



**Republic of Macedonia
Ministry of Local Self-Government**



**2015-2020 Programme for Sustainable Local
Development and Decentralisation**

ACTION PLAN

for implementing the 2015-2020 Programme for Sustainable Local Development and Decentralisation
for the 2018-2020 period

I. INTRODUCTION

1. Foreword

The Action Plan for the 2015-2020 Programme for Sustainable Local Development and Decentralisation in the Republic of Macedonia¹ (hereinafter: The Programme) is a step towards further operationalisation of the Programme and of other national strategic documents relevant for promoting sustainable local development and decentralisation in the Republic of Macedonia. This step means developing the strategic benchmarks envisaged in the listed documents, within the context of the current situation in the Republic of Macedonia, as well as of the European and global trends for achieving the sustainable development goals.

The Plan is a comprehensive operational document containing an overview of the planned activities of the relevant state authorities and organisations involved in implementing the priorities and the objectives of the Programme and Republic of Macedonia's resolution to continue with the decentralisation process, as an instrument for promoting local/territorial development.

¹ The Programme is the basic document of the Government on planning the local self-government development and decentralisation in the country. The development sections. It was adopted in 2015 and revised in 2018.

This second Action Plan for the implementation of the Programme covers the 2018-2020 period. The development part, the First Action Plan for the implementation of the Programme covered the 2015-2017 period

One of the basic challenges of this Action Plan is that it should not replace the plans of the individual sectors it covers, but it is a framework for:

- integrating the sustainable development in planning and managing development at a local level, as the basic cell for the development of a state.
- mobilising, joining and coordinating all factors at national and local levels on topics that could contribute for achieving the United Nations sustainable development goals.

2. Methodological framework

The Action Plan was drafted in compliance with the methodology that envisaged implementing a transparent and participatory process, by involving all relevant institutions and stakeholders, that are important for the development of the local self-government and the decentralisation of the Republic of Macedonia. For that purpose, a Working Group was established to develop the plan, consisting of members nominated by 14 Ministries and 14 other public institutions (secretariats, agencies, directorates, centres, etc.). The Working Group also collaborated with representatives of the civil society, chambers of commerce, planning regions and local self-government units.

3. Scope and structure

The following was taken into consideration when establishing the scope of the Action Plan:

- the political decision of the Government of the Republic of Macedonia to continue with the process of decentralisation, by promoting the local/territorial development as an important component of the national policy for sustainable development;
- the European Union vision for the new developing role of local authorities;
- the need to improve the coherency of the sustainable development policies and institutions as one of the objectives of the new global 2030 Agenda for Sustainable Development adopted by the global leaders at the United Nations Summit in September 2015;
- the need to reinforce the autonomy and the accountability of local authorities, as key factors in the processes for sustainable local/territorial development.

In the process of conceptualising the structure of the Plan consideration was given to the relation of the Action Plan with:

- the main goal and priorities of the revised 2015-2020 Programme for Sustainable Local Development and Decentralisation in the Republic of Macedonia; and
- the goals of the global United Nations 2030 Agenda for Sustainable Development

4. Financing

The activities established in this Action Plan will be financed and co-financed from:

- "Supporting consolidation of the local self-government system in its capacities to ensure inclusive governance and growth" Project funded with EU grants in a total amount of EUR 2,352,940.83;
- "Innovative Solutions for Improved Access to Services at Local Level" Project financed from the Budget of RM and UNDP grant in a total amount of USD 181,726 USD;
- "Empowering Municipal Councils" Project financed with a grant from the Swiss Agency for Development and Cooperation in a total amount of CHF 4,000,000;
- "Sustainable and Inclusive Balanced Regional Development" Project financed with a grant from the Swiss Agency for Development and Cooperation in a total amount of CHF 2,539,997 and funds from the Budget of the Republic of Macedonia
- "Local and Regional Competitiveness Project (LRCP)" financed with a grant from the European Union in the amount of 18 million EUR and funds from the Budget of the Republic of Macedonia in the amount of EUR 3,200,000;
- "Improving the Management of the Protected Areas" Project financed with a grant from the European Union and UNDP in a total amount of EUR 4,300,000;
- "Municipal Services Improvement Project" (MSIP), financed with a loan from the World Bank in the amount of EUR 56,100,000;
- The second phase of the "Municipal Services Improvement Project" (MSIP), financed with a loan from the World Bank in the amount of EUR 25,000,000 and a grant from the European Union for improving the infrastructure in the rural areas, in a total amount of EUR 14,647,500;
- "Rehabilitation of Water Supply and Sewerage Systems in the Municipalities" financed with a loan in the amount of EUR 8,635,000 and a grant in the amount of EUR 4,850,000 provided by the KfW Bank.
- "Skills Development and Innovations Support Project" financed with a loan by the World Bank in the amount of EUR 17,700,000;
- "2007-2019 Project for Housing of Vulnerable Groups" in a total amount of EUR 50,700,000 (50% from a loan from the Council of Europe Development Bank and 50% with funds from the Budget of the Republic of Macedonia including the value of the construction land);
- Other projects financed by foreign donors that incorporate activities closely related to the Programme's goals;

- Budget of the Republic of Macedonia, allocations for the programmes of the Ministry of Local Self-Government for activities related to the process of decentralisation and equal regional development;
- Budget of the Republic of Macedonia, allocations for the programme of the Bureau for Regional Development, for activities related to the equal regional development;
- Budget of the Republic of Macedonia, allocations for the development programmes for policies of other ministries/agencies;
- Earmarked funds from various sectoral and topical funds and financial instruments at a national level;
- Other financial sources.

LIST OF ACRONYMS

MLSG	Ministry of Local Self-Government
MLSG-BRD	Ministry of Local Self-Government – Bureau for Regional Development
MoF	Ministry of Finance
MoF-PRO	Ministry of Finance – Public Revenue Office
MF-CA	Ministry of Finance – Customs Administration
MES	Ministry of Education and Science
MES-BDE	Ministry of Education and Science – Bureau for Development of Education
MLSP	Ministry of Labour and Social Policy
MTC	Ministry of Transport and Communications
MoJ	Ministry of Justice
MOI	Ministry of Interior
MAFWE	Ministry of Agriculture, Forestry and Water Economy
MAFWE-UHMR	Ministry of Agriculture, Forestry and Water Economy – National Hydrometeorological Service
MoE	Ministry of Economy
MEPP	Ministry of Environment and Physical Planning
MoC	Ministry of Culture
MoC-CHPO	Ministry of Culture – Cultural Heritage Protection Office
MoD	Ministry of Defence
MISA	Ministry of Information Society and Administration
EARM	Energy Agency of the Republic of Macedonia
ESA	Employment Service Agency of the Republic of Macedonia
YSA	Youth and Sport Agency
AREC	Agency for Real-Estate Cadastre
ACRR	Agency for Community Rights Realisation
APERM	Agency for Promotion of Entrepreneurship in the Republic of Macedonia
PRD	Protection and Rescue Directorate
DTIDZ	Directorate for Technological Industrial Development Zones
SOIP	State Office for Industrial Property
CMC	Crisis Management Centre
CDPR	Centres for Development of the Planning Regions
CSW	Centres for Social Work

PIAEC	Public Institution-Adult Education Centre
PICVET	Public Institution – Centre for Vocational Education and Training
RCRTS	Republic Council on Road Traffic Safety
NTTO	National Technology Transfer Office
SIOFA	Secretariat for Implementation of the Ohrid Framework Agreement
SEA	Secretariat for European Affairs
LSGU	Local Self-Government Unit
PUC	Public Utility Companies
PESR	Public Enterprise-State Roads
PE	Public Enterprise
SMEs	Small and Medium-sized Enterprises
TFFU	Territorial Firefighting Units
ZELS	Association of the Units of Local Self -Government of the Republic of Macedonia
MFFA	Macedonia Firefighters Association
UKIM	Ss Cyril and Methodius University - Skopje
IZIIS	Institute of Earthquake Engineering and Engineering Seismology
FPESH	Faculty of Physical Education, Sport and Health
EU IPA	European Union Instrument for Pre-Accession Assistance
WB	World Bank
SDC	Swiss Agency for Development and Cooperation
KfW	KfW Bank

II. 2018 - 2020 ACTION PLAN

Priority axes I: Coherent policies and institutions for achieving the sustainable development goals

Activity	1. Developing a comprehensive assessment of the current legal and institutional framework for sustainable local / territorial development
Short description	<ul style="list-style-type: none"> The activity will support the development of a comprehensive assessment of the current legislation that regulates the competences of the local authorities, institutions at a local level, the mechanism and tools for inclusive local governance, the status and the role of urban communities in planning sustainable development and provision of local services. Based on the findings of the evaluation the drafting of adequate legal amendments will be supported. This activity will increase the scope and will improve the quality of the services provided at a local level, both by improving the political framework and by working in practice with the municipalities.
Expected result(s)	<ul style="list-style-type: none"> Available Assessment of the current legal and institutional framework for sustainable local / territorial development with recommendations for consolidation of the local self-government system
Responsible institution	<ul style="list-style-type: none"> MLSG
Involved institutions	<ul style="list-style-type: none"> MoF, MISA, MoJ, MTC, MEPP, MoE, MES, MAFWE, MoC, MoD, MoH, MLSP, SIOFA
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> EU-IPA / UNDP / BUDGET of RM

Activity	2. Amendments to the Law on Financing the Local Self-Government Units
Short description	<ul style="list-style-type: none"> Activity involving drafting amendments to the Law on Financing the Local Self-Government Units aimed at increasing the fiscal capacity of the municipalities
Expected result(s)	<ul style="list-style-type: none"> Adopted amendments to the Law on Financing the Local Self-Government Units
Responsible institution	<ul style="list-style-type: none"> MoF
Involved institutions	<ul style="list-style-type: none"> MLSG, ZELS
Time framework	<ul style="list-style-type: none"> 2018-2020

Financing	• BUDGET of RM
Activity	3. Amendments to the Law on Equal Regional Development
Short description	• It is expected for the amendments to the Law on Equal Regional Development to contribute for the improvement of the regional development policies by introducing new instruments for improving their efficiency in the context of the rapid globalisation and technological changes.
Expected result(s)	• Adopted Amendments to the Law on Equal Regional Development
Responsible institution	• MLSG
Involved institutions	• MoF, MAFWE, MEPP, MoE, MES, MoC, CDPR, SIOFA
Time framework	• 2019
Financing	• SDC / BUDGET of RM
Activity	4. Amendments to the Law on Firefighting
Short description	• The amendments to the Law on Firefighting should additionally define the area related to establishing, organisation, functioning and financing of the territorial firefighting units, municipal firefighters' associations and volunteer firefighters' associations that will also include the manner of determining and allocating annual subsidies for financing the fire protection at a local level from the Budget of the RM. It should ensure equal access and improvement of the range and the quality of the services provided by the territorial firefighting units.
Expected result(s)	• Adopted amendments to the Law on Firefighting
Responsible institution	• MoD
Involved institutions	• PRD, MoF, MLSG, ZELS, MFFA
Time framework	• 2019
Financing	• BUDGET of RM
Activity	5. Amendments to the Law on Protection and Rescue
Short description	• With this activity the Law on Protection and Rescue will be amended for the purpose of providing additional definition of the areas related to the interaction of agencies that are first

	responders at a local level (Incident command system). It should ensure sustainable development of protection and rescue at a local level and improvement of the size and the quality of services provided by the municipalities.
Expected result(s)	• Adopted amendments to the Law on Protection and Rescue
Responsible institution	• MoD
Involved institutions	• PRD, MoH, MOI, MLSG, ZELS, MFFA
Time framework	• 2019
Financing	• BUDGET of RM

Activity	6. Adoption of a new Law on Nature, a new Law on Waste Management and a new Law on Industrial Emissions for the purpose of harmonisation with the European Environment Directives
Adoption	• In recent years the Republic of Macedonia has adopted a significant number of environment related laws for the purpose of improving the quality of the environment to the benefit of the citizens in order to get better quality of life. This activity should initiate the process of adoption of three new laws (Law on Nature, Law on Waste Management and Law on Industrial Emissions) for the purpose of harmonisation with the latest European directives. This should also ensure adequate harmonisation of the competences of the municipalities.
Expected result(s)	• New laws are adopted that are harmonised with the latest European environment directives
Responsible institution	• MEPP
Involved institutions	• LSGU, CDPR
Time framework	• 2018-2019
Financing	• BUDGET of RM

Activity	7. Analysis of the legal framework that regulates the competences of the local self-government units in planning, financing and support of sports
Short description	• Within the framework of the activity analysis will be carried out of: the 2016 and 2017 municipal budgets for sports; the criteria for financing sports in the municipalities; as well as quantitative and qualitative analysis of the athletes and sports clubs in the municipalities, of the rational, timely and effective use of funds from the budgets of the LSGU and control of the earmarked use of allocated funds.
Expected result(s)	• The situation in regard to the type, range and manner of realisation and financing of the

	competences of the municipalities in the area of sports and recreation is determined
Responsible institution	• YSA
Involved institutions	• MLSG, MoJ, MTC, ZELS, LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	8. Analysis of the legal framework that regulates the ownership, categorisation, use and maintenance of sports facilities
Short description	• With this activity analysis is prepared of the legal framework that regulates the ownership of sports facilities. The inventory will determine the state of sports facilities (ownership, utilisation, maintenance and price for using them). Facility categorisation will be carried out at the municipalities, and use and security standards will be set up for the sports facilities. The conditions and the price for using the sports facilities in the rural and urban municipalities will be determined and the priorities for the use of the schools' sports facilities will be established. Based on the analysis a Law on Sports Facilities and related bylaws will be drafted regulating the use, equipping, maintenance and licensing of sports facilities.
Expected result(s)	• Adopted Law on Sports Facilities and related bylaws for its implementation
Responsible institution	• MoJ / YSA
Involved institutions	• MLSG, MTC, LSGU, ZELS
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	9. Analysis of the functionality of the municipal councils on the issue of road traffic safety
Short description	• The objective of the activity is to make an Analysis on the functionality of the municipal councils on the issue of road traffic safety, with recommendations for proper harmonisation of the legal framework that should improve the manner of functioning and financing and the operation of the councils at a local level.
Expected result(s)	• Improved legal framework for the municipal councils on traffic safety
Responsible institution	• RCRTS
Involved institutions	• LSGU
Time framework	• 2019-2020
Financing	• BUDGET of RCRTS

Activity	10. Analysis of the legal framework regulating the work of the Commissions for Inter-Community Relations
Short description	<ul style="list-style-type: none"> • The obligation for the establishment of the Commissions for Inter-Community Relations stems from the Law on Local Self-Government. It is a consultative mechanism involving the various ethnic groups in the process of decision-making at a local level, at the LSGU where at least 20% of the total population of the municipality belong to a certain ethnic community. The activity should provide analysis of the legal framework regulating the establishment, competences, organisation and funding of these commissions with recommendations for their alignment.
Expected result(s)	<ul style="list-style-type: none"> • Established state of affairs with the establishment, competences, organisation and funding of the Commissions for Inter-Community Relations.
Responsible institution	<ul style="list-style-type: none"> • SIOFA
Involved institutions	<ul style="list-style-type: none"> • MLSG, ACRR, LSGU
Time framework	<ul style="list-style-type: none"> • 2019-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	11. Activities for continuation of the decentralisation process in the area of culture
Short description	<ul style="list-style-type: none"> • With this activity the current process of decentralisation of culture will be evaluated and measures for its continuation will be proposed. In the course of that process analysis of the interest and the possibilities of the LSGU to take over some of the national institutions of culture and to do the necessary legal amendments for carrying out the procedure for transfer of the founding rights, the real estate and the employees of the institutions to the municipalities. Furthermore, additional conditions are to be fulfilled by the municipalities before taking over the competences.
Expected result(s)	<ul style="list-style-type: none"> • Transfer of institutions in the field of culture from the state to the municipalities
Responsible institution	<ul style="list-style-type: none"> • MoC
Involved institutions	<ul style="list-style-type: none"> • LSGU, national institutions in the field of culture that will be transferred to the municipalities.
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	12. Activities for continuation of the decentralisation process in the area of sport and
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	recreation
Short description	<ul style="list-style-type: none"> • This activity should contribute for the continuation of the process of decentralisation in the area of sport by transferring the ownership of sports facilities owned by the RM to the LSGUs.
Expected result(s)	<ul style="list-style-type: none"> • Transferred ownership of sports facilities owned by the RM to the LSGUs.
Responsible institution	<ul style="list-style-type: none"> • YSA
Involved institutions	<ul style="list-style-type: none"> • MoJ, MTC
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	13. Drafting a comprehensive Feasibility Study for new and applicable municipal revenue instruments
Short description	<ul style="list-style-type: none"> • The country has been faced with the long-term challenge of improving the collection of taxes at a local level and increasing the municipal revenue basis by further diversification of the municipal sources of financing and reducing the current dependency of the municipality from the transfers by the central authorities. Within the framework of the activity a feasibility study will be carried out for improving the current instruments for municipal revenues (taxes) and the possibility for introducing new ones. The study should show the potential influence and gain for the municipalities and the citizens and propose measures for practical application of the recommendations for introducing new instruments for municipal revenues.
Expected result(s)	<ul style="list-style-type: none"> • Recommendations for improving the existing instruments for municipal revenues (taxes) and the possibility for introducing new ones.
Responsible institution	<ul style="list-style-type: none"> • MoF
Involved institutions	<ul style="list-style-type: none"> • /
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • EU-IPA / UNDP

Activities	14. Carrying out an assessment of the current state and the possible ways for redefining the earmarked and block subsidies for the municipalities
Short description	<ul style="list-style-type: none"> • This activity envisages carrying out a comprehensive assessment of the current state and the possible ways for redefining the methods and the criteria for earmarked and block subsidies for the municipalities. The assessment could be used as the basis for continued institutional dialogue with relevant ministries on the financial sustainability of municipal public

	institutions.
Expected result(s)	• Recommendations for redefining the earmarked and block subsidies for the municipalities.
Responsible institution	• MLSG
Involved institutions	• MoF, MES, MLSP, MoC, MOI, ZELS
Time framework	• 2018
Financing	• WB

Activity	15. Promoting municipal bonds for financing priority capital investments
Short description	•The capital investments at the LSGUs are still in general supported by transfers from the central government or directly financed by central authorities. This approach does not stimulate the municipalities to carry out their own plans for capital investments. This activity should promote municipal bonds as an instrument for funding priority capital investments.
Expected result(s)	•Increased number of capital projects funded by means of municipal bonds.
Responsible institution	•MoF
Involved institutions	•LSGU
Time framework	•2018-2020
Financing	•EU-IPA / UNDP

Activity	16. Establishing a functional system of keeping records and monitoring the liabilities and the manner of allocation of public funds at a local level
Short description	• The new Law on reporting and keeping records of the liabilities sets up an electronic system for registration of the accepted, but not due liabilities, as well as of the due but not paid liabilities for the purpose of ensuring and maintaining transparency and accountability and strengthening of the responsibility when dealing with public funds. The Law, apart from the state authorities, also covers the LSGUs as well as the public institutions and public enterprises founded by the LSGUs.
Expected result(s)	• Established system for reporting and keeping records on the liabilities of all LSGUs.
Responsible institution	• MoF
Involved institutions	• LSGUs, public institutions and public enterprises founded by the LSGUs.
Time framework	• 2018-2020
Financing	• EU - IPA

Activity	17. Analysis of the costs for the official use of languages in the local self-government units
Short description	<ul style="list-style-type: none"> • Within the framework of the activity, analysis will be prepared on the type and the size of costs of the LSGUs on annual level for translation into the languages of the communities that represent more than 20% of the total population of the municipality. The recommendations from the analysis will be used to inform the Government.
Expected result(s)	<ul style="list-style-type: none"> • The type and the size of the costs for the official use of languages at the LSGUs is determined.
Responsible institution	<ul style="list-style-type: none"> • SIOFA
Involved institutions	<ul style="list-style-type: none"> • LSGU
Time framework	<ul style="list-style-type: none"> • 2019-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	18. Improving the horizontal and vertical communication and coordination among various policies and institutions in order to achieve the sustainable development goals at a local level
Short description	<ul style="list-style-type: none"> • The Government's 2015-2020 Programme for Sustainable Local Development and Decentralisation is the basic framework document of the country for promoting coherent policies for sustainable local/territorial development, as an important component of the national policy for sustainable development. The key challenge for its implementation is the establishment of a system for horizontal and vertical communication and coordination among various policies and institutions within the sectors and at various levels of government, in order to ensure that they are harmonized for the purpose of supporting the achievement of the sustainable development goals at a local level.
Expected result(s)	<ul style="list-style-type: none"> • Established mechanism for horizontal and vertical communication and coordination as the precondition for integrated programming, planning and monitoring of the sustainable development goals.
Responsible institution	<ul style="list-style-type: none"> • MLSG
Involved institutions	<ul style="list-style-type: none"> • MoF, MoD, MoE, MEPP, MAFWE, MLSP, MTC, MOI, MES, MoJ, MoC, MoC-CHPO, MLSG-BRD, YSA, ESA, EARM, APERM, RCRTS, PRD, DTIRZ, SEA, SIOFA, CMC, PIAEC, PICVET, GRM - Cabinet of the Vice-Prime Minister of the Government responsible for economic affairs and coordination of the economic sectors, GRM - Cabinet of the Minister without Portfolio responsible for the implementation of the Strategy for improvement of the situation of the Roma in the Republic of Macedonia

Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	19. Promotion of integrated approach to planning of sustainable development at a local level
Short description	• The objective of the activity is to demonstrate mechanisms for integrated and inclusive planning of sustainable development as an approach that incorporates the institutions and the actors at national and local levels of government and to make the development of the community easier. The activity will support the preparation of integrated plans for sustainable development in a group of 30 municipalities.
Expected result(s)	• Integrated plans for sustainable development prepared for 30 municipalities
Responsible institution	• MLSG
Involved institutions	• MoF, MISA, MoJ, MTC, MEPP, MoE, MES, MAFWE, MoC, MoD, MoH, MLSP, AREC, SIOFA, LSGU
Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	20. Providing financial support (grants) for improving the capacities of the Centres for Development of the Planning Regions for planning sustainable regional development
Short description	• Within the framework of this activity financial support will be provided to the Centres for Development of the Planning Regions for preparation/implementation of medium/big investment and promotional projects of regional significance. That should improve the performances for the preparation/implementation of projects of regional relevance and for absorption of funds for infrastructural development from EU and other funds.
Expected result(s)	• Increased number of big and innovative projects of regional significance prepared by the Centres for Development of the Planning Regions
Responsible institution	• MLSG
Involved institutions	• CDPR
Time framework	• 2018-2020
Financing	• SDC / BUDGET of RM

Activity	21. Awareness raising about the immovable cultural heritage as a factor for sustainable local/territorial development
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Short description	<ul style="list-style-type: none"> • Within the framework of the activity a number of media programmes concerning the cultural heritage will be carried out; publications of popular character will be published; education of the bearers of the cultural heritage will be carried out; and activities for continued education of local authorities about the significance and the manner of incorporating cultural heritage in the programmes for sustainable local/territorial development will be implemented.
Expected result(s)	<ul style="list-style-type: none"> • Increased number of monuments, monumental units and cultural areas incorporated in the integrated plans for sustainable local development adopted by the municipalities
Responsible institution	<ul style="list-style-type: none"> • MoC - CHPO
Involved institutions	<ul style="list-style-type: none"> • LSGU
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	22. Providing financial support for the adoption of integrated local action plans for improving the situation of the Roma
Short description	<ul style="list-style-type: none"> • The fundamental objective of the activity is to incorporate the Roma population in the process of preparation of integrated action plans for improving the situation of the Roma in the local communities where their share in the population is significant. The target group are the municipalities with significant share of Roma in the overall population.
Expected result(s)	<ul style="list-style-type: none"> • Adopted integrated action plans for improving the situation of the Roma in all LSGUs with significant share of Roma in the overall population.
Responsible institution	<ul style="list-style-type: none"> • MLSG / GRM - Cabinet of the Minister without Portfolio responsible for the implementation of the Strategy for improvement of the situation of the Roma in the Republic of Macedonia
Involved institutions	<ul style="list-style-type: none"> • LSGU (with bigger share of the Roma population)
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	23. Establishing of an integrated system for monitoring the quality of life at a local level
Short description	<ul style="list-style-type: none"> • Republic of Macedonia does not have integrated and nationally applicable system for measuring the satisfaction of the citizens with the quality of life provided by the LSGUs. The activity is aimed at establishing such a system that will help the sustainable planning of the development of each settlement, thus dedicating attention to the mobility and the accessibility, the residential parameters and the equal provision of services.

Expected result(s)	• Established integrated system for monitoring the quality of life in all the municipalities.
Responsible institution	• MLSG
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	24. Evaluating the satisfaction of the citizens with the local services with the help of annual surveys
Short description	• This activity directly evaluates the perception about the satisfaction of the citizens with the local services by using annual surveys that are used for preparing annual reports about the satisfaction of the citizens.
Expected result(s)	• Regular insight in the perception of the citizens about the quality of the received local services
Responsible institution	• MLSG
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	25. Establishing an institutionalised e-Platform for sustainable local / territorial development
Short description	• Within the framework of the activity an on-line platform (Content Management System - CMS) will be developed for information exchange, knowledge sharing and feedback for various types of users that will offer an opportunity for discussions and forums, and which could be easily adapted and configured according to the needs of the user. The platform shall provide information, reports, documents on policies, case studies and know-how products (presentations, manuals, etc.).
Expected result(s)	• Establishing e-Platform for sustainable local/territorial development
Responsible institution	• MLSG
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	26. Empowering the municipal councils by networking, codification, institutionalisation and building sustainability
Short description	<ul style="list-style-type: none"> • This activity is aimed at supporting the network of members of the municipal councils from various municipalities as a way of improving the horizontal communication and cooperation and promoting formulation of common stance about the common needs and interests regardless of their political party affiliation. Together the members of the council could afterwards advocate for legal and practical changes necessary for the municipal councils to operate in a more efficient manner.
Expected result(s)	<ul style="list-style-type: none"> • Reinforced capacities of the councillors' network that passes on their positions to the institutions at local and national level.
Responsible institution	<ul style="list-style-type: none"> • MLSG / MoF
Involved institutions	<ul style="list-style-type: none"> • LSGU
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • SDC / UNDP

Activity	27. Strengthening the capacities of the municipal councils for transparent and participatory decision-making
Short description	<ul style="list-style-type: none"> • The objective of this activity is to strengthen the role of the municipal councils by strengthening the capacities of the members of the municipal councils on issues of significance for implementing their competences. Through specially designed trainings and specifications of the roles in various modules the councillors will acquire knowledge, greater independence from the political parties and greater influence on the local authorities when resolving local issues in general. Trainings in 11 different areas will be carried out linked to the competences of the municipal councils in a total of 24 municipalities.
Expected result(s)	<ul style="list-style-type: none"> • At least one innovative measure is adopted in a transparent and participatory manner by the municipal councils in 24 municipalities.
Responsible institution	<ul style="list-style-type: none"> • MLSG / MoF
Involved institutions	<ul style="list-style-type: none"> • LSGU
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • SDC / UNDP

Activity	28. Providing financial support (grants) for the municipal development projects selected
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	through a consultative process
Short description	<ul style="list-style-type: none"> This activity should improve the transparency and accountability of all municipal bodies and should involve the citizens in defining the priorities of the local budget. Based on these consultative processes, grants will be provided to the municipalities for implementing the priority development projects selected by the community. Financial support (grants) will be used as incentive for the municipalities for measurable improvement of the councils' relations both with the citizens (representation and legislation) and with the executive municipal bodies (supervision). 24 municipalities will receive financial support (grants) for implementing priority investments proposed by the citizens.
Expected result(s)	<ul style="list-style-type: none"> Implemented municipal development projects selected with the participation of the citizens in defining the priorities of the local budget
Responsible institution	<ul style="list-style-type: none"> MLSG / MoF
Involved institutions	<ul style="list-style-type: none"> LSGU
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> SDC / UNDP

Activity	29. Establishing an e-Learning Platform for the municipal councillors, mayors, municipal administrations and NGOs
Short description	<ul style="list-style-type: none"> The objective of the e-platform is to serve as a comprehensive point of know-how and resources for the councillors, as well as for the other structurally linked users (mayors, municipal administrations). The platform should be designed in a way to have conventional and innovative functions, including those that alleviate the networking and the discussions among the councillors.
Expected result(s)	<ul style="list-style-type: none"> An e-Platform of know-how and resources made available to all the municipal councillors and for the other structurally linked users.
Responsible institution	<ul style="list-style-type: none"> MLSG / MoF
Involved institutions	<ul style="list-style-type: none"> LSGU
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> SDC / UNDP

Activity	30. Strengthening the capacities of the municipalities for implementing the environment relate legislation
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Short description	<ul style="list-style-type: none"> The activity is aimed at implementing the Government's Programme that stimulates coordination, cooperation and communication among the local self-government units and the Ministry of Environment and Physical Planning for the purpose of proper and full implementation of the environment-related competences by the municipal administration.
Expected result(s)	<ul style="list-style-type: none"> Increased number of employees in the municipal administration trained to implement the competences of the municipality in the field of the environment.
Responsible institution	<ul style="list-style-type: none"> MEPP
Involved institutions	<ul style="list-style-type: none"> LSGU
Time framework	<ul style="list-style-type: none"> 2018-2021
Financing	<ul style="list-style-type: none"> BUDGET of RM

Activity	31. Strengthening the capacities of the municipal finance officers
Short description	<ul style="list-style-type: none"> This activity should ensure systematic training of the municipal finance officers for efficient tax collection, stable financial management and internal financial control (for 120 municipal public servants). A user-friendly Content Management System – CMS will be developed providing on-line access to training manuals and instruction materials.
Expected result(s)	<ul style="list-style-type: none"> Higher number of municipal administration employees trained in financial operations and fiscal performances
Responsible institution	<ul style="list-style-type: none"> MoF
Involved institutions	<ul style="list-style-type: none"> LSGU
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> EU / UNDP

Activity	32. Strengthening the capacities of the municipal and sports administration for planning, communication, management and control of funds for sports and recreation in the municipalities
Short description	<ul style="list-style-type: none"> Within the framework of the activity a training will be organised in the municipalities and the City of Skopje on planning, communication, management and control of funds for sports and recreation and for applying the acquired knowledge in the day to day operation of the municipal and sports administration.
Expected result(s)	<ul style="list-style-type: none"> Increased number of employees in the municipal administration trained for planning, communication and control of the funds of the LSGUs for sports and recreation

Responsible institution	• YSA
Involved institutions	• LSGU, FPESH
Time framework	• 2018
Financing	• BUDGET of RM

Activity	33. Strengthening the capacities of the municipal administration for using IPA funds
Short description	• The objective of the activity is to strengthen the capacities of the municipal administrations (informing, training, mentorship, networking) for using IPA funds based on previous analysis of the needs of the municipalities (Training Needs Assessment).
Expected result(s)	• Increased number of municipal employees involved in projects funded by IPA funds.
Responsible institution	• SEA
Involved institutions	• LSGU, CDPR, ZELS
Time framework	• 2018-2019
Financing	• BUDGET of RM

Activity	34. Strengthening the capacities of the municipal primary and secondary schools for using EU funds and programmes
Short description	• The objective of the activity is to strengthen the capacities of the employees at the primary and secondary schools (informing, training, mentorship, networking) for using the EU funds and programmes
Expected result(s)	• Increased number of primary and secondary schools involved in projects funded by IPA funds.
Responsible institution	• SEA
Involved institutions	• LSGU, CDPR
Time framework	• 2018-2019
Financing	• BUDGET of RM

Activity	35. Strengthening the capacities of the municipal councils, the municipal administration and Commissions for Inter-Community Relations
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Short description	<ul style="list-style-type: none"> The objective of the activity is to strengthen the role of the Commissions for Inter-Community Relations by strengthening the capacities of the municipal bodies, municipal administration and members of the Commissions for Inter-Community Relations. This activity incorporates designing modules for training and technical assistance for developing rules of procedure for the commissions.
Expected result(s)	<ul style="list-style-type: none"> Decisions of the municipal councils which adoption involves various ethnic groups living on the territory of the municipality.
Responsible institution	<ul style="list-style-type: none"> SIOFA
Involved institutions	<ul style="list-style-type: none"> LSGU
Time framework	<ul style="list-style-type: none"> 2019-2020
Financing	<ul style="list-style-type: none"> BUDGET of RM

Activity	36. Strengthening the capacities of the municipal administration for early warning about risks of forest fires
Short description	<ul style="list-style-type: none"> The activity is aimed at improving the situation with early warning about risks of forest fires by using the established MKFFIS system. Within the framework of the activity training will be carried out about the use of the system.
Expected result(s)	<ul style="list-style-type: none"> The municipal administration in all LSGU trained to use the early warning system about the risks of forest fire - MKFFIS.
Responsible institution	<ul style="list-style-type: none"> CMC
Involved institutions	<ul style="list-style-type: none"> PRD, MOI, MAFWE-UHMR, LSGU, TFFU, Public Enterprise for State Forests Management – Skopje, public enterprises and public institutions founded by LSGU.
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> BUDGET of RM

Activity	37. Strengthening the capacities of the municipal administration for preparation of operational plans for response to floods and technical-technological disasters
Short description	<ul style="list-style-type: none"> The activity is aimed at preparing municipal operational plans for responding to floods (assessment, database, critical infrastructure, response resources, proposed measures) by all LSGUs, as well as plans and opinions about technical-technological disasters.
Expected result(s)	<ul style="list-style-type: none"> Municipal administration in all LSGUs trained to prepare operational plans for responding to floods and plans and opinions about technical-technological disasters

Responsible institution	• CMC
Involved institutions	• PRD, MEPP, LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	38. Strengthening the capacities of the municipal public institutions for dealing with risks and hazards by organising exercise activities
Short description	• Local self-government units and RCCM, upon request of the public municipal institutions (kindergartens, schools, etc.), will organise exercises for managing potential risks and hazards.
Expected result(s)	• Public municipal institutions prepared to deal with potential risks and hazards.
Responsible institution	• CMC
Involved institutions	• PRD, MES, MLSP, MoH, LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	39. Strengthening the capacities of the municipal councils regarding road traffic safety and their proactive approach
Short description	• This activity will support the establishment of municipal councils on road traffic safety and their proactive approach
Expected result(s)	• Established and functional municipal councils on traffic safety.
Responsible institution	• RCRTS
Involved institutions	• LSGU
Time framework	• 2019-2020
Financing	• BUDGET of RCRTS

Activity	40. Public awareness raising about increasing the energy efficiency and using the renewable sources of energy
Short description	• The activity is aimed at improving the situation by increasing the energy efficiency and use of renewable sources of energy in the institutions from the public sector at a local level by organising campaigns for awareness raising among the citizens and the public institutions at a local level.

Expected result(s)	• Organised campaigns about energy efficiency and use of renewable sources of energy
Responsible institution	• EARM
Involved institutions	• LSGU, public enterprises and public institutions founded by the LSGU
Time framework	• 2018-2020
Financing	• BUDGET of EARM

Activity	41. Organising annual conferences on issues related to decentralisation and sustainable development at a local level
Short description	• This activity shall support organisation of annual conferences, at which representatives from the ministries, universities, local self-government units and civil society will discuss current topics related to the policies of the Government that refer to the processes for sustainable local development and decentralisation in the Republic of Macedonia and at a global level.
Expected result(s)	• Organised conferences on current topics linked to sustainable local development and decentralisation
Responsible institution	• MLSG
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	42. Establishing a Platform for Civil Dialogue
Short description	• This activity will support the development of a specific platform for dialogue, aimed at interaction with numerous stakeholders, including the civil sector and the citizens about the public institutions and their expectations in regard to the activities of the government as important aspects of social cohesion and effective democracies. The key challenge is to provide precise assessment and to identify the challenges for achieving the sustainable development goals at a local level.
Expected result(s)	• Established Platform for interaction with numerous stakeholders
Responsible institution	• MLSG
Involved institutions	• /
Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	43. Activities to facilitate the publishing of open data by the local self-government units
Short description	Within the framework of the National strategy for open data and open metadata standards there is a possibility for them to be also used by the local authorities. In addition, with the ongoing updating of the central portal for open data the LSGUs will be able to make their data sets public. Within the framework of this activity the platform and the expertise for making open data public by the LSGUs will be made available and promotional awareness raising campaign will be carried out covering the open data users.
Expected result(s)	Increased number of local self-government units that make the open data public and update them at the central open data portal administrated by MISA.
Responsible institution	MISA
Involved institutions	MLSG, ZELS, LSGU
Time framework	2018-2019
Financing	Budget of RM / British Embassy in Skopje

Priority axes II:

Growth based on knowledge by strengthening the local competitiveness and innovativeness

Activity	44. Providing IT solutions for administrative procedures and processes for the local self-government units
Short description	<ul style="list-style-type: none"> In 2015 an analysis was prepared about the accessible and necessary municipal e-services which is the bases for defining the measures within the framework of this activity. Based on the established needs specific packages will be developed adaptable to the needs and the capacities that incorporate solutions for improving the efficiency of the municipal administrations (monitoring of the horizontal programmes; document management system; digitalised services for the mayor's office, etc.). The software will be made available to all municipalities and it is going to be property of the LSGU after the project is over.
Expected result(s)	<ul style="list-style-type: none"> Ready to use specific packages for transparent, efficient and economic provision of municipal services to all LSGUs by using ICT
Responsible institution	<ul style="list-style-type: none"> MLSG
Involved institutions	<ul style="list-style-type: none"> MISA, LSGU

Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	45. Support for developing a web site for the municipalities that do not have one
Short description	• In order to establish mechanisms for informing the inhabitants of the municipalities without a web site, within the framework of the activity web sites will be developed for the municipalities of Petrovec, Brvenica, Staro Nagoricane, Dojran, Karbinici and Valandovo.
Expected result(s)	• Functional web sites for six municipalities
Responsible institution	• MLSG
Involved institutions	• MISA, municipalities of Petrovec, Brvenica, Staro Nagoricane, Dojran, Karbinici and Valandovo
Time framework	• 2017-2018
Financing	• BUDGET of RM / UNDP

Activity	46. Assessment of the capacities of the LSGU for establishing municipal centres for providing services using a one stop shop system
Short description	• This activity will support the preparation of the analysis of the existing spatial, technical and administrative infrastructure, with a draft concept for opening uniformed functional centres for services where the citizens will be able to get all the administrative services fast and with the highest possible standard. The analysis will provide assessment of the current situation regarding the provision of services by the centres to all 81 local self-government units and will recommend the following steps. The analysis will enable developing a plan for opening uniformed functional centres for providing faster, cheaper and better-quality services for the citizens.
Expected result(s)	• Assessment of the situation in regard to the provision of services by the service centres in all LSGUs.
Responsible institution	• MLSG
Involved institutions	• MISA, LSGU
Time framework	• 2017-2018
Financing	• BUDGET of RM / UNDP

Activity	47. Establishing an information system for energy consumption monitoring and management by the legal entities in the public sector
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Short description	<ul style="list-style-type: none"> The activity is aimed at improving the situation with the collection and processing of data and preparing reports and analysis in the area of energy efficiency in the public sector at a local level by establishing (operational) information system for that purpose. Within the framework of the activity informative and promotional events will be organised for the promotion of the information system. In addition, energy efficiency measures will be undertaken according to the methodology for measurement and verification of the energy savings.
Expected result(s)	<ul style="list-style-type: none"> Established operational information system for energy consumption monitoring and management in the public sector at a local level.
Responsible institution	<ul style="list-style-type: none"> EARM
Involved institutions	<ul style="list-style-type: none"> LSGU, public enterprises and public institutions founded by the LSGU.
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> BUDGET of EARM

Activity	48. Establishing electronic registration of the coats of arms and flags of the municipalities
Short description	<ul style="list-style-type: none"> The Law on local self-government offers a possibility for the municipalities to have their own coats of arms and flags. The Ministry of Local Self-Government manages the register of coats of arms and flags of the municipalities in the Republic of Macedonia. This activity should ensure complete automatization of the process of registration of the coats of arms and flags by using ICT.
Expected result(s)	<ul style="list-style-type: none"> Established electronic registration of coats of arms and flags of the municipalities in RM
Responsible institution	<ul style="list-style-type: none"> MLSG
Involved institutions	<ul style="list-style-type: none"> LSGU, SOIP
Time framework	<ul style="list-style-type: none"> 2019-2020
Financing	<ul style="list-style-type: none"> BUDGET of RM

Activity	49. Establishing cooperation between the Centres for Development of the Planning Regions and the National Technology Transfer Office
Short description	<ul style="list-style-type: none"> The activity is focused on establishing cooperation between the Centres for Development of the Planning Regions and the National Technology Transfer Office that connects the higher education sector with the industry and promotes innovative research in the Macedonian

	companies. The Office has a roster of experts in the various fields of industry in the country and a register of laboratories and lab services.
Expected result(s)	• Provided support and consultative services for SMEs in each planning region.
Responsible institution	• MES
Involved institutions	• MLSG, CDPR, NTTD
Time framework	• 2019-2020
Financing	• BUDGET of RM

Activity	50. Activities for support and providing consultative services to small and medium-sized enterprises (SMEs) within the Centres for Development of the Planning Regions
Short description	• The activity is focused on providing support to the SMEs within the framework of the Centres for Development of the Planning Regions by establishing regional business centres located in the Centres for Development of the Planning Regions and on the web portal about the investment possibilities in the real sector and by public-private partnerships.
Expected result(s)	• Increased number of SMEs using the consultative services for business development within the framework of the Centres for Development of the Planning Regions
Responsible institution	• MLSG
Involved institutions	• CDPR
Time framework	• 2019-2020
Financing	• BUDGET of RM

Activity	51. Establishing a mentorship system for the small and medium-sized enterprises (SMEs)
Short description	• This activity will provide mentoring services to the SMEs by determining the key areas for their development and ensuring their sustainable development through the network of RCEP as the future mentors at regional/local level. The services will be provided by the planning regions that would have impact on the development of the local SMEs. The mentorship services will increase: the level of knowledge and sustainability of the RCEP and the competitiveness and sustainability of the SMEs.
Expected result(s)	• Increased number of SMEs using mentorship services for business development.
Responsible institution	• APERM
Involved institutions	• Regional centres for SMEs support

Time framework	• 2018 -2019
Financing	• BUDGET of RM

Activity	52. Establishing an Info Point for providing information to the small and medium-sized enterprises (SMEs) and potential entrepreneurs
Short description	• This activity should help inform the SMEs and potential entrepreneurs who want to be self-employed and advisory and logistical support will be provided via the Info Point delivering information services to the SMEs. The distribution of relevant and useful information for the SMEs and potential entrepreneurs will contribute for improving their competitiveness.
Expected result(s)	• Establishing an Info Point for easier access to relevant and useful information for the SMEs and potential entrepreneurs.
Responsible institution	• APERM
Involved institutions	• Regional centres for SMEs support
Time framework	• 2018 -2019
Financing	• BUDGET of RM

Activity	53. Providing financial support (grants) for implementation of priority projects for provision of socially oriented services by the local self-government units
Short description	• This activity should encourage the Planning Regions Centres to apply for the implementation of small priority projects selected with a participatory approach and determined by the planning regions' councils. Each planning region will be supported with secondary procurement in the amount of EUR 33,750 for the implementation of a project.
Expected result(s)	• Eight socially oriented priority projects are implemented.
Responsible institution	• MLSG
Involved institutions	• LSGU, CDPR
Time framework	• 2018-2020
Financing	• EU-IPA / UNDP

Activity	54. Providing financial support (grants) for implementation of local services by the small/rural municipalities
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Short description	<ul style="list-style-type: none"> • This activity will help the small (up to 20,000 inhabitants) i.e. rural municipalities (municipalities which centre is in a village) to be supported in order to be able to provide a broad range of services in compliance with their competences. The projects will be supported based on a call for expression of interest. In general, the projects should be inclusive and innovative in the design of the solutions and to contribute for sustainable development of the municipalities.
Expected result(s)	<ul style="list-style-type: none"> • Implemented local services projects in 30 small / rural municipalities.
Responsible institution	<ul style="list-style-type: none"> • MLSG
Involved institutions	<ul style="list-style-type: none"> • LSGU
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • EU-IPA / UNDP

Activity	55. Providing financial support (grants) for innovative technologies for the purpose of improving the transparency, responsibility and participation of citizens in the process of decision-making
Short description	<ul style="list-style-type: none"> • The activity will be based on the latest achievements in the development of innovative solutions for: the municipal processes; strengthening the role of the councillors in the municipality management; improving the cooperation with the citizens; and introduction of ICT for the purpose of cutting down on costs and improving the efficiency. The innovative solutions will not rely simply on the technology, but also on the greater participation of end users in the conceptualisation and the design of the development solutions aimed at providing for the public services to be more efficient and focusing on the needs of the citizens.
Expected result(s)	<ul style="list-style-type: none"> • Stronger role and efficiency of the municipal councillors for the conceptualisation, implementation and adoption of innovative decisions based on the needs of the citizens.
Responsible institution	<ul style="list-style-type: none"> • MLSG / MoF
Involved institutions	<ul style="list-style-type: none"> • LSGU
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • SDC / UNDP

Activity	56. Providing financial support (vouchers) for strengthening the competitiveness of the small and medium-sized enterprises and establishing new enterprises
Short description	<ul style="list-style-type: none"> • The activity is implemented by issuing vouchers for consulting services at regional/local

	level thus providing increased number of: potential entrepreneurs ready to start a business of their own (firm registration, starting a business); new jobs; new firms capable of surviving during the critical first years of operation; firms able to achieve higher degree of development; and consultants on the regional/local consultancy market.
Expected result(s)	• Increased number of potential entrepreneurs and small and medium-sized enterprises that use consulting services for the business development.
Responsible institution	• APERM
Involved institutions	• Regional centres for the support of small and medium-sized enterprises
Time framework	• 2018 -2019
Financing	• BUDGET of RM

Activity	57. Promotion of the EU framework programme for research and innovation "Horizon 2020"
Short description	• The main objective of this activity is to promote the "Horizon 2020" Programme, an EU financial instrument supporting research and innovations, which ultimate goal is to achieve economic growth, creation of new jobs and competitiveness. Within the framework of the activity info days will be organised and support will be provided to all stakeholders for successful utilization of the available grants.
Expected result(s)	• Increased number of LSGUs using the funds from the "Horizon 2020" Programme.
Responsible institution	• MES
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	58. Strengthening the capacities of the small and medium-sized enterprises (SMEs) for the purpose of ensuring their greater competitiveness
Short description	• This activity should help organise trainings for improving the capacity of the entrepreneurs and the employees of the SMEs for the purpose of ensuring greater competitiveness on the domestic and global markets. It is expected to contribute for better cooperation between the enterprises and the service providers.
Expected result(s)	• Increased number of entrepreneurs and employees with acquired new knowledge and skills that will ensure greater competitiveness of the SMEs.

Responsible institution	• APERM
Involved institutions	• /
Time framework	• 2018 -2019
Financing	• BUDGET of RM

Activity	59. Capacity building among the teachers and the professors about the latest entrepreneurial trends
Short description	• This activity should enhance the capability of the teachers and the professors that teach entrepreneurship and business-related subjects about the latest entrepreneurial trends, expansion of their knowledge and acquiring new skills linked to entrepreneurship learning.
Expected result(s)	• Increased number of teachers and professors with acquired new knowledge and skills to teach about entrepreneurship.
Responsible institution	• APERM
Involved institutions	• /
Time framework	• 2018 -2019
Financing	• BUDGET of RM

Activity	60. Strengthening the capacities of the start-up companies via mentorship provided by experienced entrepreneurs
Short description	• The objective of this activity is to encourage the new entrepreneurs not to give up during the first years of their businesses and to raise their awareness and self-confidence for managing their enterprise. Within the framework of this activity workshops will be organised at which experienced entrepreneurs will share their experience about facing the challenges from the moment when they started their businesses until the moment when they became self-sustainable.
Expected result(s)	• Increased number of new entrepreneurs with knowledge how to manage their enterprises provided by experienced mentors.
Responsible institution	• APERM
Involved institutions	• /
Time framework	• 2018 -2019
Financing	• BUDGET of RM

Activity	61. Awareness raising among women and young people about entrepreneurship and starting their own businesses
Short description	<ul style="list-style-type: none"> • This activity will provide trainings about awareness raising among women and young people on how to join the labour market by starting their own businesses. It is expected for the trainings to provide information about the opportunities that entrepreneurship offers and to stimulate development of entrepreneurship spirit and culture necessary for starting their own businesses. The trainings will be organised at the level of the planning regions.
Expected result(s)	<ul style="list-style-type: none"> • Increased number of enterprises whose founders are women and young people.
Responsible institution	<ul style="list-style-type: none"> • APERM
Involved institutions	<ul style="list-style-type: none"> • /
Time framework	<ul style="list-style-type: none"> • 2018 -2019
Financing	<ul style="list-style-type: none"> • BUDGET of RM
Activity	62. Providing financial support (subsidies) for the micro, small and medium-sized enterprises
Short description	<ul style="list-style-type: none"> • The objective of this activity is accelerated local economic development subsidising micro, small and medium-sized enterprises that employ more than three persons by co-financing up to 70% of the proved expenses, but with not more than MKD 300,000. Co-financed will be: procurement of equipment and tools; product design and developing visual identity of the product/service (web site, design of a logotype, advertising material; participation at national fairs).
Expected result(s)	<ul style="list-style-type: none"> • Increase number of micro, small and medium-sized enterprises using subsidies for development and promotion
Responsible institution	<ul style="list-style-type: none"> • MoE
Involved institutions	<ul style="list-style-type: none"> • /
Time framework	<ul style="list-style-type: none"> • 2018
Financing	<ul style="list-style-type: none"> • BUDGET of RM
Activity	63. Providing financial support for small and medium-sized enterprises (SMEs) for using consulting services
Short description	<ul style="list-style-type: none"> • This activity will support consulting services for resolving 'bottle necks' in the production process and preparation of applications and projects for SMEs development.

Expected result(s)	• Increased number of SMEs using consulting services for resolving ‘bottle necks’ and preparation of applications and projects for development.
Responsible institution	• MoE
Involved institutions	• /
Time framework	• 2018
Financing	• BUDGET of RM

Activity	64. Providing financial support for increasing the competitiveness of businesses in the manufacturing industry
Short description	• The activity will subsidise part of the expenses for the development of businesses in the manufacturing industry, for market development and projects design.
Expected result(s)	• Increased number of businesses in the manufacturing industry investing in development.
Responsible institution	• MoE
Involved institutions	• /
Time framework	• 2018
Financing	• BUDGET of RM

Activity	65. Planning, founding, building and developing technological industrial development zones
Short description	• The objective of the activity is to accelerate the economic development by attracting and stimulating foreign and domestic direct investments in the technological industrial development zones (in Skopje 1, 2 and 3, Tetovo, Berovo, Delcevo, Gevgelija, Kicevo, Prilep, Stip, Radovis, Struga, Strumica, Vinica, Kumanovo and Lipkovo). We expect for the activity to contribute for decreasing unemployment, implementing and developing new technologies and increasing the competitiveness of the RM by increasing the export of competitive products.
Expected result(s)	• Increased number of employees on jobs involving new technologies.
Responsible institution	• DTIDZ
Involved institutions	• MTC, MoE, MOI, MAFWE, MEPP, MoH, APERM, AREC, ESA, PEPR, MoF-PRO, MoF-CA.
Time framework	• 2017 -2019
Financing	• BUDGET of RM

**Priority axes III:
Inclusive growth by improving the quality of life**

Activity	66. Setting up a web portal "Skills Observatory"
Short description	<ul style="list-style-type: none"> The activity is aimed at establishing and putting into function a public web portal available to the broader public (pupils, students, parents) providing information about primary and secondary education and information about the employability of graduated secondary school and university students. The portal will enable direct connecting of the labour market demand with the curricula of secondary schools and faculties aimed at making them compatible and competitive to make it easier for the young people to find jobs.
Expected result(s)	<ul style="list-style-type: none"> A web portal is set up providing information to the general public and especially to the young people about the available jobs.
Responsible institution	<ul style="list-style-type: none"> MES
Involved institutions	<ul style="list-style-type: none"> MLSP, ESA, all secondary schools, universities
Time framework	<ul style="list-style-type: none"> 2018
Financing	<ul style="list-style-type: none"> WB

Activity	67. Modernisation of the secondary technical vocational education and training
Short description	<ul style="list-style-type: none"> This activity will reinforce the social cohesion and inclusion by increasing the attractiveness of vocational education and training, their quality and relevance as a guarantee for competitiveness and establishing resources and capabilities and responsibilities of the future system of vocational education and training.
Expected result(s)	<ul style="list-style-type: none"> Creating conditions (resources, capacity and responsibility) for modernisation of the vocational education and training.
Responsible institution	<ul style="list-style-type: none"> PICVET
Involved institutions	<ul style="list-style-type: none"> MSE – BDE, municipal secondary vocational schools, secondary vocational schools of the City of Skopje
Time framework	<ul style="list-style-type: none"> 2018-2019
Financing	<ul style="list-style-type: none"> WB

Activity	68. Providing financial support (grants) for the modernisation of the secondary technical
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vocational education and training	
Short description	<ul style="list-style-type: none"> The objective of the activity is to improve the relevance of the secondary technical vocational education. It is expected: to increase the quality of the practical training by <i>ensuring financial support</i> for the implementation of various models for involvement of both vocational schools and enterprises in practical training and after the trial period the most successful models of practical training will be identified; and to increase the number of students in the secondary vocational schools that would have benefit from the practical training provided or organised at small, medium or large-sized enterprises. The entire reform of the vocational education will be carried out in the course of the 2019/2020 academic year based on the results from the implementation of new curricula in six pilot schools.
Expected result(s)	<ul style="list-style-type: none"> Increased number of students in the secondary vocational schools attending practical training at enterprises.
Responsible institution	<ul style="list-style-type: none"> MES
Involved institutions	<ul style="list-style-type: none"> LSGU, secondary vocational schools
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> WB

Activity	69. Stimulating cooperation between the municipal secondary vocational schools and the employers
Short description	<ul style="list-style-type: none"> This activity will incorporate organising meetings between the secondary vocational schools and the employers at a municipal level aimed at intensifying and operational reinforcing of the cooperation between them and aligning the work of the municipal secondary vocational schools with the needs of the employers.
Expected result(s)	<ul style="list-style-type: none"> Creating curricula for the secondary vocational education aligned with the demands of the labour market.
Responsible institution	<ul style="list-style-type: none"> PICVET
Involved institutions	<ul style="list-style-type: none"> MSE – BDE, municipal secondary vocational schools, secondary vocational schools of the City of Skopje
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> BUDGET of RM

Activity	70. Supporting adults in acquiring secondary vocational training
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Short description	<ul style="list-style-type: none"> • This activity will help the adults in acquiring a professional diploma that would help them find a job or keep a job.
Expected result(s)	<ul style="list-style-type: none"> • Increased number of adults professionally trained in accordance with the needs of the labour market
Responsible institution	<ul style="list-style-type: none"> • PIAEC
Involved institutions	<ul style="list-style-type: none"> • Municipal secondary vocational schools, secondary vocational schools of the City of Skopje
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	71. Stimulating development of informal education for adults
Short description	<ul style="list-style-type: none"> • This activity will support the verification of programmes for informal education that leads to acquiring qualifications or some qualification in accordance with the labour market demands.
Expected result(s)	<ul style="list-style-type: none"> • Increased number of adults professionally trained in accordance with the needs of the labour market
Responsible institution	<ul style="list-style-type: none"> • PIAEC
Involved institutions	<ul style="list-style-type: none"> • /
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM • Budget of the service providers

Activity	72. Implementation of the Community Works Programme
Short description	<ul style="list-style-type: none"> • This activity is aimed at social inclusion of the less employable persons by providing them with certain skills and their gradual inclusion on the labour market (in order to meet the needs of certain local social services and infrastructural and environmental projects at a local level). The unemployed will be engaged part time (20 working hours per week) for a period of six months thus acquiring working experience and professional skills that might improve their employability in the future.
Expected result(s)	<ul style="list-style-type: none"> • Increased number of less employable persons included on the labour market.
Responsible institution	<ul style="list-style-type: none"> • ESA
Involved institutions	MLSP, MES, City of Skopje, LSGU
Time framework	<ul style="list-style-type: none"> • 2018 -2020

Financing	• BUDGET of RM
Activity	73. Implementation of the Public Works Programme
Short description	• The activity is aimed at including unemployed persons with low qualifications in infrastructural and environmental projects at a local level.
Expected result(s)	• Increased number of unemployed with low qualifications included on the labour market.
Responsible institution	• ESA
Involved institutions	MLSP, LSGU, City of Skopje
Time framework	• 2018
Financing	• BUDGET of RM
Activity	74. Developing forms and stimulating inclusion and cooperation at a local level for dealing with the social risks of the vulnerable categories
Short description	• Within the framework of the reform of the social protection system it is envisaged to review the issue of establishing local social protection councils. They will ensure: inclusion, cooperation and communication of the institutions, NGOs, humanitarian organisations, religious institutions and private sector in the municipalities within the framework of carrying out social activities within the local communities; more realistic perception of the needs of the citizens; adoption and implementation of local programmes in the field of social protection; increasing the familiarity of the citizens with their rights to social protection and how to exercise them; developing know-how and skills among certain groups of the population for dealing with certain social risks, etc.
Expected result(s)	• Established local social protection councils
Responsible institution	• MLSP
Involved institutions	• CSW, Public Institution – Institute for Social Activities – Skopje, Institute for Social Work and Social Policy
Time framework	• 2019-2020
Financing	• BUDGET of RM
Activity	75. Stimulating measures for reducing poverty and social exclusion at a local level
Short description	• Within the framework of the reforms within the social protection system, the monetary social assistance system will be revised for the purpose of ensuring proper targeting and directing

	of social benefits to persons and families who are at social risk from poverty and social exclusion. It is planned for the social assistance services to be redesigned as services that are provided at the home of the beneficiary and in the community.
Expected result(s)	• Provided social assistance services at the home of the beneficiaries and within the community
Responsible institution	• MLSP
Involved institutions	• CSW, Public Institution – Institute for Social Activities – Skopje, Institute for Social Work and Social Policy
Time framework	• 2019-2020
Financing	• BUDGET of RM

Activity	76. Implementation of the national action plans for employment, housing, health and education of the Roma
Short description	<ul style="list-style-type: none"> • The 2014-2020 Roma Strategy of the Republic of Macedonia is a document for ensuring equal level of inclusion and integration of Roma in the social flows and increasing the possibilities for better life. The action plans for its implementation should: <ul style="list-style-type: none"> ✓ improve the conditions and the opportunities for employment and reducing the unemployment among the Roma community ✓ increase the level of education among the Roma community ✓ reduce the gap in the quality of housing between Roma and non-Roma communities ✓ improve the health of the Roma community ✓ develop and promote Roma culture, language and tradition
Expected result(s)	• Increased number of Roma involved in the social flows and increased number of opportunities for better quality of life
Responsible institution	• MLSP
Involved institutions	• MTC, MES, MoH, GRM - Cabinet of the Minister without portfolio responsible for the implementation of the Strategy for improvement of the situation of the Roma in the Republic of Macedonia, Institute for Social Work and Social Policy
Time framework	• 2019-2020
Financing	• BUDGET of RM

Activity	77. Public awareness raising about various aspects of road traffic safety
Short description	• The objective is to improve road traffic safety. This activity will support the implementation

	of campaigns for traffic safety for cyclists, moto-bikers and pedestrians: Safe bicycle, safe in traffic; ride a motorbike, ride it safely; Pedestrians Safety Week;
Expected result(s)	• Implemented campaigns for safety of cyclists, motobikers and pedestrians in traffic
Responsible institution	• MOI / RCRTS
Involved institutions	• MES, MLSP, LSGU
Time framework	• 2018-2019
Financing	• BUDGET of RCRTS

Activity	78. Organising educational events and distribution of educational materials on traffic safety
Short description	• The objective of this activity is to reinforce the awareness about certain aspects linked to traffic safety by organising educational lectures, traffic-educational debates; educational materials on traffic safety, video materials, billboards, etc. The activity will incorporate: Campaign for young participants in traffic; Campaign for children participating in traffic; Winter campaign on traffic safety; Summer campaign on traffic safety.
Expected result(s)	• Implemented educational campaigns, events and materials for traffic safety for children, young people and the broader public
Responsible institution	• RCRTS
Involved institutions	• LSGU
Time framework	• 2019-2020
Financing	• BUDGET of RCRTS

Activity	79. Implementing activities for popularisation of sports
Short description	• This activity will support sports at a local level (schools, university and sports for all) in order to become more massive as well as regional organisation of sports clubs. In addition, promotional activities will also be carried out for mass sports and sporting activities and sports events will be organised at national and local levels.
Expected result(s)	• Increased number of pupils, students and citizens involved in sports activities
Responsible institution	• YSA
Involved institutions	• LSGU
Time framework	• 2018-2020

Financing	• BUDGET of RM
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Activity	80. Providing financial support for building primary schools
Short description	<ul style="list-style-type: none"> • The activity is aimed at improving the infrastructure of primary schools by completing the construction of certain buildings and beginning with the construction of new buildings, as well as upgrading and expansion of school facilities (of primary schools). In doing so one needs to have in mind the reforms in primary education, full implementation of the nine-year primary education, as well as meeting the adequate conditions for unhindered realisation of the academic process.
Expected result(s)	• Completed investments in sustainable infrastructure for primary education
Responsible institution	• MES
Involved institutions	• LSGU
Time framework	• 2018
Financing	• BUDGET of RM

Activity	81. Providing financial support for the reconstruction of primary schools
Short description	<ul style="list-style-type: none"> • This activity is aimed at improving the infrastructure of primary schools by reconstruction of the existing network of primary schools aimed at improving the conditions for conducting the educational process and to create equal opportunities for following the instruction for all students. In doing so one needs to have in mind the reforms in primary education, full implementation of the nine-year primary education, as well as meeting the adequate conditions for unhindered realisation of the education process.
Expected result(s)	• Completed investments in sustainable infrastructure for primary education
Responsible institution	• MES
Involved institutions	• LSGU
Time framework	• 2018-2019
Financing	• BUDGET of RM

Activity	82. Providing financial support for construction of sports facilities in the primary schools
Short description	<ul style="list-style-type: none"> • The activity is aimed at improving the infrastructure of primary schools by building sports facilities in primary schools and creating conditions for proper instruction of gym as a school

	subject and conducting sports activities aimed at dedicating greater attention to the health of the future young generations.
Expected result(s)	• Completed investments in sustainable sports infrastructure for primary education
Responsible institution	• MES
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	83. Providing financial support for construction of secondary schools
Short description	• The activity is aimed at improving the infrastructure of secondary schools by constructing new ones having in mind the reforms in the secondary education for the purpose of meeting the adequate conditions for unhindered realisation of the academic process and implementation of the mandatory secondary education by creating equal opportunities for monitoring the education process of all students.
Expected result(s)	• Completed investments in sustainable infrastructure for secondary education
Responsible institution	• MES
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	84. Providing financial support for the reconstruction of secondary schools
Short description	• The activity is aimed at improving the infrastructure of secondary schools by reconstructing the existing network of secondary schools having in mind the reforms in the secondary education for the purpose of meeting the adequate conditions for unhindered realisation of the academic process and implementation of the mandatory secondary education by creating equal opportunities for monitoring of the education process of all students.
Expected result(s)	• Completed investments in sustainable infrastructure for secondary education
Responsible institution	• MES
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	85. Providing financial support for construction of sports facilities in the secondary schools
Short description	<ul style="list-style-type: none"> The activity is aimed at improving the infrastructure of secondary schools by building sports facilities in the secondary schools and creating conditions for proper instruction of gym as a school subject and conducting sports activities aimed at dedicating greater attention to the health of the future young generations.
Expected result(s)	<ul style="list-style-type: none"> Completed investments in sustainable sports infrastructure for secondary education
Responsible institution	<ul style="list-style-type: none"> MES
Involved institutions	<ul style="list-style-type: none"> LSGU
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> BUDGET of RM
Activity	86. Providing financial support for the construction and reconstruction of secondary students' dormitories and procurement of new furniture
Short description	<ul style="list-style-type: none"> This activity is aimed at improving the infrastructure of secondary students' dormitories by reconstruction and renovation of some of the facilities, bathrooms and canteens for the purpose of improving the accommodation capacities of the students' dormitories.
Expected result(s)	<ul style="list-style-type: none"> Completed investments in sustainable secondary students' accommodation infrastructure
Responsible institution	<ul style="list-style-type: none"> MES
Involved institutions	<ul style="list-style-type: none"> LSGU
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> BUDGET of RM
Activity	87. Providing financial support for the construction and reconstruction of university students' dormitories
Short description	<ul style="list-style-type: none"> This activity is aimed at improving the infrastructure of the university students' dormitories, improving the accommodation conditions for the students at the dormitories and ensuring greater accessibility to higher education for all citizens.
Expected result(s)	<ul style="list-style-type: none"> Completed investments in sustainable university students' accommodation infrastructure
Responsible institution	<ul style="list-style-type: none"> MES
Involved institutions	<ul style="list-style-type: none"> LSGU

Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	88. Providing financial support for the construction, furnishing and maintenance of child protection facilities
Short description	• This activity covers the capital investments in the child protection facilities (reconstruction and renovation of the existing kindergartens and holiday resorts, as well as furnishing the newly constructed kindergartens).
Expected result(s)	• Completed investments in sustainable child protection infrastructure and its furnishing.
Responsible institution	• MLSP
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	89. Providing financial support for the construction, furnishing and maintenance of social protection facilities and care homes for elderly
Short description	• This activity encompasses capital investments in facilities for extra-institutional social protection (Centres for Social Work and day care centres) and facilities for institutional social protection (institutions for providing care to the socially vulnerable categories of citizens). It covers reconstruction, renovation, construction-craftsman work and furnishing of the existing social protection facilities and care homes for elderly.
Expected result(s)	• Completed investments in sustainable social protection infrastructure and its furnishing.
Responsible institution	• MLSP
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	90. Providing financial support for the construction of flats for persons under social risk and other vulnerable groups
Short description	• The objective of this activity is the construction of social flats in order to reduce poverty as the essential precondition for ensuring humane living conditions, reaffirmation of the family and achieving sustainable economic and social development. The planned buildings will be all over the country for the purpose of more equal development and equalisation of

	residential standards.
Expected result(s)	<ul style="list-style-type: none"> Completed investments in sustainable housing infrastructure for persons under social risk and for the vulnerable groups of citizens.
Responsible institution	<ul style="list-style-type: none"> MTC
Involved institutions	<ul style="list-style-type: none"> Joint Stock Company for construction and management of residential and business spaces of significance for the Republic – Skopje, LSGU
Time framework	<ul style="list-style-type: none"> 2007-2019
Financing	<ul style="list-style-type: none"> Council of Europe Development Bank BUDGET of RM

Activity	91. Providing financial support for capital investments and reconstruction of the existing sports facilities
Short description	<ul style="list-style-type: none"> The activity is aimed at construction and reconstruction of sports facilities (closed pools, sports halls, outdoor playgrounds, mountain homes, athletics tracks, sports shooting ranges, specialised halls for combat sports, etc.).
Expected result(s)	<ul style="list-style-type: none"> Completed investments in sustainable sports and recreation infrastructure
Responsible institution	<ul style="list-style-type: none"> YSA
Involved institutions	<ul style="list-style-type: none"> /
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> BUDGET of RM

Activity	92. Providing financial support (grants) for investments in sustainable municipal infrastructure in rural areas
Short description	<ul style="list-style-type: none"> This activity provides financial support to LSGU aimed at improving the municipal services in the rural areas. Investments will be made in infrastructural projects for water supply systems, waste water collection and treatment, solid waste management, construction and reconstruction of local streets and roads, basic infrastructure for energy supply, renewable sources of energy, energy efficiency projects, street lightning, landscaping and/or construction of tourist and recreational areas, construction and/or reconstruction of municipal facilities such as youth centres, kindergartens, schools, markets, municipal buildings and other priority projects of the local self-government. The activity should contribute for: a) improving the quality of life in rural areas, b) reducing the differences in

	the socio-economic development between urban and/or rural areas and c) improving the competitiveness of the rural areas.
Expected result(s)	• Implemented projects for improving the quality of life in the rural areas
Responsible institution	• MoF / MAFWE
Involved institutions	• LSGU
Time framework	• 2018-2019
Financing	• EU IPA

Activity	93. Providing financial support (grants) for development of areas with specific development needs
Short description	• The objective of the activity is to promote equal regional development by reducing the disparity in the degree of development among the planning regions by developing the areas with specific development needs. Out of the total planned funds for equal regional development, 20% will be allocated for development of the areas with specific development needs. This activity should support projects of the LSGUs that encompass settlements that have a status of regions with specific development needs.
Expected result(s)	• Implementing projects for improving the quality of life in the areas with specific development needs.
Responsible institution	• MLSG / MLSG - BRD
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	94. Providing financial support (grants) for development of villages
Short description	• The objective of this activity is to promote equal regional development by reducing the disparity in the degree of development among the planning regions by developing the villages. Out of the total planned funds for equal regional development 10% will be allocated for the implementation of projects for development of villages. This activity will support projects of the LSGUs with their centre in a village i.e. LSGUs with their centre in a town and the municipalities of the City of Skopje that have villages on their territory.
Expected result(s)	• Implemented projects for improving the quality of life in the villages
Responsible institution	• MLSG / MLSG - BRD

Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

**Priority axes IV:
Sustainable growth based on responsible use of natural resources**

Activity	95. Providing financial support (subsidies) for tourist events and business forums interesting for tourism development
Short description	• The activity will subsidise tourist events and business forums for tourism development. All interested entities, legal entities, governmental and non-governmental organisations active in the tourism sector, foundations and associations of citizens, business centres established in the municipalities for the purpose of supporting and developing tourism have a right to participate.
Expected result(s)	• Organised events and business forums for promotion of sustainable tourism.
Responsible institution	• MoE
Involved institutions	• /
Time framework	• 2018
Financing	• BUDGET of RM

Activity	96. Providing financial support (subsidies) to seven municipalities for developing local strategies for tourism development
Short description	• This activity will support the preparation of development strategies for tourism development for seven smaller municipalities that have no funds for developing such strategies, but have potential for sustainable tourism. The municipalities that have no local strategies for tourism development can apply.
Expected result(s)	• Adopted sustainable tourism development strategies
Responsible institution	• MoE
Involved institutions	• /
Time framework	• 2018
Financing	• BUDGET of RM

Activity	97. Providing financial support (subsidies) to village households for tourist purposes
Short description	<ul style="list-style-type: none"> • For the purpose of promoting tourism in the rural areas financial support is provided for building or adapting (procurement of equipment and refurbishing of premises) village households that provide catering services. This should enable self-employment of the population in the rural regions, increasing of the authentic tourism offers and promotion of local values.
Expected result(s)	<ul style="list-style-type: none"> • Jobs created for promoting local culture and products
Responsible institution	<ul style="list-style-type: none"> • MoE
Involved institutions	<ul style="list-style-type: none"> • /
Time framework	<ul style="list-style-type: none"> • 2018
Financing	<ul style="list-style-type: none"> • BUDGET of RM
Activity	98. Supporting investments in sustainable infrastructure for developing rural tourism in the small municipalities
Short description	<ul style="list-style-type: none"> • This activity supports the development of rural tourism and seeks new ways for the development of the rural municipalities and return of the population to the villages. Technical documentation will be prepared for the construction of priority infrastructure for rural tourism in the four least developed municipalities, in the Pelagonija, East, South-East and Skopje Planning Regions (one municipality from each region).
Expected result(s)	<ul style="list-style-type: none"> • Prepared technical documentation for the construction of sustainable infrastructure for rural tourism
Responsible institution	<ul style="list-style-type: none"> • MLSG
Involved institutions	<ul style="list-style-type: none"> • LSGU
Time framework	<ul style="list-style-type: none"> • 2018
Financing	<ul style="list-style-type: none"> • BUDGET of RM / UNDP
Activity	99. Providing financial support (subsidies) to artisans and craftsmen
Short description	<ul style="list-style-type: none"> • This activity will speed up the local economic development by subsidising artisans and craftsmen. Financial support will be provided for: procurement of equipment and tools; setting up and improving the business premises-workshops; developing visual identity of a product/service (web site, logo design, marketing material); product design; compensation

	for costs for acquiring artisan certificates and attending professional training.
Expected result(s)	• Kept traditional crafts as one of the bases for sustainable local development
Responsible institution	• MoE
Involved institutions	• /
Time framework	• 2018
Financing	• BUDGET of RM

Activity	100. Providing financial support (grants) for investments in the tourism infrastructure
Short description	• The objective of the activity is to support the key investments that have an impact on increasing the attractiveness of certain destinations by improving the offer of products and connecting them to the local economies. It will provide funds for the construction of tourism infrastructure at certain destinations. The projects could be submitted by the municipalities, centres for regional development and other public institutions responsible for the cultural heritage and tourism infrastructure.
Expected result(s)	• Completed investments in sustainable development of tourism infrastructure
Responsible institution	• MoE / GRM - Cabinet of the Vice-Prime Minister of the Government responsible for economic affairs and coordination of the economic sectors
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• EU-IPA / BUDGET of RM

Activity	101. Adopting laws about declaring new protected areas in compliance with the Law on Protection of Nature
Short description	• The protected areas play an important role for sustaining the bio diversity and natural ecosystems. The situation with certain animal and plant species and habitats points at urgent need of special protection of certain areas and their declaration as protected (Sara Mountain, Osogovo region, natural rarities). The activity is aimed at following and actively participating in the process of advancing of the system of protected areas in Macedonia in compliance with the Law on Protection of Nature.
Expected result(s)	• Adopted laws for declaring new protected areas
Responsible institution	• MEPP

Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• BUDGET of RM

Activity	102. Providing financial support (grants) for protection of nature and sustainable utilisation of natural resources for stimulating sustainable local development
Short description	<ul style="list-style-type: none"> • The activity is aimed at better protection of nature for the purpose of promoting sustainable use of natural resources, at the same time increasing the capacity of the authorities managing the protected areas, the local self-government units and civil society organisations for management and promotion of protected areas in a professional and sustainable manner. The main features of the activity are the grants scheme aimed at: better management of protected areas; promotion of sustainable use of natural resources; and demonstration of practical examples how protection of nature and local economic development could go hand in hand. Apart from that, waste water treatment plant of smaller capacity will be constructed as a low budget solution for dealing with the environmental challenges of the communities located in the vicinity of the protected areas.
Expected result(s)	<ul style="list-style-type: none"> • Completed investments in sustainable infrastructure for waste water treatment in the vicinity of the protected areas.
Responsible institution	• MEPP
Involved institutions	• Management bodies in the protected areas, LSGU, civil society organisations
Time framework	• 2017- 2019
Financing	• EU-IPA / UNDP

Activity	103. Procurement of equipment for waste collection and transportation for the East and North-East Planning Regions
Short description	<ul style="list-style-type: none"> • The activity is aimed at assessing the current state with the waste collection and transportation in the east and north-east regions. Based on the assessment of the technical specifications for procurement of equipment for waste collection and transportation, costs assessment, evaluation of the needs for equipment and feasibility study with cost-benefit analysis for both regions regarding the utilisation of vehicles and equipment, utility service vehicles for waste collection and transportation will be procured.
Expected result(s)	<ul style="list-style-type: none"> • Procured equipment for waste collection and transportation for the East and North-East Planning Regions

Responsible institution	• MEPP
Involved institutions	• Inter-municipal boards for waste management for the East and North-East Planning Regions
Time framework	• 2018
Financing	• EU - IPA

Activity	104. Closing up landfills and waste dumps in East and North-East Planning Regions that do not comply with the standards
Short description	• The activity is aimed at assessing the existing state of the illegal landfills and waste dumps in the municipalities in east and north-east regions. Based on the assessment activities will be undertaken for closing, rehabilitation and follow-up maintenance of municipal landfills and waste dumps that are not in line with the standards.
Expected result(s)	• Closed landfills and waste dumps in East and North-East Planning Regions that are not in line with the standards
Responsible institution	• MEPP
Involved institutions	• Inter-municipal boards for waste management for the East and North-East Planning Regions
Time framework	• 2018
Financing	• EU

Activity	105. Establishing regional enterprises for communal waste management
Short description	• The Law on Waste provisions possibility for establishing regional enterprises or enterprises of two or more regions. The activity is aimed at supporting the activities for establishing this kind of enterprises.
Expected result(s)	• Established regional enterprises for communal waste management
Responsible institution	• MEPP
Involved institutions	• LSGU, CDPR
Time framework	• 2018
Financing	• /

Activity	106. Implementing the Plan for improving the quality of the air in Skopje and Tetovo
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Short description	<ul style="list-style-type: none"> The plans for improving the quality of the air in Skopje and Tetovo as zones and agglomerations where the levels of pollutants in the air are above the safe values or the target values that are defined as concentrations of polluting substances. The quality of the air in these cities needs to be improved. The measures will be monitored and developed at a local level in coordination with the Ministry of Environment and Physical Planning.
Expected result(s)	<ul style="list-style-type: none"> Lower level of air pollution in Skopje and Tetovo.
Responsible institution	<ul style="list-style-type: none"> MEPP
Involved institutions	<ul style="list-style-type: none"> City of Skopje, Municipality of Tetovo
Time framework	<ul style="list-style-type: none"> 2017-2022
Financing	<ul style="list-style-type: none">

Activity	107. Providing assistance for making strategic maps and action plans on noise at the local self-government units
Short description	<ul style="list-style-type: none"> This activity is aimed at providing assistance for making strategic maps and action plans on noise to deal with noise related problems and effects, noise management, including noise reduction in the City of Skopje and the municipalities of Kumanovo, Tetovo and Bitola. The main objective of the activity is prevention and reduction of noise wherever possible, and especially in cases when the noise that goes beyond the approved limits could cause anxiety and could have detrimental impact on the health of the people.
Expected result(s)	<ul style="list-style-type: none"> The developed strategic maps and action plans on noise in the City of Skopje and the municipalities of Kumanovo, Tetovo and Bitola
Responsible institution	<ul style="list-style-type: none"> MEPP
Involved institutions	<ul style="list-style-type: none"> City of Skopje, municipalities of Kumanovo, Tetovo, Bitola
Time framework	<ul style="list-style-type: none"> 2019-2021
Financing	<ul style="list-style-type: none"> BUDGET of RM

Activity	108. Indicative measuring of heavy metals on the territory of the Republic of Macedonia
Short description	<ul style="list-style-type: none"> Within the framework of the activities measuring campaigns are planned for at least three locations for the purpose of measuring heavy metals, polycyclic aromatic hydrocarbons and volatile organic compounds (VOCs).
Expected result(s)	<ul style="list-style-type: none"> Indicative measuring of heavy metals set up in Skopje and Bitola
Responsible institution	<ul style="list-style-type: none"> MEPP

Involved institutions	• City of Skopje, Municipality of Bitola
Time framework	• 2018-2021
Financing	• BUDGET of RM

Activity	109. Support for establishing local pollution monitoring networks for air, water and noise
Short description	• The activity is aimed at collecting data about the quality of the air, especially at the B-installations and proposing protection measures. In 2018 a monitoring system will be established and in 2019 and 2020 the units will start entering the data.
Expected result(s)	• Established local air, water and noise pollution monitoring networks
Responsible institution	• MEPP
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• WB

Activity	110. Preparing plans for flood management with measures for dealing with flood risks for all river basins
Short description	• This activity is aimed at preparing plans for flood management with measures for dealing with flood risks in compliance with the European Framework Directive on Waters and with the principles for integrated water resources management. The plans will establish how to organise the competent institutions in order to reduce floods risks and to define precise measures and activities that every institution needs to undertake. Plans will be prepared for the river basins (six plans).
Expected result(s)	• Developed plans for floods management for all river basins.
Responsible institution	• MEPP
Involved institutions	• PRD, CMC, ZELS
Time framework	• 2018-2021
Financing	• BUDGET of RM

Activity	111. Establishing a system for information sharing about various disasters at the LSGUs and in the Electronic Regional Risk Atlas (ERRA)
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Short description	<ul style="list-style-type: none"> The activity is aimed at establishing a system for sharing information about various disasters among the institutions at a national and local level and establishing an Electronic Regional Risk Atlas (ERRA).
Expected result(s)	<ul style="list-style-type: none"> Established system for sharing information about various disasters among the institutions at a national and local level.
Responsible institution	<ul style="list-style-type: none"> CMC
Involved institutions	<ul style="list-style-type: none"> PRD, MAFWE, MEPP, MTC, MLSG, MoF, MoE, UKIM, IZIIS, LSGU, ZELS
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> EU IPA – DRAM Project (Disaster Risk Assessment and Mapping)

Activity	112. Establishing a system for dealing with risks and hazards at local/regional level
Short description	<ul style="list-style-type: none"> The activity is aimed at establishing a system for dealing with risks and hazards, operative and coordinated action by the LSGU’s entities and those of the neighbouring municipalities as first responders. The activity is to be implemented within the framework of the NATO Science for Peace and Security Programme (SPS)
Expected result(s)	<ul style="list-style-type: none"> Established system for dealing with risks and hazards at a local level
Responsible institution	<ul style="list-style-type: none"> CMC
Involved institutions	<ul style="list-style-type: none"> LSGU, CDPR
Time framework	<ul style="list-style-type: none"> 2018-2020
Financing	<ul style="list-style-type: none"> NATO - Project “Advanced Regional Civil Emergency Coordination Pilot (ARCECP)” in the Western Balkan

Activity	113. Establishing integrated operational centre for providing and receiving international humanitarian assistance with the help from the Republic of Greece
Short description	<ul style="list-style-type: none"> The activity is aimed at establishing integrated operational centre for providing and receiving international humanitarian assistance with the help from the Republic of Greece
Expected result(s)	<ul style="list-style-type: none"> Establishing cross border cooperation with the Republic of Greece for accepting international humanitarian assistance based on the needs of the concerned municipalities.
Responsible institution	<ul style="list-style-type: none"> CMC
Involved institutions	<ul style="list-style-type: none"> Centre for Development of the Southeast Planning Region
Time framework	<ul style="list-style-type: none"> 2018-2019

Financing	<ul style="list-style-type: none"> • EU – IPA Cross Border Cooperation Programme with Republic of Greece (IPA CBC) - Integrated Operations Centre for Providing Humanitarian Assistance - HELP
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Activity	114. Stimulating cross-border cooperation with the Republic of Greece for protection of the population against natural and man-made disasters
Short description	<ul style="list-style-type: none"> • The activity is aimed at establishing cross-border cooperation for protecting the population against natural and man-made disasters, between the LSGU from the Pelagonija Planning Region and the neighbouring municipalities in the Republic of Greece.
Expected result(s)	<ul style="list-style-type: none"> • Established cross-border cooperation with the Republic of Greece for dealing with natural and man-made disasters
Responsible institution	<ul style="list-style-type: none"> • CMC
Involved institutions	<ul style="list-style-type: none"> • Centre for Development of Pelagonija Planning Region
Time framework	<ul style="list-style-type: none"> • 2018-2019
Financing	<ul style="list-style-type: none"> • EU – IPA Cross Border Cooperation Programme with Republic of Greece (IPA CBC) – “Joint Cross Border Cooperation for Securing Societies Against Natural and Man-Made Disasters”

Activity	115. Providing equipment for the territorial firefighting units operating as firefighting units of the RM (national forces)
Short description	<ul style="list-style-type: none"> • This activity will provide equipment for the territorial firefighting units operating as firefighting units of the Republic of Macedonia (14 territorial firefighting units), based on the annual assessment of necessary equipment.
Expected result(s)	<ul style="list-style-type: none"> • Provided technical conditions for better functioning of the TFFU that operate as firefighting units of the Republic of Macedonia.
Responsible institution	<ul style="list-style-type: none"> • PRD
Involved institutions	<ul style="list-style-type: none"> • ZELS, TFFU
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	116. Providing financial support for the construction of waste water treatment plants and upgrading the sewage system in the municipalities of Bitola and Tetovo
Short description	<ul style="list-style-type: none"> • The activity is part of the overall national priority for reconstruction and modernisation of the infrastructure in the water sector in compliance with the demands and the standards of EU. The aim of the activity is to improve the waste water collection and treatment system in

	the agglomerations of Bitola and Tetovo. The ultimate goal is to align the demands of the national legislation on waters in regard to discharging of urban waste waters, and thus achieving the national goals for environment protection, especially those concerning waters.
Expected result(s)	• Completed investments in sustainable infrastructure for waste water collection and treatment in the municipalities of Bitola and Tetovo.
Responsible institution	• MEPP
Involved institutions	• Municipalities of Bitola and Tetovo
Time framework	• 2018-2021
Financing	• BUDGET of RM

Activity	117. Providing financial support for upgrading and rehabilitation of the sewage networks in the municipality of Kicevo and the City of Skopje
Short description	• The activity is aimed at improving the waste waters collection and treatment system by reconstruction of the sewage systems in the agglomerations of Kicevo and Skopje. The ultimate goal is to comply with the demands of the national legislation on waters in regard to discharging urban waste waters, and thus to achieve the national goals for protection of the environment, especially those concerning waters.
Expected result(s)	• Completed investments for sustainable infrastructure for waste water collection in the municipality of Kicevo and the City of Skopje.
Responsible institution	• MEPP
Involved institutions	• Municipality of Kicevo and the City of Skopje
Time framework	• 2018-2021
Financing	• BUDGET of RM

Activity	118. Providing financial support (loans and grants) for construction of water supply and sewage systems
Short description	• The activity is aimed at improving the communal infrastructure – water supply and sewage systems in the municipalities of Radovis, Kavadarci, Gostivar and Gevgelija. The activity is implemented in 3 phases. The final harmonisation of the contracts for the Second Part of Phase I is underway, covering the investments in the water supply systems
Expected result(s)	• Completed investments for sustainable infrastructure for supplying drinking water
Responsible institution	• MTC

Involved institutions	• Municipalities of Kavadarci, Radovis, Gostivar, Gevgelija
Time framework	• 2018-2021
Financing	• KfW Bank

Activity	119. Providing financial support (loans) for construction and reconstruction of water supply and sewage systems for the urban waste waters
Short description	• The objective of this activity is construction and reconstruction of water supply and sewage systems for urban waste waters in all municipalities. The ultimate goal is good quality and efficient meeting of water demand, especially in rural areas, as a quantity limited resource, which is one of the most important pre-conditions for the contemporary standard of living of the population.
Expected result(s)	• Completed investments for sustainable infrastructure for delivery of water supply and urban waste water drainage services.
Responsible institution	• MTC
Involved institutions	• LSGU
Time framework	• 2018-2020
Financing	• European Investment Bank (EIB), BUDGET of RM

Activity	120. Providing financial support (sub-loan) for municipal investments in sustainable infrastructure for delivery of public utility services
Short description	• This activity should provide loans to the municipalities for infrastructural investments mainly for: (i) Water and sewage services; (ii) Solid waste management; and (iii) Other investments under the competence of the municipalities such as public lightning, storm water drainage systems, city transportation systems, green markets or insulation of public buildings for reducing energy consumption or increasing the energy efficiency.
Expected result(s)	• Completed investments for sustainable infrastructure for delivery of public utility services
Responsible institution	• MoF
Involved institutions	• LSGU / PUC
Time framework	• 2018-2019
Financing	• WB

Activity	121. Providing financial support (grants) for investments in sustainable municipal
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	infrastructure for delivery of public utility services
Short description	<ul style="list-style-type: none"> • This activity provides grants to the municipalities as stimulation and award for implementing reform initiatives for improving the service performance. The grants could be used for new investments – continuation of the original investment funded by the granted sub-loans to the municipalities that have provided evidence that they have met the criteria for additional grants.
Expected result(s)	<ul style="list-style-type: none"> • Completed investments for sustainable infrastructure for delivery of public utility services
Responsible institution	<ul style="list-style-type: none"> • MoF
Involved institutions	<ul style="list-style-type: none"> • LSGU / PUC
Time framework	<ul style="list-style-type: none"> • 2018-2019
Financing	<ul style="list-style-type: none"> • WB

Activity	122. Providing financial support (grants) for achieving equal sustainable development of the planning regions
Short description	<ul style="list-style-type: none"> • The objective of this activity is to promote equal regional development by reducing the disparity in the degree of development between the planning regions. Out of the total planned funds for equal regional development 70% will be allocated for projects for construction of contemporary and modern infrastructure and stimulating economic growth of the planning regions.
Expected result(s)	<ul style="list-style-type: none"> • Completed investments in sustainable infrastructure for development of the planning regions
Responsible institution	<ul style="list-style-type: none"> • MLSG / MLSG - BRD
Involved institutions	<ul style="list-style-type: none"> • LSGU, CDPR
Time framework	<ul style="list-style-type: none"> • 2018-2020
Financing	<ul style="list-style-type: none"> • BUDGET of RM

Activity	123. Providing financial support (grant) for environmental protection along the Radika River valley by investing in sustainable infrastructure
Short description	<ul style="list-style-type: none"> • The Radika River valley is one of the most attractive and picturesque canyon valleys in the country. The activity is aimed at protecting the environment in the valley with investments in the reconstruction and construction of 4 waste water treatment plants and sewage systems in 8 settlements located in the vicinity of the river.
Expected result(s)	<ul style="list-style-type: none"> • Completed investments in sustainable infrastructure for protecting the quality of the water in

	Radika River
Responsible institution	• MLSG - BRD
Involved institutions	• Municipality of Mavrovo and Rostuse
Time framework	• 2018-2019
Financing	• Donation by the Italian Government / BUDGET of RM

LIST OF ACRONYMS

MLSG	Ministry of Local Self-Government
MLSG-BRD	Ministry of Local Self-Government – Bureau for Regional Development
MoF	Ministry of Finance
MoF-PRO	Ministry of Finance – Public Revenue Office
MF-CA	Ministry of Finance – Customs Administration
MES	Ministry of Education and Science
MES-BDE	Ministry of Education and Science – Bureau for Development of Education
MLSP	Ministry of Labour and Social Policy
MTC	Ministry of Transport and Communications
MoJ	Ministry of Justice
MOI	Ministry of Interior
MAFWE	Ministry of Agriculture, Forestry and Water Economy
MAFWE-UHMR	Ministry of Agriculture, Forestry and Water Economy – National Hydrometeorological Service
MoE	Ministry of Economy
MEPP	Ministry of Environment and Physical Planning
MoC	Ministry of Culture
MoC-CHPO	Ministry of Culture – Cultural Heritage Protection Office
MoD	Ministry of Defence
MISA	Ministry of Information Society and Administration
EARM	Energy Agency of the Republic of Macedonia
ESA	Employment Service Agency of the Republic of Macedonia
YSA	Youth and Sport Agency
AREC	Agency for Real-Estate Cadastre
ACRR	Agency for Community Rights Realisation
APERM	Agency for Promotion of Entrepreneurship in the Republic of Macedonia
PRD	Protection and Rescue Directorate
DTIDZ	Directorate for Technological Industrial Development Zones
SOIP	State Office for Industrial Property
CMC	Crisis Management Centre
CDPR	Centres for Development of the Planning Regions
CSW	Centres for Social Work
PIAEC	Public Institution-Adult Education Centre
PICVET	Public Institution – Centre for Vocational Education and Training
RCRTS	Republic Council on Road Traffic Safety
NTTO	National Technology Transfer Office
SIOFA	Secretariat for Implementation of the Ohrid Framework Agreement
SEA	Secretariat for European Affairs
LSGU	Local Self-Government Unit
PUC	Public Utility Companies
PESR	Public Enterprise-State Roads
PE	Public Enterprise
SMEs	Small and Medium-sized Enterprises
TFFU	Territorial Firefighting Units

ZELS	Association of the Units of Local Self -Government of the Republic of Macedonia
MFFA	Macedonia Firefighters Association
UKIM	Ss Cyril and Methodious University - Skopje
IZIIS	Institute of Earthquake Engineering and Engineering Seismology
FPESH	Faculty of Physical Education, Sport and Health
EU IPA	European Union Instrument for Pre-Accession Assistance
WB	World Bank
SDC	Swiss Agency for Development and Cooperation
KfW	KfW Bank