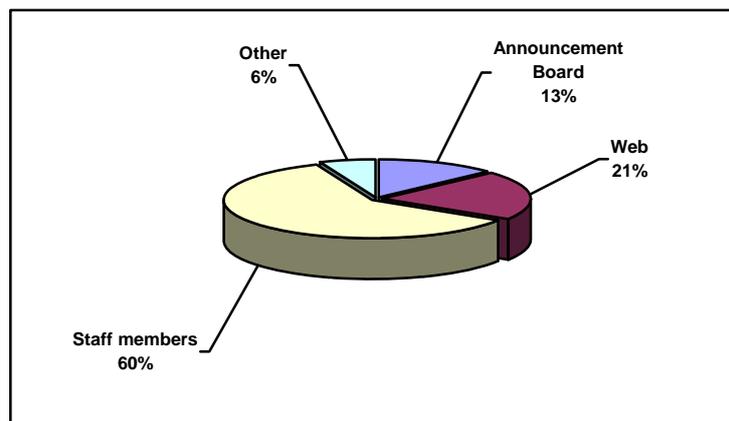
Figure 18. How does your municipality inform you about the results of its work?



## DETAILED RESULTS OF THE MONITORING BUSINESS COMMUNITY

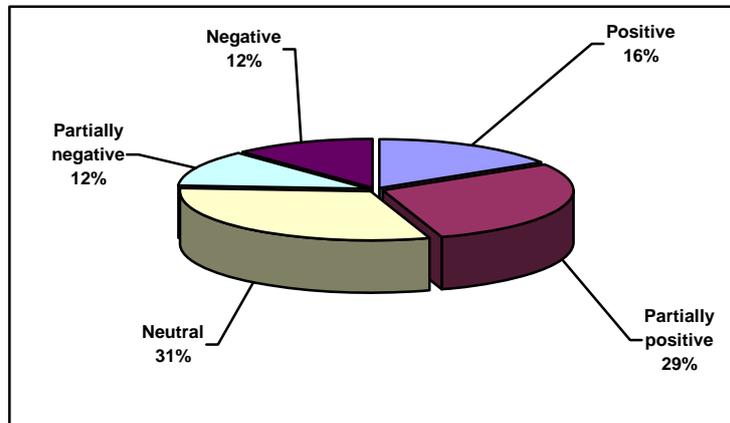
- **The majority of polled representatives of the business sector (60%) said that the information on procedures and documents they need to complete and present to apply for some municipal service are received in verbal conversation with the employees.** Almost 21% of the businesspeople said they found the information on municipal websites, while 13% found the required information on the announcement board in the municipal building.

Figure 1. How do you get information on procedures and documentation necessary to apply for the services provided by the municipality?



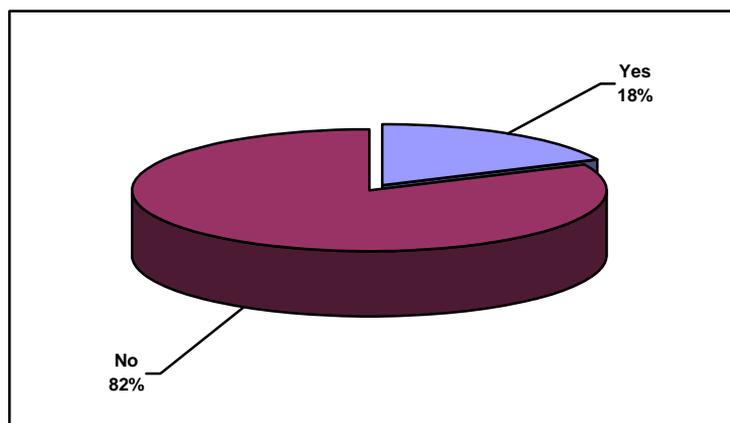
- **Less than a half of the polled business people (45%) believe that their municipality has positive impact on the business climate.** Almost 24% of them said that the municipal administration has negative effects on the business climate, while less than a third (31%) said that its effect on the business climate is neutral, i.e. the municipality has no effect on the business climate.

Figure 2. How do municipal administration's actions influence the business climate?



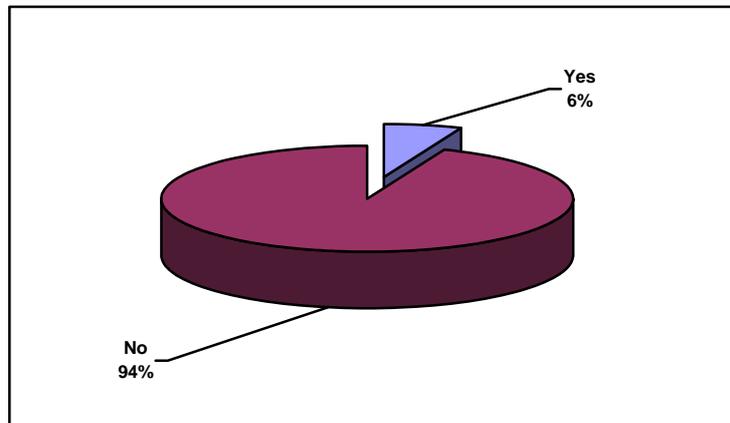
- **82% of the businesspeople never started an initiative to solve some problem in their municipality.** Only 18% of the businesspeople launched such initiatives, and just 4% of them have had their initiatives accepted by the municipal authorities.

Figure 3. Have you, alone or in cooperation with other companies, launched an initiative to solve some problem in the municipality this year?



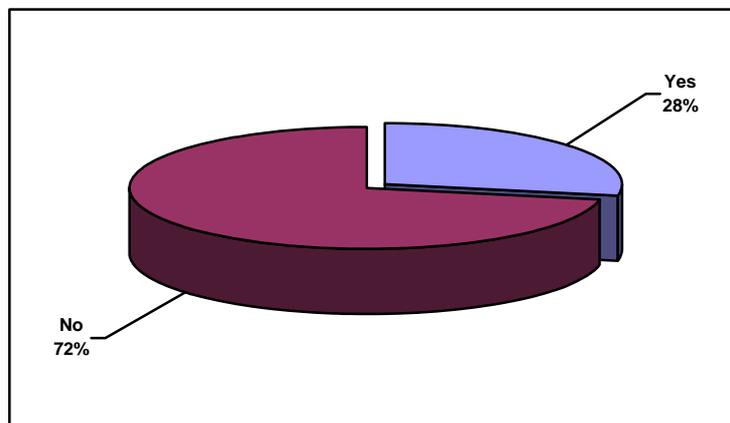
- **94% of the business people polled for this survey said they never sat in a sessions of municipal council.** Just 6% of the polled members of the business community sat in a meeting of the municipal council.

Figure 4. Have you ever sat in a session of the Municipal Council in 2009?



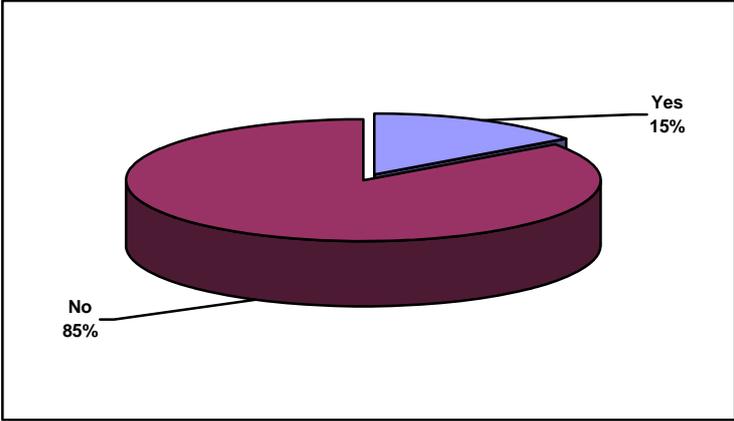
- **A high percentage of polled business people (72%) never took part in a public debate organized by the municipal administration.** Just 28% took part in a public debate organized by the municipal administration.

Figure 5. Did you take part in a public debate organized by the municipal administration?



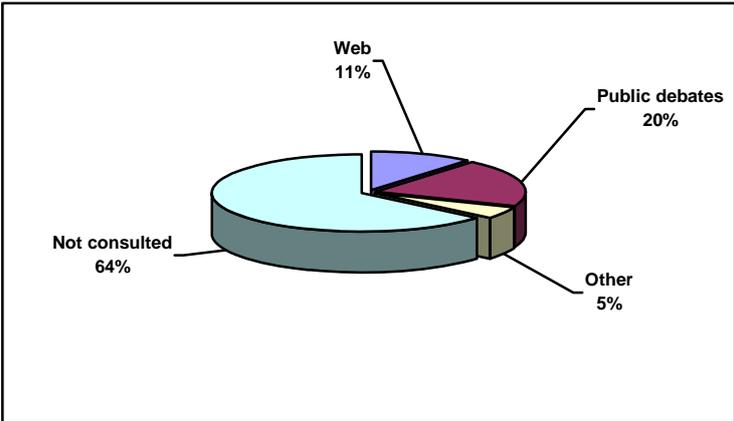
- **A dominant majority of polled bussinesspeople (85%) said that the municipality doesn't inform them or consult them in the development of the Budget.** Just 15% of the bussinesspeople said they were involved in the development of municipal Budget.

Figure 6. Does the municipality inform you and consult you during the development of the Budget?



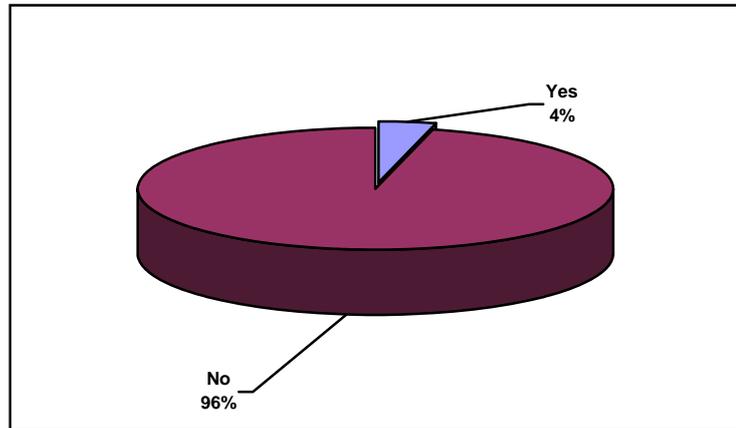
- **Full 64% of the businesspeople were not consulted by the municipal administration in the development of important documents, strategies, plans, etc.** Almost 20% of the business people said they were consulted in the development of those documents through public debates, 11% were consulted through the municipal website, and 5% in another way.

Figure 7. How does the municipality consult you in the development of important strategies, plans, etc?



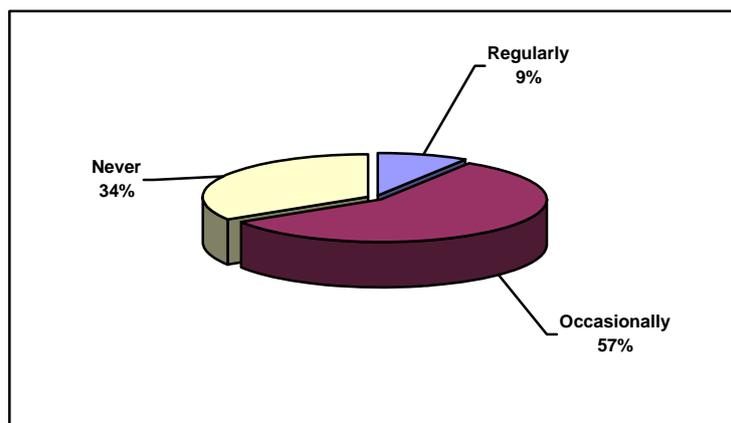
- **A dominant number of businesspeople (96%) have not implemented a single public-private partnership project with the municipality.** Just 4% were involved in such projects.

Figure 8. Have you implemented public-private partnership projects with the municipality?



- **More than a half of the polled representatives of the business community said that they were able to regularly (9%) or occasionally (57%) present their problems, proposals or suggestions to the mayor of their respective municipality.** On the other hand, one third of the businesspeople (34%) never had an opportunity to talk to the mayor.

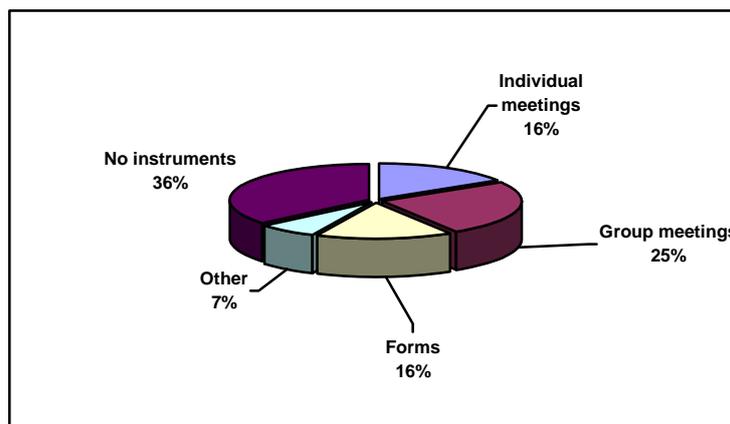
Figure 9. Did you have an opportunity to present your problems or proposals to the Mayor?



- **Almost two thirds of the polled businesspeople (65%) said they weren't able to express their satisfaction or dissatisfaction with the services offered by the municipality and the quality of work done by municipal**

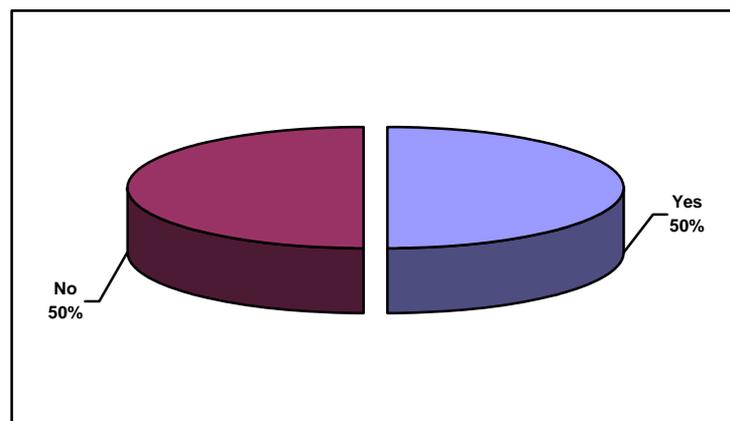
**administration.** A relative majority of the businesspeople (41%) said they do that in individual or group meetings with municipal officials. 35% of the businesspeople said they don't have such an opportunity.

Figure 10. What were the instruments available to you to express your satisfaction or dissatisfaction with the services offered by the municipality and the quality of their work?



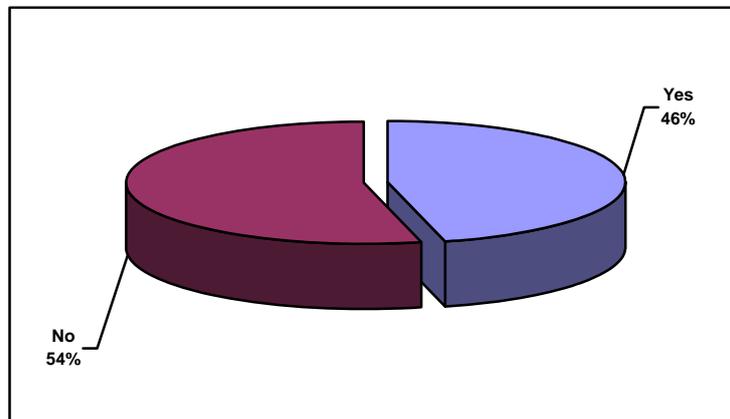
- **The polled business people are divided equally (50-50%) on the question whether their municipality treats all citizens equally.**

Figure 11. Do you think that employees of the municipal administration treat all citizens equally?



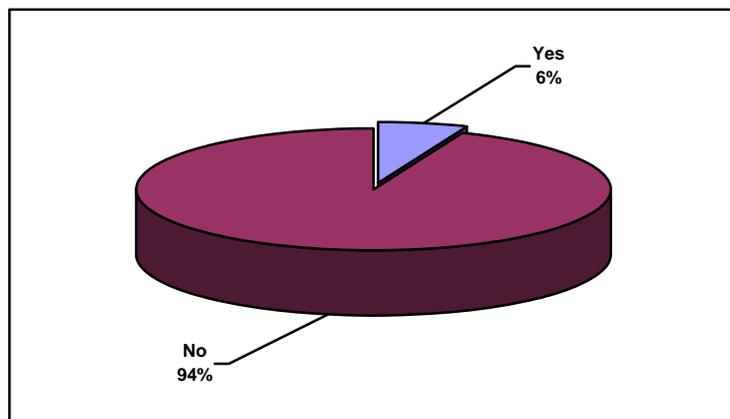
- **54% of the businesspeople believe that the municipality lacks proper procedures for reporting unprofessional conduct of its employees. 46% of the polled citizens said that their municipality had such procedures in place.**

Figure 12: Does your municipality have proper procedures to report unprofessional conduct by its employees?



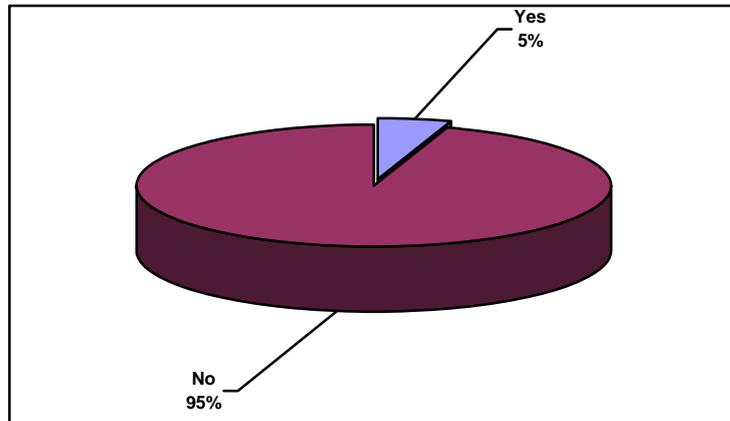
- **A dominant majority of the businesspeople (94%) said that they were never asked to pay bribes to a municipal official.** 6% of the citizens said they were asked to pay bribes.

Figure 13. Did some municipal official or employee ever asked you to pay bribes?



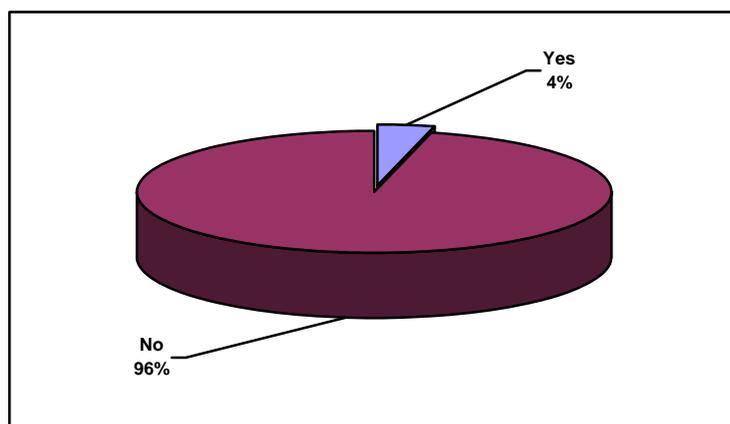
- **Just 5% of the businesspeople filed a complaint against municipal official for abuse of office and corruption.** 95% of the businesspeople never filed such complaint.

Figure 14. Have you ever filed complaint against a municipal employee for abuse of office or corruption?



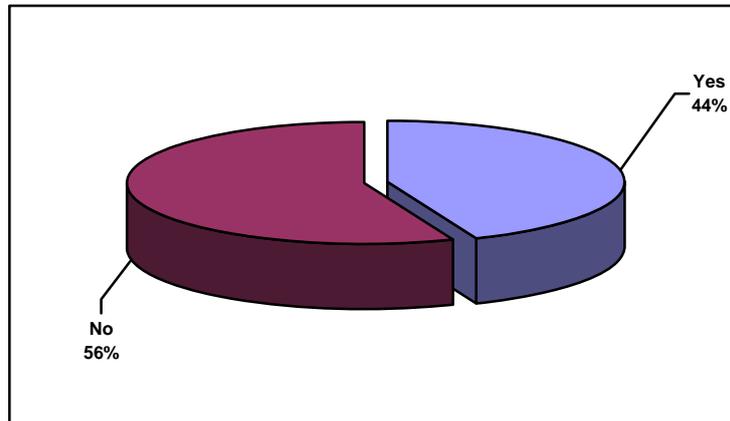
- **Just 4% of the polled businesspeople said they witnessed a situation in which a municipal official didn't disclose an obvious conflict of interests. 96% of the polled never witnessed such a situation.**

Figure 15. Have you ever witnessed a situation in which a municipal official didn't disclose an obvious conflict of interests?



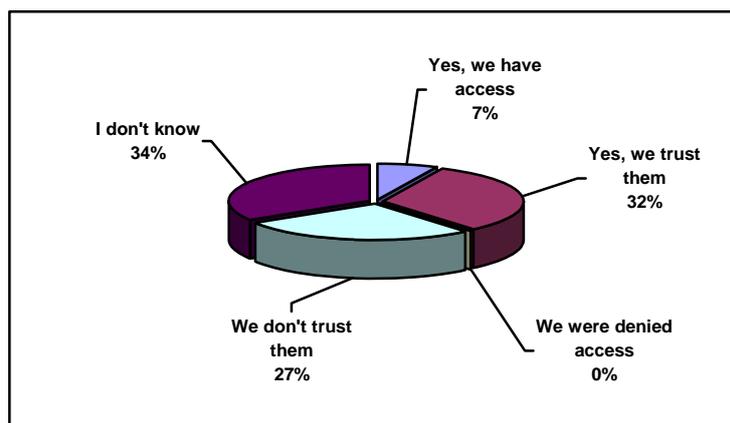
- **Almost 44% of the polled business people believe that municipal administration reserves preferential treatment for certain companies in terms of collection of taxes and dues. 56% of the polled businesspeople said there were no such privileges.**

Figure 16. Do you think that municipal authorities give preferential status to some companies in collection of taxes and dues?



- One third of the polled (34%) didn't know if they have access to the public procurement contracts concluded by the municipality, while 27% don't believe they will get to see the contracts even if they asked for them. Just 7% of the polled requested and received the sought data, with 32% believing they would get access if they requested it.

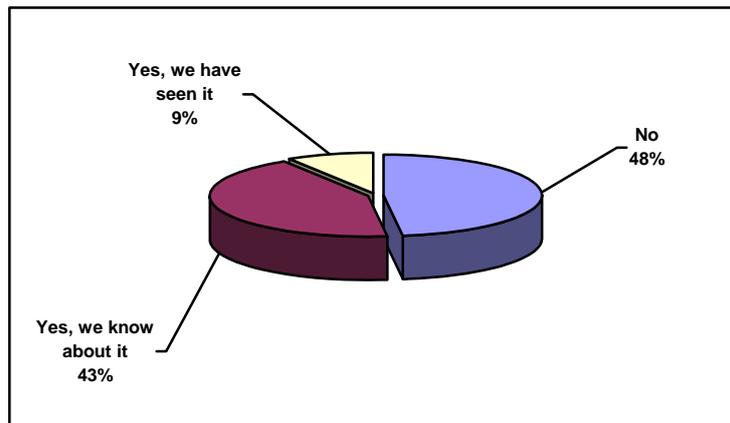
Figure 17. Do you have access to the information on the public procurement contracts concluded by the municipality?



- More than a half of the polled business people (52%) believe that public procurement procedures in their municipalities are corrupt. Significant portion of 43% of the business people know there is corruption but they

never witnessed it, while 9% reported they witnessed or were themselves asked to pay bribes. 48% of the business people believe their respective municipalities were free of corruption.

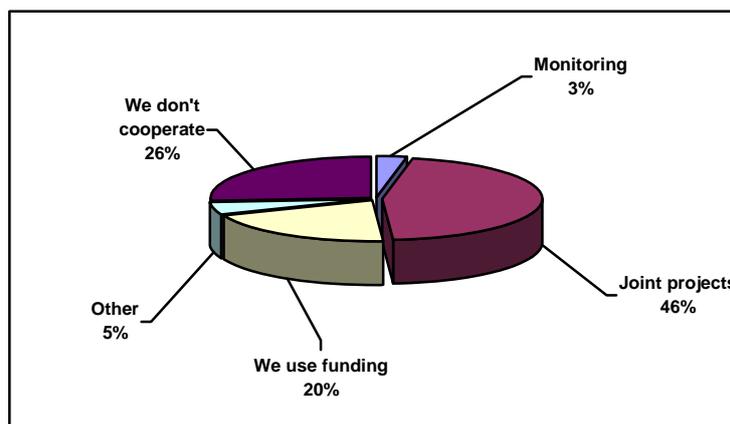
Figure 18. Do you think that public procurement procedures in your municipalities are corrupt?



## DETAILED RESULTS OF THE MONITORING NONGOVERNMENTAL ORGANIZATIONS

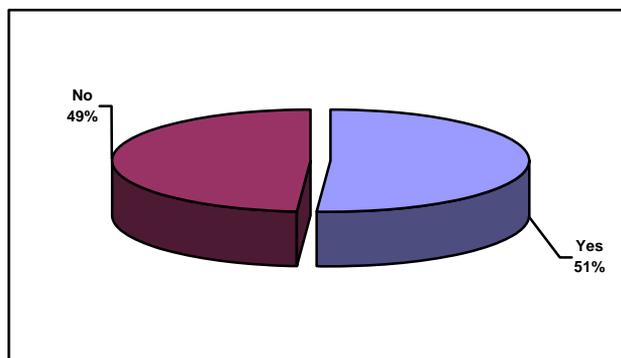
- **74% of the polled NGOs said that they cooperate with the municipal administrations in some way.** Majority of them (46%) cooperate through implementation of joint projects, and 20% are recipient for funding from municipal funds dedicated to the civil sector. 26% of the polled NGOs didn't cooperate with the municipal administrations.

Figure 1. In what way do you cooperate with the municipality?



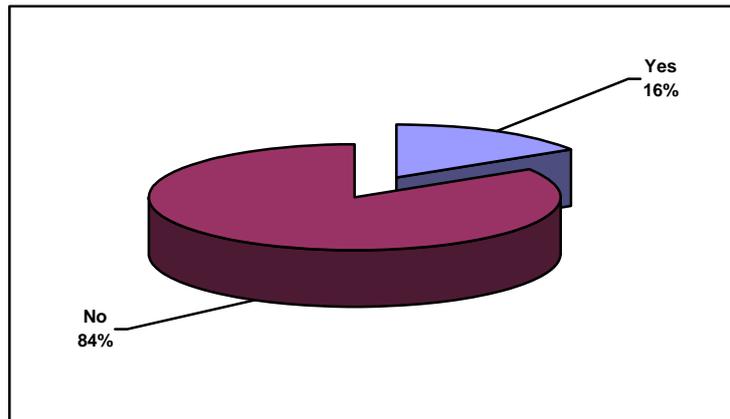
- **One half of the polled NGOs (51%) launched an initiative to solve some problem in the municipality in 2009.**

Figure 2. Did you launch an initiative to solve some problem in the municipality this year?



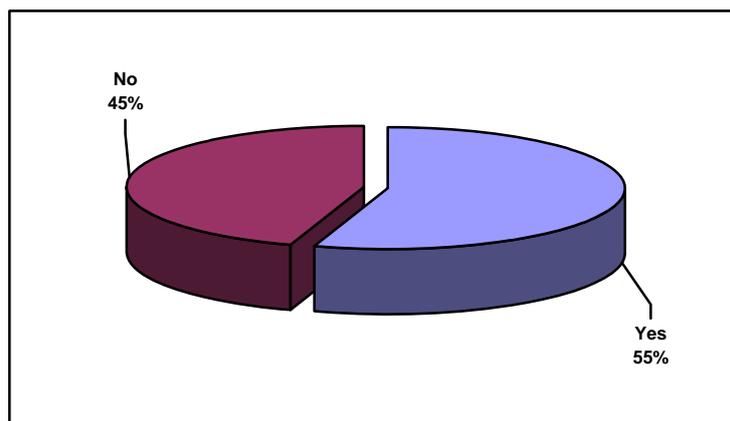
- **84% of the polled NGOs never sat in a session of the municipal council.** Just 16% of the NGOs sat in a meeting of the municipal council.

Figure 3. Did you sit in a session of the Municipal Council in 2009?



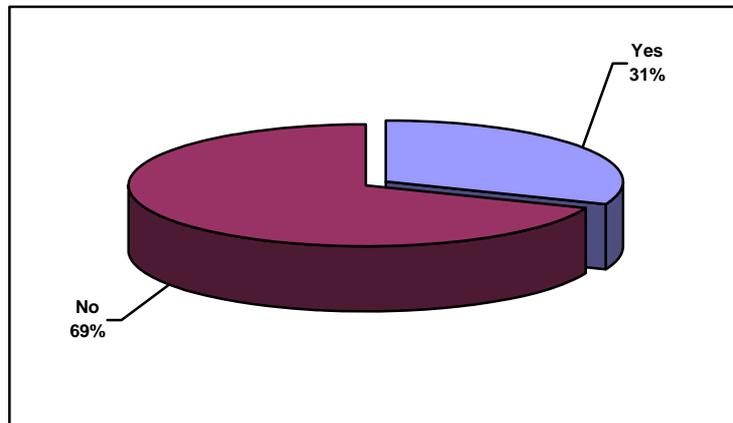
- **More than a half of the polled NGOs (55%) took part in a public debate organized by the municipal administration.** 45% said then never took part in a public debate organized by the municipal administration.

Figure 4. Did you take part in a public debate organized by the municipal administration?



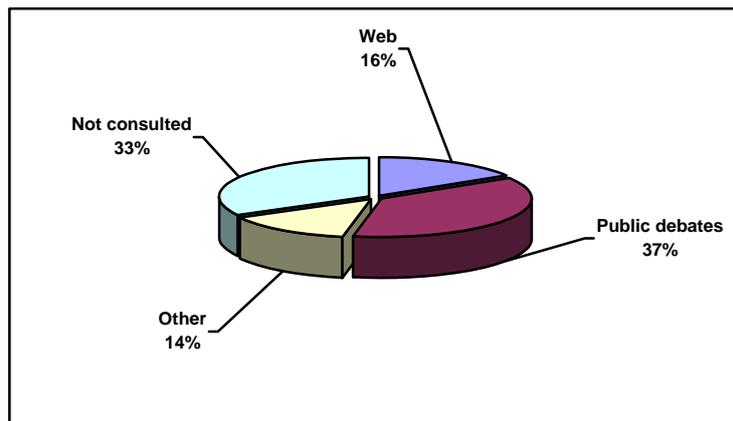
- **More than two thirds of the polled NGOs (69%) said that the municipality doesn't involve them in the development of the Municipal Budget.** Just 31% of the NGOs said they were involved in the development of municipal Budget.

Figure 5. Does the municipality invite you to participate in the development of the Budget?



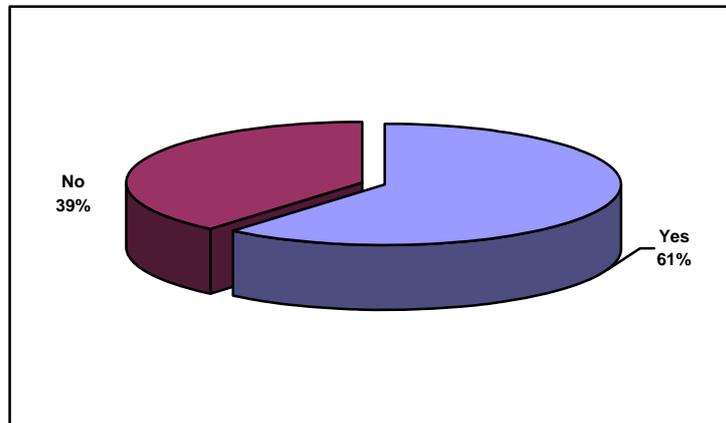
- **Two thirds (67%) of the NGOs said they were consulted by the municipal administration in the development of important documents, strategies, plans, etc.** Most of them (37%) of them said they were consulted in the development of those documents through public debates, and 16% through the municipal websites. 33% said they weren't consulted.

Figure 6. How does the municipality consult you in the development of important strategies, plans, etc?



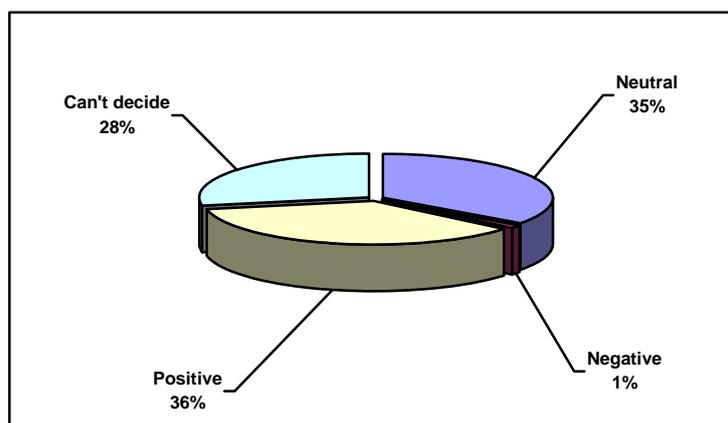
- **More than a half of the polled NGOs (61%) believe that their municipality treats all citizens equally.** 39% of the citizens believe that their municipality doesn't treat all citizens equally.

Figure 7. Do you think that employees of the municipal administration treat all citizens equally?



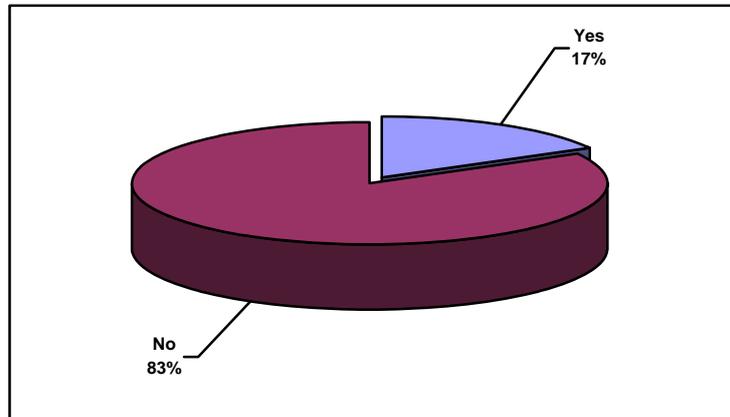
- **Slightly more than a third of the NGOs believe that the media reporting on the activities of the municipality was positive (36%) or neutral (35%).** 28% of the polled NGOs said they had no opinion on the manner in which the media report the activities of the municipality, while just 1% believed that the media coverage of municipality's activities was negative.

Figure 8. How do you see the media coverage of activities of your municipality?



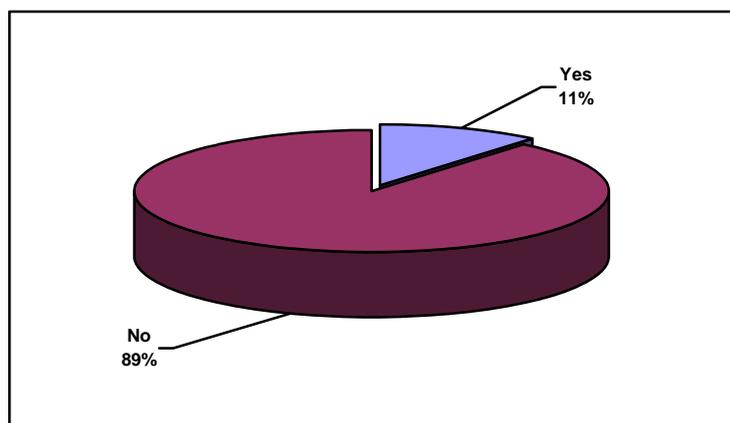
- **A dominant number of polled NGOs (83%) said they haven't heard about abuses of office and corruptive actions by municipal administration employees.** On the other hand, 17% of the NGOs have heard of such abuses of office and corruption.

Figure 9. Have you heard about abuses of office and corruptive actions by municipal administration employees?



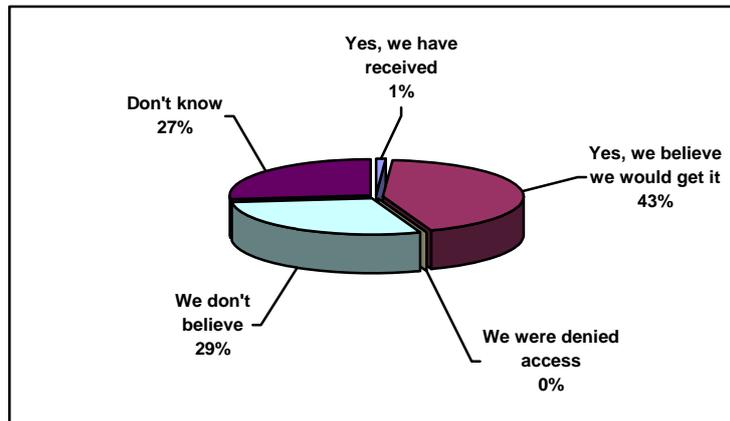
- **89% of the polled NGOs said they never witnessed a situation in which a municipal official didn't disclose an obvious conflict of interests? 11% of the polled witnessed such a situation.**

Figure 10. Have you ever witnessed a situation in which a municipal official didn't disclose an obvious conflict of interests?



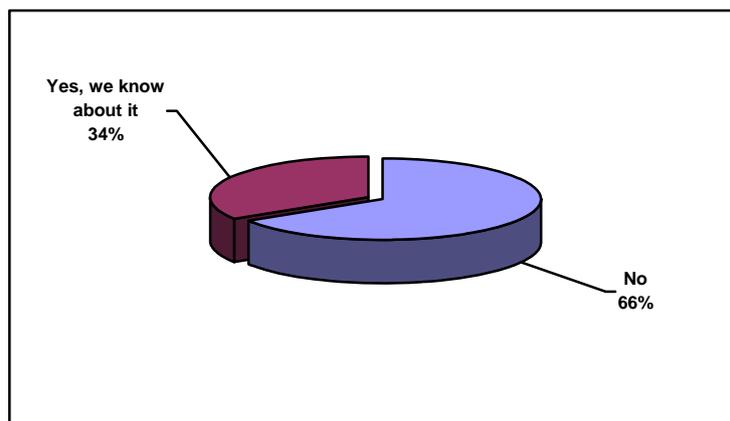
- **Only 1% of the NGOs requested and were provided with information on the public procurement agreements concluded by their municipalities. 43% of the polled believe they would get the data if they requested it. 29% didn't believe they would get the data on the public procurement agreements, while 27% didn't know if they have access to the information.**

Figure 11. Do you have access to the information on the public procurement contracts concluded by the municipality?



- Two thirds of the polled NGOs (66%) don't think public procurement procedures in their municipalities are corrupt. 34% of the NGOs believe their respective municipalities were corrupt.

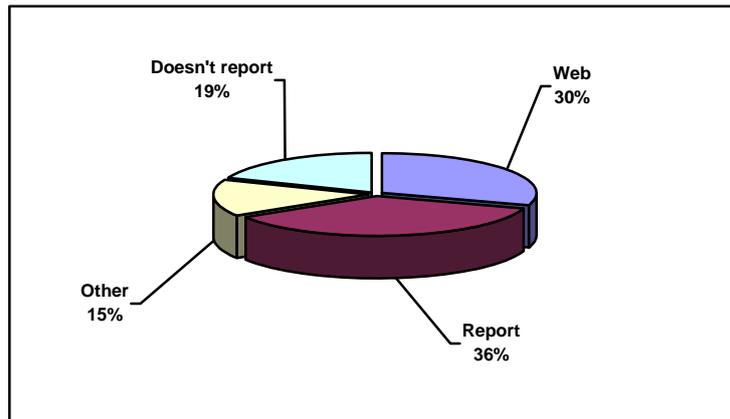
Figure 12. Do you think that public procurement procedures in your municipalities are corrupt?



- 81% of the NGOs said that their municipality informs them about the results of its activities on regular basis. Almost 36% of the NGOs said the municipality informed them about its results in regular reports, 30% got the information on the municipal website, and 15% in another way. 19% of the

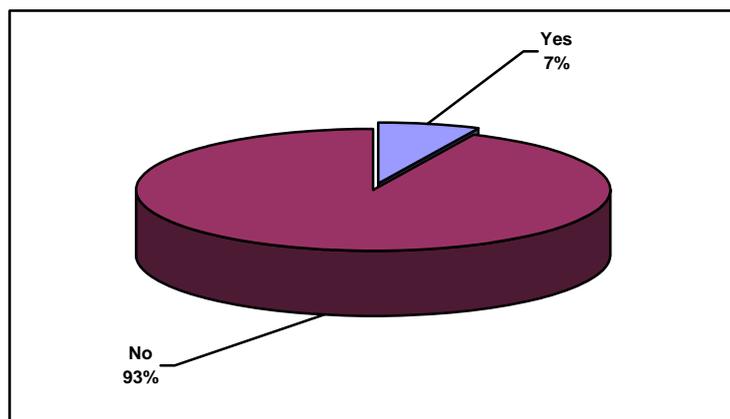
NGOs said their municipality doesn't inform them about the results of its activities.

Figure 13. How does your municipality inform you about the results of its work?



- **A dominant number of polled NGOs (93%) said they didn't use the provisions of the Law on Free Access to Information to request information from the municipality.** The Law was used just 7% of the NGOs. Municipalities responded to 92% of the submitted requests for information.

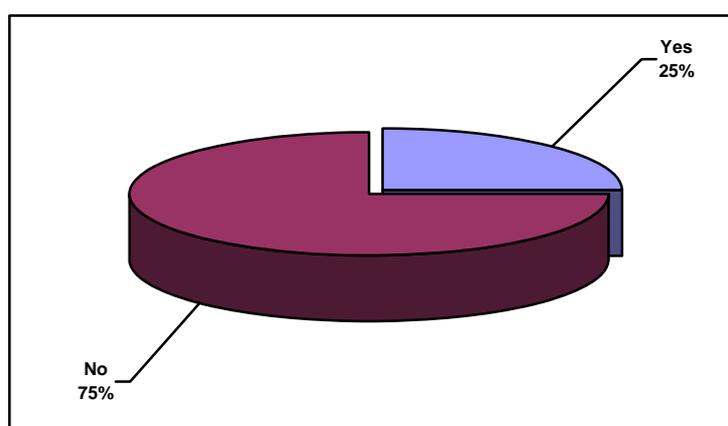
Figure 14. Have you used the provisions of the Law on Free Access to Information to request information from the municipality?



## DETAILED RESULTS OF THE MONITORING MUNICIPAL ADMINISTRATIONS

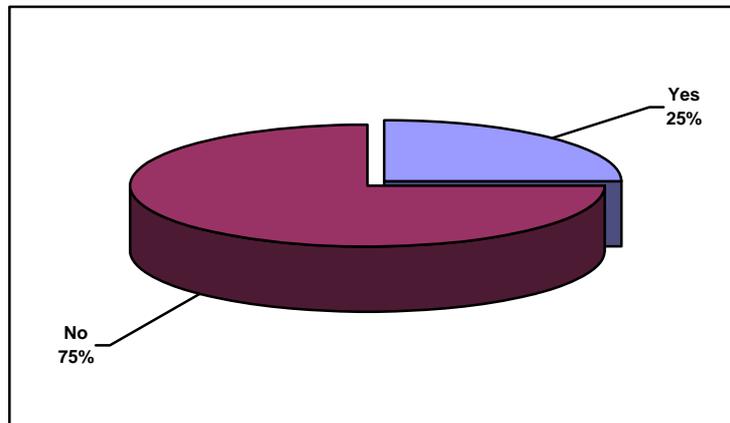
- **None of the pilot municipalities (Štip, Strumica, Vinica and Sveti Nikole) covered 100% of their working tasks and obligations with written procedures.** All municipalities said, however, that 50-100% of their working tasks and obligations are covered with written procedures.
- **Three quarters of the municipalities (75%) don't regulate precisely the discretionary powers of public office holders.** Just one of the four municipalities (25%) regulate the discretionary powers of public office holders.

Figure 1 (Question 2). Are the discretionary powers of public office holders precisely regulated?



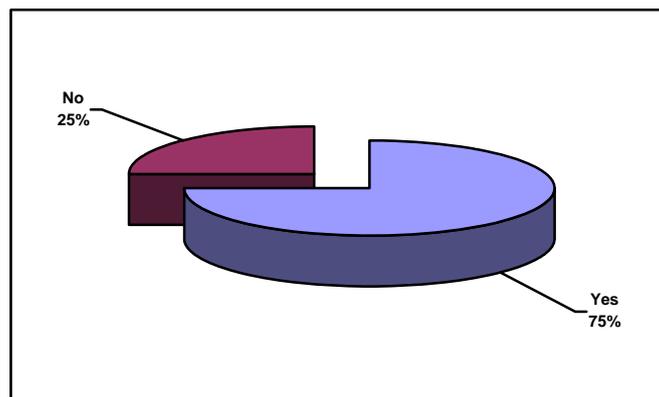
- **Also, 75% of the municipalities don't keep records of the use of discretionary powers by public office holders, i.e. it is not known which decisions were made by officials using their discretionary powers.** Just 25% of the municipalities reported they keep records of use of discretionary rights.

Figure 2 (Question 3). Do you keep records of the use of discretionary powers?



- **Three quarters of the municipalities (75%) say that they have defined the criteria for calculation of fees charged for public services, collected by the municipalities. 25% said they have no defined criteria for calculation of fees charged for public services.**

Figure 3 (Question 4). Have you defined the criteria for calculation of fees charged for provision of public services?



- **Three quarters of the municipalities (75%) say that they have clearly defined list of services they offer, and they also list the fees charged for each individual service. 25% of the municipalities said that they don't have such lists of services and fees.**

Figure 4 (Question 5). Does your municipality have clearly defined list of services it offers?

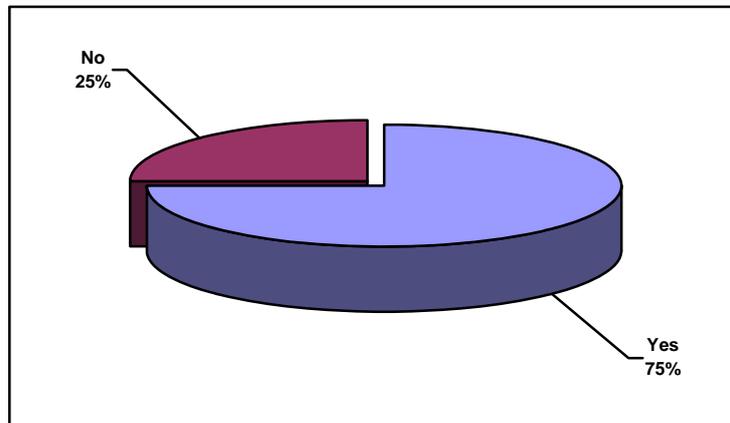
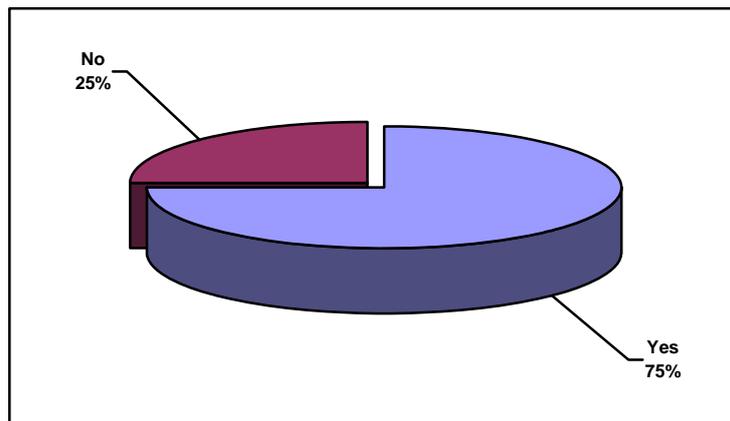
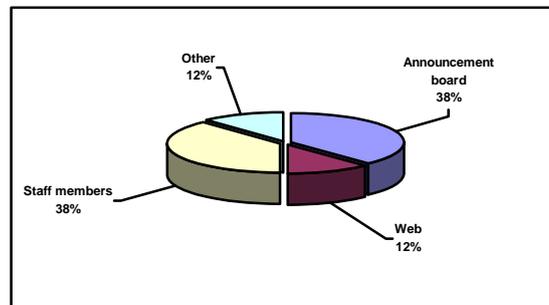


Figure 5 (Question 6). Does the list of services also show the fees charged for individual services?



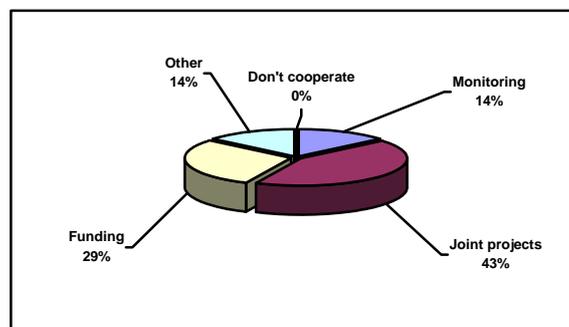
- **In 38% of the municipalities the employees verbally give information on procedures and documentation that needs to be presented to apply for the services provided by the municipality.** The same percentage (38%) display the information on the municipal announcement board, and in 24% of municipalities the information is available on their internet websites or in another way.

Figure 6 (Question 7). How do you provide the information on procedures and documentation citizens need to present to apply for the services provided by the municipality?



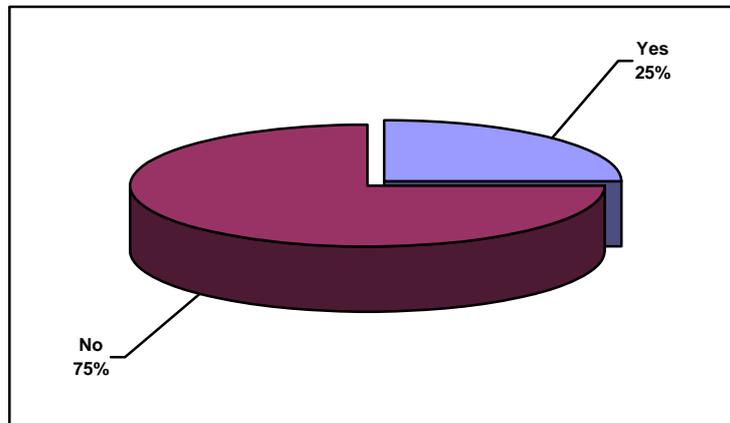
- All municipalities (100%) said that they cooperate with citizens' associations in some way.** 43% of the municipalities cooperate with citizens' organisations on implementation of joint projects, 29% have set up special funds for the civil sector, 14% allow citizens' associations to monitor their work, and 14% cooperate in other ways.

Figure 7 (Question 8). In what way do you cooperate with citizens' associations?



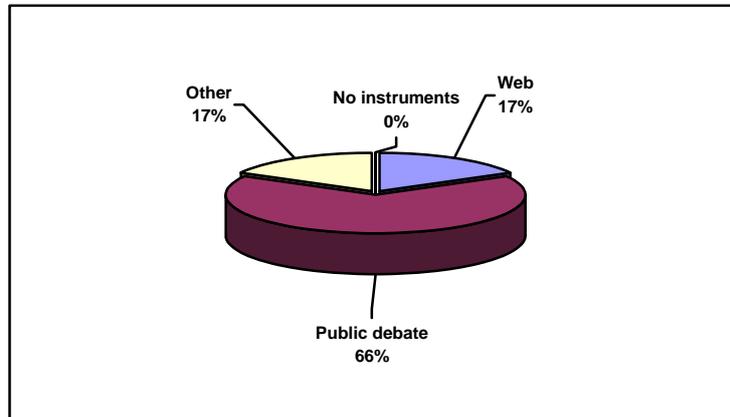
- Just one quarter of municipalities (25%) have implemented public-private partnership projects.** 75% have not implemented public-private partnership projects.

Figure 8 (Question 9). Have you implemented public-private partnership projects in the past?



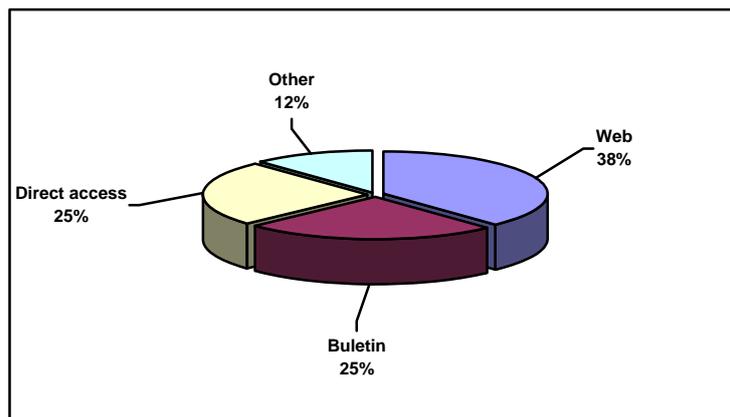
- **All municipalities (100%) said that they received initiatives from citizens, interest groups and citizens' associations to solve some problem.** Of the total of 224 initiatives, municipalities say 194 (87%) were accepted. The rate of acceptance of initiatives ranges from 0 to 90% in different municipalities.
- **All municipalities said they hold sessions of Municipal Councils that are open for citizens and other stake-holders to visit.** None of the municipalities responded how many of those open sessions were held so far.
- **All municipalities said they implement measures for active functioning of urban communities, the basic unit for condensation of citizens' opinions in the municipality.**
- **66% of the municipalities said they use public debates as instrument to consult the citizens in the process of development of municipal budgets.** 17% of the municipalities use their websites for that purpose, and the same percentage of municipalities use other instruments. No municipality said it had no instruments to inform the citizens about the process of development of municipal budget.

Figure 9 (Question 13). What instruments do you use to consult the citizens in the development of the municipal budget?



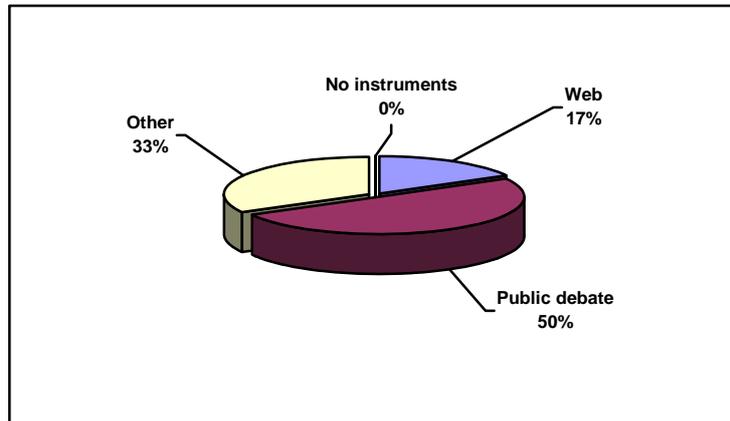
- **The most common instrument used by municipalities to inform the citizens about municipal budgets is the internet website (38%).** In 25% of the municipalities, the citizens were able to get information on the budget through direct insight into budget documents at the municipal offices, or through the municipal bulletin.

Figure 10 (Question 14). How do you inform citizens about next year's budget?



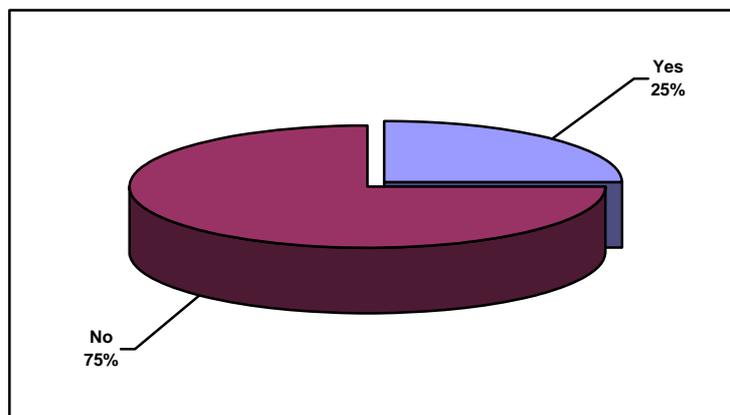
- **One half of the municipalities use public debates as instrument to consult the stakeholders in the process of development of important documents, strategies, plans, etc.** Almost 33% of the municipalities use other means, and 17% use their websites for that purpose.

Figure 11 (Question 15). What instruments do you use to consult the stake-holders (citizens, business community, NGOs, etc.) in the development of important strategies, plans, etc.?



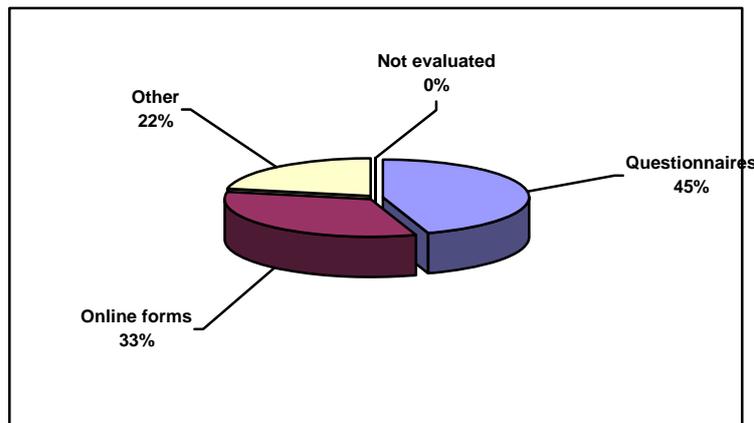
- **All municipalities said they hold regular meetings with representatives of citizens' associations and business communities, but they didn't say how many meetings are held per year.**
- **Also, all municipalities said their respective mayors have regular reception days for the citizens.**
- **Three quarters of the municipalities (75%) have no active phone-line for citizens and business community to report their complaints and proposals. 25% of the municipalities said they have such a phone line set up and working.**

Figure 12 (Question 18): Do you have open phone-line for citizens to make complaints and proposals?



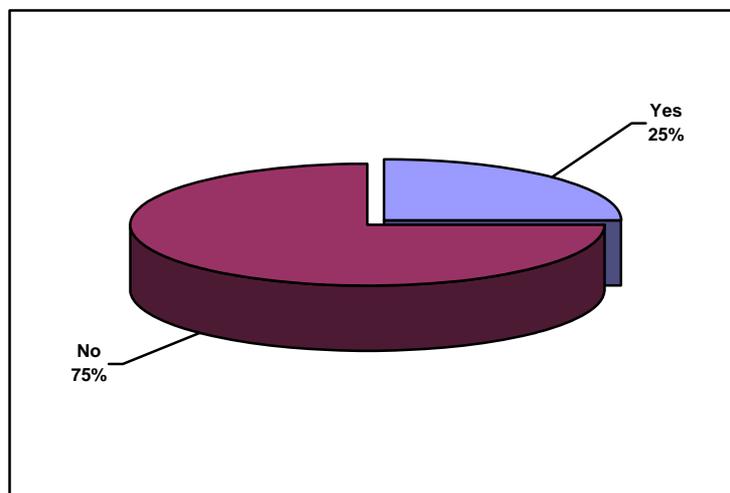
- **45% of the municipalities said they use measure citizens' satisfaction with the work of the municipality through questionnaires.** One third of the municipalities use forms available on their websites, and 22 percent use other forms to measure the citizens' satisfaction.

Figure 13 (Question 19). How do you measure citizens' satisfaction with your work?



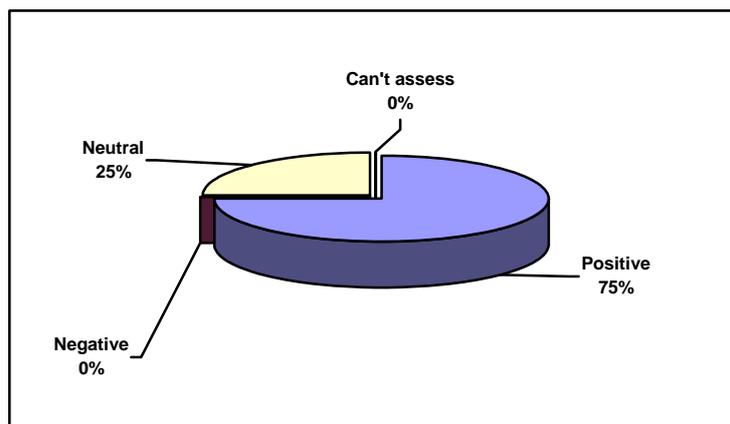
- **75% of municipalities said that they don't have written procedures for proper action on citizens' complaints about the quality of services and unprofessional conduct by municipal officials.** 25% of the municipalities have such procedures in place.

Figure 14 (Question 20). Do you have written procedures for proper action on citizens' complaints about the quality of services and unprofessional conduct by municipal officials?



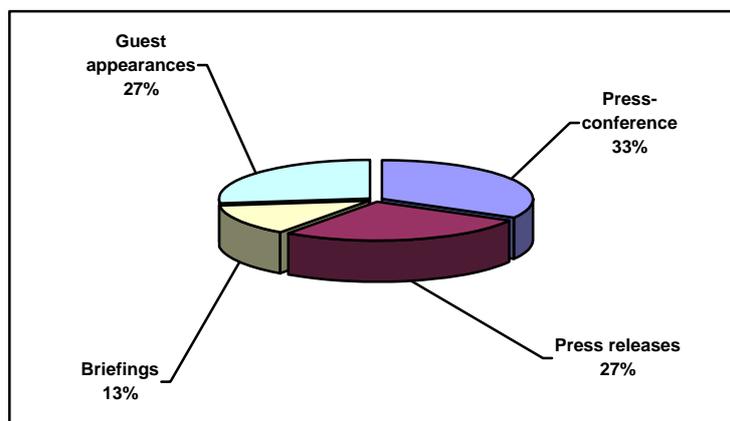
- **Three quarters of the municipalities (75%) see the media coverage of their activities as positive.** One quarter (25%) believe that the media reporting of their work and activities is neutral.

Figure 15 (Question 21). How do you see the media coverage of activities of your municipality?



- **One third of municipalities communicate with the media in regular and ad hoc press-conferences.** Municipalities report they also communicate with the media with press releases and appearances in broadcasters' programmes (27% each), while 13% hold briefings for the media.

Figure 16 (Question 22). How do you communicate with the media?

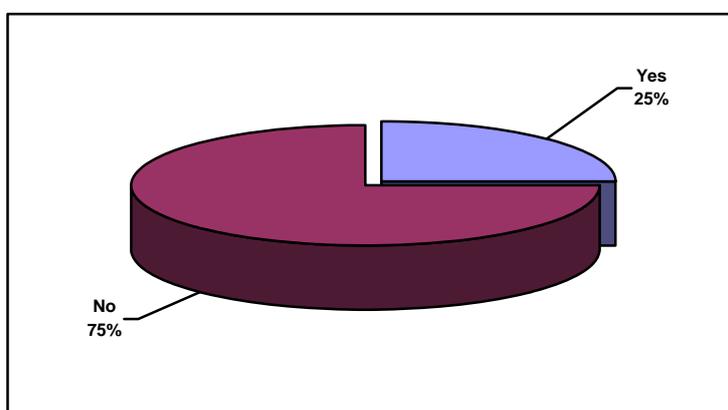


- **Only one of the four municipalities included in this survey said that all of its employees signed a statement that they will adhere to the Ethical**

**Code for Civil Servants. The other municipalities didn't answer the question.**

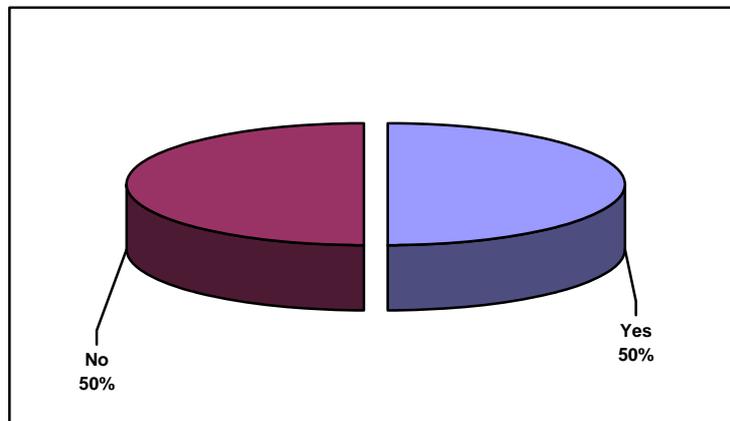
- **75% of the municipalities lack internal procedures for disclosure and review of employees' property cards and status. 25% of the municipalities have such procedures in place.**

Figure 17 (Question 24). Does the municipality have internal procedures for disclosure and review of employees' property cards and status?



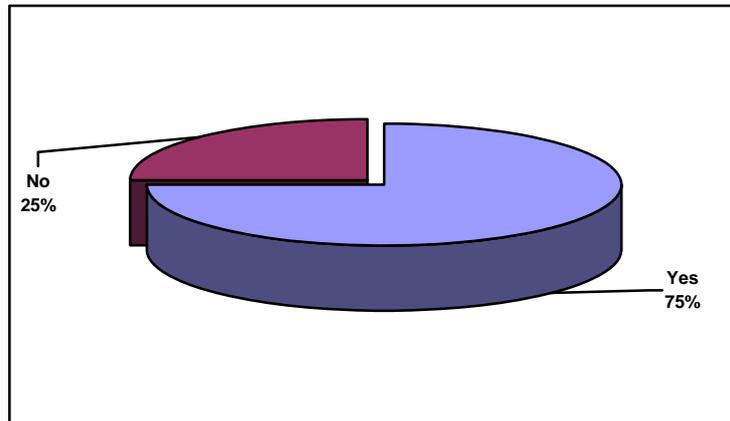
- **Only one municipality responded to the question how many of its employees filled their property cards.**
- **One half of the municipalities have obligatory statement for disclosure of eventual conflict of interests that is signed by the employees. One municipality reported the actual number of employees that signed such a statement.**

Figure 18 (Question 26). Does your municipality have an obligatory statement for disclosure of eventual conflict of interests that is signed by the employees?



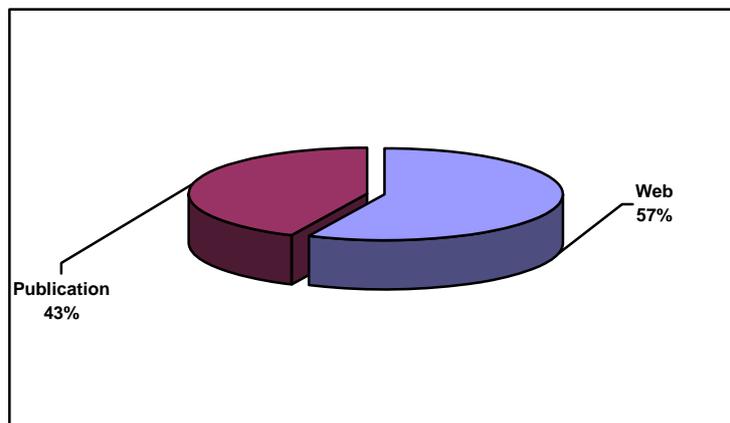
- **None of the municipalities covered by this survey has had an employee reporting or disclosing conflict of interests under the provisions of any laws that regulate the matter (the Law on Prevention of Conflict of Interests, Law on Prevention of Corruption, Law on Public Procurement).**
- **No investigation was conducted against any employee, on charges of corruption, in any of the four municipalities, over the past two years.**
- **All municipalities said that they set up a special commission to conduct and complete each individual public procurement procedure.** None of the municipalities reported existence of single commission charged with all public procurement procedures, or special commissions with individual areas of expertise.
- **75% of the municipalities publish annual reports on their work and activities.** 25% of the municipalities don't publish annual reports.

Figure 19 (Question 33). Does your municipality publish an annual report on its work and activities?



- **For 57% of municipalities, their annual reports are available on their internet websites. 43% of the municipalities publish their reports.**

Figure 20 (Question 34). How do you ensure that citizens could access and see the annual report?



- **75% of municipalities said they have received requests to present information of public character.** Municipalities responded to 93% of the submitted requests for information.