

INCREASING THE EFFECTIVENES OF E-SERVICES AT LOCAL LEVEL

A STUDY

Acknowledgement:

The Ministry of Local Self-Government expresses gratitude to the United Nations Development Programme (UNDP) for the technical and financial support in the preparation of this study.

This study was prepared by:

- Evangelos Bountalis, International Expert
- Memet Memeti, National Expert
- Bardhyl Jashari, National Expert
- Violeta Donnelly, National Expert

Skopje, March 2015

The Study “Increasing the Effectiveness of e-Services at Local Level” was developed in the frameworks of the Ministry of Local Self-Government project “Innovative solutions for improved access to services at local level” implemented by the United Nations Development Programme (UNDP). The views expressed herein are those of the authors and do not necessarily represent those of the Ministry of Local Self-Government and United Nations Development Programme (UNDP).

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EXECUTIVE SUMMARY

The study 'Increasing the effectiveness of E-services at Local Level' was prepared by the Ministry of Local Self-Government in partnership with the United Nations Development Programme (UNDP), as part of the joint project "Innovative Solutions for Better Access to Services on Local Level".

The main objective of this study is to provide data and information on existing e-services at local level and identify the needs and possibilities for developing new ones. This will serve as a basis for the development of a more comprehensive strategy for gradual modernization of local services.

The digitalization of public services has been a strategic commitment of the Government of the Republic of Macedonia for many years and it is one of the key priorities in the strategic policies and programmes of several ministries, such as the Ministry of Local Self-Government and the Ministry of Information Society and Administration, state administration authorities, municipalities and the Association of Local Self-Government Units (ZELS). The civil society and the private sector have also advocated for the need to further digitalize local services.

There are different definitions for the term e-service, however a common denominator for all of them is the link of services with Internet and information technology (online services available on Internet). The World Bank (2009), defined this term as use of information-communication technology by government institutions, which contributes for transforming the relation of the government with the citizens, businesses and other governmental institutions. Although there is no single definition in the EU for e-services, the EU Regulation 282/2011 defines this term in the following way: „ *services which are delivered over the Internet or an electronic network and the nature of which renders their supply essentially automated and involving minimal human intervention, and impossible to ensure in the absence of information technology*”. According to another approach,¹ **e-services are a segment of e-Government** aiming at improving the interaction between public institutions and users of e-services (citizens and businesses) or at increasing the efficiency of communication and exchange of data within the public sector, by transforming the existing working processes and by applying innovative software solutions. Although there are different definitions, we can claim that there is a common agreement concerning the role of technology in facilitating the delivery of services, which actually makes them electronic services.

This study was prepared in stages, from April to December 2014 by a team of local and international experts from the Ministry of Local Self-Government and UNDP. While preparing the study, the following analyses were carried out:

- *Analysis of e-services provision by all municipalities in the country* (through on-line monitoring and identification of obstacles for service providers and customers (with a survey questionnaire). The analysis took several basic indicators in consideration including the number of public services available online and the degree of utilization of public e-services by citizens and businesses.
- *Inventory of local services* which contains basic data on procedures for provision of services regulated with specific legal regulations (lex specialis), online availability and initial indication for possibilities of digitalization.
- *Analysis of organizational factors influencing digitalization of local services.*

¹ Principles and Development of E-Government, USAID, MISA, 2010

- *Analysis of best practices and lessons learned from EU member countries*, including national experiences and best practices related to the provision of a new generation of e-services for businesses and citizens.
- *Comparative analysis* of the results acquired from the application of research tools for the preparation of this Study with the results acquired from the survey on citizens' satisfaction on local service delivery carried out in November - December 2014.

The study also took into consideration the proposals for new e-services submitted by several ministries in 2013, as part of the project "Electronic Municipal Services - Permits, Decisions and Other Public Services".

Additionally, a total of three consultative workshops were held from April to December 2014, involving representatives of state institutions - members in the Project Board ² "Electronic Municipal Services - Permits, Decisions and Other Public Services", ZELS, the Faculty of Computer Science and Engineering (FINKI), the Economic Institute at Ss. Cyril and Methodius University and civil society and private sector representatives. Furthermore, in order to validate the findings from the desk research and from the survey, visits were organized to several municipalities including Karposh, Tetovo, Veles, Cheshinovo-Obleshevo and Dojran.

Key Findings

The Republic of Macedonia achieved significant progress in e-Government development by:

- Adopting the first instance legal framework;
- Implementing numerous specific projects;
- Applying appropriate policies and creating an enabling environment for further integral digitalization of public services.

E-Government development is one of the key strategic priorities of the Government of the Republic of Macedonia, with the aim to continuously improve the functionality of the public sector through a structured and planned process. The number of users of e-services is on the rise and there is an increased public interest in this modern and innovative method of communications and service delivery. The constant increase in knowledge, skills and experience among both citizens and the private sector serves as a guarantee for the sustainability of past and future investments in e-Government development.

There are still challenges that need to be addressed. For example, there are still some complicated procedures which require submission of many documents, which need to be reviewed by a variety of institutions. The electronic exchange of data in management of administrative procedures between institutions (*principle of interoperability*), still hinders the removal of administrative barriers and the introduction of one-stop-shop and electronic administrative services. Complex administrative procedures also take more time from service providers and increase the costs for both end-users and providers of

² In order to monitor the implementation of the Project "Electronic Municipal Services - Permits, Decisions and Other Public Services" there is a competent authority for monitoring. The Monitoring Committee comprises of representatives of the following institutions: Ministry of Local Self-Government, Ministry of information Society and Administration, Ministry of Culture, Ministry of Environment and Physical Planning, Ministry of Transport and Communication, Ministry of Labor and Social Policy, Ministry of Economy, Ministry of Agriculture, Forestry and Water Economy, Ministry of Education and Science, Ministry of Internal Affairs, Ministry of Justice, Ministry of Finance and the Association of Local Self-Government Units. In order to implement each sub-project, a working group is established which manages, monitors, and evaluates the project, chaired by a person appointed by the ministry competent for the area in which the project is implemented.

services. Taking into consideration that this is one of the key challenges for the further digitalization of services, the Ministry of Information Society is currently implementing a separate *Project on Interoperability*.

This study also assessed the progress on introducing local e-services for citizens and businesses in accordance with EU and international standards. Based on the prepared *Inventory of Local Services*, it is clear that most of the available services have not yet been transformed into e-services. However, progress has been made, particularly in the area of **EU Common List of Basic Public Services**, which are delivered by the municipalities:

- **Application for Construction Permits** - ZELS in cooperation with the Ministry of Transport and Communication established a national electronic system for issuing construction permits. The Project was funded by the Agency for Electronic Communication and was implemented in 2013. An upgrade of the system is currently underway aiming to connect the system with the Agency for Real Estate Cadaster.
- **Public libraries** (access to catalogues, search tools) - Most of the municipalities which manage public libraries have developed portals and offer catalogues of books available as well as search engine tools.
- **Environmental permits (including reports/studies)** – ZELS administrates a portal which offers the possibility for electronic processing of B-environmental permits on local level.
- **Public procurement** - In the most recent update of the e-procurement system, a software solution has been developed to publish calls and notices of the Public Procurement Bureau. This solution is also used for public procurement in local self-government units as well. The system is harmonized with EU directives and supports all forms of public procurement, including electronic auctions.

The normative framework is of key importance for e-Government development in the Republic of Macedonia. In order to ensure that there's a modern e-services delivery system in place used by local self-governments, citizens and businesses, the normative framework should be completely harmonized with the EU Services Directive, the EU Common List of Basic Public Services and compatible with the EU Digital Agenda 2020.

Also, in order to ensure effective digitalization of local services, it is important to define specific measures and activities that will strengthen the capacities of all municipalities in the country. According to recent findings from the online monitoring of all the municipalities' websites in the country, there are 15 municipalities (3 urban and 12 rural) that do not offer any e-services on their web sites, i.e. they do not offer them on a regular basis. There are 10 municipalities (1 urban and 9 rural) that offer only one e-service and there are 11 municipalities (4 urban and 7 rural) that offer only 2 e-services.

The indicators' analysis shows that the most common e-service provided by the municipalities online *application for construction permit*, which is linked to ZELS' main web portal and is available on 42% of municipalities' websites. The second most common type of e-services is *announcements of the municipal budget for the next year and minutes and decisions adopted by municipal councils*. These are available on 35, 8% of municipalities websites.

According to the survey which was implemented in 37 municipalities and the field visits which were carried out in 5 municipalities, there are some serious deficiencies in the capacity of the municipalities to

effectively deliver e-services. For example, 41% of the surveyed municipalities do not have any information on the number of users of local e-services and therefore do not know the “**digital capacity**” of the population on their territory. This type of data would be a good basis for increasing the level of sophistication of services offered on their websites. It is also important to monitor the number of websites visitors and review customers’ recommendations because municipalities need to assess the existing **digital gap**, the citizens’ desire to receive services in different ways and also to measure the quality of e-services and the websites’ overall content.

A Citizens Satisfaction Survey of Local Services, carried out in November 2014 among 1,000 respondents showed that the majority of the respondents (61%) do not know whether their municipality offers any e-services. Only 12% of the respondents stated that they are aware of this, however 31% of the respondents said that these services relate to payment of administrative taxes, 21% said that the websites offer information about the municipalities activities and 13% of the respondents said that the e-services offered relate to construction permits. However, half of these respondents do not use these e-services. Furthermore, the majority of surveyed citizens (77%) do not know what e-services would they like their municipalities to offer, while 23% of the respondents stated that they would like their municipality to offer online services related to issuing of personal documentation such as different registration certificates, ID cards and passports.

In relation to the degree of operation of local e-government, the survey showed that there is a balanced use of several tools, however, the use of e-mail is still predominant in communication with the mayor, the municipality and publishing of local information on the websites. There is also a smaller number of tools which enable direct and permanent communication between the citizens and the municipality such as e-forums and mobile applications. Less than half of the surveyed municipalities (46%) have a ‘Report a Problem’ tool on their website. This tool is crucial for the timely identification of bottlenecks in the delivery of local services, but also for encouraging mapping and redesigning processes and relations between citizens and local administration.

An additional cause for concern is the lack of electronic archives in half of the surveyed municipalities, as provision of e-services is conditioned by the existence of digital data bases. The digitalization of internal processes for the preparation of services and the presence of an e-archive is a key requirement for transforming local services into e-services. The reason for lagging behind, according to the municipalities, is the lack of appropriate equipment and software, the lack of trained personnel and the lack of relevant procedures for electronic archiving.

The survey also showed that almost one third of the municipalities are not willing to declare priorities for digitalization of services while the rest of the municipalities have stated that their biggest priority for digitalization are services relate to declaring and paying local taxes and levies and digitalizing procedures for issuing information on urban plans. One priority that was pointed out, was the digitalization of the process for applying for and obtaining licenses for public transport of passengers. Other priorities as stated by municipalities include: reporting a change of address, death/birth/marriage certificates, registration of tourists, procedures for obtaining energy passports, reporting problems, etc. Other specific services proposed for digitalization were: regular update of web sites with the newest information concerning services offered by the municipalities, decisions adopted by local authorities, proactive publishing of public information, free legal aid for citizens and others.

The findings from both the survey and the field visits reveal that only bigger municipalities are interested in becoming one-stop-shops for citizens, mainly in the area of social services (protection, welfare, insurance). However, they are also concerned about the current degree of interoperability between the institutions on central and local level.

The findings from the survey also reveal that the bigger municipalities in the Republic of Macedonia have the necessary capacity for effective and efficient application of ICT in the delivery of local services, while smaller municipalities face the problem of having insufficient ICT potential (hardware, software and human capacity). A total of 38% of the municipalities stated that they do not have an ICT unit/individual. Municipalities with up to 5000 citizens do not have an ICT specialist, while ICT units/services exist in the municipalities which have more than 50,000 inhabitants.

The survey also provided the following information:

- **Horizontal and vertical coordination** - 46% of the municipalities believe that this is a challenge and that working processes are incompatible not only on vertical but also on horizontal level.
- **Citizens' IT skills** - 46% of the municipalities believe that the lack of ICT skills in citizens is a barrier for transforming services into e-services and that there is a risk that citizens are not sufficiently interested in e-services.
- **The cost for development of e-services** - 50% of the surveyed municipalities think that these costs are too high and therefore present one of the crucial obstacles for digitalization of services, as most of the municipalities do not have financial means to introduce e-services.
- **Implementation difficulties** - 43% of the surveyed municipalities believe that the municipal administration will have difficulties in developing and delivering new e-services.
- **Financial justification** - 38% of the municipalities believe that currently, there is no financial justification for digitalization of services. This means that the costs for investing in the delivery of e-services would be higher than the benefits.
- **Legal framework** - About 27% of the municipalities stated that it is necessary to improve the legal framework and they consider e-services not to be sufficiently safe and secure.

The findings from the survey and the field visits has led to the following conclusions:

- Municipalities do not agree on one single local service that should be considered as a priority for digitalization;
- Not all municipalities see the need for a holistic approach in the delivery of a set of services, as a one-stop-shop for citizens. The services which are mainly requested and offered by central government are a priority for bigger municipalities, while smaller municipalities still face challenges with the redesign of working processes which primarily impact the administrations' efficiency;
- It is obvious that there is a lack of funds for ICT research and development. There's also no appropriate network infrastructure in place and there's a lack of ICT skills, competencies and organizational culture for transforming services into e-services;
- Municipalities have a dilemma regarding the justification of digitalization of e-services. According to them, most of the citizens (at least for the time being), still prefer the traditional model of service delivery.
- Working processes in the municipalities are have not sufficiently matured yet (insufficient degree of horizontal and vertical interoperability);

- The analyses of numerous internal processes and the achievement of full horizontal sectorial interoperability and personalization of services is a process which might take several years (for example, certain services would require the digitalization of more than 150 process steps, unless some of them are simplified and reduced);
- Although there is a shared conviction that digitalization would reduce the burden on the administration and would increase the efficiency in preparing and delivering services, for the time being, most of the municipalities are not ready to start a systematic implementation of this process. Their main concern is the financial sustainability of the investment and the limited financial resources which are being used for other issues which are currently of higher priority for the citizens.

Key recommendations

The findings of this study show that it is necessary to develop an **integral national policy (strategy) for the gradual digitalization of local services**. However, this policy needs to be based on a realistic availability of the municipalities' economic, financial and human resources and their needs for ICT infrastructure and expert personnel to help achieve the objectives. Furthermore, it is important that this policy (strategy) should be based on a **holistic concept for e-inclusion, to actively promote and encourage access to e-services for all citizens**.

As part of the process for further digitalization of local services, it is very important to precisely evaluate the **e-readiness** - which does not only include the number of available computers, broadband connections and mobile phones in the country (although they are the primary component), but also assesses the capability of citizens (and companies) to skillfully use the technology in order to fully benefit from the increased level of transparency and efficiency deriving from local e-service delivery. The **digital gap** in each municipality can reduce the **economic justification** of investing in the digitalization of some of the local services *vis-a-vis* other priority investments. However, this does not mean that such initiatives should be discouraged because empirical research shows that there is a clear potential for increasing the efficiency³, the accessibility and the inclusiveness of e-services. Also, the digital gap challenges show that simultaneous systematic action and investments are needed at both central and local level to **improve the e-skills** of citizens and businesses and increase the level of digital literacy that would justify investments in digitalization of services.

The digitalization of local services requires the existence of a **systemic environment that would be continuously upgraded**. The *EU Digital Agenda* specifies clear benchmarks for the systemic environment's upgrade. This EU policy, which is important for the further development of e-government/e-services in the Republic of Macedonia, stipulates that it is necessary to gradually **overcome the regulatory barriers and to simplify administrative processes to ensure that** central and local public administrations are able to deliver high quality digital content and services. This will further support the administration in its efforts to efficiently integrate in the European administrative space and enable citizens and businesses to make full use of the EU market benefits once the country becomes an EU member.

The second systemic aspect which requires continuous action is the improvement of the **interoperability and standardization of processes and services**. In this context, special attention should be paid to

³ Efficient delivery of e-services on local level definitively can provide many benefits for the citizens, including greater efficiency and savings of local self-governments and enterprises, increased transparency and greater participation of citizens in the creation of policies in their communities.

ensuring **confidence and security** through the development of mechanisms and cooperation networks for preventing and fighting cyber-crime and for protecting personal data and privacy of citizens (cyber security). The trust and confidence of customers in e-services and their belief that e-services are safe is an important precondition for increasing the use these services. This will require full inter-ministerial coordination and communication throughout the entire process of introducing e-services.

The Government of the Republic of Macedonia needs to stay committed to enabling good preconditions for investments in **very fast Internet**. In terms of technological challenges, it is important to consider the need to provide systematic support to **research and innovation through partnerships with** private sector and universities and by enabling a favorable environment for private investments in the ICT sector.

The third systemic aspect that needs to be considered is the gradual **transformation of municipalities into “points of single contact (PSC)”**, which implies that each municipality needs to have institutions on its territory which will be fully authorized to deliver e-services and provide official information to citizens and businesses. This innovative approach has helped EU member countries to dramatically reduce bureaucracy and corruption and unite all its national administrations under one administrative space. This approach has also enabled both national and international companies to finalize all procedures and formalities electronically. Of course, this process is also facing challenges related to the need of ensuring a high degree of interstate institutional interoperability and regulation of cross border use of electronic signatures.

The lessons learned show that the PSC needs to be **more attractive and easier to use** by citizens and businesses, particularly in **implementation of procedures**. The EU experience shows that in case the Republic of Macedonia decides to systematically establish PSC in all municipalities, it will be necessary to use IPA funds, and once Macedonia becomes an EU member to make use of the structural funds. It is also necessary to use funds from central and municipal budgets to ensure the development and the sustainable management of PSC.

The current legal framework provides a good basis for the development of a system for delivery of municipal e-services for citizens and businesses. However, further improvements are necessary, particularly in the following areas:

- ✓ Administrative procedures need to be simplified and the administrative burden for service providers and end-users needs to be reduced;
- ✓ Specification, standardization and optimization of administrative procedures is needed as well as quality of local services, followed by reconstruction of working processes and achieving a high degree of horizontal and vertical interoperability (for example, municipal web pages need to have standard portals for local services);
- ✓ Payment for administrative services needs to be simplified (in cash and with credit/debit cards at the counter, or with e-payment methods);
- ✓ Local administrations need to obtain data from the official registers and citizens should not be asked to obtain data kept in official registers by themselves. This requires digitalization of national and local registers.
- ✓ A one stop shop system for businesses should be further developed and relevant ministries and state institutions should be fully interoperable; additional services should be digitalized (for example, payment of social and health contributions for the employees and VAT), and

these services should be gradually transferred to the municipalities as part of their transformation into "points of single contact";

- ✓ A mechanism for monitoring the quality of local e-services should be introduced. The users of public administration services (either central or local) should be comprehensively consulted via surveys, to ensure that the new e-services genuinely serve their needs ("bottom up approach");
- ✓ Single web portal for e-services (for central and local government) should be established and upgraded and "horizontal interventions" (e-administration, e-applications, e-identification, e-payment, e-delivery etc.) should be additionally developed.

Specific recommendations:

- The introduction of e-services in urban municipalities should be intensified, particularly for services related to issuing of *approvals and permits and other services*. In urban municipalities, new services should be focused on promoting greater *transparency and accountability* towards citizens and businesses. In order to achieve this, the first step is to digitalize the communal, urban planning and inspection related services as informational services (for example: publishing urban plans, announcements for public debates on the development of new urban plans or publishing information on specific inspection competencies). Furthermore, transactional services should be introduced (for example: issuing of urban plan extracts; full electronic procedures for reconstruction or refurbishment of buildings, development of onstruction land; placing signs, advertisements, commercial texts and other). Both urban and rural municipalities should intensify the introduction of e-services to enable a greater interaction between municipalities and end-users, by providing complete online transactions, and if possible personalizing them. A starting point is the list of forms which need to be posted on websites and be made available in electronic forms as well as the development of online applications driven by demand. ZELS could be seen as a potential administrator of local e-services, based on its positive experience in managing and administering the e-construction permits portal.
- E-services which are currently not complete and updated should be removed in order to prevent loss of trust among users.
- Functional e-services that have been already developed with public money or loans/programs funded by domestic or international organizations, they should be replicated. Positive examples include the *e-construction permit*, the *management B-IPPC permits*, "*report a problem*", as well as certain e-services offered by institutions at central and local level, such as: *managing construction land* (www.gradezno-zemjiste.mk) and the *electronic management of taxes* (<https://etax-fl.ujp.gov.mk>).
- Administrative processes should be optimized and adapted to the systematization of jobs in the municipalities.
- Training needs of employees should be assessed and trainings in ICT skills and other knowledge programs should be delivered.
- Municipalities should exchange experiences and lessons learnt and best practices in the intridyction of e-services at local level should be identified and disseminated.

- The introduction of e-services should be promoted through a PR and advocacy campaign targeting different target audiences. All municipality citizens should be familiarized with the existing opportunities for using e-services. All e-services should be of high quality and user friendly.
- A methodology for measuring the ratio between the costs and the benefits from introducing e-services in municipalities should be developed and this methodology should be used in every one of them. This means that options for delivering specific services should be analyzed in parallel (in traditional and in electronic manner) and the analysis should suggest possible mandatory use of specific e-services. The existing public administration services (central or local) should be prioritized before being transformed into e-services;
- ICT should be made available to the citizens and businesses. Public and free of charge Internet Points for using municipal e-services should be made available, with support provided to users with insufficient ICT skills. This measure was already planned in the Government's Program for 2014 - 2018.

All the above-stated recommendations should be transformed into specific actions by mid-2016 and become part of an Action Plan for the new integrated national policy (strategy) for further digitalization of local services. The objective is to measure the fiscal implications from the implementation of the activities.

The development of an integral national policy (strategy) for gradual digitalization of local services (based on the key findings and recommendations of this Study) will provide municipalities with an opportunity to systematically address challenges on local level and to prepare harmonized **action plans for e-municipalities development.**

Based on information on the current funds availability and the possibilities of obtaining financial and technical assistance, a ***Roadmap for increasing the presence of local e-services in the Republic of Macedonia has been developed.*** The Roadmap will be implemented through a series of specific projects.

Period: September 2015 – December 2017

Implementation of some OF THE indicative activities of the project implemented by the Ministry of Local Self-Government and UNDP "*Supporting the Consolidation of the Local Self-Government System and the Capacities for Provision of Inclusive Management and Growth* ", which is planned to be funded through the IPA TAIB 2013 instrument:

- Identification and replication of good practices for innovative and improved delivery of local services;
- Development and replication of tools for e-Government in all municipalities;
- Development of an e-portal with a data base containing legislation regulating the competencies of local self-government in the Republic of Macedonia and development of national and municipal planning documents; and
- Integrating advanced knowledge, skills and good practices for sustainable local development and decentralization in one e-learning platform.

Period: January 2016 – December 2019

A separate, complex project titled *"Digitalization of Local Services and Development of Digital Society on Local Level in the Republic of Macedonia"* should be implemented:

Beneficiaries of the project: Ministry of Local Self-Government and the Ministry of Information Society and Administration.

Partners: All ministries, all bodies within the ministries and other national institutions which have shared responsibilities with the municipalities; ZELS and the municipalities in the Republic of Macedonia; universities and chambers of commerce; association of citizens and foundations and other relevant organizations.

Sources of funding: State budget, IPA 2014 – 2020 (Operational Program for the sectors "Democracy and governance" and / or "Competitiveness and innovation") as well as other interested partners and donors.

Measure 1: Implementation of the Strategy for Gradual Transformation of Some Local Services into E-Services (Further Digitalization)

Indicative activities:

- Simplifying the processes and procedures for preparing local services as a precondition for their transformation into e-services;
- Securing a high degree of institutional interoperability, particularly in using citizens' data from official registries on central and local level.

Measure 2: Preparation of a multi-year programme for establishing functional municipal services centers as PSCs for citizens and businesses

Indicative activities:

- Supporting pilot-projects for e-municipality development and enhancing the use of digital technologies on local level, by:
 - Providing efficient and unhindered access to public local information via interactive Internet portals and platforms for sharing information (dashboards);
 - Practical application of open source data concepts (big/open data) by generating and updating publically available (free of charge) electronic catalogues of data generated by municipalities;
 - Creating functional local services applications for smart phones and use social media for better delivery of local services.
- Promoting the concept of smart cities in bigger urban centers by integrating local services, increasing their mobility and developing telematic (integrated/network) services and infrastructure;
- Preparing and implementing a program for strengthening the capacities of employees in the local administration, local institutions and in the public enterprises for preparing and delivering e-services;

- Developing a methodology for measuring the cost-benefit ratio of local e-services, including regular measuring of satisfaction of users of services provided by the municipalities (those delivered traditionally and e-services) in order to assess the benefit for the citizens, but having in mind the investments;
- Expanding the current activities for opening publically available and free of charge Internet points for using the e-services in rural municipalities, together with the necessary assistance and support for overcoming problems related to insufficient e-skills of customers;
- Providing support through projects for digitalization of priority services established by the municipalities.

I. INTRODUCTION

There are different definitions for the term e-service, however a common denominator for all of them is the link of the services with Internet and information technology (online services available on Internet). The World Bank (2009), defined this term as “use of information-communication technology by government institutions, which contributes for transforming the relation of the government with the citizens, businesses and other governmental institutions”. Although there is no single definition in the EU for e-services, the EU Regulation 282/2011 defines this term in the following way: *„services which are delivered over the Internet or an electronic network and the nature of which renders their supply essentially automated and involving minimal human intervention, and impossible to ensure in the absence of information technology”*. According to another approach,⁴ **e-services are a segment of e-Government** aiming at improving the interaction between public institutions and users of e-services (citizens and companies) or at increasing the efficiency of communication and exchange of data within the public sector, by transforming the existing working processes and by applying innovative software solutions. Although there are different definitions, we can claim that there is a common agreement concerning the role of technology in facilitating the delivery of services, which actually makes them electronic services.

The development of e-services at central and local level promotes transparency and efficiency in public service delivery for citizens and businesses, and improves communication between the public, businesses and civil society.

In order to ensure greater benefits for citizens and businesses, it is necessary to simplify procedures, to increase the level of interaction between citizens, businesses and public authorities and to allow public feedback and suggestions for improvement.

The process of delivery of e-services includes the following steps: (1) information, (2) one-way interaction, (3) two-way interaction, (4) transaction and (5) personalization (Capgemini, IDC, Rand Europe, Sogeti & Dti; 2010).

In the Republic of Macedonia, the following examples from EU member states (20 reference e-services have been indexed already - 8 for the businesses and 12 for the citizens). Several indicators have been measured and compared with those from other countries, including "online sophistication" and "full online accessibility". The rating of these 20 services is improving every year both in the EU and in Macedonia (Gusev, Spasov & Armenski, 2007; Sabic, Janevski et al., 2010), and therefore, in recent years, attention is focused on two key aspects for developing and promoting e-services on central and on local level.

The first aspect is to increase the number of e-services, specifically those with a higher rating concerning "online sophistication" and "full online accessibility". The second aspect is to improve the users' satisfaction and to increase the positive influence of their introduction (Deloitte Consulting and Indigov, 2008).

The number of e-services offered on central and on local level has been on the rise over the past years in the Republic of Macedonia, and these services provide functional opportunities for interaction and for implementing transactions. In parallel, as of 2009, efforts have been made to regularly survey the satisfaction of e-services users and to assess their impact.

⁴ Principles and Development of E-Government, USAID, MISA, 2010

II. DETERMINING PRIORITY E-SERVICES

Introducing e-services is a relatively expensive, long and laborious process. Experiences from other countries show that this process often fails. The provision of online information does not require very big resources compared to personalized e-services. That is why it is important to introduce e-services gradually, to continuously monitor their delivery and to apply corrections when needed. In order to do this, the selection of appropriate priorities during the introduction of e-services on central and local level is quintessential.

It is important to have clear priorities having in mind the limited resources available. Clear priorities would also contribute to having a better quality selection and a better allocation of resources. When selecting priorities, the World Bank (2006) recommends to take into consideration the following aspects:

- Structure and manner of managing the process of e-services introduction;
- Analysis of costs and benefits from individual e-services;
- Framework for determining priorities - criteria, risks and stakeholders.

Three approaches have been identified for managing the structure of the process for introducing e-services:

- Centralized top-down;
- Decentralized and
- Target-oriented with decentralized implementation.

In the Republic of Macedonia, there are examples of all three approaches being implemented when introducing e-services on local level; however, a serious analysis of the pros and cons from their application has not been produced.

Furthermore, a cost-benefit analysis of individual e-services has not been made yet, and there's currently no publically available information and data on this topic. The comparison of relative values in implementing different e-services is the first step in selecting key e-service priorities on local level. Several quantitative methods are available for this comparison and they all have specific strengths and weaknesses. These methods are: return on investment, portfolio analysis, model points, capital budgeting models, real option models for determining prices, etc. (Laudon & Laudon; 2010).

What needs to be especially taken into consideration is the precise calculation of costs and benefits from an e-service for the municipality itself (together with the operational efficiency and political benefits) but also for citizens and businesses. Specifically, for this purpose the concept of *IT public value* has been introduced.

A third especially important aspect for determining the key priority e-services in different municipalities in the Republic of Macedonia is to determine the right criteria and to identify the risks. The criteria arise from the objectives of the municipal programmes, which can vary from municipality to municipality. Still, the priority framework for e-services on local level consists of the following (World Bank, 2006; page 10):

- Strategic aspects - which are the main sources of value for customers (citizens and businesses) that the municipality wants to generate and deliver?
- Benefits for customers - which e-services will bring the biggest benefits to citizens and businesses? Which e-services are most desired by the customers?

- Benefits for the municipality - services used by many users have lower costs if they are introduced as e-services; and
- Capability for implementation – how would projects for introduction of various e-services differ based on costs, risk of failure and the time needed for implementation?

An important aspect to take into consideration when introducing e-services on local level is to ensure access to the necessary ICT infrastructure for businesses and citizens, in order to make it possible for them to use the needed e-services. This can be done through various mechanisms (example: publically available and free of charge Internet Points for using municipal e-services).

It is also necessary to carry out a precise analysis of the benefits from the delivery of specific services (traditionally and electronically) and suggest possible mandatory use of specific e-services.

III. HARMONIZATION WITH STANDARDS AND BEST PRACTICES OF E-GOVERNMENT

Since information and communication technology (ICT) is dramatically changing people's lives all over the world, countries have to find new solutions to increase public value for their citizens.

According to UN reports from 2004 and 2005 on e-government readiness, the citizen should be the focus of all e-government's activities. Although many countries have implemented one-stop-shop portals, still online transactions and possibilities for e-participation and e-Government development are still in their initial stages of conceptualization and implementation. As a result of this, all e-solutions and e-services provided by the governments do not necessarily satisfy the needs of ordinary citizens.

The above mentioned reports highlight the vision for *"building an inclusive and people oriented information society, which puts the potential of information-communication technology in the service of development, while addressing new challenges of the information society"*. This calls for the need to fully utilize the relations between e-Government and development in mitigating the huge differences in the approach and utilization of ICT on national, regional and international level.

If the intent is to remove the disparity in the real access to ICT, governments should integrate an effective use of ICT in their development plans. The burden lies collectively on national governments, the private and the civic sector on one hand, and on the international organizations and the donor community on the other hand. The implementation of initiatives for ICT - lead development should guarantee that all people, regardless of their social and economic situation, will have equal access to use the technology. Inclusive governmental practices require all citizens to have equal access to opportunities. The new development imperative is to implement ICT applications for promoting access and inclusion everywhere.

To do this, a vision is needed for the preparation of a socially inclusive development strategy, focused on strengthening everyone, in accordance with their capabilities. A vision which relies on actual national development and availability of physical and human infrastructure and use of financial resources to maximize public value. This will be achieved by:

- Recognizing the importance of providing equal opportunities for participation in the information society;
- Restructuring governmental policies and programs, and integrating the role of ICTs in governments' systems and development plans;
- Formulating a development strategy based on effective and appropriate use of ICT in every sector and envisaging an interaction between the state and the citizen in the form of a partnership, which actively promotes participatory decision making;
- Redefining the institutions, the processes and mechanisms with which information are requested and are submitted.

In this sense, the future challenge for the Republic of Macedonia will be to develop a national strategy, which will be based on a realistic assessment of municipalities' economic, financial and human resources and the current needs for infrastructure, human capital, financial and social resources necessary for achieving the objectives. However, at the same time, this strategy should be based on the holistic concept for e-inclusion and should be actively focused on promoting and ensuring equal access for all.

The efficient delivery of e-services on local level can bring many benefits to the citizens, including greater efficiency and savings for local self-governments and businesses, increased transparency and greater participation of citizens in community decision-making.

➔ Digital Agenda for Europe

In March 2010, the European Commission, launched the "Europe 2020" strategy⁵ in order to get out of the crisis and prepare the EU economy for the upcoming challenges. "Europe 2020" entails a vision for achieving a high employment rate, low carbon economy, high productivity and social cohesion, through specific activities on European and national level.

The general objective of the Digital Agenda is to ensure sustainable economic and social benefits from the digitalized single market, based on fast and ultra-fast Internet and interoperable applications.

The Digital Agenda for Europe is one of the seven leading initiatives of the Europe 2020 Strategy, developed to provide an enabling environment for ICT – which will have a key role to play if Europe wants to succeed in its ambitions for 2020⁶.

The objective of this Agenda is to maximize social and economic potential of ICT, particularly the Internet - a medium of vital importance for economic and social activities, such as: business management, work, communication and free expression.

The Digital Agenda covers seven main topics for improvement:

- **Digital single market:** regulatory barriers should be eliminated in order to facilitate cross border use of commercial and cultural digital content and services, and to enable citizens and companies to fully ripe the benefits of a single European market;
- **Interoperability:** standardization, public procurement and coordination between public authorities will improve interoperability of digital services and devices;
- **Trust and security:** open mechanisms and networks for cooperation should be developed in order to resolve cyber-crime and protect personal data and privacy of citizens;
- **Ultra-fast Internet:** launching and accepting broad-band Internet in Europe and stimulating investments in fast Internet;
- **Research and innovation:** efforts for research and innovation should be encouraged by balancing private investments, improving the coordination and increasing the possibilities for small and medium sized enterprises;
- **Improving e-literacy:** in order to improve professional IT skills, and increase productivity in Europe, all European citizens should have a minimum level of digital literacy and skills;

⁵ [EUROPE 2020 - Strategy for smart, sustainable and inclusive growth – KOM \(2010\) 2020](#)

⁶ The Digital Agenda was developed with broad consultations, especially concerning entry information from the *Report on Digital Competitiveness 2009* - KOM(2009) 390; the public debate of the Commission in 2009 concerning the future of ICT priorities; conclusions of the Council for Transport, Telecommunications and Energy in December 2009, consultations and the strategy Europe 2020; and the *partner contributions of ICT industry for the strategy Digital Europe under the Spanish presidency*; self-initiated report of the European Parliament for 2015. EU and the Declaration agreed during the informal ministerial meeting in Granada in April 2010. All these are available on: http://ec.europa.eu/information_society/eeurope/i2010/index_en.htm.

- **ICT for social challenges:** with smart use of ICT, resolving social challenges such as climate change, ageing of the society, energy consumption and social exclusion may be more efficient.

➔ **Common EU List of Basic Public Services**

▶ **Action 91: EU member countries to agree a common list of key cross border public services**

Online public services are crucial to stimulate the internal market. They can help entrepreneurs set up and run a business anywhere in Europe independently of their original location, and allow citizens to study, work, reside and retire anywhere in the EU through seamless, interoperable and sustainable cross-border public services. But as long as there is no common list of a minimum set of basic online public services that citizens and businesses can access across borders, the internal market cannot be fully functional.

The action aimed at agreeing, by 2011, on a common list of key cross-border public services that correspond to well defined needs – enabling entrepreneurs to set up and run a business anywhere in Europe independently of their original location, and allowing citizens to study, work, reside and retire anywhere in the European Union. These key services should be available online by 2015.

The European Commission defined a common list of 20 basic public services in order to assess the online sophistication. 12 of these services are for the individual citizens (G2C - government to citizens), and 8 are for businesses (G2B - government to business). These 20 services are presented in the following table.

Table: Common EU List of Basic Public Services

Citizens	Companies
▶ Income taxes	▶ Social contributions for the employees
▶ Job search	▶ Corporate Tax
▶ Social insurance	▶ Value Added Tax
▶ Personal documents	▶ New company registration
▶ Vehicle registration	▶ Submitting information to the Statistical Office
▶ Applying for building permission	▶ Customs declarations
▶ Declaration to the police	▶ Environmental permits
▶ Public libraries	▶ Public procurement
▶ Certificates from public registers (birth and marriage certificates)	
▶ Enrollment in higher education	
▶ Announcements of moving	
▶ Health services	

▶ **Evaluation framework: 4 stages in the development of online services**

In order to measure the level of accessibility of basic public services online, the European Commission elaborated a four stage framework:

- Stage 1 - Information
- Stage 2 - One-way interaction
- Stage 3 - Two-way interaction
- Stage 4 - Fully electronic handling of cases (files)

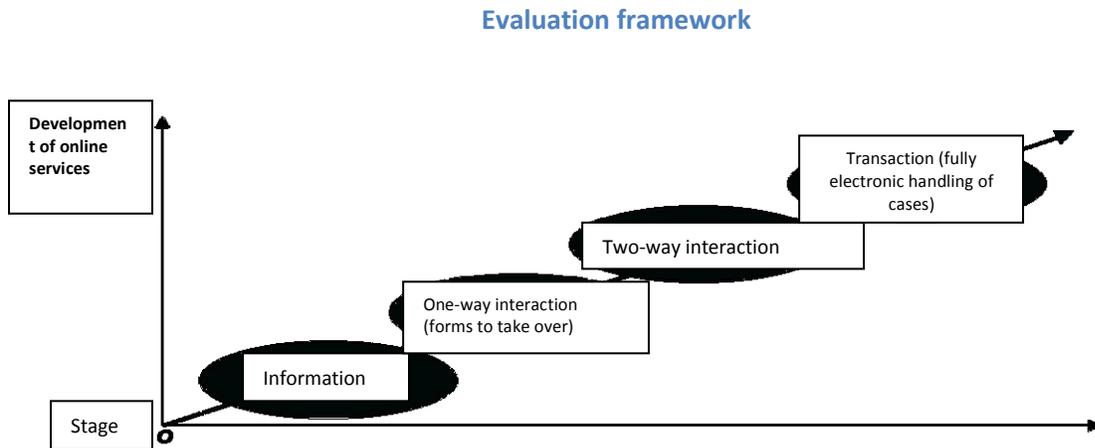
Definitions of the four stages were clarified in order to ensure precision of the reference study and proper interpretation of results:

- **Stage 1 - Information**
Information needed to initiate the procedure for obtaining this public service is available on the Internet.
- **Stage 2 - One-way interaction**
Publicly available website offers possibilities to download necessary forms to start procedures for obtaining service.
- **Stage 3 - Two-way interaction**
Publicly available website offers possibilities for electronic entry of data in an official electronic form in order to start the procedure for obtaining the service. This means that in order to reach stage 3, there has to be a way to check the identity of the person (natural or legal) requesting the services.
- **Stage 4 - Fully electronic handling of cases (files)**
Publicly available website offers possibilities to obtain the full service via the web site, including the decision concerning that service and its delivery. The applicant does not have to engage in any additional formal procedures.

Besides these 4 stages, a **stage 0** was introduced in order to cover two possible research results:

- ✓ Total absence of any publicly available website managed by the service provider,
- ✓ The provider of the service has a publicly available website, but this website does not contain any relevant information, possibilities for interaction, two-way interaction or for transactions in relation to the service analyzed.

The diagram below presents the evaluation framework used for this reference exercise.



The online availability of public services shall be determined via:

- ✓ The degree to which it is possible to ensure the service electronically;
- ✓ The degree of sophistication for ensuring the service provision (in accordance with the stages described above).

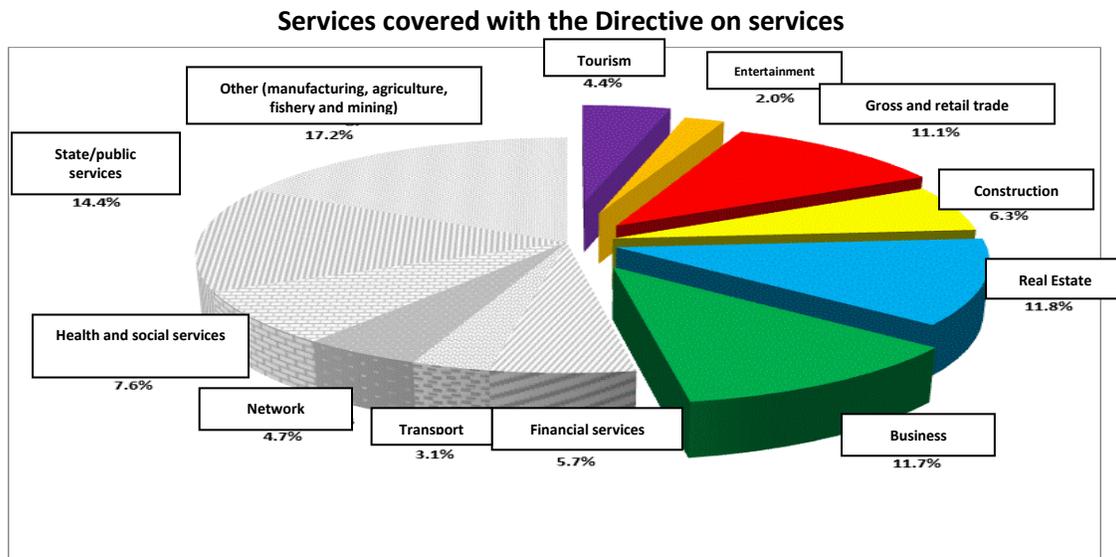
➔ THE SERVICES DIRECTIVE

Directive 2006/123 aims at improving the access to services throughout the EU. It requires member-states to remove all unjustified or discriminating conditions which affect the establishment or the implementation of any relevant official activity in a specific country.

The Directive on services:

- stipulates several provisions on information related to customer care, which should be known and respected by the applicants;
- establishes one-stop-shop system for service providers to be able to find information and to complete all necessary formalities in one place (point of single contact);
- it facilitates cooperation between the regulatory authorities;
- It imposes a general obligation for electronic procedures.

The implementation of the Directive initiated serious efforts in the member states to modernize their administrative and legal frameworks in order to provide the services and to facilitate the establishment and the implementation of service activities across the borders.



Source: Eurostat, national accounting statistics, gross added value, 2009

Besides these, the Services Directive, requires that member states not only evaluate and if needed adjust their laws in many areas, but also to take specific and practical steps, such as establishment of single points of contact and enabling electronic administrative procedures.

► Points of single contact

The Services Directive refers to the points of single contact (PSC) as to very visible and specific innovations for companies. PSC should provide access for businesses to regular, clear and updated information, together with an easy way to carry out administrative formalities in the country of origin and abroad. They are part of the efforts of the member states to reduce the bureaucracy and to modernize national administrations. These are bold step forward towards more efficient public online services and are part of the agendas for e-Government in the member states.

The legal framework for PSC is as follows:

- Article 6, requires member states to establish PSC which will enable services providers to finish all procedures and formalities necessary for implementing and providing service activities, such as statements, notifications or applications which need to be approved by a competent authority.
- Article 7 stipulates information which should be available to service providers and to receivers of services through PSC. They cover information concerning the conditions which are to be met by services providers, details for contact with the competent authority, manner of accessing public registers and databases by the service providers, available possibilities for solution and details for contact with associations or organizations from which the providers or the users of services can obtain practical assistance
- Article 8 requires businesses from "distance" and in an electronic way to finalize all procedures and formalities concerning their access and execution of their activities, in their native states or in another member country.

PSC enables service providers:

- To obtain all information concerning the procedures required and to provide their services at home or in another EU member state (for e.g. company registration, obtaining permits for carrying out an activity, recognition of vocational qualifications etc.);
- To solve all formalities through a single point of contact; and
- To finish all necessary steps from a distance, electronically.

PSC enables service users to finish administrative procedures in their national circumstances (if a tourist agency from Rome wants to open a branch office in Palermo) but also in cross border circumstances (an architect in Warsaw wants to accept a construction project in Berlin). They are encouraged to provide their services in several languages and to offer personalized advice to users.

PSC usually benefit entrepreneurs. They provide comprehensive information concerning the conditions in force and enable them to finish administrative procedures online, regardless whether this takes place in their native land or in another EU member-state. This simplifies the establishment and the expansion of companies on the single market.

Cross border completion of e-procedures is a serious challenge, partly because there is no interoperability and also because there are differences in the access to public online services in different member states.

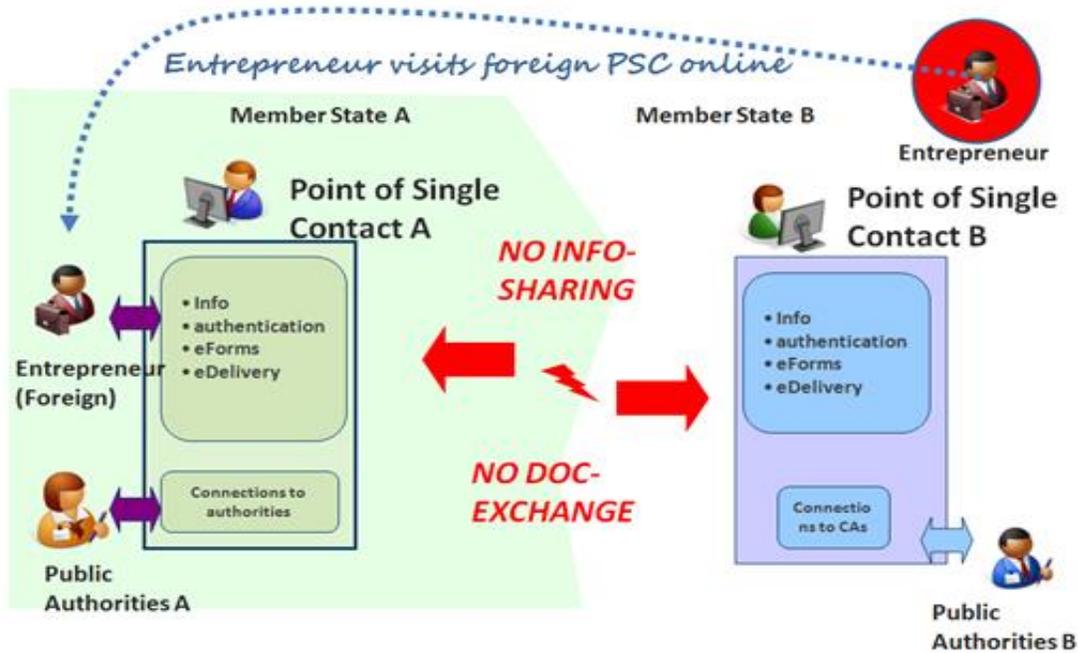
In order to facilitate the cross border access to e-procedures, the European Commission adopted legal measures⁷ for improving the cross border use of electronic signatures, and it asked member states to accept specific electronic signatures as a minimum⁸ and to establish the necessary technical means for their cross border verification.

Thus, when analyzing the effectiveness of the PSC it is important to look from the distance at the question of respecting obligations stipulated in the Services Directive and to take into consideration the perspective of user companies, and their specific needs.

PSC are now operational and they are functional in all member-states. However, they have still not reached their full potential.

In order to satisfy the needs of the businesses, PSC not only need to meet the requirements of the EU Services Directive but also to go beyond that in scope and in functionalities. The real needs of businesses should be more taken into consideration. Some member states voluntarily have chosen this holistic and more ambitious approach to facilitate the operation of businesses.

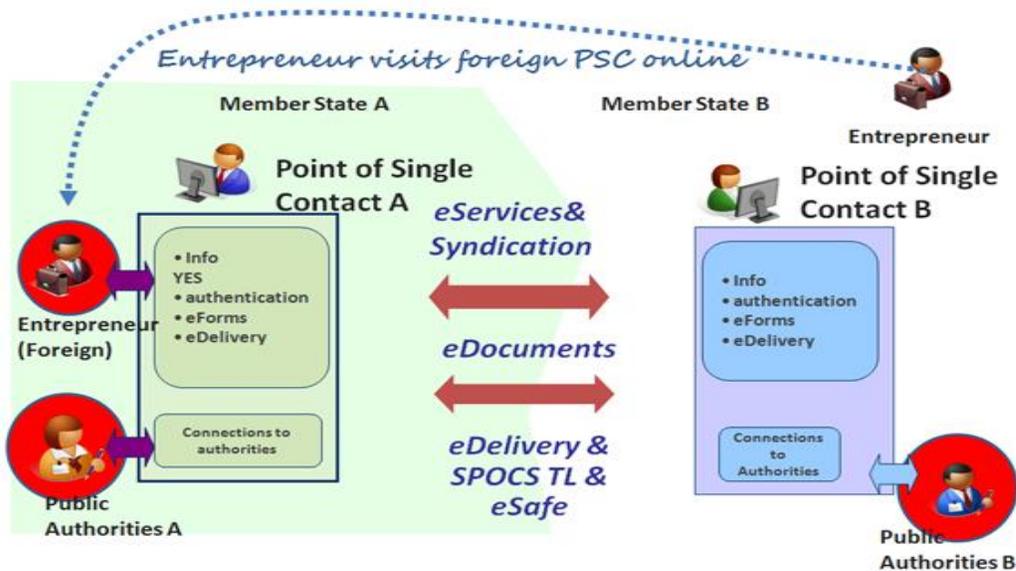
The existing system for provision of e-services is presented in the following diagram:



⁷Decision of the Commission 2009/767/EC of October 16 2009, setting out measures facilitating the use of procedures by electronic means through the 'points of single contact' under Directive 2006/123/EC of the European Parliament and of the Council on services in the internal market, as amended with the Commission Decision of 28 July 2010 amending Decision 2009/767/EC as regards the establishment, maintenance and publication of trusted lists of certification service providers supervised/accredited by Member States, and with the Commission Decision of 25 February 2011 establishing minimum requirements for the cross-border processing of documents signed electronically by competent authorities under Directive 2006/123/EC of the European Parliament and of the Council on services in the internal market

⁸Advanced electronic signatures supported by a qualified certificate or advanced electronic signatures supported by qualified certificate and created with a device for safe signing, if justified

Until 2014, PSC will be gradually transformed into an e-Government real tool for serving businesses, and will have additional results. The system foreseen for provision of electronic services by the PSC by the end of 2014 is presented in the diagram below:



Optimal PSC will significantly reduce the costs for harmonization with the law and will bring additional economic benefits for the administration and the businesses.

Besides the monitoring which will be done by the Commission, member states are invited to closely monitor the operation of their electronic single points of contact as much as possible, and to test them against specific company's needs.

Member states are encouraged to support the access and the criteria described in this document in order to confirm the importance of continuous improvement and upgrade of single points of contact, so in the end, they can ensure better public online services for the businesses. The Commission is prepared to support member states in promoting the use of PSC in order to assist them in obtaining return on their investments.

The Commission strives to play an active role in supporting member states in this process, in agreement with the partnership approach established in the Charter. The Charter is one way to move this process forward.

Main features of the electronic single points of contact according to the Services Directive

The key features of a successful business friendly PSC are:

- **Quality and availability of information provided at the PSC**
 - Information provided at the PSC is holistic and takes into consideration the needs of the businesses;

- PSC provides clearly structured information, updated in accordance with the needs, focused on different users and it facilitates the search of relevant information via different search options;
 - PSC provides comprehensive description of the steps needed for implementation of the procedures and easily understandable description of the valid conditions;
 - PSC takes into consideration various phases of the company's life cycle.
- **Completing e-procedures**
 - Relevant administrative procedures are available online via the PSC, regardless of the competent authority involved and its location;
 - PSC provide additional services which improve the online experience of users, such as procedure tracking instruments;
 - The whole procedure can be completed online, without any interruptions throughout different stages (including payment).
- **Accessibility of PSC for cross-border users**
 - In the description of the procedure there is a clear distinction between the conditions necessary to establish a company and the conditions necessary for provision of cross-border services;
 - Service providers from other member states may complete the procedures online by using their national means of identification and verification, electronic signatures or alternative solutions which enable cross-border completion of the procedures;
 - The content contains sufficient details and is available in at least one of the most common foreign languages used;
 - The whole administrative process is presented clearly and does not require prior knowledge of the legal or administrative system of the member state.
- **Usefulness of the PSC**
 - Several high-quality support services (i.e. support desk, discussion, questions, etc.) are available to the users and foreign customers can access them;
 - The necessary administrative steps may be finished without obstacles and within a reasonable timeframe.

Functioning and usability of the points of single contact under the Services Directive - current situation⁹

A recent study carried out by the European Commission on the functionalities and usability of the points of single contact revealed the following:

i. Key Findings

- High number (80%) of the points of single contact serve only as **portals or roadmaps to the websites of the relevant competent authorities;**

⁹ European Commission, Directorate General on Internal Market and Services, DG MARKT/ 2010/22/E (SMART 2007/035, LOT 4), Final Report, 21-01-2012

- In 27 out of the 33 points of single contact the existing **governmental web sites** have been **used as a starting point for initial development of the** point of single contact;
- **There has been a strong advancement** in simplifying the procedures and programs for issuing permits, as well as in facilitating difficult and unjustifiable requirements for domestic and foreign service providers. However, **the points of single contact have still not simplified administrative procedures for establishing companies;**
- Overall, **the transition from a world "with paper documents" to an " electronic world" has still not been completed;**
- **Significant number of points of single contact go beyond the requirements in the Services Directive** and provide information about topics as taxes and social insurance;
- There are **significant differences** between points of single contact in member states in regard to the **availability and quality of electronic procedures;**
- **The first ten countries in which the points of single contact** have the highest degree of online sophistication, given in a descending order are: Estonia, Lichtenstein, Luxemburg, Sweden, Italy, Slovakia, Denmark (with two portals), Great Britain and Portugal;
- **The lack of support for cross border acceptance of e-identification documents and e-signatures is a significant barrier** for the delivery of cross border services through the points of single contact;
- **Still a lot has to be done in order to move towards real transaction portals of an e-government;**
- **points of single contact have to be made more attractive and easier to use;**
- Generally, almost 60% of the participants in the focus group thought that the procedures were "easy" or "ok". However, **41% had difficulties when implementing the procedures;**
- **There are significant language barriers;**
- **The support tools are traditional. Electronic tools and social networking tools are still not available at large.** Static support tools are available at most of the points of single contact. On the other hand it seems that social networks are not used for interaction with the consumers;
- **Points of single contact are not widely familiar:** only 30% of the participants in the focus group were aware of the existence of the points of single contact in their own country;
- **The gap between the highly efficient and inefficient points of single contact is significant** and there are big differences between the portals, taking into consideration the advantages and weaknesses of each and every portal.

Most of the points of single contact are still not completely harmonized with the requirements of the Services Directive from a legal and regulatory point of view. The transition from a world "with paper" to "an online world" has still not been completed; still a lot has to be done in order to move towards real transaction portals of an e-government;

The availability and quality of e-procedures is lagging behind. Especially, the lack of support for cross border acceptance of e-identification documents and e-signatures is a significant barrier for the cross border delivery of services.

We can do a lot more for the points of single contact to become better known, more attractive, and easier to use by the businesses.

➔ E-services

Since its initial concept in the late 1980 in Europe and its formal introduction in 1993 by the US Government¹⁰, the term "e-government" became a recognized area of research, especially in the context of public policy, and therefore quickly gained strategic significance in the modernization of the public sector. E-services are one branch of this domain and practitioners and researchers have paid particular attention to it.

The concept of **e-services** entails an emphasized use of information-communication technologies (ICT) in different areas. However, it is difficult to exactly define e-services because there are several different definitions for this term. Nevertheless, there is a common agreement about the role of technology in facilitating the delivery of services, which actually makes them electronic services.

E-services (or eservices) in a broad sense is a generic term which usually refers to "provision of services via Internet (the prefix "e" is used for "electronic" just as in many other similar terms), so the e-service may include e-commerce, although it can also cover non-commercial services (online), usually provided by the government".¹¹

"E-service covers online services available on the Internet with which one can carry out valid transaction for buying (purchasing) compared to traditional web sites where only descriptive information are available and not online transactions".¹²

Although there is no EU definition for e-services, the Regulation 282/2011 on the common VAT tax system provides a certain framework. Based on Article 7 from this Regulation:

„Services which are delivered over the Internet or an electronic network and the nature of which renders their supply essentially automated and involving minimal human intervention, and impossible to ensure in the absence of information technology".

According to another approach, e-services are a segment of e-government¹³ **aiming at improving the interaction between public institutions and users of e-services (citizens and businesses) or at increasing the efficiency of communication and exchange of data within the public sector, through transforming the existing working processes and by applying innovative software solutions.**

Finally, it seems right to adopt the approach of Rowley (2006)¹⁴ who defines e-service as: „... deeds, efforts or performances whose delivery is mediated by information technology”.

E-service includes a service element of e-retail, user support and delivery of services".

This definition reflects three main components:

- service provider (public institutions)
- receivers of services (citizens and companies)
- service delivery channels (phone, call center, public desk, mobile phone, TV)

¹⁰ Alasem, A. (2009). An Overview of e-Government Metadata Standards and Initiatives based on Dublin Core Electronic Journal of e-Government, 7(1), 1 – 10

¹¹ Irma Buntantan & G.David Garson, 2004: 169-170. Muhammad Rais & Nazariah 2003: 59, 70-71

¹² Jeong Chun Hai @ Ibrahim, 2007, Foundations of Developing Administration

¹³ Principles and Development of E-Government, USAID, MISA, 2010

¹⁴ Rowley, J. (2006) Analysis of the e-services literature: Towards the research agenda. Internet research, 16 (3), 339-359

➔ Citizen-centric services provision

Citizen-centric governments provide economic, personalized and relevant e-services, and strengthen the democratic dialogue at the same time. In order to implement organizational change, it is not sufficient only to focus on the organization. Change by itself does not guarantee delivery of services which add public value. Advancement in e-governance may be achieved by modernization and effective use of IT. Work can be done on processes to improve the trust of citizens in the government. In order to have real progress when transforming government services, the objective has to be positive transformation of the relation between the government and the citizens.

Managing transformation of efficiency into effectiveness requires flexible organizational behavior and managing relations with the citizens. As a result of this, the real value of modernization of public services is not only in the traditional financial approach to the final effects.¹⁵

Provision of citizen-centric services includes five elements:

- Accessibility,
- Usability,
- Monitoring customers' satisfaction,
- Access to one-stop-shop system,
- Customer-focused portal design.

The three primary objectives of the citizen-centric solutions are:

- Services to be available 24-hour a day,
- To provide transparent, efficient and secure delivery of services and
- To improve the quality of services provided by the public administration on central and local level.

On the other hand, the operation of municipalities from the ICT perspective can be divided into three areas:

1. Internal operation,
2. Interaction between and in Government, but also externally with the public,
3. Beyond the previous two, with a focus on balanced access to ICT and spreading the benefits of ICT for everyone.

➔ QUALITY OF E-SERVICES ¹⁶

Thanks to the fast global development of Internet and information technology, a lot of governments around the globe have transformed their services from traditional into electronic ones. With the assistance of Internet, the governments can offer easier and faster access to their services and information. They try to increase the effectiveness and efficiency by introducing e-government.

¹⁵ Handbook for citizen-centric e-Government, version 2.1, December 2007, prepared by the Governance Unit, Directorate General for Information Society and Media, European Commission http://europa.eu.int/egovernment_research

¹⁶ Dimensions of the proposed instrument for measuring the quality of the services of the e-Government, "International Journal of e-services, Science and Technology", book 3, number 4, December 2010

Since most of the public administrations in Europe have recognized the need for e-Government services, the number of government to citizens (G2C) online services and government to business (G2B) online services has significantly increased. Although there is a significant number of already existing e-Government services, the customers face significant problems concerning their level of quality. In order to overcome such problems, the management must periodically measure the quality of the existing e-services, as a part of the continuous improvement process.

A key indicator of success or failure of e-Government projects is the quality of e-services. It can provide a competitive advantage for the organization in an online environment, and it can also involve clients in the process of product development from beginning to end. However, a lot of e-governments have been developed without paying complete attention on the quality of e-Government services and on the citizens' needs.

Quality of services has been recognized as one of the key factors for sustainability of the organization and one of the driving forces for success¹⁷. Quality of services is a comparison between the clients' expectations about the operation of the organization and the clients' perception of the service delivery and performance. The most dominant and used scale for evaluating quality of services is SERVQUAL, developed by Parasuraman, Berry and Zeithmal in 1985. In 1988, the authors have defined its five dimensions:

- material circumstances (physical space, functional attractiveness and appearance of employees)
- security (capability to carry out the promised service in a precise and secure manner),
- timely reaction (preparedness to assist end customers and to provide timely service),
- confidence (familiarity of the staff, because of which customers gain confidence and trust),
- empathy (care and individual attention for clients).

Since then, these five dimensions serve as the basis for universal measuring of service quality.

ISSA (International Social Security Association)¹⁸ provided a model for measuring service quality which covers all branches of government. From the service quality perspective, there are no significant differences between branches. The model takes into consideration seven aspects of service quality:

- Service quality framework (i.e. intention);
- Consulting and involving the participants (i.e. listening);
- Life cycle of developing products (i.e. developing better products: benefits and services);
- Overview of the service fundamentals (i.e. impeccable delivery);
- Measuring and feedback (i.e. transparency);
- Developing service culture (i.e. investing in the staff);
- Strive toward excellent service through continuous improvement (i.e. raising the expectations).

The service quality model is presented in the diagram below:

¹⁷ J. Santos, „E-service quality - dimension model for virtual services“, Managing service quality, (2003), book 13, number 3, page 233-247.

¹⁸ ISSA, <http://www.issa.int/excellence/guidelines/service-quality>

Service quality model



The directions are applicable to all types of organizations - those dedicated exclusively to the delivery of services and those that combine policy building functions and delivery of services.

Quality of e-services has attracted the attention of researchers in the past years, due to its importance. The concept for e-services quality is derived from the concept for quality of traditional services. The quality of e-services may be classified as a key indicator for the success or failure of online organizations.

E-services quality may be defined as a comprehensive assessment and opinion of the consumers concerning the quality of delivery of electronic services in the virtual market.

In the research, the quality of e-Government services often relates to the degree of which the website of the e-Government ensures competent delivery of efficient e-services in order to assist citizens, businesses and agencies to implement their transactions with the government¹⁹. Quality e-services can provide online organizations with a competitive advantage by improving efficiency and client-satisfaction. Hence, the quality of e-Government services can play a major role in improving the e-government efficiency, while also increasing citizens' satisfaction.

Measuring e-services quality in the area of e-commerce attracted a lot of attention in the past years. There are a lot of studies which have tried to identify key dimensions of e-services quality in relation to the online environment.

In 2008 Nusair and Kandampully²⁰ established six factors which have key impact on e-services quality in relation to online tourism, and are as follows:

- ✓ Navigation possibility,

¹⁹ C-W. Tan, I. Benbasat, and R. T. Cenfetelli, "Building citizens confidence to e-government services: are high quality web sites important?" an article presented at the 41 international conference on systematic science on Hawaii, (2008), pages 1530-1605.

²⁰ K. Nusair, and J. Kandampully, "Preconditions for Clients Satisfaction with online tourist services: conceptual model", European Business Review (2008), book 20, number 1, pages 4-19

- ✓ Playfulness,
- ✓ Quality of information
- ✓ Trust,
- ✓ Personalization,
- ✓ Timely reaction.

Finally, in a recent study²¹, as a reflection of existing literature, four layers for assessing e-Government services quality have been established:

- i. Layer of background services operation, where factors found mainly in the quality models of traditional government services are addressed;
- ii. Layer of technical operation of the site, where technical operation factors are addressed, i.e. safety and security of the site etc.;
- iii. Layer of site quality, where factors of usability and interface of the site are addressed;
- iv. General satisfaction of clients, where perception of users concerning the general degree of quality related to their expectations is addressed.

➔ E-readiness²²

There are different definitions for e-readiness. According to the Center for International Development at the Harvard University which focuses on measuring the networking of the world, **e-readiness** is defined as the "degree to which the community is prepared to participate in the Networked World"²³.

Another definition of e-readiness is given by McConnell International, which focuses on measuring the risk of e-operation as *"using computers in schools, companies, government and home, acceptable and secure access to a competitive market; free trade; qualified work force and training in school; culture of creativity; partnership of traditional work with the government; transparency and stability in governance and equitable implementation of the legal system; safe networks and personal privacy; and regulations which permit digital signatures and encryption"*²⁴.

E-readiness process

There is a common consent about the necessity to properly introduce e-governance, first by defining general and specific country objectives. This is accompanied by an appropriate tool for assessing e-readiness, which is followed by a detailed action plan which drives the country towards establishing structures necessary for implementing the objectives of e-government. After this, the government will be able to define the minimum conditions necessary to implement its objectives and will have greater possibilities to identify weaknesses.²⁵

This process puts the state in a better position to assess the environment and to formulate more precisely its e-Government framework, which potentially guarantees more successful and unobstructed

²¹ Classification and Synthesis of Qualitative Approaches to E-Government Services, Internet Research, book 17 no. 4, 2007, pages 378-401 q Emerald Group Publishing Limited

²² Guide for e-readiness, How to develop and implement a national action plan for e-readiness in the developing countries, GeoSINK International, April, 2002

²³ CID, 2003

²⁴ WITSA, 2000

²⁵ Bakry, 2003

implementation (UNDESA, 2003). This can be followed by a thorough analysis of the digital gap of the country which is an important indicator for the e-Government success (UNPAN).

Different tools for assessing e-preparedness are being used by different countries and agencies in the world.

Every assessment entails measuring a previously defined criterion in accordance with its objectives. On the other hand, some criteria assess the following²⁶:

- Physical information-communication infrastructure,
- Utilization,
- Human capacity,
- Policies,
- Growth of the information communication technology sector in the country's economy.

Although there are several criteria which can be used to assess the e-readiness, what is really important is to **define what the end-user really needs in terms of e-Government services so that he/she can access them timely, efficiently and effectively.**

Basic information about the e-readiness index²⁷

Since 2000, the Intelligence Unit of "The Economist" publishes an annual ranking of the biggest economies in the world based on their e-readiness index. In order to do this, they evaluate technological, economic, political and social resources in 68 countries and their cumulative effect on relevant information economies.

The ranking on e-readiness is a collection of almost 100 quantitative and qualitative criteria, organized in six different categories, which measure different components of social, political, economic, and of course, technological development of the country. The basic principle behind the ranking is whether the digital operation is in the essence and whether digital transactions are broadly accepted and efficient in order to progress into a holistic supporting environment.

E-readiness is not easy to assess, it is not simple as counting computers, broadband connections and mobile phones in the country (although these elements are a fundamental component). E-readiness also depends on the capacity of citizens to skillfully use technology, the transparency of business-legal systems and the degree to which governments encourage the use of digital technology.

The ranking methodology and definitions are constantly being updated in order to have a relevant measure of e-readiness. Parameters for e-readiness slowly change based on two conditions:

- First, there is a growing similarity concerning the basic level of e-readiness between the countries at the top, and many lower ranking countries, in some cases narrowing the gap between them and the e-leaders;

²⁶ Bridges, 2002

²⁷ Ranking digital economies in 2010, more than e-readiness, report of the Information Unit of the "Economist", www.eiu.com, www.ibm.com

- Second, countries in different stages of development migrate towards the next generation of connectivity.

Mathematically, the results on e-preparedness are weighted in average based on six different categories, measured from zero to ten. They are weighted in accordance with their assumed importance as impact factors. The main sources of data include: the Economist Intelligence Unit, the Pyramid Research, the World Bank and the World Alliance on Information Technology and Services (WITSA).

The six categories are listed below.

1. Connectivity and technology infrastructure

Weight in overall score: 25%

Category description: By connectivity we measure the access that individuals and companies have to land and mobile phone services, personal computers and Internet. Availability, quality and security of services - all functions from the competitiveness in the telecommunication market - are also used as indicators, such as safety of delivered content and of transactions carried out via the Internet. In the recent years, the weight of the penetration of the broadband Internet was increased, and measures for penetration of points of wireless Internet and its availability were added, which is measured as a percentage (the value of one-month Internet access) from the revenues per capita.

Category criteria: Narrow band penetration; broadband penetration, penetration of mobile phones, penetration of Internet; penetration of computers; penetration of Wi-Fi points; Internet availability; security of telecommunication infrastructure

2. Business environment

Weight in overall score: 20%

Category description: In evaluating the general business climate, the Intelligence Unit of the Economist, screens 70 indicators covering criteria as: strength of the economy, political stability, regulatory environment, taxation, competitiveness policy, labor market, quality of the infrastructure and openness to commerce and investments. By ranking the results concerning the business environment they measure the expected attractiveness of the general business climate over a period of five years. Regularly calculated as part of the prognosis for the countries by the Intelligence Unit of the Economist, such rankings offer investors invaluable comparative index for the 60 main economies.

3. Consumer and business adoption

Weight in overall score: 20%

Category description: This category evaluates how many e-business practices are present in a country. What percentage of the retail trade is being done online? To what degree is Internet used to investigate and automate the traditional business processes? How companies are assisted in their efforts, by developing logistics and online paying accounts, availability of funds and governmental investments in the ICT?

Category criteria: Investments of the government in information communication technology as a percentage from the GDP; level of development of e-business; degree of online commerce; quality of logistics and delivery systems; availability of corporate financing

4. Legal and political environment

Weight in overall score: 15%

Category description: Development of e-business depends on the general legal framework and on the special laws regulating the use of Internet in the country. How easy is it to register a business and how strong is the protection of private property, especially of intellectual property, which can easily be abused by digital age piracy? Governments which support the creation of Internet-enabling legal environment (through policies and by rule of law) are given high grades. Countries with censorship of content and control of Internet have lower grades.

Category criteria: General political environment; policy concerning private property; vision of the Government for the benefits of the digital age; financial support of the Government for infrastructural Internet projects; effectiveness of the traditional legal framework; laws covering the use of Internet; level of censorship; easiness in establishing new companies

5. Cultural and social environment

Weight in overall score: 15%

Category description: Literacy and primary education are preconditions for using Internet services, but in this category, e-literacy of the population is taken into consideration, that is its experience in using the Internet and the responsiveness to Internet, as well as expert qualifications of the work force. E-business on a certain level, usually requires certain level of risk, and the fruits of such risk often end in intellectual property. Actually, policy creators often use the development of e-business as a catalyst for innovations. So ranking is an attempt to measure the capability of every country to nourish new products and industries by assessing the degree of entrepreneurship and innovations, and the innovations are measured by the number of registered patents. These two are covered as a separate ranking criteria in this category.

Category criteria: Level of education and literacy; level of Internet-literacy; degree of entrepreneurship; expert capacity of the work force; number of innovations

6. Support to e-services

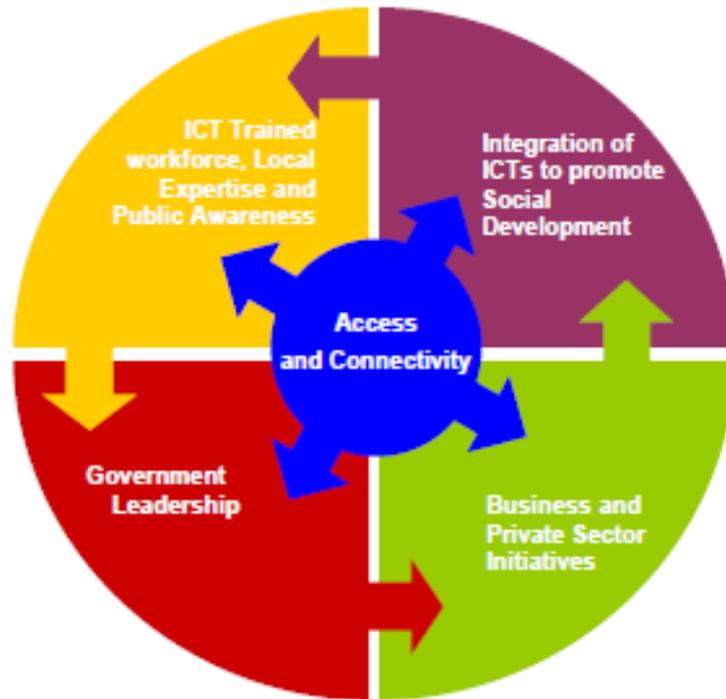
Weight in overall score: 5%

Category description: Companies or industries cannot efficiently operate without intermediates and supporting services. For e-businesses, this means consulting and IT-services, as well as solutions for off the counter administrative services. The ranking takes into consideration the existence of consistent, industry-wide technological standards for platforms and for programming languages.

Category criteria: Availability of consulting and other services for technical support of e-businesses; availability of administrative support; industry-wide standards for platforms and programming languages

The above mentioned framework for e-readiness is presented in the following diagram:

E-readiness framework



➔ **E-accessibility²⁸**

Improving the quality of public services in the developed world is largely facilitated by the use of information-communication technology and especially by the use of Internet. The Internet is unique because it can be made accessible to people with disabilities. If websites are designed to be accessible for such marginalized groups, then public services become available for large groups of citizens which were previously excluded or were at least seriously disadvantaged (the importance of e-accessibility).

In the past five years, efforts have been made to make public services available online with the assistance of important investments from member states and from European institutions.

This raised the awareness about the digital gap, and technology is therefore always seen as part of the problem and not of the solution. So, in the most recent years, the focus has been transferred to integrating the offer of online services in the right combination of channels which are the most suitable for the target user audience, giving priority to designing inclusive services from the beginning. However, this approach did not diminish the importance of the online channel. In a multichannel environment, it has a clear potential for increasing the accessibility and inclusiveness of services for those who are

²⁸ E-accessibility of the services in the EU public sector, European Public Administration Network (EPAN EΠΑΝ), November, 2005

excluded from the traditional forms of interaction with the public authorities - and it can bring real benefit to those who use public services most often.

	 Internet	 Telephone	 Face to face	 Digital TV
Disability				
Visual				
Auditory				
Motoric				
Cognitive				
 There are assisting devices  There are assisting devices for some  Problems for many				

Graph 1 **Accessibility for various types of disabilities, for different channels**

The picture above illustrates the advantages and disadvantages of various communication channels for citizens with disabilities. The "face to face" channel may be effective for delivery of services but it is the least effective of all. Also, traveling and using the "face to face" channel is often problematic for persons with motoric disabilities and visual and hearing impairments.

Telephone cannot be used by persons with hearing impairments and is difficult to handle for persons with specific a physical impairment. Digital television has limited accessibility for persons with visual impairments and can present a difficulty for persons with hearing impairments, if no appropriate subtitles or sign language interpretation is included. Including the latter can also be very expensive.

Internet-services have the potential to reach bigger number of citizens, if used properly. Wider acceptance of web-based services which are used with the assistance of a computer has improved the efficiency in service provision through a smaller number of channels. Recognizing e-accessibility is a key component in designing and developing inclusive services and presents an essential political problem which needs to be solved by administrations which want to transform public services for their customer base. Also, there is evidence that e-accessibility improves the suitability of online services for all users and has therefore the potential to be widely accepted.

IV. METHODOLOGY

The study 'Increasing the effectiveness of E-services at Local Level' was prepared by the Ministry of Local Self-Government in partnership with the United Nations Development Programme (UNDP), as part of the joint project "Innovative Solutions for Better Access to Services on Local Level".

The main objective of this study is to provide data and information on existing e-services at local level and identify the needs and possibilities for developing new ones. This will serve as a basis for the development of a more comprehensive strategy for gradual modernization of local services.

This study was prepared in stages, from April to December 2014 by a team of local and international experts from the Ministry of Local Self-Government and UNDP. The team of experts included Memet Memeti (in charge of the preparation of the inventory of local services and implementation of the survey in the municipalities), Bardhyl Jashari (in charge of implementing the online monitoring of the web sites of all municipalities), Violeta Donnelly (in charge of analysis of the organizational aspects in the preparation of e-services) and Evangelos Bountalis (in charge of desk research and transfer of applicable good practices).

While preparing the study, the following analyses were carried out:

- *Analysis of e-services provision by all municipalities in the country* (through on-line monitoring and identification of obstacles for service providers and customers (with a survey questionnaire). The analysis took several basic indicators in consideration including the number of public services available online and the degree of utilization of public e-services by citizens and businesses.
- *Inventory of local services* which contains basic data on procedures for provision of services regulated with specific legal regulations (lex specialis), online availability and initial indication for possibilities of digitalization.
- *Analysis of organizational factors influencing digitalization of local services.*
- *Analysis of best practices and lessons learned from EU member countries*, including national experiences and best practices related to the provision of a new generation of e-services for businesses and citizens.
- *Comparative analysis* of the results acquired from the application of research tools for the preparation of this Study with the results acquired from the survey on citizens' satisfaction on local service delivery carried out in November - December 2014.

The study also took into consideration the proposals for new e-services submitted by several ministries in 2013, as part of the project "Electronic Municipal Services - Permits, Decisions and Other Public Services".

Additionally, a total of three consultative workshops were held from April to December 2014, involving representatives of state institutions - members in the Project Board "Electronic Municipal Services - Permits, Decisions and Other Public Services", ZELS, the Faculty of Computer Science and Engineering (FINKI), the Economic Institute at Ss. Cyril and Methodius University and civil society and private sector representatives. Furthermore, in order to validate the findings from the desk research and from the survey, visits were organized to several municipalities including Karposh, Tetovo, Veles, Cheshinovo-Obleshevo and Dojran.

For the preparation of this Study, the following tools were used:

Desk review of documents - comprehensive analysis of relevant documents and data on implemented relevant projects, laws and bylaws, strategic documents on national, international and local level. Besides this, with the assistance of this tool, an Inventory of existing local services was developed, by analyzing the laws and bylaws which regulated the municipal competences for delivering specific local services. In parallel to this, during the desk research an overview of e-services available on the web sites of the municipalities was also prepared, in order to assess the current degree of utilization of this tool and to determine the differences between the LSGU.

Field visits to the pilot-municipalities - Field visits were carried out in five municipalities, three urban and two rural ones (Karposh, Tetovo, Veles, Dojran and Cheshinovo - Obleshevo) selected by UNDP and the Ministry of Local Self-Government. The objective of these visits was to carry out an in-debt analysis of the existing services and capacities of the municipalities for introduction of new e-services on the territory of their municipality.

Survey - A structured questionnaire was prepared and delivered to all local self-government units in the Republic of Macedonia, and answers were received by 37 of the local self-government units. The objective of this survey was to collect information about the existing e-services on municipal level and their needs, as well as to see what are their expectations concerning the future services. The survey helped to investigate the capacities of the municipalities for transforming the existing services into e-services.

Consultative events – Three workshops were organized in order to validate the methodological approach and the findings from the desk and the field research. All relevant institutions and actors on national and local level participated in the consultation events, including businesses and the non-governmental sector.

V. KEY FINDINGS FROM THE DESK RESEARCH

5.1 General findings

One of the main components of the desk research was the development of an **Inventory of Local Services**. The inventory was developed with the purpose of identifying all public services that should be delivered by the public administration, local institutions and enterprises, including:

- Services for citizens and businesses under the competence of municipalities (more than 200 services);
- Services that are already available on-line;
- Explanation of the development of new e-services;
- Possibilities for automation of the development and delivery procedures for new local e-services, including the impact of the following organizational factors (internal and external):
 - ✓ Efficiency and effectiveness in information and data exchange;
 - ✓ Integrated service delivery and individualized services according to customers' needs;
 - ✓ Necessary cooperation between same-level institutions and institutions at different level of power; and
 - ✓ Rules and regulations that will guarantee the e-services delivery.

The inventory was developed by examining all relevant documents, including: reports from relevant projects implemented, laws and bylaws.

The Inventory classifies local services according to the existing legal framework (Law on Local Self-Government) by field and sector. Furthermore, it clearly shows the complexity of the existing legal framework and the respective complex framework for organization and process management.

Apart from the development of the Inventory, an assessment was made of the latest proceedings related to e-Government services and e-services. Based on this assessment, the Government of the Republic of Macedonia has achieved significant progress in e-Government development over the past decade. This progress is reflected in:

- the amendments to the primary legal framework;
- the implementation of many specific projects;
- The application of appropriate policies and the creation of an enabling environment for further integral digitalization of public services.

The e-Government development is one of the country's main strategic priorities and its implementation represents a structured and planned process that should lead towards continuous improvement in the functionality of the public sector. The increasing number of users and the increased public interest in this new method of communication and service delivery is a result of the successful implementation of several capital projects that have clearly demonstrated the advantages of e-Government.

The public and civil sectors in the Republic of Macedonia accumulated sufficient knowledge and experience to be able to guarantee the quality of future activities for e-Government development. In addition, there has been significant progress in the introduction of e-services for citizens and businesses in accordance with EU and international standards.

However, on the other hand, the introduction of e-services based on existing complex procedures is still burdened by the requirements to submit other documents as additional evidence. Reason for that is the delay in the introduction of the electronic exchange of data due to administrative procedures between the institutions (implementation of the *interoperability principle*) which hinders the reduction of administrative barriers and the introduction of one-stop-shop services and electronic administrative services. Complex administrative procedures also waste the time and money of both, the end users of the services, and the service providers.

The *Interoperability Project* initiated by the Ministry of Information Society and Administration, together with the amendments to the Law on General Administrative Procedure (2011)²⁹ (which introduced the obligation for public institutions to provide one-stop-shop services and eliminated the obligation for citizens to submit documents which other institutions already possess) and the Law on Electronic Management (which obliges public institutions to exchange data and documents electronically for the purpose of delivering administrative services through the interoperability system³⁰) show the commitment of the Government to increasing institutional efficiency and improving the quality of administrative services.

5.2 Findings related to the normative framework

At the moment there is no general legislation on e-Government in the Republic of Macedonia³¹. The primary objective of the Government is the adoption of a legal regulation in compliance with international conventions and relevant EU Directives. The ICT legal framework of the country is focused on the following key issues:

- Demonopolization of the market for electronic communication services and prevention of restriction of competition;
- Intellectual property rights protection and personal data protection, as well as information security;
- Protection against cyber-crime; and
- Electronic business.

► Freedom of information legislation

Law on Free Access to Public Information (2006)

Adopted on 25 January 2006, the Law on Free Access to Public Information (Official Gazette No. 13/06) entered into force on 1 September 2006. According to its provisions, any natural or legal person shall have the right to obtain information from state and municipal authorities, as well as from legal and natural persons holding public office. The applications, which could be verbal, written or electronic, shall have to be responded to within 10 days. Several legal exceptions are provided for, including:

- ✓ classified and confidential information;
- ✓ personal data;
- ✓ tax-related violations;

²⁹ Law on General Administrative Procedure, 2011

³⁰ Law on Electronic Management, 2009

³¹ e-Government in the Former Yugoslav Republic of Macedonia, Information sheets for e-Government, June 2014, <http://epractice.eu>

- ✓ ongoing investigations;
- ✓ document collection, in case the access to them causes misunderstanding;
- ✓ environment protection;
- ✓ protection of intellectual property.

All these exceptions are subject to the proportionality test, according to which public interest is balanced against potential damage.

Law on Use of Public Sector Data (2014)

The law was adopted on 3 February 2014 and it regulates the obligation of public sector authorities and institutions for public disclosure of data generated in the course of exercising their competences in compliance with the law, in order to enable the use of these data by legal and natural persons for generating new information, contents, applications or services. The aim of this law is, by using public sector data, to stimulate:

- ✓ innovation and generation of new information, contents and applications by combining or cross-referencing data;
- ✓ development of new services, job creation and social inclusion;
- ✓ increased accountability and transparency of the public sector;
- ✓ improving public sector data quality;
- ✓ economic development and development of competition; and
- ✓ information society development in the Republic of Macedonia.

► **Personal data/privacy protection legislation**

Law on Personal Data Protection (2005, 2008)

Harmonization of the legislation in the field of personal data protection has been one of the priority activities of the Government since 2002. The Law on Personal Data Protection, as amended to include EC recommendations, was drafted in 2004 and adopted on 25 January 2005. It was amended in 2008 for the purpose of complete harmonization with the EU Directive 95/46/EC (Official Gazette no. 7/2005 and 103/2008). The law is "lex generalis" in the field of personal data protection in the country.

According to the law, **personal data** must: be processed completely and in compliance with the law; be collected for specific, explicit and legitimate purposes; be processed in a way that is proportionate to and in compliance with these purposes; be correct and complete; be kept for a period not longer than the time frame necessary for fulfillment of the above purposes.

Law on Electronic Management (2009)

The Law on Electronic Management (Official Gazette no. 105, 21/08/2009) adopted on 21 August 2009 regulates the activities of the ministries and other state authorities in the exchange of data and documents in electronic format, in connection with the implementation of administrative services electronically.

Seven bylaws have been adopted in June 2010 in order to enable implementation of electronic procedures in the work and exchange of electronic documents.

Those acts regulate issues, such as:

- ✓ environment and communication;
- ✓ information systems certification;

- ✓ form and contents of administrative services provided electronically, such as:
 - electronic documents;
- ✓ electronic communication standards and regulations;
- ✓ technical requirements;
- ✓ information systems security;
- ✓ form and contents of the process of administering databases, etc.

▶ **E-signatures legislation**

Law on Data in Electronic Form and Electronic Signature (2001)

The Law from 2001 refers to electronic operations that include the use of ICT, as well as of electronic data and signatures in court, administrative and commercial transaction procedures. According to Article 13 "the generally accepted electronic signature with an authorized certificate related to the electronic data is equal to personal signature and therefore shall be **equally valid evidence** with the personal signature on paper documents." However, this Article also envisages that "the electronic signature shall not be valid when a personal signature is required in writing in front of a notary public or a court."

The Law was followed by four (4) bylaws in 2001 and its actual implementation began in 2007 after the issuing of the fifth bylaw which regulates the institutions which can act as certification authorities (Official Gazette no. 34/2001, 06/2002 and 98/2008). At the same time, the entire legislation regulates the process of using electronic messages, such as time markers, system identifiers, etc.

▶ **E-commerce legislation**

Law on Electronic Commerce (2007)

The Law on Electronic Commerce was adopted by the Assembly of the Republic of Macedonia on 26 October 2007 (Official Gazette no. 133/2007). The Law regulates information society services related to electronic commerce and commercial communication along with obligations for service providers. It also allows for the electronic documents to be treated as official agreements and defines their readability as paper documents. In addition, the Law provides an overview of the form and validity period of the agreements in electronic format specifying that the agreements are entered into electronically.

▶ **E-communication legislation**

Law on Electronic Communication (2005, 2010)

The Law on Electronic Communication was adopted by the Assembly on 15 February 2005 (Official Gazette no. 13/2005) and superseded previous laws on telecommunication (Official Gazette no. 33/96, 17/98, 28/00, 04/02, 37/04). Additional amendments to the law were made in 2007, 2008 and 2010.

The aim of the Law is to allow for greater competition in the telecommunication industry by setting conditions for provision of quality services at affordable prices, and at the same time preventing monopolizing tactics. It also regulates the use of frequencies and stimulates favorable conditions for investments, providing, at the same time, regulatory instruments and procedures in relation to data security and privacy. In accordance with this Law, the Agency for Electronic Communications was set up as an independent regulatory authority for electronic communication and it began operating on 1 July 2005.

Law on Interception of Communication (2006)

The Law regulates conditions and procedures for interception of communication, manner of handling, keeping and using information and data obtained by applying this Law, and the control over the legality of communication interception. The person whose communication has been intercepted has the right to challenge the authenticity of the collected data and the legality of the procedure for interception of their communication by means of a procedure established in the Law on Criminal Procedure.

▶ E-procurement legislation

Law on Public Procurement (2007)

The new Law on Public Procurement (Official Gazette no. 136/2007) entered into force on 1 January 2008 superseding the previous legislation from 2004 and 2005 and it established the Public Procurement Bureau as an authority within the Ministry of Finance that shall continuously monitor the implementation of the public procurement legislation. The 2007 Law was adopted by the Parliament in an effort to improve the integrity of the Government in the decision-making on public procurement. The aim of the Law is to increase the level of transparency in tendering procedures, to ensure compliance with other laws and to strengthen the review procedures for the bidders.

With the implementation of this Law, it is planned to harmonize public procurement legislation with the EU Directives on public procurement (2004/17/EC and 2004/18/EC), including their provisions on e-procurement. In this regard, the Law regulates the use of electronic means at different stages of the public procurement process (e-notifications, e-tender, etc.) through the new Electronic System for Public Procurement (ESPP) that was launched in January 2010.

▶ Reuse of public sector information

Law on Free Access to Public Information (2006)

As previously mentioned, the Law regulates the conditions, manner and procedure of exercising the right to free access to information in possession of state authorities, municipalities, public budget enterprises and legal and natural persons. The holders of public information are obliged:

- ✓ to ensure public access to regulations, strategies and other documents within their scope of work;
- ✓ to provide access to those information;
- ✓ to appoint one or more officials – mediators for implementation of the right to free access to information.

According to the Law, any natural or legal person may request access to these information, and the information holder shall be obliged to respond to the request within 30 days of the date of submission of the request. The request for access to information may be rejected in some cases, when the requested information:

- ✓ are classified or confidential;
- ✓ relate to commercial and other economic interests;
- ✓ are protected because they are considered to be personal data;
- ✓ would have harmful consequences on the environment, if disclosed.

5.3 Findings related to the application of modern ICT solutions

▶ “Uslugi.gov.mk” portal (e-Government portal)

Uslugi.gov.mk was set up as a point of single contact for government information and services. The portal was developed as a result of Government’s efforts to create a more efficient and more transparent administration by publicly presenting all services available to citizens and businesses.

The portal allows citizens and companies to:

- ✓ reduce the time necessary to find information about government services;
- ✓ have timely and easy access to information on changes in government services;
- ✓ reduce the time for distribution of information;
- ✓ connect with government institutions;
- ✓ establish procedures for simple modification of the existing services and introduction of new services.

The portal is based on a system with scalable architecture. **In the following stages of development, the portal will be upgraded to enable full two-way communication between citizens and the Government.** The preparation, processing and publication of the portal contents are fully decentralized and distributed to all government institutions.

▶ Infrastructure network for broadband Internet connection

It is planned that by the end of 2011, the broadband infrastructure network would become as important as the road infrastructure. In cooperation with the telecommunication industry and the business community, support will be given to the development of high-speed Internet infrastructure that will serve all citizens. Such networks should have sufficient capacity to double the speed every 12 to 18 months.

▶ E-verification of authenticity

The "eGov" project addressed the issue of electronic signatures from several mutually related aspects:

- ✓ completion of the legal framework;
- ✓ organizing training sessions and undertaking promotional activities.

The “eGov” project hired an international consultant to work with the Commission on E-Signatures of the Ministry of Finance. As a result of this engagement, the following outcomes were achieved:

- ✓ Secondary legislation was drafted and adopted in 2006. In this way, the legal framework based on the Law on Data in Electronic Form and Electronic Signature was completed;
- ✓ The members of the Commission are trained and they are enabled to register and perform audit on the certification authorities.

After the implementation of the **Law on Data in Electronic Form and Electronic Signature**, "Makedonski Telekomunikacii" and “KIBS” became two registered issuers of digital certificates and e-signatures supported by a PKI-infrastructure. They began providing their services in June 2006 under license of the Ministry of Finance. After a contract was awarded by the Government, an integrated system for

document personalization has been used as of 2006 for issuing electronic passports, ID cards and driver's licenses.

Digital certificates

This project promotes the benefits from using digital certificates accredited by the Certification Authority (CA) for all the employers who have legal obligation to declare and pay taxes by enabling them to submit documents to state institutions electronically and to minimize the need of physical presence in their offices. This will facilitate and promote the use of current and future electronic services, such as:

- ✓ electronic publication of social contributions and personal income tax;
- ✓ electronic tax returns;
- ✓ electronic publication of annual accounts;
- ✓ electronic banking, electronic procurement, etc.

► E-procurement

Supported by the e-Government project, the latest version of the e-procurement system (ESPP) was launched on 10 February 2010. The new system has been integrated with a software solution for publication of contract notices and notifications drafted by the Public Procurement Bureau. The new system is a one-stop-shop public procurement system in the country which improves the efficiency and transparency. It directs complex procedures and facilitates the interaction between companies and state institutions. Also, it is in compliance with EU Directives and supports all forms of public procurement, including electronic auctions. As a result thereof, savings were made in the amount of approximately 1.2 million Euros of state funds. All public institutions and companies can register in the system and obtain mandatory digital certificates for publication of contract notices or submission of tenders. In January 2008, e-auctions were introduced to the system.

5.4 Findings on the digitalization status of services from the EU Common List of Basic Public Services³²:

➔ Availability and sophistication of e-services for citizens

1. Income taxes: tax return, notice of assessment

The new e-tax system was completed and officially launched in the middle of February 2012. It allows for all services to be offered on-line, one of them being the possibility for submission of tax return.

2. Job search services for the employment centers

The service is just partially provided since it covers only the public sector. It was developed by the e-Government project with the purpose of providing an on-line platform for employment candidates in the public sector and it was upgraded by the respective agency. The "Apply On-line" system accepts applications for job positions in the state service and has been used to a large extent. This is a system of the Administration Agency for application, assessment, selection and testing of candidates for civil servants and it has been functioning since 2006. At the moment, all employment procedures for civil servants are conducted through this system.

³²Information sheets for e-Government, June 2014, <http://epractice.eu>

The system of the Employment Service Agency of Macedonia offers an on-line application for the registration of the employment/unemployment status of all citizens, it publishes advertisements for vacancies and provides other services.

3. Social insurance benefits

a. Unemployment benefits

At the moment, service is not available on the Internet.

b. Child benefit

At the moment, service is not available on the Internet.

c. Medical expenses (refund or direct payment)

At the moment, service is not available on the Internet.

d. University scholarships

This service is used for allocation of accommodation in student dormitories, student loans and scholarships based on the students' achievements. Its on-line use has become mandatory as of 2007. This application is a version of the "Site Builder" application for electronic, automated distribution of various state benefits, developed within the e-Government project.

4. Personal documents: passport and driver's license

a. Passport

The service provides information and forms for downloading.

b. Driver's license

At the moment, this service is not available on the Internet.

5. Vehicle registration (new, used and imported cars)

At the moment, this service is not available on the Internet.

6. Construction/Building permit application

The Association of the Units of Local Self-government (ZELS) in cooperation with the Ministry of Transport and Communication set up a national electronic system for issuing construction permits. The Project was funded by the Agency for Electronic Communication and was implemented in 2013.

The system is currently upgraded to integrate the Agency for Real Estate Cadaster.

7. Declarations to the Police (for example, in the event of a theft)

At the moment, service is not available on the Internet.

8. Public libraries (availability of catalogues, search tools)

Most of the municipalities have developed portals for public libraries and offer catalogues of available books, as well as search tools.

9. Civil registry certificates (birth certificates, marriage certificates): application and submission

The citizenship registers are fully digitalized; however, they are not available on the Internet and they are not available for interoperability, mainly due to technical reasons. The project for migration of registers is in the stage of planning. It is expected that the process of establishing interoperability of the civil registers of births, marriages and deaths would be completed soon.

10. Enrollment in higher education/universities

This service (iKnow) is provided by the state universities and it includes forms which the candidates fill out.

11. Announcement of Moving (change of address)

Only information about how to obtain the service and PDF forms are available.

12. Healthcare and related services (interactive advice on service availability in different hospitals; making appointments for medical check-up in hospitals)

At the moment, service is not available on the Internet.

➔ Availability and sophistication of e-services for businesses

1. Social insurance contributions for employees

The service provides information, some forms for downloading and a call center.

2. Corporate tax: tax return, notice of assessment

The e-tax service provides online tax returns and an option for their submission by companies with verification of the digital signatures. The basic application was developed within the e-Government project. The Ministry of Information Society and Administration upgraded the system in order to offer the companies all services online. As of 1 January 2013, the use of the system for tax returns has been mandatory for all companies. The system provides forms for submission of other declarations, VAT-returns and announcements, annual tax returns for large, medium and small taxpayers and independent professionals, and it also provides the option for submitting standing order to banks.

3. VAT: tax return, notice of assessment

This service is one of the services integrated in the e-tax system (given above).

4. Registration of a new company

As of March 2014, the registration of a company is available only online through the electronic registration system.

5. Submission of data to statistical offices

This service is under development and it should be launched soon.

6. Customs declarations

The one-stop-shop system for export and import licenses, licenses for transit and tariffs – EXIM, developed with the support of the e-Government project, is a web-based portal where the companies can submit applications and obtain necessary export and import licenses and licenses for transit. Uniform applications for 66 different types of licenses can be filled in and submitted online, at any time, and anywhere, where there is a stable Internet connection. In order to simplify and automate the process of submitting applications electronically only one time and from one location, two new software modules were introduced:

- ✓ module for automatic confirmation of paid administrative fees (which means that there is no need to submit the original confirmation)
- ✓ module for digital signing

7. Environmental permits (including reports)

The Association of the Units of Local Self-government (ZELS) provides access to e-processing of B – environmental permits on local level.

8. Public procurement

The latest version of the e-procurement system (ESPP) has been integrated with a software solution for publication of contract notices and notifications drafted by the Public Procurement Bureau. The new system was supported by the e-Government project and it constitutes a one-stop-shop public procurement system in the country which streamlines the complex procedures and facilitates the interaction between companies and state institutions. Also, it is in compliance with EU Directives and supports all forms of public procurement, including electronic auctions. All public institutions and companies can register in the system and obtain mandatory digital certificates for publication of contract notices or submission of tenders. As of January 2008, e-auctions form part of the system. The Government and the Public Procurement Bureau upgraded the system in 2013 to be in compliance with the relevant Law on Public Procurement.

As a conclusion, and having regard to the abovementioned status of the interventions for e-Government in the Republic of Macedonia, the legal documents, mainly promoted by the MISA and the MLSG, represent a thorough and necessary fundament for building a modern system for delivery of e-services to citizens and businesses by the local self-government units in the context of the EU directives on e-services, the Common List of Basic Public Services and the Digital Agenda 2020.

However, since the existing system (political and economic, and technical and social) for modern delivery of local e-services seems far from completed, the following points, which indicate the weaknesses, necessary initiatives and interventions, should be taken into consideration:

5.5 Findings from the on-line monitoring of the web-sites of all municipalities in the Republic of Macedonia

The aim of the empirical research was to analyze e-services delivered by the municipalities in the Republic of Macedonia in terms of the following 3 categories of functionality:

1. Transparency and Accountability;
2. Communication;
3. Approvals, Permits and Other Services.

The research was conducted by on-line monitoring of the web-sites of the municipalities in the Republic of Macedonia by one observer in the period between 24.11.2014 and 2.12.2014.

The web-site addresses of the local self-government units were taken from the list of municipalities with their contact details available on the web-site of ZELS (www.zels.org.mk). For the purpose of monitoring the three different functionalities given above, the following 11 indicators were set:

- a. For the functionality of *Transparency*, the following 4 indicators were set:
 - i. I1 – Timely announcement of council meetings' agenda
 - ii. I2 – Are all public procurement procedures published?

- iii. I3 – Is the budget for the current year published?
- iv. I4 – Are the minutes and adopted decisions of at least the last three meetings of the Municipal Council published?
- b. For the functionality of *Communication*, the following 3 indicators were set:
 - i. I5 – E-form for reporting problems
 - ii. I6 – Possibility for submitting questions to the Mayor
 - iii. I7 – Available e-mail contact information of municipal civil servants
- c. For the functionality of *Approvals, Permits and Other Services*, the following 4 indicators were set:
 - i. I8 – Applications for issuing and monitoring construction permits
 - ii. I9 – Property tax return forms
 - iii. I10 – Published job advertisements
 - iv. I11 – Electronic applications for B-integrated environmental permit

Each of the indicators is expressed through the following 3 values:

- 1 – on the monitored web-site, the e-service examined through the relevant indicator **does exist**
- 0 – on the monitored web-site, the e-service examined through the relevant indicator **does not exist**
- 0.5 – on the monitored web-site, the e-service examined through the relevant indicator is **incomplete/irregular**

For the indicators of each examined category of functionality, the following 3 indices were established:

- I_{TR} – Index of Transparency;
- I_{CO} – Index of Communication;
- I_{AP} – Index of Approvals/Permits.

The value of each of the indices is derived when deducting the value of 0.1 multiplied by the number of indicators in the category of functionality having a value of 0.5 from the sum of all indicators set in the relevant category of functionality whose value is 1, or:

$$I = n - 0.1 * k$$

where:

n is the number of indicators which make the relevant index and have the value of 1;

k is the number of indicators which make the relevant index and have the value of 0.5.

Therefore, the relevant indices can be given the following values:

- For I_{TR} ; Min=-0.4, Max=4 (Minimum value of -0.4 would be obtained in case all 4 indicators which make the I_{TR} index have value of 0.5, or the relevant e-services from this category of functionality are incomplete/irregular).
- For I_{CO} ; Min=-0.3, Max=3 (Minimum value of -0.3 would be obtained in case all 3 indicators which make the I_{CO} index have value 0.5, or the relevant e-services from this category of functionality are incomplete/irregular).
- For I_{AP} ; Min=-0.4, Max=4 (Minimum value of -0.4 would be obtained in case all 4 indicators which make the I_{AP} index have value 0.5, or the relevant e-services from this category of functionality are incomplete/irregular).

It is worth explaining the role of the “k” parameter in the methodology of establishing the value of the indices, that is to say, decrease of the value of the “n” parameter for the value of “0.1 * k”. Namely, it is established that the completeness and regularity of services is especially important to the users of e-services. It means, when a particular e-service is incomplete or is not regularly updated (and most of the time users are not even aware of this), it can cause big inconveniences and problems, especially because customers of e-services in the Republic of Macedonia usually take services delivered by the authorities on central and local level without any reserve. For example, if a user of the e-services of some municipality follows the announcements for appointment of the next sessions of the Municipal Council with the proposed agendas, and if the respective e-service is incompletely or irregularly maintained, then it is unknown whether some announcement for appointment and/or having a session of the Municipal Council has been missed, which can cause real problems.

This methodology differs from similar methodologies where the value of the indices represents the frequency of events and is a whole number obtained by summing up the numbers of occurrence of an event (in this case, summing up the indicators with value of "1"), introducing values of the relevant indices that belong to the set of rational numbers.

According to the proposed methodology, the existence of indicators for particular e-services in some municipalities, the value of which is a rational number, points out to the **non-existence** of quality procedures and responsibility for complete and diligent implementation of the respective e-service delivery process.

Research sample

The research was conducted in all (N=81) local self-governments in the Republic of Macedonia, more specifically, on their web-sites. 44 of the local self-governments are urban (including the City of Skopje as a separate local self-government unit and the 10 municipalities in the City of Skopje), whereas 37 of them are rural local self-governments.³³

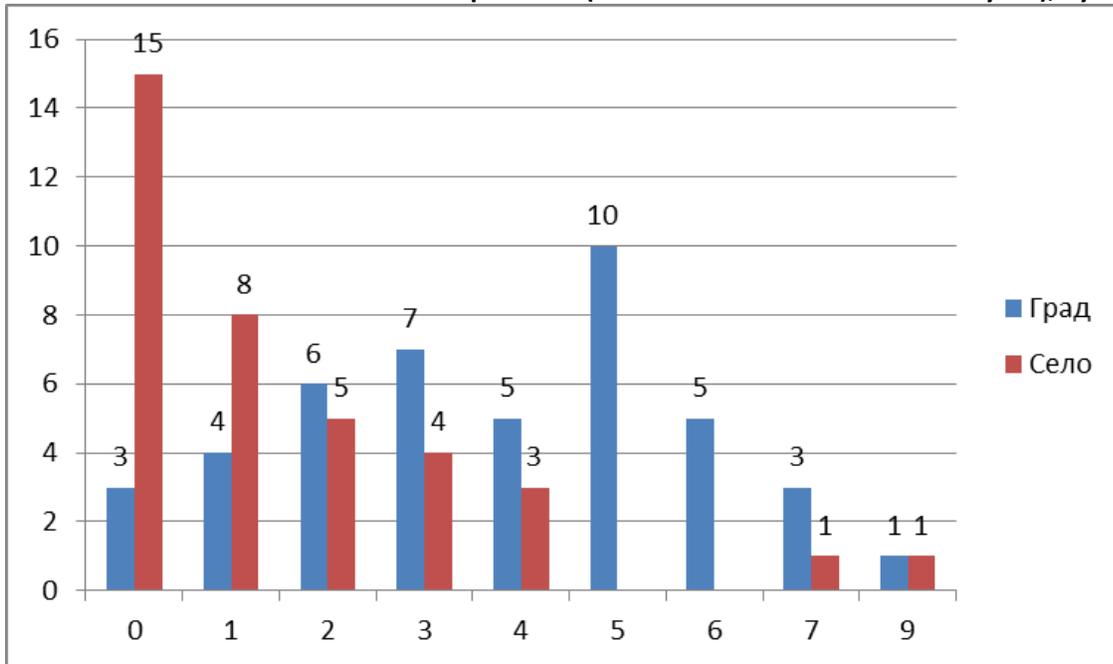
From the entire population of web-sites of the local self-government units, 9 of them were not active during the monitoring period, meaning that their web-sites were inaccessible, 2 of which were web-sites of urban municipalities (Saraj, www.saraj.gov.mk and Kavadarci, www.kavadarci.gov.mk) and 7 of which were web-sites of rural municipalities (Brvenica, www.brvenica.gov.mk; Vasilevo, www.opstinavasilevo.gov.mk; Dolneni, www.opstinadolneni.gov.mk; Zelenikovo, www.zelenikovo.gov.mk; Lipkovo, www.lipkovo.gov.mk; Plasnica, www.plasnica.gov.mk; и Chucher Sandevo, www.cucersandevo.gov.mk). Because of the unavailability of their web-sites, the analysis considered that the values of the indicators for all e-services in these municipalities amounts to “0”, that is to say, the respective e-services do not exist (are not provided).

Result analysis

None of the municipalities provide all 11 e-services, that is to say, none of the municipalities provide the services with care for their complete and regular update. As shown in Chart 1, the largest number of services, 9, is provided by one rural municipality (Ilinden) and one urban municipality (Resen), whereas 7 e-services are provided on the web-site of one rural municipality (Krivogashtani) and 3 urban municipalities (Gazi Baba, Delchevo and Radovish).

³³ According to the Law on Territorial Organization of the Local Self-Government in the Republic of Macedonia, Official Gazette of the Republic of Macedonia No. 55/2004, 12/2005, 98/2008 and 106/2008.

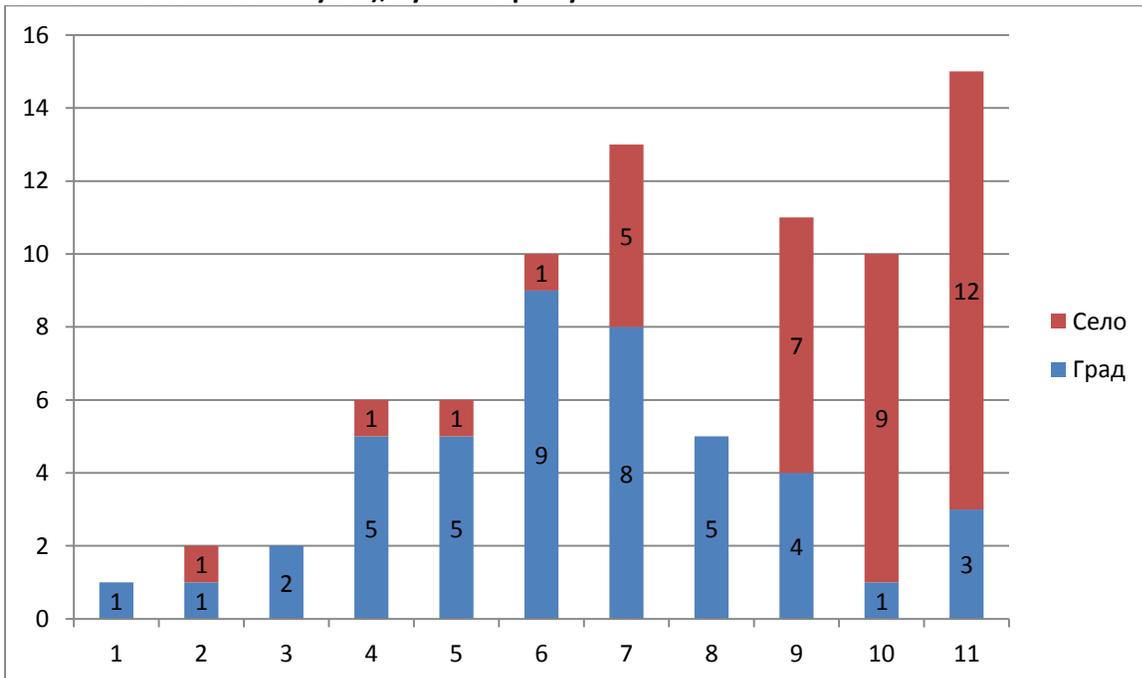
Chart 1 – Distribution of the e-services provided (from a total of 11 e-services analyzed), by municipality



Blue: City, Red: Village

Slightly above 50 percent of the analyzed e-services (6 from a total of 11) are provided on the web-site of 5 urban municipalities (City of Skopje, Negotino, Ohrid, Probishtip and Strumica).

Chart 2 – Distribution of the e-services that are NOT provided completely and are NOT updated (from a total of 11 e-services analyzed), by municipality



Blue: City, Red: Village

Chart 2 shows the number of municipalities which do not provide appropriate number of e-services from the 11 e-services covered by this research. What is concerning is the fact that 15 municipalities (3 urban municipalities: Saraj, Kavadarci and Struga; and 12 rural municipalities: Brvenica, Vasilevo, Dolneni, Zelenikovo, Konche, Lipkovo, Lozovo, Mogila, Plasnica, Tearce, Centar Zhupa and Chucher Sandevo) do not provide on their web-site any of the 11 e-services analyzed, or they do not provide them in a manner that could be regarded as regular and complete service delivery to users.

In addition, 10 municipalities (1 urban municipality: Shuto Orizari; and 9 rural municipalities: Bogovinje, Gradsko, Debarca, Karbinci, Petrovec, Rosoman, Sopsishte and Staro Nagorichane) do not provide 10 e-services each, whereas 11 municipalities (4 urban municipalities: Butel, Gjorche Petrov, Vinica and Makedonski Brod; and 7 rural municipalities: Zhelino, Zrnovci, Novaci, Novo Selo, Studenichani, Chashka and Cheshinovo-Obleshevo) do not provide 9 e-services each from the 11 services analyzed.

In fact, if we take into consideration the web-sites of urban municipalities and the web-sites of rural municipalities, it can be concluded that more than half of them (50.6%) do not provide regularly or completely 8 of the 11 analyzed e-services.

Table 1 shows the number of municipalities which provide an appropriate number of e-services; however, the e-services they provide to users are incomplete or irregular.

Table 1 – Distribution of out of date e-services provided by the municipalities

Number of partially/incompletely updated e-services	Type of municipality:		
	Urban	Rural	Total
0	20	27	47
1	16	9	25
2	6		6
3	2	1	3
Total	44	37	81

Therefore, it can be seen that in the case of 3 municipalities (2 urban municipalities: Karposh and Bitola; and 1 rural municipality: Jegunovce), even 3 of the 11 analyzed e-services are incomplete or not regularly updated, which can cause serious problems for the users of these services. Furthermore, 6 urban municipalities provide 2 incomplete or out of date e-services (Gazi Baba, Centar, Valandovo, Veles, Debar and Prilep), whereas 25 municipalities (almost one third of all municipalities), 16 of which are urban municipalities and 9 rural municipalities, provide one incomplete or out of date e-service.

Slightly more than half of the municipalities in the Republic of Macedonia (47 out of 81 in total), or 58% of the municipalities, take care of the reliability of the e-services they provide, therefore, they have no e-service that is incomplete or out of date. In this regard, rural municipalities are dominant with 73% of them (27 out of 37 rural municipalities) taking care not to cause inconveniences to their users by providing an incomplete or out of date e-service, thus, sometimes they do not provide particular service if they are not able to provide continuous and timely delivery thereof. Such intentions are slightly less common in urban municipalities and they are present in 45.5% (20 out of 44 urban municipalities) of urban municipalities.

Table 2 shows the frequency of all indicators for the 11 e-services analyzed in this research.

Table 2 – Descriptive statistics of all indicators

	Descriptive statistics N=81	Descriptive statistics N=44 1=urban municipality	Descriptive statistics N=37 0=rural municipality
Indicator 1			
Frequency (%)			
1=does exist	21.0	34.1	5.4
0=does not exist	72.8	54.5	94.6
0.5=incomplete/irregular	6.2	11.4	0.0
Indicator 2			
Frequency (%)			
1=does exist	25.9	43.2	5.4
0=does not exist	61.7	45.5	81.1
0.5=incomplete/irregular	12.3	11.4	13.5
Indicator 3			
Frequency (%)			
1=does exist	35.8	45.5	24.3
0=does not exist	64.2	54.5	75.7
0.5=incomplete/irregular	0.0	0.0	0.0
Indicator 4			
Frequency (%)			
1=does exist	35.8	54.5	13.5
0=does not exist	55.6	38.6	75.7
0.5=incomplete/irregular	8.6	6.8	10.8
Indicator 5			
Frequency (%)			
1=does exist	30.9	45.5	13.5
0=does not exist	66.7	50.0	86.5
0.5=incomplete/irregular	2.5	4.5	0.0
Indicator 6			
Frequency (%)			
1=does exist	21.0	27.3	13.5
0=does not exist	77.8	72.7	83.8
0.5=incomplete/irregular	1.2	0.0	2.7
Indicator 7			
Frequency (%)			
1=does exist	22.2	25.0	18.9
0=does not exist	66.7	56.8	78.4
0.5=incomplete/irregular	11.1	18.2	2.7
Indicator 8			
Frequency (%)			
1=does exist	42.0	56.8	24.3
0=does not exist	55.6	40.9	73.0
0.5=incomplete/irregular	2.5	2.3	2.7

Indicator 9			
Frequency (%)			
1=does exist	17.3	25.0	8.1
0=does not exist	81.5	72.7	91.9
0.5=incomplete/irregular	1.2	2.3	0.0
Indicator 10			
Frequency (%)			
1=does exist	22.2	18.2	27.0
0=does not exist	70.4	68.2	73.0
0.5=incomplete/irregular	7.4	13.6	0.0
Indicator 11			
Frequency (%)			
1=does exist	3.7	4.5	2.7
0=does not exist	92.6	88.6	97.3
0.5=incomplete/irregular	3.7	6.8	0.0

From the analysis of the respective indicators it can be noted that the most common e-service is the *Application for Issuing and Monitoring Construction Permits* (indicator I8) which is provided by 42% of all municipalities in the Republic of Macedonia. Second and third most common e-services are *Publication of the Municipal Budget for the Current Year* (indicator I3) and *Publication of Minutes and Adopted Decisions of the Municipal Council* (indicator I4) provided by 35.8% of all the municipalities in the country.

Most common e-services in urban municipalities are: *Application for Issuing and Monitoring Construction Permits* (indicator I8) provided by 56.8% of all the urban municipalities in the Republic of Macedonia, followed by the *Publication of Minutes and Adopted Decisions of the Municipal Council* (indicator I4) with 54.5%, and the *Publication of the Municipal Budget for the Current Year* (indicator I3) and *E-form for Reporting Problems* (indicator I5) with 45.5%.

In rural municipalities, most common e-service provided by 27% of municipalities is the *Publication of Job Advertisements* (indicator I10), followed by the e-services of *Publication of the Municipal Budget for the Current Year* (indicator I3) and the *Application for Issuing and Monitoring Construction Permits* (indicator I8), both provided by 24.3% of rural municipalities.

Least common e-services in all municipalities in the Republic of Macedonia are the *Electronic Application for B-integrated environmental permit* (indicator I11), which is not provided in 92.6% of the municipalities (in fact, this e-service is present on the web-site of only 3 municipalities, 1 of which is a rural municipality – Rankovce and 2 are urban municipalities – Sveti Nikole and Shtip), the *Property Tax Return Forms* (indicator I9) with 81.5% and the *Possibility for Submitting Questions to the Mayor* (indicator I6) with 77.8%. Surprising is the fact that least used e-service is the *Electronic Application for B-integrated environmental permit* since ZELS, apart from the software intended for all municipalities in the Republic of Macedonia for conducting the procedure for obtaining construction permit electronically, which is available to all municipalities through ZELS's portal *Information System for E-Building Permit* (www.gradezna-dozvola.mk) and which is the most used e-service in all municipalities, also provided a *Portal for Management of B-IPPC Permits and Environmental Studies* (<http://www.ekoloska-dozvola.mk>), whose destiny was completely different. This probably comes as a result of the lower awareness among local administration of the importance of this service for its citizens and businesses, as well as a result of the smaller pressure exerted by the local general public on the local self-government for provision of this service by municipalities electronically.

In urban municipalities, e-services not provided by the majority of municipalities are: *Electronic Application for B-integrated Environmental Permit* (indicator I11) which is absent from the web-site of 88.6% of urban municipalities, followed by the e-service of *Property Tax Return Forms* (indicator I11) and the *Possibility for Submitting Questions to the Mayor* (indicator I6), both absent from the web-site of 72.7% of these municipalities.

Similar to the situation with urban municipalities, the 2 least common e-services in rural municipalities are: *Electronic Application for B-integrated Environmental Permit* (indicator I11), which is absent from the web-site of 97.3% of rural municipalities, and the e-service of *Property Tax Return Forms* (indicator I9), which is absent from the web-site of 91.9% of these municipalities, and the third least common e-service is *E-forms for Reporting Problems* (indicator I5) with 86.5%.

E-services which can potentially cause the greatest problem for their respective users, if incomplete or out of date, are: *Publication of Public Procurement Procedures* (indicator I2), which is out of date in 12.3% of all municipalities, followed by the *Availability of E-mail Contact Information of Municipal Civil Servants* (indicator I7) with 11.1% and the *Publication of Minutes and Adopted Decisions of the Municipal Council* (indicator I4) with 8.6%.

Out of date e-services most common in urban municipalities are: *Availability of E-mail Contact Information of Municipal Civil Servants* (indicator I7), which is present in 18.2% of all urban municipalities, *Publication of Job Advertisements* (indicator I10) with 13.6% and *Timely Announcement of Council Meetings' Agenda* (indicator I1) and the *Publication of Public Procurement Procedures* (indicator I2) both with 11.4%, whereas in rural municipalities they include: *Publication of Public Procurement Procedures* (indicator I2) with 13.5% and *Publication of Minutes and Adopted Decisions of the Municipal Council* (indicator I4) with 10.8%.

What is interesting is that the e-service *Publication of the Municipal Budget for the Current Year* (indicator I3) is nowhere provided as incomplete or out of date, which means that it is either provided as complete and updated e-service or it is not provided at all. In urban municipalities, this situation is present in one more e-service, namely the *Possibility for Submitting Questions to the Mayor* (indicator I6), whereas in rural municipalities, this is the situation with the following e-services: *Timely Announcement of Council Meetings' Agenda* (indicator I1), *E-form for Reporting Problems* (indicator I5), *Property Tax Return Forms* (indicator I9), *Publication of Job Advertisements* (indicator I10) and *Electronic Application for B-integrated environmental permit* (indicator I11).

Table 3 shows the minimum, maximum and mean values of the three indices: I_{TR} , I_{CO} and I_{AP} , as well as the measure for deviation of their values from the mean values.

Table 3 – Descriptive statistics of indices:

I_{TR} , I_{CO} and I_{AP}

	Descriptive statistics N=81	Descriptive statistics N=44 1=urban municipality	Descriptive statistics N=37 0=rural municipality
$I1+I2+I3+I4$			
Minimum	0	0	0
Maximum	4	4	3
Frequency (%)			
0	37.0	13.6	64.9
1	25.9	27.3	24.3
2	22.2	34.1	8.1
3	11.1	18.2	2.7
4	3.7	6.8	0.0
k_{TR} for I_{TR}			
Minimum	0	0	0
Maximum	2	2	2
I_{TR}			
Minimum	-0.2	-0.2	-0.1
Maximum	4	4	3
Mean value	1.16	1.74	0.46
Standard deviation	1.17	1.13	0.77
$I5+I6+I7$			
Minimum	0	0	0
Maximum	3	3	3
Frequency (%)			
0	51.9	36.4	70.3
1	28.4	38.6	16.2
2	13.6	15.9	10.8
3	6.2	9.1	2.7
k_{CO} for I_{CO}			
Minimum	0	0	0
Maximum	1	1	1
I_{CO}			
Minimum	-0.1	-0.1	-0.1
Maximum	3	3	3
Mean value	0.73	0.95	0.87
Standard deviation	0.92	0.97	0.89
$I8+I9+I10+I11$			
Minimum	0	-0.1	0
Maximum	3	3	3
Frequency (%)			
0	45.7	31.8	62.2
1	27.2	31.8	21.6
2	23.5	36.4	8.1
3	3.7	0.0	8.1

4	0.0	0.0	0.0
k_{AP} for I_{AP}			
Minimum	0	0	0
Maximum	2	2	1
I_{AP}			
Minimum	-0.1	-0.1	-0.1
Maximum	3	2	2
Mean value	0.84	1.02	0.95
Standard deviation	0.90	0.83	0.79

The mean values of the indices for all web-sites amount to: $I_{TR} = 1.16$, $I_{CO} = 0.73$ and $I_{AP} = 0.84$, and having regard to the fact that their potential maximum values amount to 4, 3 and 4, respectively, (the sample reaches maximum values for the indicated indices of 4, 3 and 3, respectively) it is evident that the offer of all 11 e-services whose indicators make the indices according to the previously mentioned methodology should be promoted. However, since none of the municipalities have maximum value of their I_{AP} index and having regard to the great deviation of its mean value from the potential maximum, in future, as many municipalities as possible (and especially urban municipalities, because of the mean value of their I_{AP} index which amounts to 1.02 and having regard to their potential maximum values lower than the I_{CO} index, although it amounts to 0.95) should particularly introduce e-services which make the I_{AP} index, or the e-services from this research measured with the indicators I8-I11. This could be a relatively easy task if we take into consideration that for 2 of these 4 e-services, there are portals and applications that have already been developed and can be used free of charge in all municipalities the Republic of Macedonia (*Information System for E-Building Permit* - www.gradezna-dozvola.mk) and the *Portal for Management of B-IPPC Permits and Environmental Studies* - <http://www.ekoloska-dozvola.mk>).

On the other hand, rural municipalities should pay more attention to the implementation of the e-services whose indicators make the I_{TR} index, or the e-services which in this research are measured with the indicators I1-I4.

It means that urban municipalities should promote the functionality in relation to the provision of *Approvals, Permits and Other Services* to their users (through the offer and provision of *Applications for Issuing and Monitoring Construction Permits, Property Tax Return Forms, Publication of Job Advertisements, Electronic Application for B-integrated environmental permits*, but also other e-services with such functionality), whereas rural municipalities should promote the functionality concerning the improvement in *Transparency and Accountability* (through offer and provision of *Timely Announcement of Council Meetings' Agenda, Publication of Public Procurement Procedures, Publication of the Budget for the Current Year, Publication of Minutes and Adopted Decisions of the Municipal Council*, but also other e-services with such functionality).

The analysis of the values of standard deviations for all three indices can point out to larger deviation from the mean value: in urban municipalities concerning the I_{TR} index (Standard deviation = 1.13) and in rural municipalities concerning the I_{CO} index (Standard deviation = 0.89). This can be due to several reasons: different priorities of the local authorities when deciding which e-services are important for their users; larger deviations in the necessary resources for provision of these e-services, including finances, skills, knowledge, technical and organizational structure, etc; lack of clearly defined guidelines for setting the priorities when introducing e-services on local level based on clear, unambiguous and established criteria; lack of clear and written procedures for the ownership and management of services delivered by

municipalities to their users; different interests and needs of users from urban municipalities compared to users from rural municipalities, etc.

This situation can be significantly improved by greater exchange of experience between municipalities concerning the process of implementation of particular e-services, as well as by identification and dissemination of good practices from the world and from the municipalities in the Republic of Macedonia regarding the introduction of e-services on local level.

5.6 Concluding considerations and recommendations

- To intensify the introduction of e-services in urban municipalities. This will contribute towards the promotion of the functionality related to issuing Approvals, Permits and Other Services, whereas in rural municipalities, efforts should be made to intensify the introduction of services with the aim of promoting transparency and accountability towards citizens and companies. E-services should be primarily implemented in the area of utility, urban planning and inspection competences of municipalities, including both information services (for example, mandatory publication of the urban plans, calls for public discussion regarding the initiation of a procedure for development of a new urban plan, or information concerning certain issues within the inspection competences) and transaction services (for example, obtaining an extract from the urban plan, implementation of a completely electronic procedure for obtaining an approval for reconstruction of a building, development of construction land, changing the purpose of a building, placement of signs, commercials, advertisements, etc.). Both urban and rural municipalities should intensify the introduction of e-services which will enable end-users a greater interaction with the municipalities, carrying out complete online transactions, and if possible, their personalization. The starting point in this regard is the list of forms that the municipalities have (or do not have, but they should have) on their web-sites for downloading in electronic format, for which they should develop on-line applications (for those which are most frequently used by users). It is recommended that this process be under coordination and management of ZELS, who will maintain it and provide access to it to all municipalities in the Republic of Macedonia.
- To eliminate e-services which are incomplete or outdated. If the municipality cannot provide resources for a complete, timely and diligent delivery of the e-service, it is recommended that the particular e-service should no longer be offered. If the municipality decides to keep the particular e-service available to the public anyway, although it is not completely and regularly updated, then there should be, at all times, a clearly visible and unambiguous indication that the service is incomplete or out of date and that every user should be aware of the potential consequences that may arise from using such an e-service.
- All municipalities in the Republic of Macedonia, among the priorities for introduction of new e-services, should include both the services intended for citizens, and the services intended for businesses.
- Certain e-services which are already developed with public money, loans or programs funded by domestic or international organizations, should be replicated in other municipalities. Such is the case with the e-services: *Information System for E-Building Permit* , *Portal for Management of B-IPPC permits*, *Application e-municipality - report a problem*, as well as e-services being provided by other institutions on central and local level, such as: *The Portal for Managing Construction Land*

(www.gradezno-zemjiste.mk), the Portal for Electronic Management of Taxes (<https://etax-fl.ujp.gov.mk>), and others. Also, joint development of new e-services that would be available for use to all municipalities in the Republic of Macedonia and to their customers should be stimulated.

- The process of introducing new e-services should be used for transformation of the local administration into a local administration which focus of work will be placed on the customer (citizens and businesses) and on optimization of the service delivery processes and procedures on local level. E-service should in no way be considered as automation of the old and traditional manner of service delivery.
- To optimize processes and consequently, prepare adequate job systematization.
- To analyze the training needs of employees and to organize relevant training sessions.
- To promote exchange of experience between municipalities from the process of implementation of certain e-services.
- To identify and disseminate good practices from the world and from the municipalities in the Republic of Macedonia, in relation to introducing e-services on local level.
- Introduction of e-services should be promoted with a public promotional campaign via all media channels available targeting all potential service customers. All citizens in a particular municipality should be aware of the possibility for specific services to be used via the Internet. Apart from having high quality, e-services should be user-friendly, and what is more important, they should be advertised and their use should be encouraged.
- To adopt and implement clear privacy and security policies. The trust and confidence of customers, meaning to have e-services that are safe for use in terms of keeping, handling and processing personal information, is an important precondition for increased use of e-services.
- To establish a procedure for monitoring the level of use of services provided by each municipality covering both services delivered traditionally, and e-services.
- To establish a methodology for measuring the cost and benefit ratio from the introduction of e-services in municipalities and to implement it in each one of them.
- To develop a methodology for measuring customer satisfaction from the services of municipalities covering both services delivered traditionally, and e-services, and to introduce such measurements and publication of their results as a regular practice.
- To carry out an analysis on the demand for delivery of particular services in parallel (both traditionally and electronically) and possible mandatory use of certain services only electronically.
- To ensure availability of the necessary ICT infrastructure for citizens and businesses who lack such infrastructure for using the respective e-service or to ensure necessary mechanisms (Internet contact points for using the e-services of municipalities which will be publicly available and free of charge together with the necessary assistance and support for overcoming the problems related to insufficient e-skills of users) for using them freely.

VI. KEY FINDINGS FROM THE SURVEY AND THE FIELD VISITS TO THE MUNICIPALITIES

In order to perform triangulation³⁴ of the data, apart from the desk research data, other data were collected from the survey conducted in the municipalities and the field visits to 5 municipalities in the Republic of Macedonia. This method provides verification of findings through comparison. Apart from using several different research tools (interviews, questionnaires, on-line monitoring of web-sites, report analysis, legal and policy documents), attention was paid to having the analysis prepared by a multidisciplinary team of researchers composed of an expert in the field of public administration reforms, a political scientist, IT-expert and human resources expert.

The **survey** was conducted based on a structured questionnaire for analysis of the current situation concerning the provision of local (public) e-services and the obstacles encountered by e-service users. The number of public local services available on-line and the use of on-line public services by citizens and businesses were the two key indicators in measuring the current situation in the municipalities. The purpose of the survey was to assess the justifiability of developing new local e-services, to identify the opportunities for automation of new local e-service development and delivery procedures, including the following organizational factors (internal and external): efficiency and effectiveness in the exchange of information and data, integrated organization of the service and individualization of the service in accordance with customers' needs, necessary cooperation between the institutions within the same and between different levels of authority, rules and regulations regulating service delivery. The survey questionnaire was completed by 37 municipalities.

Field visits were paid to 5 local self-government units in the period between 10.10.2014 and 23.11.2014. They covered the municipalities of Tetovo, Cheshinovo-Obleshevo, Veles, Dojran and Karposh. The purpose of the field visits was to verify the findings from the survey and from the desk research.

6.1 Statistical sample of municipalities that responded to the questionnaire

The structured questionnaire was delivered to all municipalities in the Republic of Macedonia. Out of total of 80 municipalities and the City of Skopje, 37 municipalities completed the questionnaire.

The analysis on the municipalities that responded to the questions in the questionnaire shows that the questionnaire can be considered as representative, since it has a geographical coverage of all planning and statistical regions, as well as in terms of urban/rural local self-government units, and also it provides coverage concerning the number of population as the questionnaire was filled in by small municipalities with up to 5,000 inhabitants, municipalities with 5,001 to 25,000 inhabitants, municipalities with 25,001 to 50,000 inhabitants and municipalities with more than 50,000 inhabitants.

³⁴Triangulation is about looking at things from multiple points of view, a method "to overcome the problems that stem from studies relying upon a single theory, a single method, a single set of data ... and from a single investigator" Source: Mikkelsen, B. (2005) *Methods for Development Work and Research*, Sage Publications, Thousand Oaks, CA, page 96

Planning and statistical region	Urban/Rural
Vardar Region	5= 2 U+3 R
East Region	8= 5 U+3 R
South-West Region	6= 3 U+3 R
South-East Region	7= 3 U+4 R
Pelagonija Region	3= 1 U+2 R
Polog Region	5= 2 U+3 R
North-East Region	2= 1 U+1 R
Skopje Region	5= 4 U+1 R

The following municipalities submitted a completed questionnaire:

Number of municipalities	Municipality
1.	Bogdanci
2.	Bosilevo
3.	Chashka
4.	Centar Zhupa
5.	Gevgelija
6.	Gjorche Petrov
7.	Gostivar
8.	Jegunovce
9.	Kriva Palanka
10.	Lozovo
11.	Karposh
12.	Brvenica
13.	Aerodrom
14.	Vasilevo
15.	Chucher Sandevo
16.	Kavadarci
17.	Berovo
18.	Delchevo
19.	Bitola
20.	Dolneni
21.	Kichevo
22.	Kochani
23.	Konche
24.	Krivogashtani
25.	Pehchevo
26.	Plasnica

27.	Rankovce
28.	Vinica
29.	Zrnovci
30.	Novo Selo
31.	Tearce
32.	Vevchani
33.	Makedonski Brod
34.	Kisela Voda
35.	Negotino
36.	Shtip
37.	Struga

The questionnaire used in the survey is a structured questionnaire composed of 114 questions divided in the following 6 thematic areas:

a) General questions – related to variables such as the number of population and the number of employees in the municipality. This set of questions was important for the findings in terms of identifying the disparities between smaller, medium and larger municipalities.

b) E-services – questions concerning the web-site of the municipality, the number of visitors, communication tools on the web-site and electronic archive. This set of questions also incorporated the question concerning the need of new e-services which should be provided by the municipality.

c) EU services - Having regard to the EU Common List of Basic Public Services that the country has to harmonize with, questions were included about EU-services which fall within the competence of municipalities in the Republic of Macedonia, such as: construction/building permit, e-taxes, public libraries, environmental permits and public procurement.

d) Human resources – general questions concerning human resources, existing capacities of the departments and offices for human resources and ICT, as well as needs for developing (strengthening) the competences, skills and knowledge for e-service delivery.

e) State of the infrastructure - a set of questions to obtain information concerning the ICT infrastructure, number of computers, network connections, employees' access to Internet, etc.

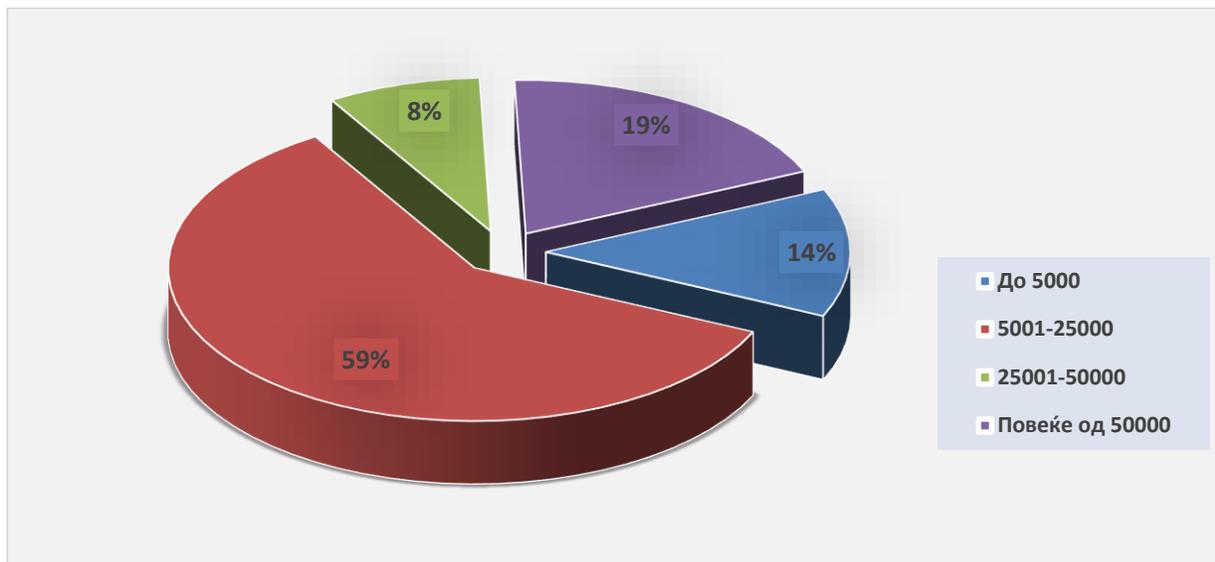
f) Challenges in the field of e-services – financial challenges, access and skills, technical challenges and organizational and administrative challenges.

6.2 Key findings from the survey

a) Demographic data and number of employees in the municipal administration

The survey sample is representative and provides a foundation for analyzing the potential *digital disparity* between small, medium and large municipalities. Interesting is the fact that 59% of the municipalities which have filled in the questionnaire have between 5,000 and 25,000 inhabitants, whereas the smallest percentage (8%) are municipalities which have between 25,001 and 50,000 inhabitants. Comparative overview of the categorization of municipalities based on the number of inhabitants is given in the following chart.

Chart 1 Number of population in your municipality

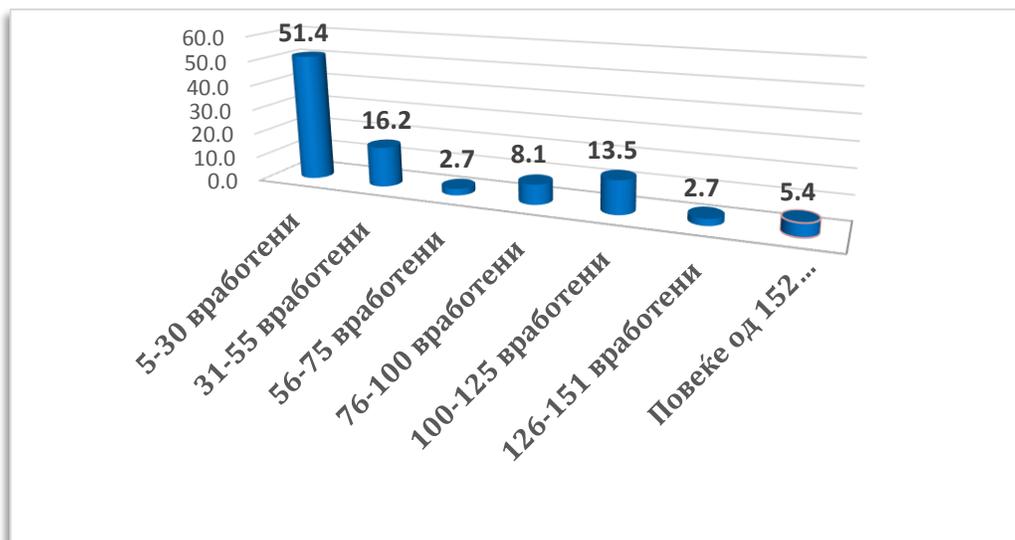


Blue: Up to 5000, Violet: More than 50000

Source: Study on existing e-services on local level and the needs and possibilities for introducing new ones, November 2014

One of the basic preconditions for service quality and transformation of local services into e-services is the capacity of the municipal administration. Half of the surveyed municipalities have 5 to 31 employees, whereas the other half belongs to the other 6 categories. (Chart 2).

Chart 2 Number of employees in the municipal administration



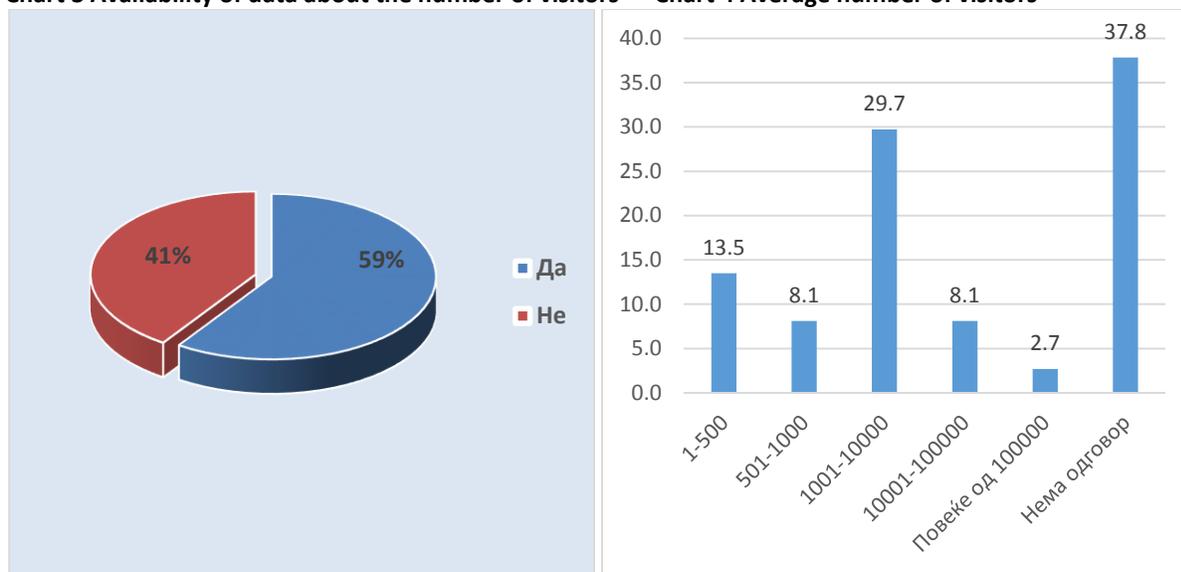
Source: Study on existing e-services on local level and the needs and possibilities for introducing new ones, November 2014

b) E-services

When asked whether they have data on how many people visited their web-site, 41% of the municipalities responded that they do not have such data (Chart 3). This is an important question because without these

data the municipalities would not have a clear picture about the "digital capacity" of the population as a starting point for increasing the level of sophistication of the services provided via the web-site. If we analyze the same question through the variable about the number of inhabitants, it can be concluded that small municipalities (up to 5,000 inhabitants) and the municipalities with 25,000 to 50,000 inhabitants, which do not have such data, constitute 60% of all municipalities, whereas municipalities with over 50,000 inhabitants constitute only 10%. On average, the web-site of a municipality has between 1,000 and 10,000 visitors per month (Chart 4).

Chart 3 Availability of data about the number of visitors **Chart 4 Average number of visitors**



Blue: YES, Red: NO

Source: Study on existing e-services on local level and the needs and possibilities for introducing new ones, November 2014

Although the number of visits can be an indicator of the interest among citizens for e-services, this data should be carefully interpreted since these numbers can be a result of the digital gap between citizens, the lack of will to be provided with services in a manner different from the traditional, but also a result of the quality of contents on the web-sites of municipalities.

When asked which instruments are used by the municipality to communicate with citizens via the web-site, there is a balanced use of various instruments; however, most common is the communication via e-mail with the Mayor, e-mail of the municipality, publishing information, and a small number of instruments which enable direct communication, such as forums, mobile phone applications, etc. (Chart 5).

Chart 5 Communication with citizens

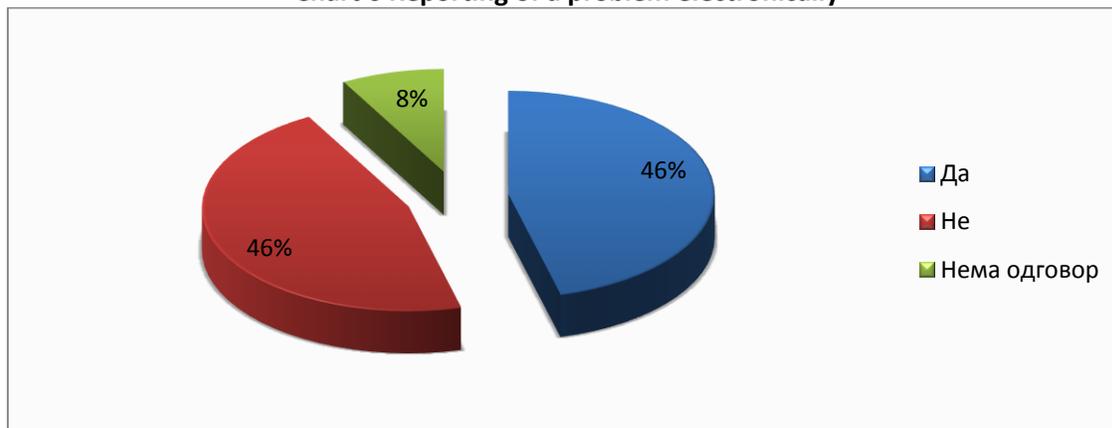


By giving specific services; by enabling civic participation; by surveying public opinion; by publishing public information; two-way communication with the citizens; by informing the citizens on current...; by newsletter subscription; by e-mail and contacts with public enterprises; by e-mailing members of the Council; by e-mailing the Mayor; by e-mailing members of the steering.....; by e-mailing members of the steering.....; by a forum; with mobile applications; with live chat; with general e-mail address; with a contact form.

Source: Study on existing e-services on local level and the needs and possibilities for introducing new ones, November 2014

46% of the surveyed municipalities have the “Report a problem” tool on their web-site (Chart 6). From the field visits it was established that this tool is one of the most practical tools for connecting the local self-government and citizens. This instrument is invaluable for timely identification of bottlenecks in the delivery of local services, but also for encouraging mapping and redesigning of processes and the attitude of the local administration towards citizens.

Chart 6 Reporting of a problem electronically

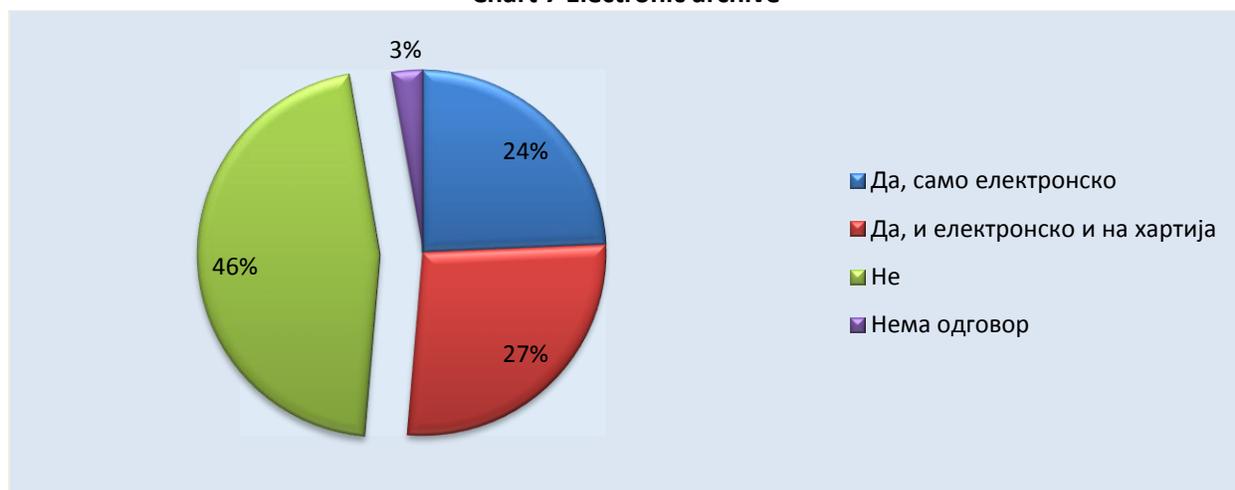


Blue: YES, Red:NO, Green; NO ANSWER

Source: Study on existing e-services on local level and the needs and possibilities for introducing new ones, November 2014

When asked whether they have electronic archiving in their municipality, almost half of the municipalities responded that they do not have an electronic archive (Chart 7). This fact is particularly significant because the digital databases are an important precondition for transformation of conventional services into e-services, and also one of the key factors for initiating the process of transformation of certain services into e-services. This finding points out to the need for systematic digitalization of archives and databases, which would reduce the disparity between municipalities and would enable larger coverage of customers with certain local e-service on the whole territory of the country.

Chart 7 Electronic archive

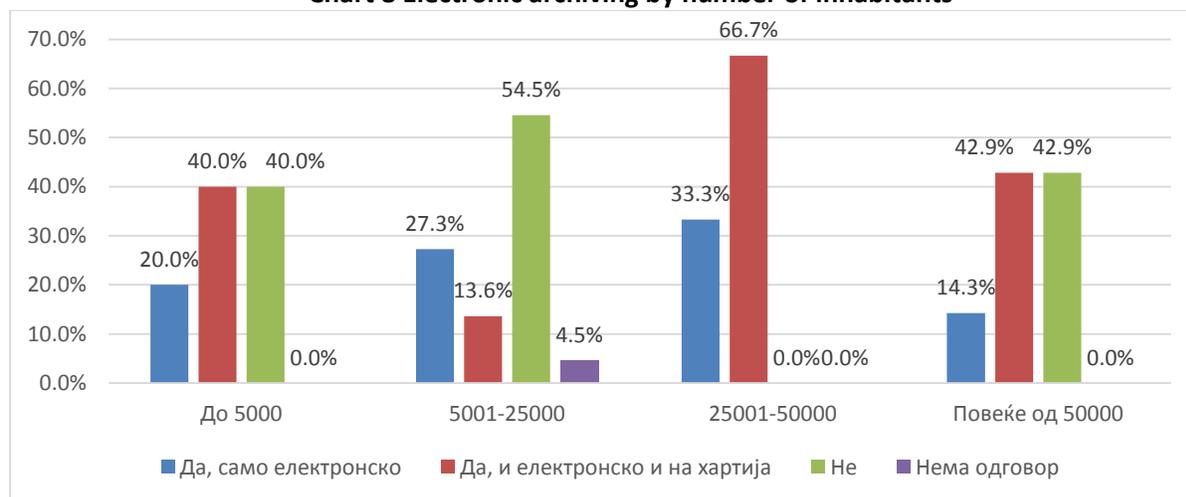


Blue: Yes, only electronically, Red: Yes, electronically and on paper, Green: No, Violet: No answer

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

Based on the findings it can be established that the lack of a digital database is a challenge and problem not only for small municipalities, but also for the large ones (Chart 8). The situation is most satisfactory in the municipalities with 25,000-50,000 inhabitants and all municipalities in this category have an electronic archive. These data show that the process of digitalization of local self-government units is not in direct correlation with the size of the municipality or the municipal administration.

Chart 8 Electronic archiving by number of inhabitants



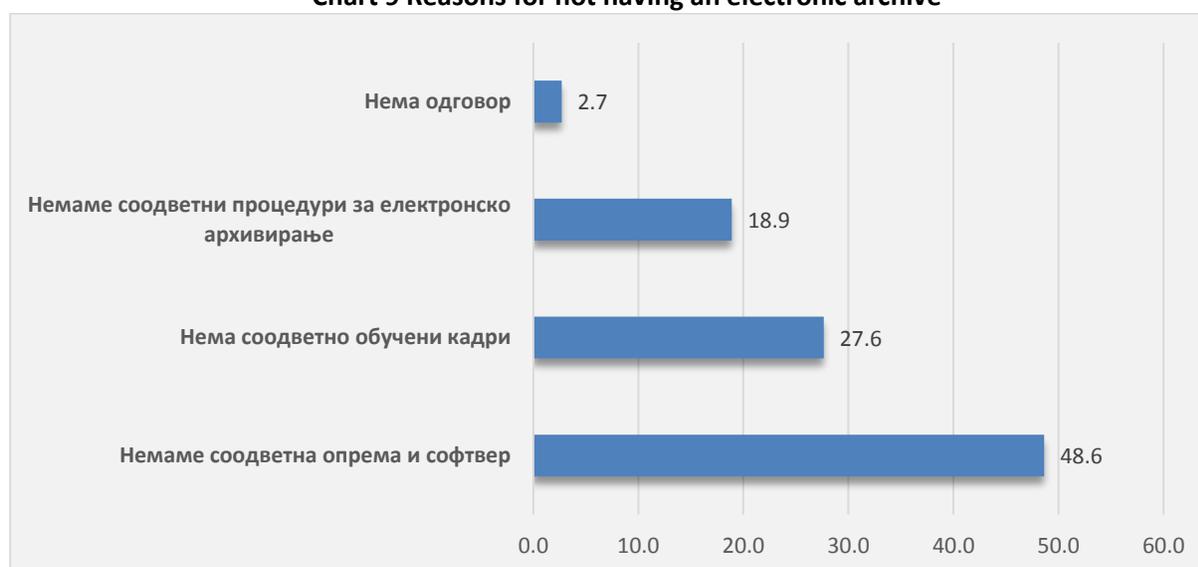
Blue: Yes, only electronically, Red: Yes, electronically and on paper, Green: No, Violet: No answer

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

When asked about the reasons, 49% of the municipalities indicated that they do not have adequate equipment and software, 28% do not have trained staff and 19% of the municipalities said that they do not have appropriate procedures for electronic archiving, which also points out to the level of intervention required for reducing the disparity between municipalities in this field (Chart 9).

These findings were verified through field visits. Namely, one of the municipalities had no electronic archive despite the fact that they had purchased adequate software. The lack of financial means for maintenance of the software was stressed as an essential obstacle for digitalization of the archive. The sustainability of these interventions is a serious challenge for most of the municipalities.

Chart 9 Reasons for not having an electronic archive



No answer; There are no appropriate procedures for electronic archiving; There are no trained employees; There is no appropriate equipment and software

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

c) Needs for new e-services

Maybe the most important question in this structured questionnaire is the question about the services that municipalities consider should be transformed into e-services. This question was formulated as an open-ended question in order not to influence directly on the municipalities by offering a set of answers. The findings in this part were derived from joint analysis of the data obtained through the field visits to 5 municipalities and the answers provided in the structured questionnaire. 10 out of the 37 municipalities failed to provide an answer to this question, including small municipalities with up to 5,000 inhabitants and urban municipalities with up to 50,000 inhabitants. We can only assume that this "reservation" is a result of ignorance of the concept of digitalization of local services, lack of IT infrastructure, but also the assumption that maybe it is not worth investing in this field because of low interest of citizens to give up on the traditional manner of service delivery.

Most of the municipalities which responded to this question indicated that when it comes to digitalization, priority for the local administration is the declaration and payment of local taxes and fees with the purpose of increasing revenues through more efficient collection of local taxes and fees. On the other hand, for citizens, priorities when it comes to digitalization are the extracts from the urban plans.

From the field visits and from the survey it can be concluded that larger municipalities are interested in being transformed into points of single contact with citizens concerning the services related to the social sphere (care, assistance, insurance); however, they indicated that it is necessary to work on the process of interoperability between institutions on central and local level.

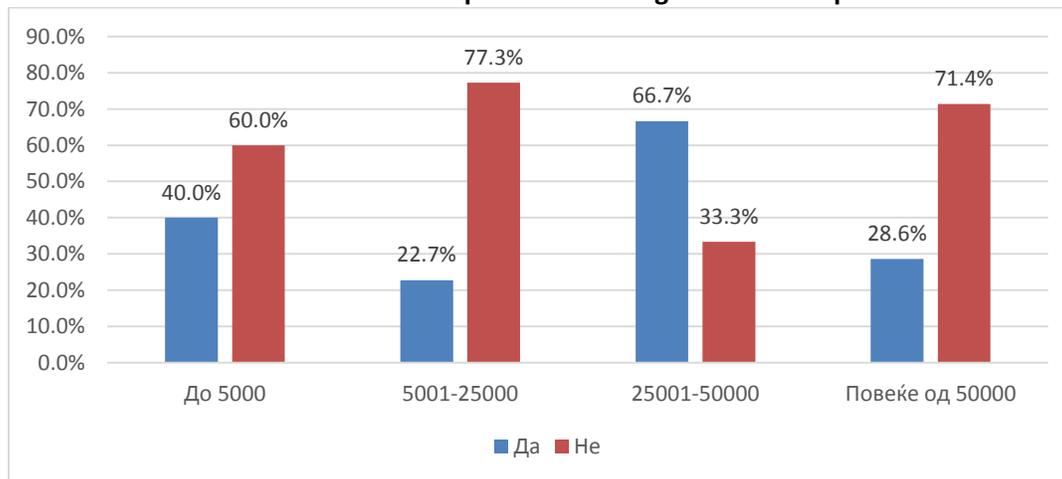
Also, the need for digitalization of the process of applying for and issuing of licenses for road transport and taxi services was pointed out. Concerning other services, according to the municipalities, priorities were: approvals for change of address, death/birth/marriage certificates, registration of tourists, procedure for obtaining energy passports, reporting problems, etc. Other services which could be digitalized and mentioned by the municipalities: regular update of the web-sites with latest information about the services provided by the municipalities and the decisions taken by the local authorities, proactive publication of public information and offering free legal assistance to citizens (sale and purchase contracts,) Below is the graphic overview of the needs for new e-services.

d) EU services

Having regard to the aspiration to harmonize with the EU Common List of Basic Public Services, in this part of the analysis we concentrate on those services which fall within the competence of the municipalities in the Republic of Macedonia: construction permits, e-taxes, public libraries, permits in the field of environment and public procurement.

When asked whether the web-site of their municipality holds a link to the portal for electronic application for construction permit (administered by ZELS), 35% of municipalities responded positively. It is interesting that smaller municipalities with up to 5,000 inhabitants have higher percentage of links to this web-portal compared with municipalities which have more than 50,000 inhabitants and municipalities with 5,000 to 25,000 inhabitants, whereas 2/3 of the municipalities with 25,000-50,000 inhabitants had links to the web-portal (Chart 10).

Chart 10 Link to the web-portal for issuing construction permits



Blue: YES, Red: NO

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

When asked whether their municipality provides the service of e-taxes, 86.5% of the surveyed municipalities responded negatively. (Chart 11).



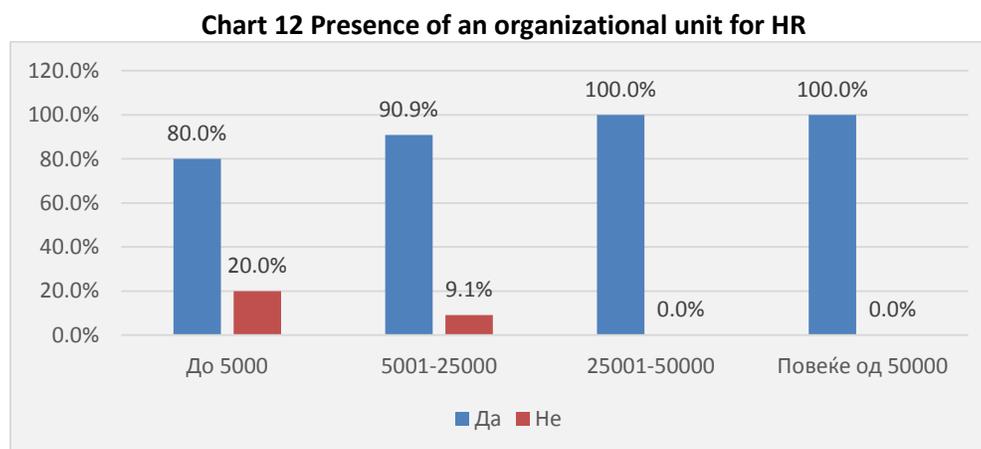
Blue: YES, Red: NO, Green: No answer

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

Also, regarding B-environmental permits and studies in the field of environment, only 10% of municipalities have link to the appropriate web-portal.

e) Human resources

When asked whether there is a human resources sector/department/office in their municipality, 91% of municipalities responded Yes. However, in some of the municipalities, these job positions are still not filled in. Human resources management is mainly reduced to administration of personnel records, and it is less focused on analysis and redesign on the internal management and administration processes.

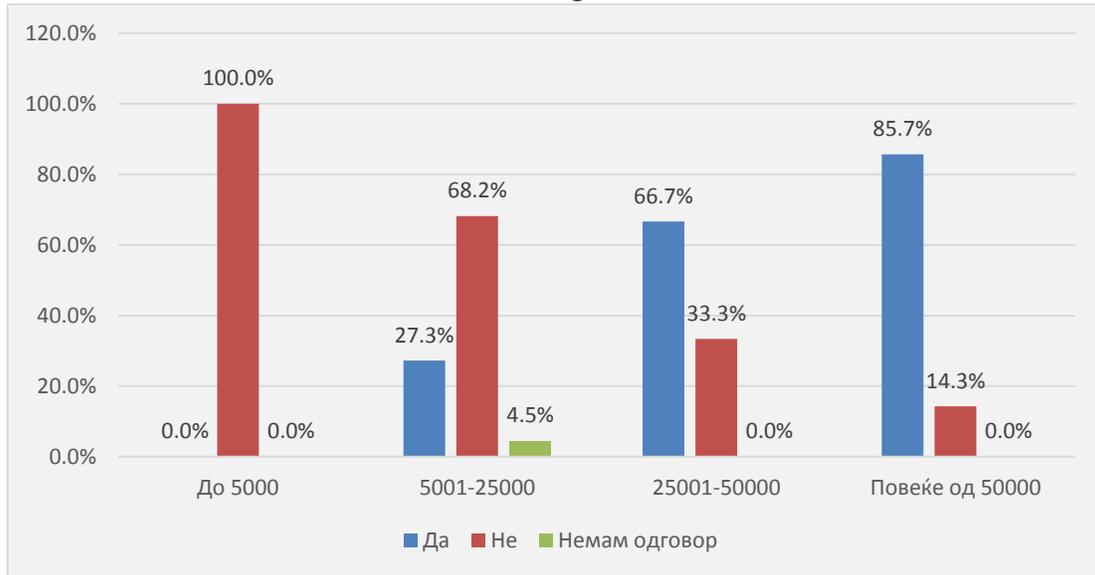


Blue: YES, Red: NO

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

When asked whether they have an ICT department (office) or employees at an ICT-related job position, 38% of the municipalities responded negatively. Municipalities with up to 5,000 inhabitants do not have an employee responsible for ICT, and in most cases, municipalities that have ICT departments are those with more than 50,000 inhabitants (Chart 13).

Chart 13 Presence of an organizational unit for ICT

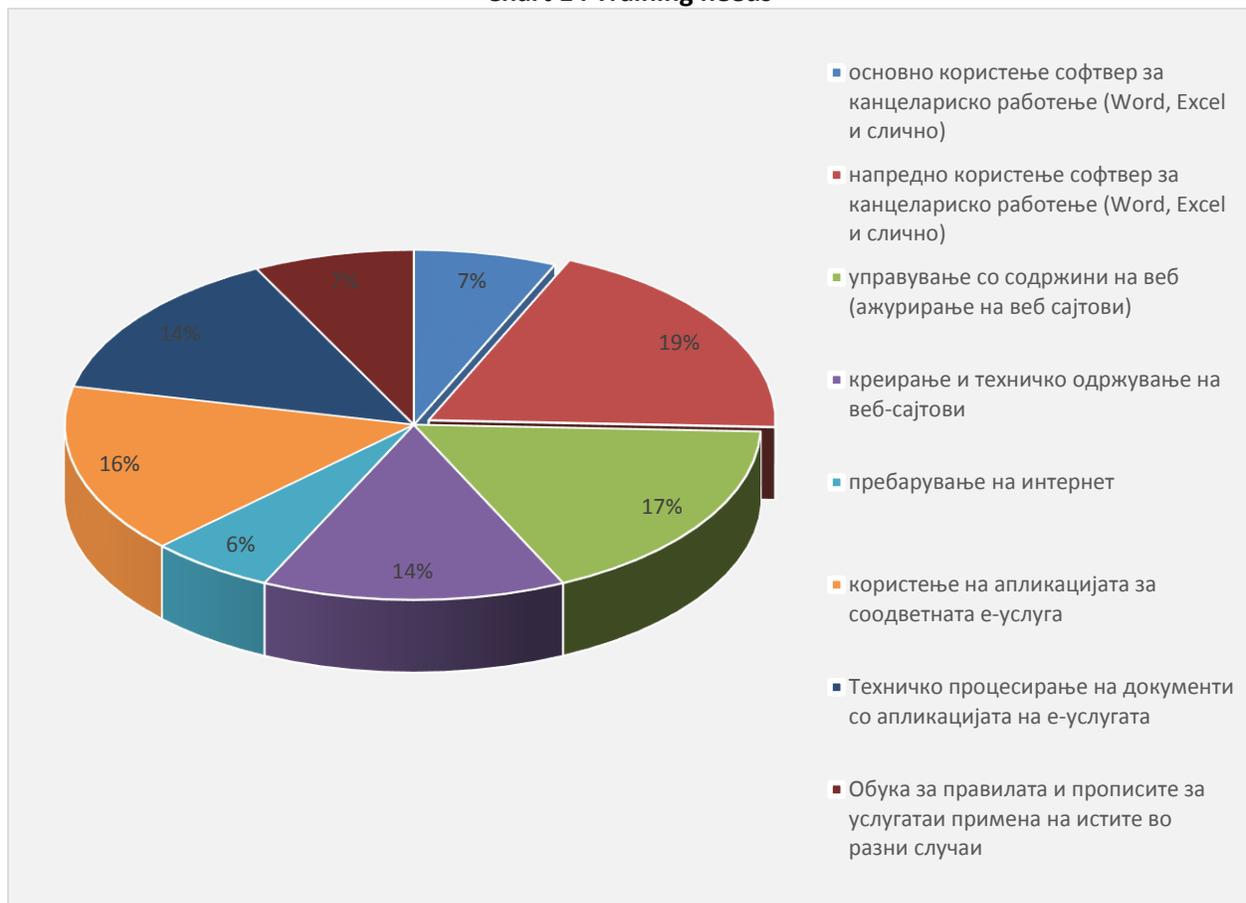


Blue: YES, Red: NO, Green: No answer

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

The different capacities of municipalities are also reflected in the responses to the question about priority trainings. Namely, 19% of the municipalities consider that their employees need training in the field of advanced use of office software (Word, Excel, etc.), 17% consider they need training on web-site content management, 14% need training in the field of technical processing of the application and the same percentage of municipalities consider they need training in the field of web-site development and maintenance, 7% of the municipalities consider they would need training on the rules and regulations regarding the service and their application in practice (Chart 14).

Chart 14 Training needs



Red: advanced use of software for office work; Green: managing web content; Violet: developing and technical maintenance of web sites; Blue: Internet search; Orange: using the application for an appropriate e-service; Dark blue: technical processing of documents with the application for the e-service; Brown: training on rules and procedures for the service and its application in different situations

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

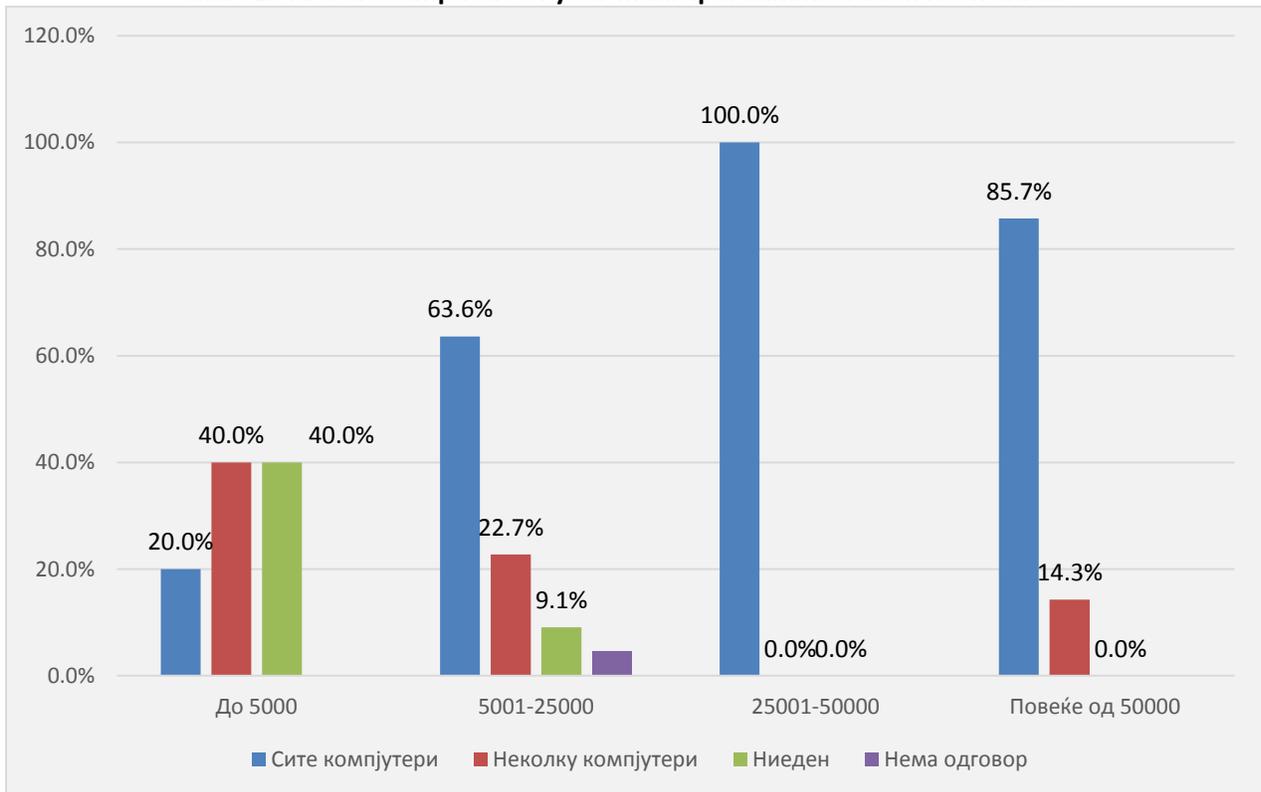
E. State of the ICT infrastructure

Important precondition for transformation of the traditional services is interoperability, which apart from transformation of the so called work processes, also implies connecting municipal administration computers into a network.

Two thirds of the municipalities covered by the survey have all computers in the municipal administration networked, whereas one third of the municipalities have only few networked computers or they are not networked at all.

This challenge concerns mostly smaller municipalities with up to 5,000 inhabitants (40% are not networked) and municipalities with up to 25,000 inhabitants which are not completely networked, i.e. 31% are not completely networked and 9.1% are not networked at all (Chart 15).

Chart 15 Are the computers of your municipal administration networked?



Blue: all computers, Red: several computers, Green: none, Violet: No answer

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

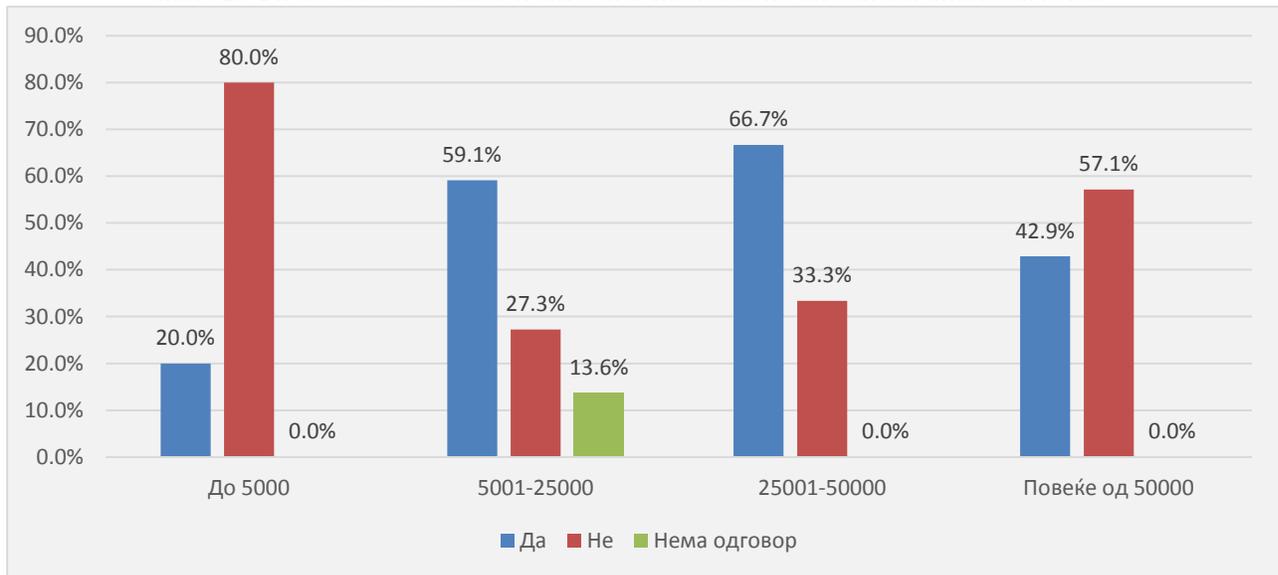
51.4% of the municipalities covered by the survey responded positively when asked whether they have access to the electronic databases of other institutions on central and local level.

Nevertheless, it can be derived from the data that 80% of smaller municipalities do not have access to electronic databases of other institutions on central and local level (Chart 16).

Having regard to the fact that we are talking about access to other databases (without financial implications), there is no substantive reason for having such disparity between municipalities.

Still 46% of municipalities provided no response when asked whether the accessibility to electronic databases is used in delivering e-services to citizens, 16% responded No, and 38% of the surveyed municipalities responded Yes.

Chart 16 Direct access to data from other institutions on central and local level



Blue: YES, Red: NO, Green: No answer

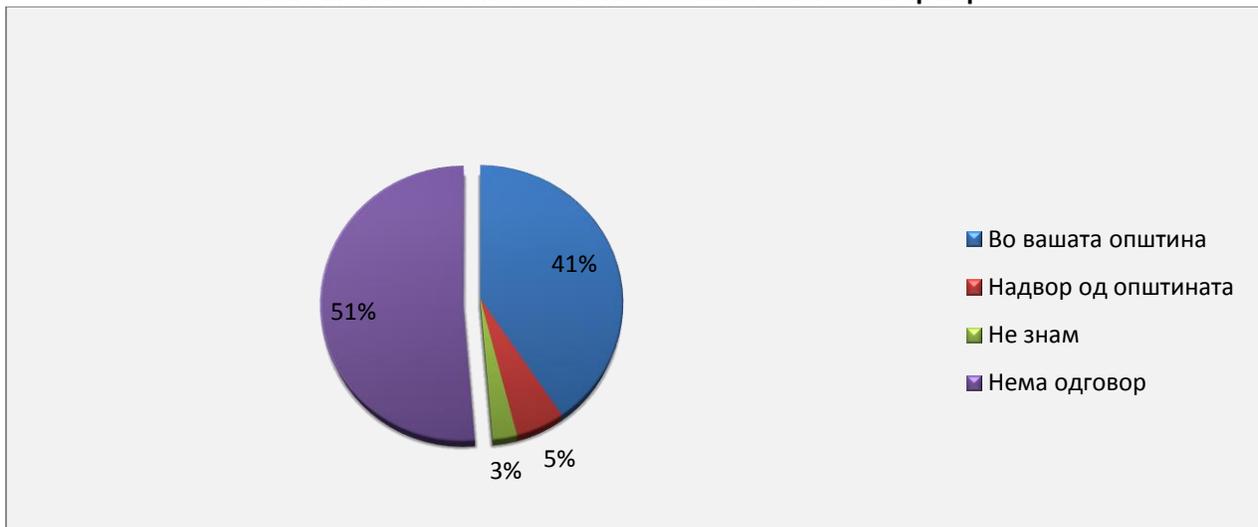
Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

92% of the municipalities responded that all employees have unlimited access to Internet and 8% of the municipalities did not provide an answer to this question.

The municipalities also responded to the question whether there are backup policies and procedures (protection against loss) in place for the entire electronic documentation. Namely, 57% responded positively, whereas 38% of the municipalities responded No.

A large portion of 51.4% of the surveyed municipalities failed to respond where do they keep the backup, 40.5% responded that the backup is kept in their municipality and only 5.4% of the municipalities responded that they keep their backup outside their municipality. (Chart 17).

Chart 17 Where is the electronic documentation back up kept?



Blue: In our municipality, Red: Outside of the municipality, Green: I don't know, Violet: No answer

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

F. Challenges in the field of e-services

Based on the data (Chart 18), it can be derived that the municipalities face a lot of challenges in terms of planning, financing, institutional capacities and organizational culture in the administration, but also in terms of lack of adequate skills on the part of the citizens. All challenges will be explicitly listed because there is no doubt that without them being addressed by the different institutional actors on central and local level, it is impossible to have a holistic approach in transforming traditional services into e-services.

Horizontal and vertical coordination - 46% of the municipalities consider that the lack of horizontal and vertical coordination is a challenge. These findings were verified during the field visits when the problem of the work processes which are incompatible, not only on vertical, but also on horizontal level, in the municipalities themselves, was emphasized.

IT skills of the citizens – 46% of municipalities consider that the IT skills of the citizens in the municipality pose a barrier for the transformation into e-services. Namely, during the visits it was emphasized that the lack of skills among service users will result in a situation where there will be no interest in e-services.

Costs for the development of e-services - 50% of the surveyed municipalities think that these costs are too high and are one of the crucial challenges for digitalization of services, i.e. most of the municipalities do not have financial capacities to deliver e-services independently.

Difficulties in the application – 43% of the surveyed municipalities consider that the municipal administration will face difficulties in the development and delivery of the new e-services.

Financial justification - 38% of the municipalities believe that at the moment there is no financial justification for digitalization of services. It means that the costs for delivery of these services are higher than the benefit from the e-services.

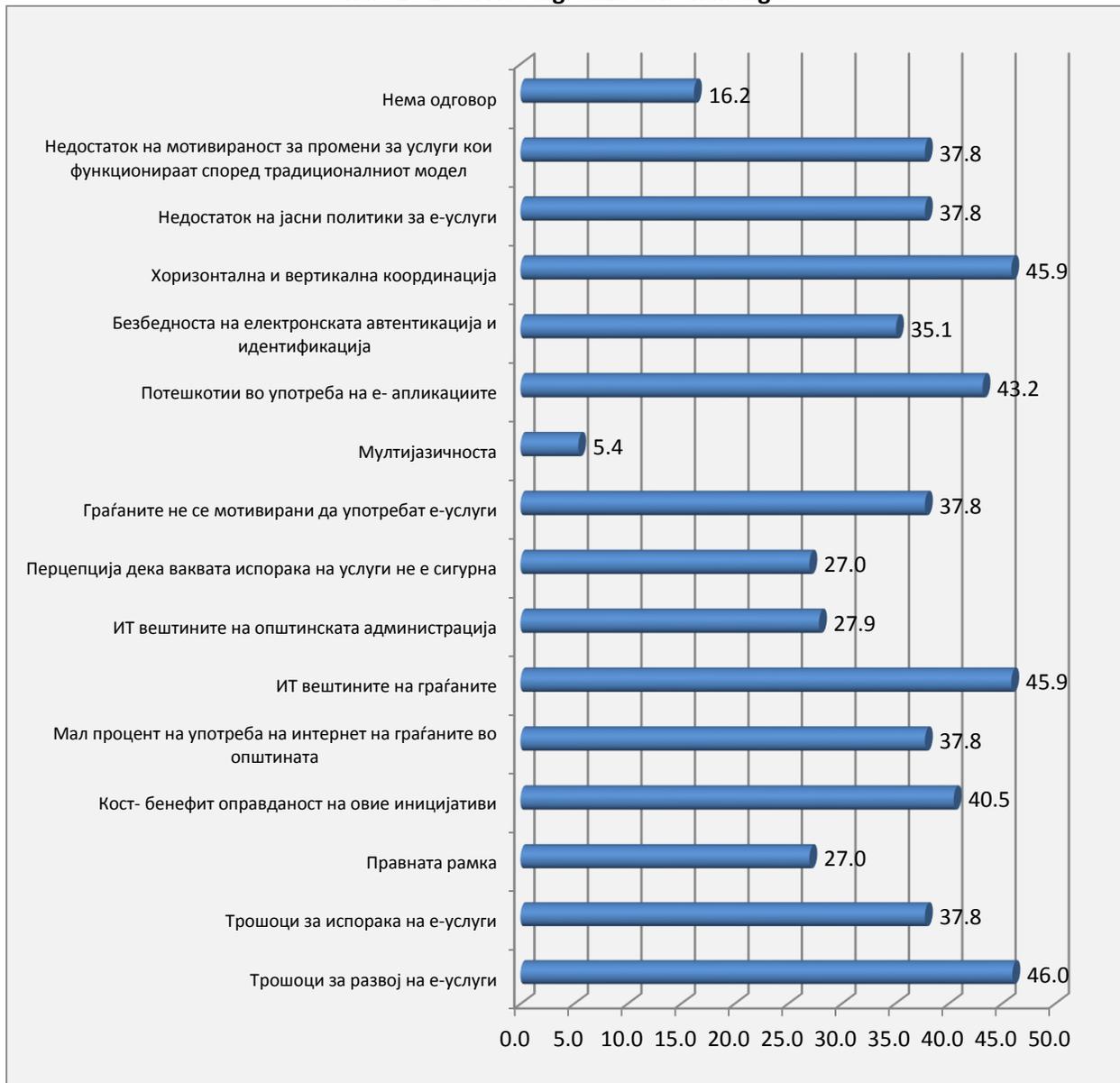
Citizens are not motivated to use the e-services – Around 40% of the municipalities indicated that the motivation of citizens to use e-services poses a serious challenge to their municipality. These observations were verified during the field visits when it was emphasized that citizens prefer direct contact with the municipal administration.

IT skills of the municipal administration – Around one third of the surveyed municipalities indicated that the municipal administration lacks the necessary skills for transformation of traditional services into e-services.

Legal framework – Around 27% of the municipalities indicated that the legal framework needs to be improved, or that the legal framework poses a barrier or challenge.

Perception that e-services are not reliable – Certain percentage of the municipalities (27%) consider that e-services are not reliable. This perception was also confirmed during the field visits.

Chart 18 E-service digitalization challenges



No answer; Lack of motivation for changing traditional services; Lack of clear policies for e-services; Horizontal and vertical coordination; Security of electronic authentication and identification; Difficulties in using e-applications; Multiple languages; Citizens are not motivated to use e-services; There is a perception that such delivery of services is not secure; IT skills of the municipal administration; IT skills of the citizens; Low use of Internet in the municipality; Cost-benefit justification of these initiatives; Legal framework; Costs for delivery of e-services; Costs for development of e-services.

Source: Study on existing e-services on local level and the needs and possibilities for introducing new e-services, November 2014

6.3 Conclusions

- There is no local service for which there is general consensus for its transformation into e-service;
- There is no unified perception concerning the need of holistic approach for delivery of a set of services through points of single contact for the citizens. In larger municipalities, priority are services which are most demanded and which are provided by the central government, and for which the municipality would only be the point of single contact for the citizens, while smaller municipalities face challenges for redesigning the so called working processes with primary impact on the efficiency of administration;
- It is evident that there is lack of funds for research and development of ICT and of appropriate network infrastructure, as well as lack of skills and competencies for ICT and lack of organizational culture for transforming services into e-services;
- Municipalities have dilemmas over the justifiability of investments in e-service digitalization since, at least at the moment, the majority of citizens prefer the traditional model of service delivery through direct contact with the administration;
- The work processes in the municipalities are not matured (there isn't horizontal and vertical interoperability);
- It can be established that larger municipalities show readiness and will to act as points of single contact with citizens for services which are most demanded by citizens, regardless if they are central or local;
- The analysis of the internal processes and achievement of complete horizontal sector interoperability and service personalization is a process that can take several years. Characteristic example is the municipality of Veles which during several years carried out an analysis of 170 processes, 40 of which are mapped and redesigned and 15 are available on-line at the moment. However, there is evident difference between the municipalities in their capacity for redesigning these processes (usually, unfilled vacancies in the job systematization, inadequate description of the work tasks, etc.);
- Although there is common conviction that digitalization will reduce the burden on the administration and will increase the efficiency in service development and delivery, most of the municipalities at this moment are not ready to start with a systematic implementation of this process. During this, the main factor for their reservation is the financial sustainability of the investment and generally the limited financial resources which they have available and which need to be invested in order to cover other issues of higher priority for citizens.

VII. KEY FINDINGS FROM THE SURVEY OF CITIZEN SATISFACTION WITH LOCAL SERVICES

According to the *Methodology on Monitoring the Implementation of the Program on Decentralization and Development of the Local Self-Government 2011 – 2014* (adopted by the Government of the Republic of Macedonia in November 2012), in November 2014 the Ministry of Local Self-Government conducted a Survey of Citizen Satisfaction with Local Services. The purpose of the survey was to obtain comprehensive information about citizens' satisfaction with the functioning of the local self-government system in the Republic of Macedonia, more specifically about the delivery of services by local self-government units to citizens and businesses.

The survey was conducted by UNDP as part of the joint project with the Ministry of Local Self-Government titled *"Innovative Solutions for Better Access to Local Services"*. The specialized company GFK Skopje was hired to carry out the survey. It conducted face-to-face interviews in the homes of 1,000 respondents based on a representative sample by age, gender, ethnicity, place of residence and region. The survey was carried out in the period from 3 to 17 November 2014.

Findings related to local e-services

The results of the survey showed a relatively low level of citizens' awareness and knowledge of e-services, as well as of other innovative services of the municipalities. The responses indicate that citizens generally cannot make a difference between e-services and on-line information, etc.

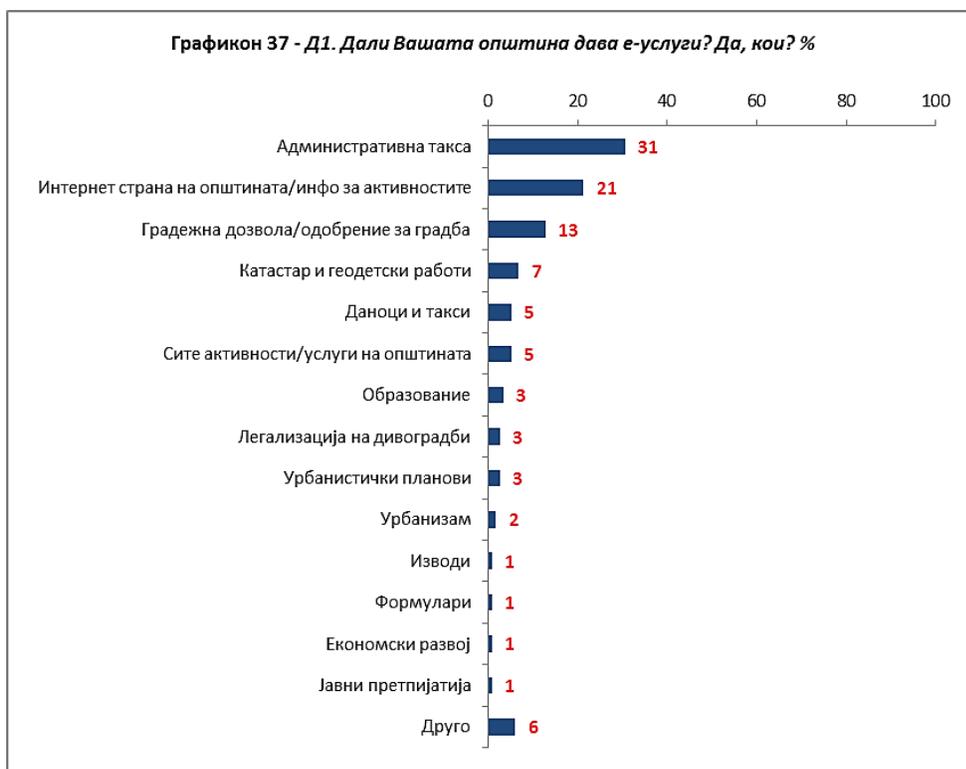
Majority of the respondents (61%) do not know whether their municipality provides e-services (*Chart 36*), 12% responded affirmatively, whereas 27% responded negatively.



From the respondents who responded that their municipality does provide e-services, 31% said that the e-service provided is concerning administrative fees, 21% concerning the web-site of the municipality/information about the activities, and 13% concerning construction permit/approval (*Chart 37*).

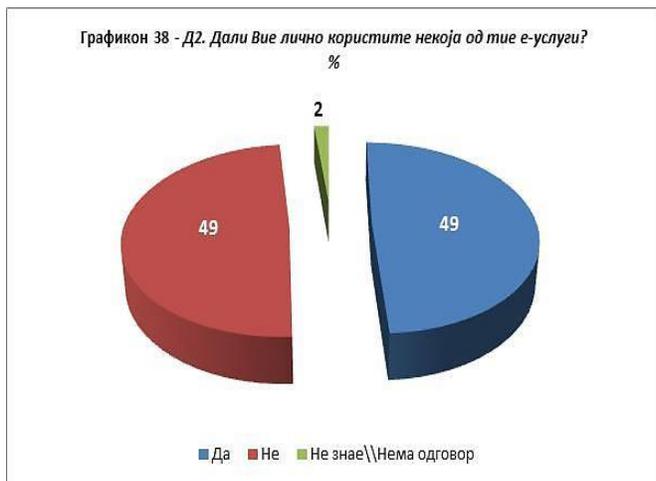
Smaller percentage of respondents mentioned services related to real estate cadaster and surveying activities, taxes and fees, education, legalization of illegally built properties, etc.

Blue: YES, Red: No, Green: Does not know/No answer



Administrative tax; Information about the activities; Construction permit; Cadaster and surveying services; Taxes and levies; All activities/services of the municipality; Education; Legalization of unlawfully constructed buildings; Urban plans; Urban planning activities; Certificates; Forms; Economic development; Public enterprises; Other

Almost half of the respondents (49%) who confirmed that their municipality provides e-services, responded that they use these services (Chart 38).

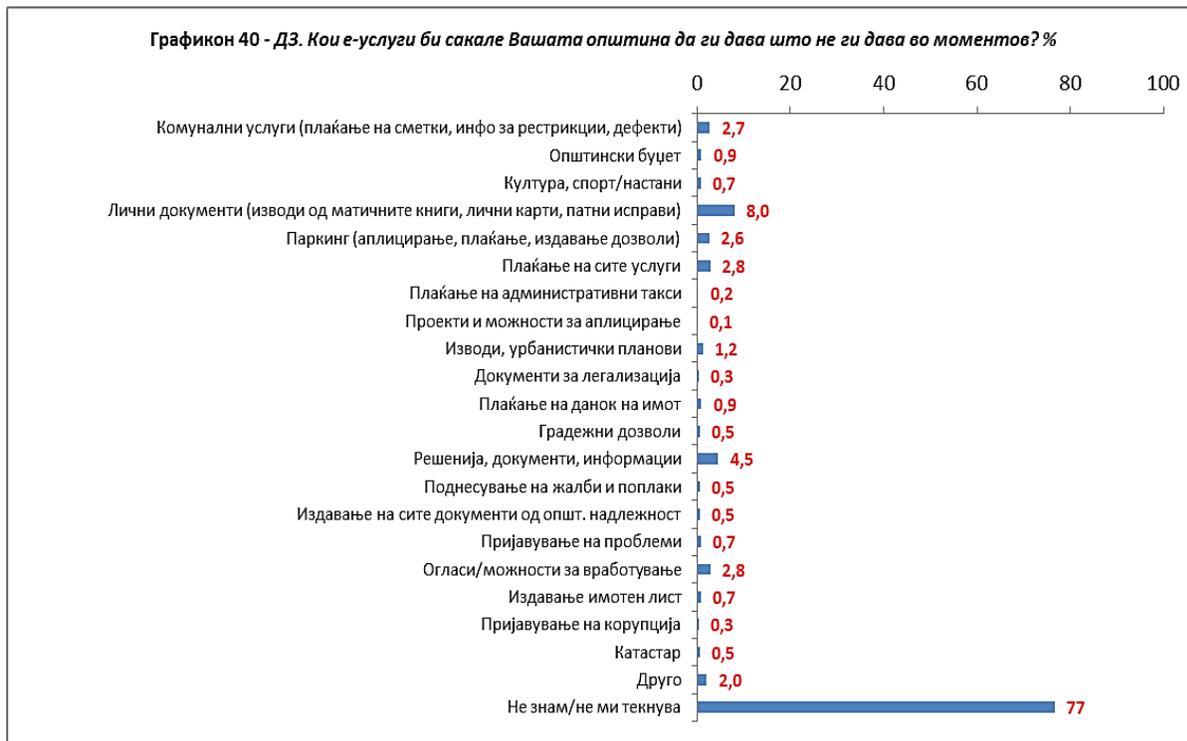


Regarding which particular e-service they personally use, 52% said they use the service for paying administrative fees, 24% use the website of the municipality and the information about the activities, while only 3% use the e-service for construction permit/approval (Chart 39).

Blue: YES, Red: NO, Green: Does not know/No answer

The majority of citizens (77%) do not know which e-services they would like municipalities to provide at the moment. From the remaining one third of surveyed respondents (23%), the largest percentage (8%) responded that they would like to be provided with an e-service for the personal documents, such as civil registry certificates, ID cards and passports, 4.5% responded that they would like to be provided with the

e-service about various decisions, documents and information without specifying them (for the other responses, see Chart 40).



Utilities (paying bills, information, announcements); Municipal budget; Cultural and sporting events; Personal documents and certificates; Parking; Paying for all services; Paying administrative taxes; Projects and application possibilities; Extracts from urban plans; Legalization documents; Property tax payment; Construction permits; Decisions, documents, information; Lodging appeals and complaints; Issuing all documents under municipal competence; Reporting problems; Vacancies/employment opportunities; Issuing property deeds (certificates of title); Reporting corruption; Cadaster; Other; I don't know

VIII. KEY FINDINGS FROM THE INTERVIEWS WITH EMPLOYEES IN THE RELEVANT MINISTRIES AND FROM CONSULTATION EVENTS

Several interviews and three workshops were organized in order to verify the findings presented in the Study among the relevant actors, including employees in the ministries who are members of the state commission for the e-services project, university professors, private sector experts, municipal officials, as well as employees of ZELS. Main issues covered in the discussions included:

- Key issues indicated in the "Inventory of Administrative and Other Local Services Provided by the Municipal Administration and Other Local Institutions";
- Verification of the findings from the municipal survey and from the field visits to the municipalities of Karposh, Tetovo, Veles, Dojran and Cheshinovo-Obleshevo;
- Verification of the findings from the analysis of the web-sites of all the municipalities in the country;
- Manner of development of citizen-centric e-services;
- Sharing of best practices for e-service delivery by local self-government units with focus on:
 - one-stop-shop system and points of single contact in the delivery of e-services; and
 - selected best EU practices for e-service delivery on local level.

Key findings and recommendations from the participants include:

- The existing Government services provided to citizens and to businesses by central state institutions (ministries) remain mainly traditionally organized, i.e. "top-down", what causes a serious administrative burden and delay, not only regarding their users, but also for the public administration institutions producing them.
- The majority of services are still not transformed into e-services, i.e. services provided via the Internet or an electronic network and whose nature in fact makes their delivery automated and requires minimum human intervention.
- In some cases, the information about the services are available on-line (first level of sophistication) and can be used by the users (second level of sophistication: one-way interaction);
- Lack of bylaws necessary for further promotion of interoperability between public administration institutions poses a big obstacle and hinders the secure exchange of data and the on-line interaction between public institutions while providing services to citizens and businesses;
- The points of single contact (one-stop-shop system) in the municipalities should offer integrated services/e-services both on central and local level;
- The preparation process for the existing services should be analyzed and simplified in order to transform them into e-services;
- The existing laws on public administration processes (regardless whether central or local) should be simplified/codified and amended by continuous implementation of modern tools, such as RIA, regulatory guillotine, cost and benefit analysis, etc.;
- The users of public administration services (regardless whether central or local) should be thoroughly consulted through surveys so that selected services transformed into e-services reflect their needs ("bottom-up" approach);
- The existing public administration services (regardless whether central or local) should be listed by priority before being transformed into e-services;
- The readiness of municipalities (technical, economic, electronic and political) should be thoroughly examined and assessed before investing in digitalization;

- The costs for transferring the services to the municipalities and for their transformation into e-services should also be thoroughly examined and assessed (municipalities should immediately carry out studies on assessment of e-service cost-effectiveness and potential sources of funding);
- The web-sites of the municipalities should have standardized portals for local services;
- Criteria should be developed for sorting the local services by priority in terms of their transformation into e-services.

All respondents agreed that these questions are of essential importance for the development of services on local level and that they should be reflected in this study, which can serve as a strategic policy document for the Government of the Republic of Macedonia.

IX. RECOMMENDATIONS

9.1 General recommendations

► Ensuring continuous political commitment to promotion of local e-service initiatives

Basic precondition for e-service development is a strong and continuous political commitment and support for relevant amendments to the legal and organizational frameworks, as well as to the information and communication technologies. The declared political will should be additionally proved by deeds with the following:

- ✓ Introduction of new laws and amendments to existing (abovementioned) laws, including their adoption by the Assembly;
- ✓ Introduction of new amendments to the existing bylaws and their adoption by the competent state institutions;
- ✓ Provision of necessary financial means for implementation of new processes.

► Filling in the gaps in the existing legal, institutional and organizational frameworks

As indicated above, the existing legal framework represents a fundament for building a system for e-service delivery to citizens and businesses by the local self-government units. However, it should keep up pace with new developments in society, new approaches in public administration oriented towards satisfying the needs of citizens, client-oriented practices and modern forms of administrative decision-making. Furthermore, the established delays and weaknesses should be overcome. More specifically:

- ✓ The Law on Electronic Management should be supplemented by adoption of new laws and additional administrative framework for promotion of administrative simplification and facilitation from the existing burdens in the laws and regulations;
- ✓ The already established administrative standards and successful solutions (the one-stop-shop system for opening a business)³⁵ should be supplemented with systematic efforts, such as:
 - Improving access to administrative services through territorial organization and their transformation into local e-services with the help of e-Government;
 - Timeliness of the administrative services (central and local) by streamlining and speeding up the administrative procedures;
 - Further elimination of the administrative burden by expanding the “Regulatory Guillotine” to the services for citizens;
 - Simplification of the procedure for paying administrative fees [on-site payments via all modern payment methods (cash payment, credit and debit cards, e-payment, etc.)];
 - Introduction of a strict rule that state authorities should obtain data from the official registries on their own and that in no case shall the citizens be required to provide data which are kept in official registries;
 - Further development of the one-stop-shop system for businesses through full implementation of the interoperability framework between relevant

³⁵This system in the Republic of Macedonia is among the best in the world (it is ranked on 6th position according to World Bank’s Doing Business Report.

ministries and state institutions, as well as having more services available on the Internet, such as:

- Social insurance contributions for employees
 - Value Added Tax (VAT)
 - Registration of a new company
 - Environmental permits
- Specification, standardization and optimization of administrative procedures and service performance accompanied by restructuring of working processes in order to enable introduction of adequate electronic solutions as a first step towards transformation of administrative services into e-services.

► **Filling in the gaps and completion of the existing technical framework**

Despite the abovementioned progress and development of information society in the Republic of Macedonia with the assistance of Ministry of Information Society and Administration (MISA) and the relevant competent public institutions (National Council for Information Society, Directorate for Personal Data Protection, Institute for Standardization, Agency for Electronic Communication, etc.), there are still problems and obstacles in the technical framework that need to be eliminated, such as:

- Delayed process of computerization – this includes setting of Internet infrastructure and basic ICT education of the population;
- Inconsistencies between the existing legal framework that supports the development and implementation of electronic services (for example, the legislation on electronic documents and management stipulates the use of electronic documents, but the legislation on higher education, value added tax, archive operations, etc., stipulates the use of revenue stamps, handwritten signatures, student record books on paper and “classic” documents);
- Important registers and e-services are not considered during planning (i.e. population register, waste register, environment pollution register, etc.);
- Interoperable services and documents are not promoted (i.e. driver’s licenses, passports, ID cards, etc.);
- Lack of a mechanism for e-service quality monitoring, as well as absence of a national customer-oriented portal;
- Low level of specification of administrative processes and procedures, as well as a low level of connectedness with the IT infrastructure.

Apart from these, more initiatives should be taken to fill in the existing gaps, like for example:

- Further development of “horizontal interventions” that will be provided by the Ministry of Information Society and Administration for all public administration authorities (such as a national web-portal for “e-administration”, e-applications, e-identifications, e-payment, e-delivery, etc.);
- Development of on-line services for the administrative authorities to have access to data from the relevant registers for the purpose of exchanging data, instead of requiring users (citizens and businesses) to submit documents;
- Completion of the interoperability framework by public administration authorities.

► Economic and financial considerations

Further development of e-Government systems and undertaking new initiatives in the field of services/e-services require stable and optimal financing, having regard to the fact that public funds are limited, e-Government projects prices and costs are relatively high and there is constant competition over the limited public finances with other key fields with high priority (i.e. healthcare, education, agriculture).

Therefore, the following sources for funding the interventions for e-Government should be contemplated:

- **Funds from the central budget**
The central budget shall remain the most dominant source of funding for the interventions of e-Government.
- **Public-private partnerships (PPP)**
The partnership between the public and private sector in the implementation of projects of public interest is a feasible funding alternative which is already applied in many countries in fields such as infrastructure, healthcare and education. This model can also be employed in the field of e-Government.
- **Donor support**
Donor programs and funds can be considered as the third source of funding e-Government initiatives.

EU is the largest donor in the Republic of Macedonia. EU member state donors include:

- ✓ France
- ✓ Germany
- ✓ Italy
- ✓ the Netherlands
- ✓ Great Britain

Other bilateral donors are Switzerland and the USA.

Multilateral donors are:

- ✓ the United Nations
- ✓ the Council of Europe
- ✓ the Organization for Security and Cooperation in Europe (OSCE)

Main creditors are:

- ✓ the Council of Europe Development Bank (CEB)
- ✓ the European Bank for Reconstruction and Development (EBRD)
- ✓ the European Investment Bank (EIB)
- ✓ the International Monetary Fund (IMF)
- ✓ the World Bank (WB)

IPA period

The Instrument for Pre-Accession Assistance (IPA) is the means by which the EU supports reforms in the "enlargement countries" with financial and technical assistance. IPA funds strengthen the capacities of the countries throughout the accession process, resulting in progressive, positive developments in the region.

IPA (2007-2013) – implementation is still underway³⁶.

It was designed to provide financial assistance through five channels (known as "components"):

- transition assistance and institution building
- cross-border cooperation
- regional development
- human resources development
- regional development.

IPA II (2014-2020)

Prepared in partnership with the beneficiaries, IPA II sets a new framework for providing pre-accession assistance for the period 2014-2020.

The most important novelty of IPA II is its strategic focus (Country Strategy Papers are specific strategic planning documents made for each beneficiary for the 7-year period) that will provide for a stronger ownership by the beneficiaries through integrating their own reform and development agendas. IPA II targets reforms within the framework of pre-defined sectors, such as:

- democracy and governance
- rule of law
- growth and competitiveness.

This sector approach promotes structural reform that will help transform a given sector and bring it up to EU standards. It allows a move towards a more targeted assistance, ensuring efficiency, sustainability and focus on results. IPA II also allows for a more systematic use of sector budget support. Finally, it gives more weight to performance measurement: indicators agreed with the beneficiaries will help assess to what extent the expected results have been achieved.

9.2 Recommendations for setting up a priority list of services that can be automated

The following recommendations for developing new e-services that will be provided by the local self-governments are based on the findings from the desk research, the consultation activities with the main actors, the Report on the Municipal Survey and the Report on the Desk Research of Municipal Web-sites.

More specifically, following the development of good practices and interventions for e-Government in the last decade, reflected in the adoption of the key primary legal framework, the implementation of specific projects, introduction of e-services for citizens and businesses in compliance with EU and international standards, and following the application of the relevant policies, the competent ministries and institutions in the Republic of Macedonia should be constructive in responding to the open issues and the existing

³⁶The IPA regulation for the period 2007-2013 ceased to apply on December 31, 2013

gaps in the political, legal, institutional and technical framework, further promoting initiatives in the field of electronic service delivery by local self-government units with emphasis on the following recommendations:

RECOMMENDATION 1: Change of the existing model of e-service delivery

The existing service-oriented mechanical top-down approach should be redesigned into a holistic citizen/people-oriented bottom up approach towards integrated quality and individualized e-services which have the following characteristics:

- Individualized and economical citizen-oriented e-services;
- Services concentrated on the individual needs of citizens on all levels of power and which support proactiveness;
- Integrated/one-stop-shop service delivery throughout the entire public administration (central and local);
- Use of new technologies that improve e-accessibility, ensure personal information privacy and security and continuously improve e-service quality through technological innovation;
- Improving the efficiency, effectiveness and responsibility of the Government through provision of better quality e-services by:
 - ✓ reducing the administrative burden
 - ✓ simplifying the procedures
 - ✓ reducing overlaps and gaps in services
 - ✓ focusing on cost-effectiveness and results
- Adoption of a “holistic” approach towards e-services with identical quality that enables specification of performance dimensions and has significant effect on improving electronic public services and increasing satisfaction of citizens;
- Better quality e-services through improvement of work processes;
- Better quality delivery of electronic services that focuses on:
 - ✓ e-participation
 - ✓ collaborative governance/all levels of power
 - ✓ inclusive multichannel delivery of services
 - ✓ individualized public e-services
 - ✓ e-services through applications with open sources of data
 - ✓ quality and availability of information
 - ✓ on-line completion of procedures.

RECOMMENDATION 2: Organizing e-service delivery in municipalities as points of single contact/one-stop-shop system in accordance with the EU Services Directive

When making a transformation from the "world of paper" to “electronic world”, the successful PSCs oriented towards business entities above all should:

- ensure electronic services 24 hours a day;
- ensure transparent, efficient and secure e-service delivery;
- improve the quality of e-services provided by the public administration on central and local level.

For that purpose, successful and easy-to-use PSC should be focused on the following:

- Accessibility (the entire administrative process is presented clearly and does not require previous knowledge of the legal or administrative system);
- Usability (the necessary administrative steps can be completed without problems and within reasonable time);
- Monitoring customer satisfaction;
- One-stop-shop approach;
- Customer-centric portal design;
- Quality and availability of information provided:
 - The provision of information through PSC/one-stop-shop service takes holistic approach in terms of the scope, taking into consideration the needs of companies and users;
 - The information are clearly structured, updated when necessary, focused towards different users and they can be found more quickly by using various search functions;
 - Comprehensive description of the necessary steps for completion of procedures and user-friendly description of the applicable conditions are provided;
 - When providing information, different stages of the life cycle of the company are taken into consideration.
- Implementation of e-procedures:
 - Relevant administrative procedures are available through the Internet on PSC/one-stop-shop system regardless of the competent authority involved and its location;
 - PSC/one-stop-shop systems provide additional services that improve customers' on-line experience, such as the instruments for file tracking;
 - The entire procedure can be completed on the Internet without any interruptions at different stages (including payments).

Based on the existing legal/technical/economic elements in the Government, and in the municipalities, the functioning and use of the points of single contact/one-stop-shop system should begin as follows:

1. The existing municipal/government web-sites are used as the starting point for initial development of the points of single contact.
2. The points of single contact/one-stop-shop system initially act as portals and roadmaps to the web-sites of relevant competent authorities.
3. The provided e-services are based on simplified procedures and schemes for identification and authorization, as well as on elimination of difficult and unjustified demands for internal provision of services.
4. Start providing "mature" e-services, such as tax certificates, environmental permits, and further focus on:
 - ✓ administrative simplification
 - ✓ acceptance of new user-oriented service models
 - ✓ using life situation approach
 - ✓ allowing different paths for different users
 - ✓ providing different information to different users
 - ✓ simplifying access and use of points of single contact for entrepreneurs
 - ✓ introducing electronic tracking of applications
 - ✓ introducing user testing
 - ✓ more focus on publicity and raising awareness
 - ✓ regular monitoring of portals
5. In terms of making the work of back office administration easier:
 - ✓ integration of web-links to professional associations and to the local authorities

- ✓ integration of municipal portals with portals of economic chambers and other one-stop-shop systems
 - ✓ better standardization and simplification of the applications and administrative forms
 - ✓ establishment of formal or legal contracts for regulating the relations between the portals and the relevant competent authorities
6. In terms of the resources and finances:
- ✓ The points of single contact/one-stop-shop portals are managed by varying number of employees ranging from only two (in the case of the Czech Republic, Latvia and Lichtenstein) to almost 40 in Poland (including the technical and maintenance personnel). The average number of employees is between 18 and 19 equivalent to full time employees.
 - ✓ The costs for development and maintenance also vary depending on the different structures and ambitions of the points of single contact³⁷.
- ✓ Key advantages for sustainability are:
- Continuous public finances for improving the receptivity of the points of single contact/one-stop-shop system
 - Parallel successful endeavors for reforming the procedures in back office administration
 - Increasing interest among local self-government units (municipalities) for assuming greater responsibility and for more efficient operative management with the points of single contact/one-stop-shop system
 - Investment in human resources

RECOMMENDATION 3: Ensuring political commitment for promotion of local e-service initiatives through:

- ✓ Introduction of new laws on e-service delivery and making amendments to the existing laws, including their adoption by the Assembly
- ✓ Building an effective monitoring mechanism in order to protect the implementation of the existing legal framework (primary and secondary) for provision of e-services by local self-government units.
- ✓ Provision of necessary financial means for implementation of new processes.

³⁷ Some member states – such as Italy – aimed at developing and maintaining web-sites that exceed the minimum requirements of the EU Services Directive, whereas other member states decided to develop portals that will meet only the minimum requirements, like in the case with Ireland. The differences in the declared expenses depend on the items covered by the expenses of the point of single contact: many countries do not include the expenses for the employees who maintain the web-site (or cover only part of these personnel expenses), since the point of single contact is formally part of another structure, such as a ministry or agency, and the expenses cannot be easily separated from the expenses of the entire organization. In general, the personnel of the points of single contact who was interviewed said that the portals have sufficient funds at least to secure the current level of functioning. Further development might prove to be complex in terms of implementation; however, without additional finances in some cases – one of the options here can be advertising or branding the points of single contact. Also, there is common concern that reductions related to measures for making savings within the current economic scenario can prevent or delay future improvements. Finances are usually provided from national ministries and/or agencies, since none of the analyzed portals charges a fee for using it, or plans to do so in future. When end users are charged fees, they are collected for the administrative procedures. Only in limited number of cases, finances for the portals of the points of single contact originate completely or partially from EU programs, like in the case of Estonia and Romania. In Estonia, EU structure funds finance the information society program, which also includes funds for the points of single contact.

RECOMMENDATION 4: Improvement of existing legal, institutional and organizational framework to keep up with the developments in society; new approaches of the public administration for satisfying the needs of citizens by introducing changes in terms of:

- a. Eliminating established gaps in the existing legal framework, more specifically:
 - i. Completion of the Law on Electronic Management by adoption of new laws and additional administrative framework for simplifying administrative procedures and relieving existing burdens in the laws and regulations;
 - ii. Overcoming existing inconsistencies in the legislation that support the development and implementation of electronic services (for example, the legislation on electronic documents and management stipulates the use of electronic documents, but the legislation on higher education, value added tax, archive operations, etc., stipulates the use of revenue stamps, handwritten signatures, student record books on paper and “classic” documents);

- b. Eliminating established gaps in the existing organizational and administrative framework, more specifically:
 - iii. Administrative standards and successful solutions (e-services for carrying out an economic activity) that are already set should be finalized with systematic efforts, such as:
 - Improving access to administrative services through territorial organization and e-Governance, transforming them into local e-services;
 - Timeliness of the administrative services (central and local) by streamlining and speeding up the administrative procedures;
 - Further elimination of administrative burden by expanding the “Regulatory Guillotine” to cover services for citizens;
 - Simplification of payment procedures for administrative fees [on-site payments by means of all modern payment methods (cash payment, credit and debit cards, e-payment, etc.)];
 - Introduction of a strict rule that state authorities should obtain data from official registries on their own and that in no case shall citizens be required to provide data which are kept in the official registries;
 - Further development of e-services for businesses with more services being available on the Internet;
 - Specification, standardization and optimization of administrative procedures and of service performance accompanied by reconstruction of processes when introducing new e-services.

RECOMMENDATION 5: Improving the existing technical framework for mitigating problems and eliminating obstacles through:

- a. Speeding up the process of computerization – this includes establishment of Internet infrastructure and basic ICT education of the population;
- b. Completion of registers and e-services that are missing (i.e. population register, waste register, environment pollution register, etc.)

- c. Completion of the interoperability framework of public administration authorities.
- d. Promotion of interoperable services and documents (i.e. driver's licenses, passports, ID cards, etc.);
- e. Development of a national customer-centric portal.

RECOMMENDATION 6: Provision of economic/financial support for implementation of necessary reforms and sustainability of e-services provided by the local authorities through:

- a. Allocation of a stable and optimal budget from in the central budget
- b. Strengthening public-private partnership (PPP) in the provision of e-services by local self-government units
- c. Improving the coordination and completeness of donor interventions and effectiveness of the absorption capacity of the public administration concerning EU assistance

RECOMMENDATION 7: Improvement concerning the topics from the EU Digital Agenda for maximizing the socio-economic potential of ICT in the Republic of Macedonia

- Digital single market: further elimination of regulatory barriers to facilitate cross-border use of commercial and cultural digital contents and services in order to enable citizens and businesses to make use of the single European market completely
- Interoperability: standardization of the electronic public procurement system and improvement in the coordination between public authorities in order to improve interoperability of digital services and devices
- Trust and security: further development of reaction mechanisms and cooperation networks in order to protect personal data and privacy of citizens
- Very fast Internet connection through investments in broadband Internet infrastructure network: fast Internet connection should be stimulated through cooperation with the telecommunication industry and the business community in supporting the construction of fast broadband Internet connection infrastructure which will serve better the citizens and businesses
- Research and innovation: research and innovation should be further stimulated by balancing more private investments, improving the coordination and increasing the opportunities for small and medium-sized companies
- Improvement of e-skills: minimum level of digital literacy and skills should be maintained in order to reduce the lack of professional ICT skills and to increase productivity
- ICT for social challenges: the Government of the Republic of Macedonia should promote the use of smart ICT applications for more efficient solutions to social challenges, such as climate change, aging of society, energy consumption and social exclusion

RECOMMENDATION 8: Giving priority to further promotion of availability and sophistication of e-services for citizens and businesses

Sophistication and availability of e-services from the EU Common List of Basic Public Services should be further developed and supplemented with the following:

- **E-services for citizens:**
 - Job search services provided by the employment centers should be further developed and completed;

- First of all, social insurance benefits (i.e. unemployment benefits, child benefit, medical expenses-reimbursement or direct payment) that affect a large number of citizens should be developed;
 - Also personal documents (i.e. passport, driver's license and vehicle registration) that affect a large number of citizens should be developed as first priority;
 - The application for construction permit (national electronic system for issuing construction permits) provided by the Association of the Units of Local Self-government (ZELS) and implemented in cooperation with the Ministry of Transport and Communication should be updated without delay and connected with the Agency for Real Estate Cadaster in a user-friendly manner;
 - The declaration to the Police (for example, in case of a theft), which affects large number of citizens should be developed as first priority;
 - Public library e-services for the citizens of the municipalities (availability of catalogues, search tools) should have expanded sources of funding in order to overcome the financial shortages from municipalities;
 - The certificates of changes in civil status (i.e. birth certificates, marriage certificates) which also affect a large number of citizens should be developed as first priority by introducing interoperability between the registers of births, marriages and deaths;
 - The announcement of moving (change of address) that affects a large number of citizens and constitutes a transitory document for other competences should be developed as first priority;
 - The healthcare services (interactive advice for availability of medical services in various hospitals, making appointments for medical check-ups in hospitals), which affect a large number of citizens, should be developed as first priority.
- **E-services for businesses**
 - Employee social contributions should be further developed and transformed into on-line e-services;
 - Data delivery to the statistical offices should be introduced as e-service;
 - Environmental permits (together with the notification of B-category construction permits) provided by the Association of the Units of Local Self-government (ZELS) on local level should become more user-friendly.

In the further development of e-services, the competent ministries should take into consideration the following "key issues", namely:

✓ **Public contents and service quality guarantee**

Having regard to the fact that the economic effect of e-Government services depends on the extent to which they are used, which in turn depends on the quality of those services and the trust that citizens have in them, future e-Government interventions in the Republic of Macedonia should focus on:

- Establishment, description and simplification of the administrative procedures (if necessary, by shaping the relevant legal framework);
- Development of user interface that does not require the user to know the complicated administrative procedures;
- Provision of points of single contact for the services, irrelevant of the administrative structure;
- Development of a fast and easily accessible system for support of service users;

- Giving an opportunity for users to participate in the design of new services and improvement of the already existing public services;
- Giving an opportunity to companies to participate in the design of new services and improvement of the already existing public services;
- Fight against digital exclusion by:
 - setting up urban centers where investments are made in the latest omnipresent technologies that are easy to handle;
 - transforming the existing network of national libraries in modern centers of knowledge that will act as local centers of social life;
 - creating networks of integrated service stations that will act as points of single contact that facilitate the use of public e-services.

✓ **Trust and privacy**

When resolving issues of trust and transparency directly related to the delivery of e-services, relevant institutions (ministries and public institutions) must combine the two fundamental principles of right to privacy protection and right to access to public information through promotion of a balanced approach both to the implementation of the existing legal provisions and to the development of new legal regulations³⁸.

✓ **Impact of future Internet infrastructure on e-Government services**

When setting the "new e-Government services" and the preconditions for developing such services, future e-Government interventions in the Republic of Macedonia should focus on promoting general and affordable access to broadband and mobile Internet.

Apart from that, the idea of "new services" refers to fundamental changes in the quality of the access to services in the form of personalized services. Such services can be provided through cloud-computing and delivered directly to individual and mobile users on-demand. Regardless what services they need, where they need them and when they need them, they can make use of them easily.

However, it must be emphasized that the implementation of the above is possible only after resolving the following issues:

- users have adequate (reasonable) trust in the electronic services;
- electronic documents created by provision of e-services are reliable, applicable and protected against unauthorized tempering or loss;
- privacy protection issues are resolved;
- the fight against digital exclusion is implemented efficiently and consistently.

³⁸ The omnipresence of digital data which nowadays are collected for all types of services both, in the public sector, and in the private sector, leads to the increasingly difficult challenge for protection of the abovementioned balance between privacy protection and access to public data, especially when operation and effectiveness of the provided services should also be guaranteed.

Technological changes, including wide-spread solutions, such as cloud-computing, require a constant process of establishing clear rules on responsibility about keeping the collected and processed data, since the current binding rules on data protection can appear to be inadequate.

Best practices and continuous adjustment of the legal provisions to the already omnipresent digital reality can play an important role in the process of secure management with most of the collected digital data.

ANNEXES

ANNEX 1

**PRELIMINARY INVENTORY
OF LOCAL SERVICES**

**Prepared by: Memet Memeti
October, 2014**

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I. INTRODUCTION

The Inventory of Local Services is one of the activities resulting from the Project "Innovative Solutions to Improve Access to Local Level Services" implemented by the Ministry of Local Self-Government, through the UNDP Office in the Republic of Macedonia.

The Inventory refers to the part of the measures arising from the programme documents of the Government of the Republic of Macedonia, for the implementation of which directly responsible are the Ministry of Local Self-Government (MLS) and the Ministry of Information Society and Administration (MISA), and they are focused on e-service provision by municipalities. It was developed based on the analysis of individual legislation (*lex specialis*) governing the manner and procedure of performing certain services for citizens and businesses, with a special emphasis on services under the competence of Municipalities.

The Inventory will identify public services that can be delivered by the Municipal Administration, local institutions and enterprises.

This Inventory will be the basis upon which to identify services for citizens and businesses under the jurisdiction of Municipalities, services that are already available on-line, the rationale for the development of new e-services, and possibilities for automation of actions and procedures for the preparation and delivery of new local e-services, including the following organizational factors (internal and external ones):

- efficiency and effectiveness of exchange of information and data,
- integrated organization of service and customized service according to user needs,
- necessary cooperation between institutions within and between levels of government,
- rules and regulations that would ensure the delivery of e-services.

Priority of transformation into e-services will be given to the services of the European Union Common List of Basic Public Services, whose performance is the responsibility of Municipalities.

The Inventory will be one of the bases for the preparation of a comprehensive Study of existing public services for citizens and business entities that are provided or may be provided by Local Government Units, and needs and opportunities for the introduction of electronic access to these services as one of the outcomes of the Project "Innovative Solutions to Improve Access to Local Level Services".

II. BASIC PUBLIC SERVICES OF THE EUROPEAN UNION

1. COMMON LIST OF 20 BASIC PUBLIC SERVICES

As a basis for assessing the level of e-government in a country, the European Union uses the following two indicators:

- The percentage of basic public services available on-line,
- The use of on-line public services

In order to operationalize these indicators, in 2000, Member States adopted the following Common List of 20 Basic Public Services, of which 12 for citizens and 8 for businesses.

Ref. No.	Citizens	Ref. No.	Businesses
	Income tax: declaration, estimate report	13.	Social contributions for employees
	Job-seeking services provided by Employment Offices	14.	Profit tax: declaration, report
	Social insurance benefits Unemployment Child allowance Medical costs (reimbursement or settlement) Student Grants	15.	Value added tax: declaration, report
	Personal documents (passport and driver's license)	16.	New company registration
	Vehicle registration	17.	Data submission to the body responsible for statistics
	Building permits	18.	Customs Declaration
	Reports to the police	19.	Permits necessary for environmental protection
	Public libraries (availability of catalogues, search tools)	20.	Public procurement
	Birth and marriage certificates: request and delivery		
	Enrollment in higher education institutions		
	Notification in case of moving (change of address)		
	Health services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals)		

Through EC annual surveys (since 2001), it has been estimated to what extent the EU Member States enable their citizens and businesses to have electronic access to the 20 basic public services.

2. LEVEL OF SOPHISTICATION OF BASIC PUBLIC SERVICES

Sophistication of services delivered on-line is estimated by the following European Commission criteria of sophistication³⁹ of e-services:

1. On-line availability of services and information
2. One-way interaction: information and download of forms
3. Two-way interaction: on-line submission of forms and data authentication
4. Transaction: fully automated (electronic) case management and completion, including the preparation of the decision/resolution and on-line payment
5. Service customization - proactive attitude, institutions take self-initiated action to improve quality of services and the manner in which they are offered to users⁴⁰

3. LEVEL OF IMPLEMENTATION OF THE COMMON LIST BASIC PUBLIC SERVICES IN MACEDONIA

According to the Survey conducted in the first half of 2014, the situation with electronic access to these basic public services in the Republic of Macedonia is as follows:

Citizens

Ref. No.	Public Service	Implementation – 2014 Status
	Income tax: declaration, estimate report	Implemented in 2012 Public Revenue Office E-taxes for individuals Certification of taxes and contributions paid Certificate of net income realized Implemented in 2011 Reporting tax irregularities and corruption
	Job-seeking services provided by Employment Offices	Not implemented Employment Service Agency of Macedonia
	Social insurance benefits	
	Unemployment	Not implemented MLSP
	Child allowance	Not implemented MLSP
	Medical costs (reimbursement or settlement)	Not implemented MoH
	Student Grants	Not implemented

³⁹ Sophistication, i.e. the depth reflects the level of relationship established electronically between the public sector and its beneficiaries. In this context, services are generally classified into five levels. In the last few years, the constant evolution of the approach, methodology and innovation of e-government efforts has been increasingly requiring inclusion of new categories and stages.

⁴⁰ Digitizing Public Services in Europe: Putting ambition into action 9th Benchmark Measurement, December 2010 Prepared by Capgemini, IDC, Rand Europe, Sogeti and DTi for: European Commission, Directorate General for Information Society and Media

		MES
	Personal documents Passport Driver's license Issuance of a Citizenship Certificate	Not implemented MoI
	Vehicle registration	Not implemented MoI
	Building permits (construction approval)	Implemented in terms of first category buildings (of national importance) in 2013 MTC Implemented in terms of second category buildings (of local importance) in 2013 MTC/ZELS NOTE: In 2014, it is expected to make an upgrade by connecting with the Real Estate Cadaster for full access to property title deeds as public documents required in the procedure for issuance of construction permits.
	Reports to the police	Not implemented MoI
	Public libraries (availability of catalogues, search tools)	Implemented for public libraries at the national level Ministry of Culture (MoC) Not implemented for public libraries at the local level MLSG/MoC/ZELS
	Birth and marriage certificates: Request Delivery	Under development. Office for Maintenance of Registers
	Enrolment in higher education institutions	Implemented to a certain level of sophistication MES
	Notification in case of moving (change of address)	Not implemented MoI
	Health services (eg., interactive advice on the availability of services in different hospitals; appointments for hospitals)	Implemented by mid 2014 MoH Electronic services, e-prescription, e-referral, My term, interactive advice NOTE: There is ongoing introduction of other electronic records: medical journal (outpatient, inpatient), disease registries and

		complete electronic records of patients, as well as other new functionalities.
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Business entities

	Social contributions for employees	Implemented for private companies Employment Service Agency (ESA) Not implemented for budget and public institutions ESA
	Profit tax: declaration, report	Implemented Public Revenue Office (PRO)
	Value added tax: declaration, report	Implemented PRO
	Registration of a new company	Implemented
	Submission of data to the body responsible for statistics	Implemented, will be put into operation in 2014 State Statistical Office (SSO)
	Customs declaration	Under development Customs Administration (CA) A new customs declarations processing system will be established (CDPS)
	Permits necessary for environmental protection	Implemented for category B licenses under the responsibility of municipalities. ZELS (Local Government Units Association) Partly implemented for other types of licenses MEPP
	Public procurement	Implemented Public Procurement Bureau (PPB)

III.SERVICES UNDER THE JURISDICTION OF LOCAL GOVERNMENT UNITS IN THE REPUBLIC OF MACEDONIA

1. AREAS IN WHICH LOCAL GOVERNMENT UNITS PERFORM SERVICES

Article 22, paragraph (1) of the Law on Local Self-Government ("Official Gazette of the RM" No. 5/02), as an umbrella law, sets the framework of core competencies of Local Government Units by establishing a list of these competencies. Pursuant to this provision, the following activities under the jurisdiction of Local Government Units have been established, and they are grouped in the following areas:

1. **Urban (both urban and rural) planning**, which includes: urban planning, the issuance of permits for construction of buildings of local importance determined by law, spatial development and construction land development;
2. **Protection of environment and nature**, which includes: measures for the protection and prevention of pollution of water, air, soil, nature protection, protection from noise and non-ionizing radiation;
3. **Local economic development** covers the following sectors: local economic development planning; establishing developmental and structural priorities; local economic policy-making; supporting the development of SMEs and entrepreneurship at the local level and in this context, participating in the establishment and development of local networks of institutions and agencies, and promoting partnerships;
4. **Utilities**, as a complex area consists of a whole range of "sub-areas" such as: drinking water supply; sanitary water supply; waste water drainage and treatment; public lighting; storm water drainage and treatment; public hygiene maintenance; collection, transportation and treatment of municipal solid and industrial waste; arrangement and organization of local public transport of passengers; supply of natural gas and thermal energy; maintenance of graves, cemeteries, crematoria and funeral services provision; construction, maintenance, reconstruction and protection of local roads, streets and other infrastructure facilities; regulation of the traffic regime; construction and maintenance of street traffic signs; construction and maintenance of public parking lots; removal of illegally parked vehicles; removal of wrecked vehicles from public spaces; construction and maintenance of green markets; chimney sweeping; maintenance and use of parks, green spaces, parks and forests, and recreational areas; regulation, maintenance and use of river basins in urban areas; determination of names of streets, squares, bridges and other infrastructure facilities;
5. **Social care and child protection** is also composed of several segments: kindergartens and homes for the elderly (ownership, financing, investment and maintenance); realization of social care for disabled people; children without parents and parental care, children with social problems, children with disabilities, children from single-parent families, street children; persons exposed to social risk; people affected by drug and alcohol abuse; population's awareness raising; housing for people at social risk; realization of the right to care and education of preschool children.
6. **Culture** as a competence includes: institutional and financial support to cultural institutions and projects, preservation of folklore, customs, old crafts and similar cultural values, organization of cultural events, encouraging various specific forms of creativity.
7. **Sport and recreation** incorporates the following sectors: development of mass sports and recreational activities; organization of sporting events; construction and maintenance of sports facilities; support of sports associations;
8. **Healthcare** encompasses activities of: managing the network of public health institutions and facilities of primary healthcare that should include representation of local government in all boards of all health organizations in the public domain; health education; health promotion; prevention activities; protection of workers' health and protection and safety at work; health monitoring of the environment; surveillance of communicable diseases; assistance to patients with special needs (eg, mental health, child abuse, etc.); and other areas to be determined by law.
9. **Education** is a responsibility that covers the following sectors: establishment, financing, and administration of primary and secondary schools, in cooperation with the central government, in accordance with the law; organization of transportation for students and their accommodation in dormitories;
10. Preparation and implementation of **measures for the protection and rescue of citizens and goods** from war destruction, natural disasters and other accidents and effects caused by them;

11. **Fire protection** provided by local fire brigades; and
12. **Supervision** over the work under the local government's competence.

The Law leaves the possibility for other laws to determine other activities under Local Government Units' jurisdiction.

In addition, the Municipality shall:

- inform citizens about its work and Plans and Programmes important for the development of the Municipality, as determined by its Statute (Article 8 (1));
- enable citizens access to basic information about the services it provides to them, in a manner and under conditions regulated by its Statute (Article 8 (2));
- determine the amount and collect its own revenues (local taxes, charges and fees established by law) (Article 11, paragraph (4));
- organize direct participation of citizens in decision-making on issues of local importance through citizen initiative, civic gatherings and referenda, in the manner and according to the procedures established by law (Article 25).
- When drafting municipal regulations, the Council or the Mayor can previously organize public forums and surveys and seek suggestions from citizens (30).

Every citizen has the right, individually or collectively, to submit applications and proposals regarding the work of Municipal Bodies and Municipal Administration. The Mayor shall:

- create conditions for submission of applications and proposals;
- within 60 days from the date of receipt of the application or proposal, deliver a reasoned response to the applicant;
- refer applications and proposals not relating to matters within the competence of municipal authorities to the appropriate competent authority and inform the applicant thereof (Article 29).

Municipalities may establish forms of local government, such as: in cities - Urban Communities; in other settlements – Local Communities. The area covered by Urban Communities established shall be within the boundaries of urban districts, according to city Urban Plans. The area for which Local Communities are established shall be within the boundaries of Cadastral Municipalities of settlements (Article 82 paragraphs (1) and (2)). Residents of Urban or Local Communities, during civic gatherings, shall:

- consider issues, take positions and make proposals on issues of direct and daily importance to the life and work of residents in that area;
- can elect a Council of the Urban or Local Community, in the manner and procedure as determined by the Municipal Statute. (Article 83).

IV. PRELIMINARY LIST OF SERVICES UNDER LOCAL GOVERNMENT UNITS' RESPONSIBILITY, SHOWN BY AREAS

The responsibilities of the Municipality and Municipal Administration, and the standards and procedures related to the implementation of their envisaged responsibilities are determined by the laws and regulations governing the implementation of individual sectorial policies.

Hereinafter, we analyze the Inventory of services under the authority of Local Government Units, by areas. The Inventory (in the Note field) makes an assessment of the level of sophistication at which a particular service can be provided according to the above classification of e-services sophistication, and it determines whether it is a direct service (to a direct user) or an indirect service to citizens, the business sector and community.

1. AREA: URBAN (AND RURAL) PLANNING

Under the Local Self-Government Law, in the area of urban (and rural) planning, Municipalities shall be responsible for performing the following activities:

1. Urban (and rural) planning;
2. Issuance of building permits for buildings of local importance determined by law;
3. Spatial development and construction land development.

SECTOR: Urban (and rural) planning

Legal framework

- Law on Spatial and Urban Planning ("Official Gazette of the RM" no. 51/05; 137/07; 151/07; 118/08; 91/09; 124/10; 14/11; 18/11; 53/11; 144/12; 55/13; 163/13; and 42/14)
- Law on Agriculture and Rural Development ("Official Gazette of the RM" no. 49/2010, 53/2011, 126/2012, 15/2013, 69/2013 and 106/2013)
- 2014 Annual Programme for Development of Urban Plans and National and Local Urban Planning Documentation in the Republic of Macedonia ("Official Gazette" no. 15/14)
- Rulebook on Urban Planning Standards and Norms ("Official Gazette of the RM" no. 63/12)
- Rulebook on the form and content of the Request regarding disapproval of an infrastructure project, i.e. regarding the failure to adopt a Decision rejecting the Request for the approval of an infrastructure project ("Official Gazette of the RM" no. 88/11)
- Rulebook on the form and content of the Request regarding the non-issuance of a license or authorization, or the failure to adopt a Decision rejecting the Request for issuance of a license or authorization ("Official Gazette of the RM" no. 88/11)
- Rulebook on the form and content of the Extract from the General Urban Plan, Detailed Urban Plan, Village Urban Plan, Out-of-township Urban Plan, national urban planning documentation and local urban planning documentation ("Official Gazette of the RM" no. 24.11)
- 2014 Programme for Financial Support to Rural Development ("Official Gazette of the RM" no. 10/2014)

Depending on the space that is subject to planning, the following plans shall be adopted: Spatial Plan of the Republic of Macedonia, Urban Plans: General Urban Plan, Detailed Urban Plan, Village Urban Plan and Out-of-township Urban Plan.

Description:

In the area of spatial and urban planning, there are two levels of planning: a central and a local one. The Government is responsible for the preparation and implementation of the Spatial Plan at the central level through the MEPP and the Agency for Spatial Planning. The Spatial Plan of the Republic of Macedonia is worked out according to the Spatial Plan of the Region, Spatial Plan of Special Interest, Municipal Spatial Plan, Spatial Plan of the City of Skopje, urban documentation and architectural and urban planning projects.

Several types of Urban Plans are made locally. They must comply with the provisions of the National Spatial Plan. The Ministry of Transport and Communications (MTC) shall approve local level Draft Urban Plans adopted by the Municipal Council (vertical coordination). The urban planning process shall be managed by Municipalities through their Urban Planning Departments or Sectors. Technical work, including basic assessments, shall be performed by the municipal staff in Urban Planning Sectors in accordance with law. Urban Plans shall be prepared by a licensed company. The content of Urban Plans is prescribed by the Law on Spatial and Urban Planning and the Rules on Urban Plans' Content.

Development and use of space and its impact on nature – Spatial development is implemented in accordance with urban and spatial planning, and measures and activities for nature protection. The documentation and procedure for approval of spatial development shall be subject to environment impact assessment and include measures and conditions of nature protection.

SECTOR: Construction**Legal framework**

- Law on Construction ("Official Gazette of the RM" no. 130/09, 124/10, 18/11, 18/11, 36/11, 49/11, 54/11, 13/12, 144/12, 25/13, 79/13, 137/13, 163/13, 27/14, 28/14, 42/14)
- Rulebook on the manner of conducting the procedure for obtaining a building permit electronically ("Official Gazette of the RM" no. 80/13)
- Rules on the manner of Administrator's handling the Information System regarding an e-Construction Permit ("Official Gazette of the RM" no. 72/14)
- Rulebook on the implementation of procedures for approval of a preliminary design, changes during construction, change of developer, issuance of an Approval for Preparatory Works, issuance of a Decision on the buildings as in Article 73 of the Law on Construction, reconstruction, conversion, adaptation and issuance of an Approval for the use of first category buildings in accordance with Article 57 of the Law on Construction in an electronic fashion ("Official Gazette of the RM" no. 150/13)
- Housing Law ("Official Gazette of the RM" no. 99/09; 57/10; 36/11; 54/11; 13/12; 55/13)
- Law on Dealing with Illegal Buildings ("Official Gazette of the RM" no. 23/11; 54/11; 155/12)
- Rulebook on the form and content of the Request to establish a legal status of an illegally built structure ("Official Gazette of the RM" no. 26/11)
- Law on Agricultural Land "Official Gazette of the RM" no. 135/07; 18/11; 148/11; 95/12; 87/13; 106/13; 164/13; 39/14; 130/14)
- Rulebook on the form and content of the Application for a Permit to build greenhouses and ancillary buildings and facilities for primary processing of agricultural products on agricultural land ("Official Gazette of the RM" no. 155/12)

SECTOR: Construction land

Legal framework

- Law on Construction Land ("Official Gazette of the RM" no. 17/11, 53/11, 144/12, 153/12, 25/13, 137/13, 163/13)
- Law on Agricultural Land "Official Gazette of the RM" no. 135/07; 18/11; 148/11; 95/12; 87/13; 106/13; 164/13; 39/14; 130/14)
- Decree on the price of construction land owned by the Republic of Macedonia and the level of specific costs for the implementation of procedures for sale and lease, as well as the establishment of the right of real servitude ("Official Gazette of the RM" no. 158/13)
- Decree on the minimum technical standards and requirements in terms of equipment (hardware) and software functionality for electronic public bidding ("Official Gazette of the RM" no. 102/11)
- Rules on the level of construction land development with communal infrastructure facilities and the manner of establishment of development costs' level depending on the level of development ("Official Gazette of the RM" no. 93/11)

Area	Inventory of Public Services provided by Local Government Units	Note
Urban Planning	Detailed Urban Plan (Article 7, Law on Spatial and Urban Planning)	<p><i>Note: The Plans of Article 7 of this Law made in the form of Draft Plans shall be approved by the State Administration Authority responsible for issues in the area of spatial development, confirming that the procedure for the preparation of the Draft Plan has been implemented in accordance with the provisions of this Law and regulations adopted pursuant to this Law.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability of service</i></p>
Urban Planning	Village Urban Plan (Article 7, Law on Spatial and Urban Planning)	<p><i>Note: The Plans of Article 7 of this Law made in the form of Draft Plans shall be approved by State Administration Authority responsible for issues in the area of spatial development, confirming that the procedure for the preparation of the Draft Plan has been implemented in accordance with the provisions of this Law and regulations adopted pursuant to this Law.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability of service</i></p>

Urban Planning	Out-of-township Urban Plan (Article 7, Law on Spatial and Urban Planning)	<i>Note: The Plans of Article 7 of this Law made in the form of Draft Plans shall be approved by State Administration Authority responsible for issues in the area of spatial development, confirming that the procedure for the preparation of the Draft Plan has been implemented in accordance with the provisions of this Law and regulations adopted pursuant to this Law.</i> <i>Type of service: indirect</i> <i>On-line availability of service</i>
Urban Planning	Township Urban Plan (Article 7, Law on Spatial and Urban Planning)	<i>Note: The Plans of Article 7 of this Law made in the form of Draft Plans shall be approved by State Administration Authority responsible for issues in the area of spatial development, confirming that the procedure for the preparation of the Draft Plan has been implemented in accordance with the provisions of this Law and regulations adopted pursuant to this Law.</i> <i>Type of service: indirect</i> <i>On-line availability of service</i>
Urban Planning	Public presentation and public consultation (Article 24, Law on Spatial and Urban Planning)	<i>Type of service: indirect</i> <i>On-line availability of service</i> <i>Two-way interaction (on-line forum)</i>
Urban Planning	Local urban planning documentation (Article 50-a, Law on Spatial and Urban Planning and 2014 Annual Programme for the Development of Urban Plans and national and local urban planning documentation in the Republic of Macedonia)	<i>Note: Spatial development shall be performed by identifying construction plots outside of the planning coverage with regard to buildings of second category determined by the Construction Law.</i> <i>Type of service: indirect</i>
Urban Planning	Records of approved local and national urban planning documentation (Article 50-a, paragraph 12, Law on Spatial and Urban Planning)	<i>Note: Municipalities are obliged to keep records of approved local and national urban planning documentation</i> <i>Type of service: indirect</i> <i>On-line availability of service</i>
Urban Planning	Procedure for verification of the architectural and urban infrastructure design (Article 51, paragraph 1.4 of the Law on Spatial and Urban Planning)	<i>Note: The architecture and urban design identifying the areas of construction of second category buildings determined by the Construction Law shall be verified by the Municipality Mayor</i> <i>Type of service: indirect</i>

<p style="text-align: center;">Urban Planning</p>	<p>Approval of infrastructure projects (Article 51-a, paragraphs 4, 7, 9, Law on Spatial and Urban Planning)</p>	<p><i>Note: The Municipality shall approve projects of second category line infrastructure facilities determined by the Construction Law. Before the approval of infrastructure projects, they shall be submitted to the Ministry of Agriculture, Forestry and Water Management for the purpose of obtaining its Approval of permanent conversion of agricultural land into construction land, if the project occupies new agricultural areas. Upon approval, a copy of the infrastructure project in an electronic form shall be submitted to the Agency for Real Estate Cadastre. The form and content of the Request for approval and the necessary documentation shall be prescribed by the Minister in charge of the State Administration Authority responsible for issues in the area of spatial development.</i></p> <p><i>Type of service: indirect</i></p> <p><i>Two-way interaction; Transaction</i></p>
<p style="text-align: center;">Rural Planning</p>	<p>Registers and databases (Article 10, Law on Agriculture and Rural Planning)</p>	

<p style="text-align: center;">Rural Planning</p>	<p>Council for Agriculture and Rural Development</p> <p>(Article 19, Law on Agriculture and Rural Planning)</p>	<p><i>Note:</i></p> <ul style="list-style-type: none"> - Shall give opinions regarding the results achieved by the implementation of measures and instruments for the development of agriculture and rural development, - provide continuous communication between the Ministry and social and economic partners involved in the implementation of measures and instruments for the development of agriculture and rural development in order to reach a consensus on certain issues relating to agriculture and rural development, particularly in the area of regulation of agricultural markets, - review and approve Annual Work Programmes of sub-sector standing groups and Operational Programmes for technical support in the interest of individual agricultural products or group of products, - follow the situation analyses and recommendations of educational and scientific institutions, and assessments regarding the implementation of policies in the area of agriculture and rural development, and - perform other duties related to the planning and implementation of development goals of agriculture and rural development.
<p style="text-align: center;">Rural Planning</p>	<p>National Rural Network</p> <p>(Article 26-a, Law on Agriculture and Rural Planning)</p>	<p><i>Note: It is a platform for establishment of partnerships with all stakeholders acting in rural areas for the purpose of planning, monitoring and implementation of the National Programme for Rural Development.</i></p>

Rural Planning	<p>Training and information of farmers</p> <p>(Article 66, Law on Agriculture and Rural Planning)</p>	
Rural Planning	<p>Advisory services for agricultural development</p> <p>(Article 69, Law on Agriculture and Rural Planning)</p>	
Construction	<p>Public Call for transferring the right to construction</p> <p>(Article 13-b, Construction Law)</p>	<p><i>Note: Municipalities, Skopje Municipalities and the City of Skopje that have acquired the right of permanent use of construction land for building a facility in accordance with the Law on Construction Land, may transfer their right to construction to any natural or legal person upon a prior consent by the Government of the Republic of Macedonia.</i></p> <p><i>Type of service: direct</i></p> <p><i>On-line availability</i></p>
Construction	<p>Approval of a preliminary design</p> <p>(Article 48-a, paragraph 3, Construction Law)</p>	<p><i>Note: The developer may, prior to its application for issuance of a building permit, submit to the Municipality a preliminary construction design.</i></p> <p><i>Type of service: direct</i></p> <p><i>Two-way interaction; Transaction</i></p>
Construction	<p>Preparation of project documentation in an electronic format</p> <p>(Article 53, Law on Construction)</p>	<p><i>Type of service: indirect</i></p>

Construction	Spatial Planning Requirements Official Gazette of the Municipality	<i>Type of service: indirect On-line availability</i>
Construction	Urban Plan Extract Municipality's Official Gazette	<i>Note: The Urban Plan Extract shows what is planned for construction on a particular location and presents a basis for the preliminary design. A Request for an Urban Plan Extract shall be submitted. Type of service: indirect On-line availability</i>
Construction	Location Permit (Article 205, paragraph 1 and Article 209 of the Law on General Administrative Procedure)	<i>Note: Regulates the conditions under which a building can be constructed on a construction plot. A Request shall be submitted. Type of service: indirect Two-way interaction</i>
Construction	Building Permit (Article 56, paragraph 2 and Article 58 of the Construction Law and Article 209 of the Law on General Administrative Procedure and Rules on Administrator's handling the Information System regarding an e-Building Permit)	<i>Note: An application in an electronic format shall be submitted, accompanied by the following documentation: An architectural and urban design certified by a competent authority, if the Urban Plan or urban-planning documentation envisage this project's development, A Basic Design along with a Report on the Audit of the Basic Design or a written statement consenting to the validation of the Basic Design, if it is made abroad, and a favourable opinion on the projected degree of mechanical resistance, stability and seismic protection of the building, A Preliminary Design, if it has been previously submitted and approved in accordance with Article 48 of this Law, Evidence of the right to construction, and A Surveying Elaborate Study containing numerical data on the construction land. The competent authority issuing the Construction Permit shall submit to the developer a calculation for payment of the costs of electronic registration of the building in the public Real Estate Records through the Information System for e-Construction Permits. Type of service: direct Two-way interaction; Transaction</i>

<p style="text-align: center;">Construction</p>	<p>Issuance of a Building Permit electronically through the Information System for e-Construction Permits</p> <p>(Article 59-a of the Law on Construction and Rules on the manner of implementation of the procedure for obtaining a Building Permit electronically, and Rules on Administrator's handling of the Information System for e-Building Permits)</p>	<p><i>Note: The manner of procedure implementation for obtaining a Building Permit electronically shall be prescribed by the Minister in charge of the State Administration Authority in the area of spatial development.</i></p> <p><i>Type of service: direct</i></p> <p><i>Two-way interaction; Transaction</i></p>
<p style="text-align: center;">Construction</p>	<p>Procedures for: approval of a preliminary design, changes during construction, change of developer, issuance of an approval for preparatory works, issuance of a construction decision as in Article 73 of the Law on Construction, reconstruction, conversion, adaptation and granting approval to use the first category buildings.</p> <p>(Rules on the manner of implementation of procedures for: approval of a preliminary design, changes during construction, change of developer, issuance of an approval for preparatory works, issuance of a construction decision as in Article 73 of the Law on Construction, reconstruction, conversion, adaptation and granting approval to use the first category buildings)</p>	<p><i>Note: The application and attachments shall be submitted by the applicant in an electronic format, signed with a valid digital certificate issued by an authorized issuer, through the Information System for e-Construction Permits. Administrative acts adopted by competent authorities in the procedures of the Rulebook shall be issued and delivered electronically, scanned or signed by an authorized person with a valid digital certificate issued by an authorized issuer, through the Information System for e-Construction Permits.</i></p> <p><i>Data exchange between users of the e-Construction Permit Information System shall be confirmed by the user with a valid digital certificate issued by an authorized issuer, through the Information System for e-Construction Permits. (Article 5 of the Rules on the manner of implementation of procedures for: approval of a preliminary design, changes during construction, change of developer, issuance of an approval for preparatory works, issuance of a construction decision as in Article 73 of the Law on Construction, reconstruction, conversion, adaptation and granting approval to use the first category buildings)</i></p> <p><i>Type of service: direct</i></p> <p><i>E-service</i></p>
<p style="text-align: center;">Construction</p>	<p>Registration of real estate in a public register</p> <p>(Article 96, Construction Law)</p>	<p><i>Note: The Municipality shall, on behalf, and for the account, of the developer, submit a Request to enter the building in the public records of real estate, to the competent authority for registration of rights to real estate.</i></p>

<p style="text-align: center;">Construction</p>	<p>Construction of buildings on agricultural land - greenhouses and ancillary facilities, and facilities for primary processing of agricultural products Regarding the construction of buildings, development of project documentation, review of project documentation, construction supervision, changes during construction, change of developer, removal of the building and misdemeanor provisions, the provisions of the Construction Law shall apply.</p> <p>(Article 51 of the Law on Agricultural Land)</p>	<p><i>Any Building Permit shall, upon a prior Request, be issued in an administrative procedure by the Municipality in whose area the agricultural land is located, and on the basis of prior approval from the Ministry of Agriculture, Forestry and Water Management that such buildings can be built.</i></p>
<p style="text-align: center;">Housing</p>	<p>Annual Programme for monitoring and planning of housing needs in the Municipality area</p> <p>(Articles 100 and 102, Law on Housing)</p>	<p><i>Note: The Annual Programme includes: scale, location and dynamics of construction of one's own dwelling and leased dwelling; measures to encourage the construction and renovation of housing and more appropriate use of the existing housing stock of Municipalities; construction and architectural housing measures in order to provide adequate housing for people with disabilities; provision of necessary assistance to use the dwelling; and a method for providing appropriate forms of assistance in the establishment and operation of non-profit housing organizations.</i></p>
<p style="text-align: center;">Housing</p>	<p>General Rules on the use of housing and residential buildings and the manner of renovation and improvement of the external appearance of residential buildings</p> <p>(Article 101, Law on Housing)</p>	<p><i>Note: The Municipal Council shall prescribe the General Rules.</i></p>

Housing	<p>Establishment and maintenance of a Register of Residential Buildings and Dwellings and a Register of Residential Buildings' Managers</p> <p>(Articles 112-114, Law on Housing)</p>	<p><i>Note: The Register of Residential Buildings and Dwellings shall have data recorded on: place, street and number of residential building; number of floors in the residential building; number of dwellings; year of construction of residential building; year of most recent renovation of residential building or its part; percentage share of each separate part in the total area of residential building; apartments leased and lease agreements thereon. The data as in the previous paragraph shall, at the Municipality's request, be submitted by the Manager, "the Community of Owners" or holders of individual parts.</i></p> <p><i>In the Register of Residential Buildings' Managers, the following data shall be recorded: name and head office of the company, or name and address of the individual, or name and address of the Community of Owners, number and date of the Contract for Management Services, or number and date of the Statute of the Community of Owners. The entry, i.e. change of data shall be made at the request of the Manager or President of the Community of Owners.</i></p>
Construction land	<p>Request to use construction land for the purpose of concession procedures or public-private partnerships (PPP)</p> <p>(Article 20, Law on Construction Land)</p>	<p><i>Note: The RM Government may, at the request of any municipality, Skopje municipalities and the City of Skopje, which according to the law have the right to carry out Public-Private Partnership procedures, in order for them to implement procedures for concession or PPP, allow them to use the construction land owned by the Republic of Macedonia. The RM Government shall make a Decision concerning the provision of the construction land to use.</i></p> <p><i>Type of service: direct</i></p> <p><i>One-way interaction</i></p>
Construction land	<p>Long-term lease</p> <p>(Article 21, 22, 23, Law on Construction Land)</p>	<p><i>Note: The procedure shall be conducted by Municipalities (Article 46, Law on Construction Land). Lease duration shall be from 5 to 99 years.</i></p> <p><i>Type of service: direct</i></p> <p><i>Transaction</i></p>
Construction land	<p>Short-term lease</p> <p>(Article 40, Law on Construction Land)</p>	<p><i>Note: The procedure shall be conducted by Municipalities (Article 46, Law on Construction Land); up to five years.</i></p> <p><i>Type of service: direct</i></p> <p><i>Transaction</i></p>

Construction land	<p>Right to permanent use</p> <p>(Article 42, paragraph 3, Law on Construction Land)</p>	<p><i>Note: Municipalities, Skopje Municipalities and the City of Skopje may, pursuant to their right to permanent use, proceed to a concession or PPP upon prior approval of the Government of the Republic of Macedonia.</i></p> <p><i>Type of service: direct Transaction</i></p>
Construction land	<p>Procedure for sale and long-term rent of construction land owned by the Republic of Macedonia using a public auction</p> <p>(Article 47, Law on Construction Land)</p>	<p><i>Note: The procedure for sale and long-term rent of construction land owned by the Republic of Macedonia using a public auction shall be conducted by electronic public bidding, with a previous Call made by the Commission for the Implementation of Public Bidding Procedures, in: two daily newspapers published in Macedonian that were in circulation for at least three months before the date of publication of the Call, one daily newspaper published in the language spoken by at least 20% of the citizens speaking an official language other than Macedonian in Municipalities, Skopje Municipalities and the City of Skopje, in whose area the construction land that is subject of the Call is located, and which newspaper was in circulation for at least three months before the date of publication of the Call, and in the "Official Gazette of the Republic of Macedonia". The Commission shall, as of the date of the Call published in a daily newspaper, publish both the data and complete documentation for the construction plots subject to sale on the website where public bidding will be performed. The minimum technical standards and requirements in terms of equipment (hardware) and functionality, as well as the manner of using the software for electronic public bidding shall be prescribed by the Government of the Republic of Macedonia at the proposal of the Minister.</i></p> <p><i>Type of service: direct E-service</i></p>
Construction land	<p>Procedure for establishing the right to real servitude</p> <p>(Article 44, Law on Construction Land)</p>	<p><i>Note: The person holding the right to construction of a building of public interest established by law may establish the right to real servitude on the construction land owned by the Republic of Macedonia. This procedure shall be conducted by the Municipality.</i></p> <p><i>Type of service: direct</i></p>

Construction land	<p>Sale and long-term rent of construction land owned by the Republic of Macedonia by direct agreement</p> <p>(Article 65, Law on Construction Land)</p>	<p><i>Note: Sale and long-term lease of construction land owned by the Republic of Macedonia by direct agreement shall be made upon a Request submitted by any natural or legal person, or any state authorities, public companies and other entities established by the Republic of Macedonia's Government or Parliament. Such Request shall be submitted electronically. The manner of Request submission shall be prescribed by the Minister.</i></p> <p><i>Type of service: direct E-service</i></p>
Construction land	<p>Construction land development</p> <p>(Articles 83, 84, Law on Construction Land and Rules on the level of construction land development with communal infrastructure facilities and the manner of determining the level of development costs depending on the level of land development)</p>	<p><i>Note: Shall be performed by Municipalities, Skopje Municipalities and the City of Skopje pursuant to a Programme for Construction Land Development adopted by the Municipal Council. Construction land development shall mean construction of communal infrastructure facilities for the provision of seamless access to the building plot from a public road, and installation of water-supply, sewerage and stormwater drains and other installation with connections to the building plot.</i></p> <p><i>Planning, design and construction of such infrastructure shall be made according to Urban Plans, urban planning documents or infrastructure projects established by law.</i></p> <p><i>Type of service: indirect</i></p>

2. AREA: ENVIRONMENTAL PROTECTION

Legal framework - GENERAL:

- Law on Environment ("Official Gazette of the RM" no. 53/05; 81/05; 79/06; 101/06; 109/06; 24/07; 159/08; 83/09; 1/10; 48/10; 124/10; 51/11; 123/12; 93/13; 187/13; 42/14)
- Decree on activities and actions requiring an Elaborate Study to be approved by a competent Municipality Mayor, Mayor of the City of Skopje and Mayors of Skopje Municipalities ("Official Gazette of the RM" no. 80/09)
- Rules on the procedure for obtaining a B-Integrated Environmental Permit ("Official Gazette of the RM" no. 4/06)
- Rules on the procedure for granting permission to comply with the Operational Plan ("Official Gazette of the RM" no. 4/06)
- Decree on public participation in the drafting of regulations and other legislation, as well as plans and programmes in the area of environment ("Official Gazette of the RM" no. 147/08)

1. SECTOR: Measures for prevention and protection from water pollution

Legal framework

- Law on Waters ("Official Gazette of the RM" no. 87/08; 6/09; 161/09; 83/10; 51/11; 44/12; 23/13; 163/13)

2. SECTOR: Measures for prevention and protection from air pollution

Legal framework

- Law on Ambient Air Quality ("Official Gazette of the RM" no. 67/04; 92/07; 35/10; 47/11; 59/12; 163/13)

3. SECTOR: Measures for prevention and protection from soil pollution

4. SECTOR: Measures for prevention and protection from nature pollution

Legal framework

- Law on Nature Protection ("Official Gazette of the RM" no. 67/04; 14/06; 84/08; 35/10; 47/11; 148/11; 59/12; 14/13; 163/13)

5. SECTOR: Measures for prevention and protection from noise

Legal framework

- Law on Protection from Noise in the Environment ("Official Gazette of the RM" no. 79/07; 124/10; 47/11; 163/13)

6. SECTOR: Measures for prevention and protection from non-ionizing radiation

Legal framework

- Law on Protection against Ionizing Radiation and Radiation Safety ("Official Gazette of the RM" no. 48/02; 135/07)

Area	Services Inventory	Note
Environment	Information to the public about environmental contamination and undertaking and introducing mandatory measures (Article 26, Law on Environment)	<i>Type of service: indirect On-line availability</i>
Environment	Register of Polluters/Pollutants (Article 41, Law on Environment)	<i>Type of service: indirect E-version; On-line availability</i>

Environment	Environmental Cadastre (Article 41, Law on Environment)	<i>Type of service: indirect E-version; On-line availability</i>
Environment	Report on Environment Status (Article 45, paragraphs 5 and 6, Law on Environment)	<i>Type of service: indirect E-version; On-line availability</i>
Environment	Implementation of the Local Environment Action Plan (Article 62, Law on Environment)	<i>Type of service: indirect Information; Report; On-line availability</i>
Environment	Submission of relevant information regarding the development of a Study on Project's Environment Impact (Article 83, paragraph 3, Law on Environment)	<i>Note: The authorities of the Municipality, the City of Skopje and Skopje Municipalities that possess information relevant to the preparation of the Study on Project's Environment Impact shall make such information available to the developer, upon request, in accordance with Article 51, paragraph (1) and Article 53 of the Environment Law. Type of service: indirect On-line availability</i>
Environment	Opinions and comments on the Request and requirements set out in the Draft A integrated Environmental Permit (Article 98, paragraph 3 and Article 100, Law on Environment)	<i>Note: Municipalities have the right to submit their opinions and comments on the Request and requirements set out in the Draft A-Integrated Environmental Permit under the provisions of the Environment Law pertaining to the participation of the public, Municipal Mayor and Mayor of the City of Skopje; they may organize a public hearing on the Request, in accordance with Article 103, paragraph (5) of the Environment Law. Type of service: indirect On-line availability and an on-line forum</i>

<p style="text-align: center;">Environment</p>	<p>Issuance of a B integrated Environmental Permit</p> <p>(Article 123, paragraph 1 and Article 124, Law on Environment, and Rules on the procedure for obtaining a B integrated Environmental Permit)</p>	<p><i>Note: Regarding the issuance of a B Integrated Environmental Permit, the Operator shall submit a Request to the competent authorities of the Municipality or the City of Skopje. The authority responsible for issuance of a B Integrated Environmental Permit shall be the Mayor of the Municipality and the Mayor of the City of Skopje. The implementation of the procedure for issuance of a B Integrated Environmental Permit may also be performed electronically.</i></p> <p><i>(Article 126, paragraph 10, Law on Environment)</i></p> <p><i>The Minister heading the State Administration Authority responsible for affairs in the area of environment shall prescribe the form and content of the Request, as well as the manner of submission of the Request and required documentation attached to the Request.</i></p> <p><i>Type of service: direct</i></p> <p><i>Transaction</i></p>
<p style="text-align: center;">Environment</p>	<p>City Register of B Integrated Environmental Permits</p> <p>(Article 126, paragraph 5, Law on Environment)</p>	<p><i>Note: Register maintenance may also be performed electronically</i></p> <p><i>(Article 126, paragraph 10, Law on Environment)</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
<p style="text-align: center;">Environment</p>	<p>Permission to comply with the Operational Plan</p> <p>(Article 135, Law on Environment)</p>	<p><i>Note: The procedure for obtaining permission to comply with the Operational Plan shall begin by submitting a Request for Permission to Comply along with the Operational Plan Proposal, to the Mayor of Municipality, or the Mayor of the City of Skopje, when it comes to installation requiring a B Integrated Environmental Permit.</i></p> <p><i>Type of service: direct</i></p> <p><i>Two-way interaction</i></p>
<p style="text-align: center;">Waters</p>	<p>Procedure for granting a concession for use of waters</p> <p>(Article 54, Law on Waters)</p>	<p><i>Note: The Commission implementing the procedure shall also have a Local Government Unit representative.</i></p> <p><i>Type of service: indirect</i></p> <p><i>Two-way interaction and transaction</i></p>

Waters	<p>Discharge Permit</p> <p>(Article 79, Law on Waters)</p>	<p><i>Note: Municipalities, Skopje Municipalities and the City of Skopje may discharge wastewater or discharge or throw matters and substances in recipients only after prior permission to discharge into waters.</i></p> <p><i>Type of service: indirect</i></p>
Waters	<p>Designation of bathing areas and protective measures against actions and activities that may adversely affect the quality of bathing water</p> <p>(Articles 101 and 104, Law on Waters)</p>	<p><i>Note: The Mayors of Municipalities and the City of Skopje shall mark bathing areas, which must, as a minimum, include the areas of paragraph (1) of this Article. The Mayors of Municipalities and the City of Skopje shall undertake measures to protect the bathing areas from pollution in accordance with Article 104 of this Law.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p> <p><i>Information on the Municipality website</i></p>
Waters	<p>Drainage and treatment of wastewater resulting or being created from the Municipality's area</p> <p>(Article 113, Law on Waters)</p>	<p><i>Type of service: indirect</i></p>

<p style="text-align: center;">Waters</p>	<p>Provides that urban wastewater entering the collector systems before discharge shall be properly treated, and ensures that:</p> <p>1) facilities shall be designed, constructed, maintained and exploited in a way that ensures successful operation in normal local climatic conditions;</p> <p>2) wastewater treated and sludge generated by wastewater treatment can be reused whenever appropriate, in accordance with this Law; and</p> <p>3) removal of wastewater and sludge must not lead to adverse environmental impacts.</p> <p>Municipalities, Skopje Municipalities and the City of Skopje shall:</p> <p>provide, improve and expand sewerage systems and clean and maintain proper drainage systems for wastewater disposal in their area;</p> <p>take care of emptying of septic tanks, as necessary;</p> <p>authorize the discharge of industrial wastewater into sewer systems in accordance with this Law and provide conditions for its disposal, collection and purification; and provide monitoring.</p> <p>(Article 112, Law on Waters)</p>	<p><i>Type of service: indirect</i></p>
<p style="text-align: center;">Waters</p>	<p>Development of access to coastal areas of waterways, lakes and reservoirs for sport, recreation and related activities</p> <p>(Article 132, Law on Waters)</p>	<p><i>Type of service: indirect</i></p>
<p style="text-align: center;">Waters</p>	<p>Monitoring of water bodies encompassed by the local network</p> <p>(Article 146, paragraph 2, Law on Waters)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>
<p style="text-align: center;">Waters</p>	<p>Monitoring of water in bathing areas</p> <p>(Article 146, Law on Waters)</p>	<p><i>Note: The Mayors of Municipalities, Skopje Municipalities and the City of Skopje, where the bathing area is located, shall monitor the quality of bathing water and submit the data thereon to the State Administration Authority responsible for health care, the State Sanitary and Health Inspectorate and the State Administration Authority responsible for affairs in the area of environment.</i></p> <p><i>Type of service: indirect</i> <i>On-line availability</i></p>

<p style="text-align: center;">Ambient air quality</p>	<p>Plan for the quality of the air (Article 26, Law on Ambient Air Quality)</p>	<p><i>Note: In certain areas and agglomerations here the level of pollutant substances surpasses limitation or targeted values, as well as any relevant margin of tolerance, a Plan on Air Quality developed for the specific zones and agglomerations in order to achieve appropriate limitation or targeted value. The plan is developed by the Mayor of the municipality, or the Mayor of the City of Skopje in cooperation with the state direction authorized on matters in the area of environment for the five-year period. The Plan on Air Quality contains the following elements:</i></p> <ol style="list-style-type: none"> <i>1) localization of over-pollution</i> <i>2) general information</i> <i>3) responsible authorities</i> <i>4) nature and evaluation of the pollution</i> <i>5) origin of the pollution</i> <i>6) analyses of the situation</i> <i>7) details on the measures or projects for improvement of the ambient air quality existing before the day this Law entered into force</i> <i>8) details on the developed measures or projects from the aspect of decrease of the pollution, listing and description of all measures provisioned in the project, and</i> <i>9) details on the planned measures or projects</i>
<p style="text-align: center;">Ambient air quality</p>	<p>Short-term Action Plan (Article 27-a, Law on Ambient Air Quality)</p>	<p><i>Note: Short-term Action Plans are prepared by the Mayor of the municipality and the Mayor of the City of Skopje in cooperation with the state direction body authorized on matters in the area of environment and the state direction body authorized on matters in the area of health.</i></p> <p><i>The measures undertaken, as well as the surpass of the alarming level, the Mayor of the municipality and the Mayor of the City of Skopje in cooperation with the state direction body authorized in the area of health, the state direction body authorized on the matters of environment and the center for information and alarming, have the compulsory obligation to continuously inform the public in concern on the situation as well as on the measures needed to be undertaken, in a manner determined by the municipal/city of Skopje act.</i></p>

<p style="text-align: center;">Ambient air quality</p>	<p>Informing and participation of the general public (Article 33, Law on Ambient Air Quality)</p>	<p><i>Note: The Mayor of the municipality and the Mayor of the City of Skopje have the obligation to undertake all measures necessary in order to inform the public and to provide access to information and participation related to the preparation and adoption of the planning documents (Plan and Short-term Action Plan) pursuant the procedure determined by the Law on Environment which refer to development of planning documents.</i></p>
<p style="text-align: center;">Ambient air quality</p>	<p>Information system (Articles 33, 44. 50, Law on Ambient Air Quality)</p>	<p><i>Note: The Mayors of municipalities and the City of Skopje shall publish planning documents and acts adopted and report on the measures taken in relation to the management and improvement of ambient air quality. Type of service: direct On-line availability Report on the Municipality website</i></p>
<p style="text-align: center;">Ambient air quality</p>	<p>Local networks for monitoring of the ambient air quality (Article 39, Law on Ambient Air Quality)</p>	<p><i>Note: For the purposes of measurement and monitoring of the ambient air pollution in the settlements and industrial areas, municipalities and the City of Skopje can, upon receiver prior opinion by the authorized body responsible for realization of expert actions in the area of environment, under conditions and manners determined by this Law, to establish local networks.</i></p>
<p style="text-align: center;">Ambient air quality</p>	<p>Informing general public (Article 50, Paragraph 3, Law on Ambient Air Quality)</p>	<p><i>Note: The Mayor of the Municipality and the City of Skopje has the obligation to publish planning documents referred to in the Articles 26 and 27-a from this Law, as well as to inform for other measures for management of the ambient air quality, and measures and activities for improvement of the general situation in its area, implemented in the previous year and provisioned activities for the following year.</i></p>
<p style="text-align: center;">Ambient air quality</p>	<p>Protection measures against waist combustion (Article 56-a, Law on Ambient Air Quality)</p>	<p><i>Note: It is forbidden to combust waist in the open area. Waist combustion is performed in special installations where the combustion emissions in the ambient air have to be within the framework of the limitation values determined with the regulation in the Article 13 of this Law.</i></p>

<p style="text-align: center;">Ambient air quality</p>	<p>Finances from budgets of the Local Self-Government units (Article 64, Law on Ambient Air Quality)</p>	<p><i>Note: The budget of the municipalities and the City of Skopje provide finances for protection and improvement of the ambient air quality as well as other financial sources determined by this Law.</i></p>
<p style="text-align: center;">Ambient air quality</p>	<p>Authorized Environmental Inspectors (Article 64, Law on Ambient Air Quality)</p>	<p><i>Note: Authorized Environmental Inspector of the municipality is entitled to:</i></p> <ol style="list-style-type: none"> <i>1) perform insight on the fulfillment of the conditions for protection and improvement of the ambient air, provisioned in the B integrated environmental permit (Article 55), i.e. to the permit on adjustment with operational plan (Article 56)</i> <i>2) perform control and insight on the installation and maintenance of the measurement instruments for emission monitoring (Article 45, Paragraph 1, Item 1)</i> <i>3) determine whether the procedure for the manner and the frequency of emission measurements, i.e. calculation of the quantity of emission and manner of recording are being followed (Article 45, Paragraph 1, Item 2)</i> <i>4) determine whether data on emissions are being submitted to the authorized body (Article 45, Paragraph 2)</i> <i>5) perform control and insight whether the conditions for prevention, decrease or control of the negative impact on the ambient air from the installations which are not required to have B integrated environmental permit are fulfilled (Article 57)</i> <i>6) determine whether the procedure for waist combustion is followed (Article 56-a), and</i> <i>7) undertake any other necessary measured as authorized by the Law.</i> <p><i>(2) On request of the authorized Environmental Inspector, the authorized person of the state directorate organ responsible for interior affairs is obliged to participate in the execution of the matters contained in the Paragraph 1 from this Law.</i></p> <p><i>(3) Authorized Environmental Inspector performs matters of inspection supervision contained in the Paragraph 1, Items 1, 2, 3 and 4 for the installations which according to the Law on Environment have to possess B integrated environmental permit.</i></p>

Protection against noise	Implementation of noise monitoring in accordance with Monitoring Programmes of both national and local environmental noise monitoring networks (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>
Protection against noise	Occasional limitation of noise emissions from noise sources (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>
Protection against noise	Limitation or prohibition of sound emissions from transmitting sources (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>
Protection against noise	Acoustic measurements for checks and continuous supervision of the noise status (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>
Protection against noise	Implementation of acoustic protective measures based on the measurement and analysis of noise at emission locations, routes of spread of sound and places of noise reception (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>
Protection against noise	Implementation of the planned space location in the sources and/or structures of noise, and provision of the content to be protected from noise (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>
Protection against noise	Adjustment of the noise level caused by other independent sound sources within the limits established and depending on the time period (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>

Protection against noise	Implementation of measures and requirements for noise protection through mutual spatial arrangement of infrastructure, industrial, residential, recreational and other facilities, and planning of quiet zones and establishment of a special regime for use of quiet zones (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i>
Protection against noise	Information to the public about the noise status (Article 19, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i> <i>On-line availability</i>
Protection against noise	Local monitoring network (Article 27, Law on Protection from Environmental Noise)	<i>Type of service: indirect</i> <i>On-line availability</i>
Protection against noise	Cadastre of Environmental Noise Sources (Article 35, Law on Protection from Environmental Noise)	<i>Note: Municipalities, the City of Skopje and Skopje Municipalities may establish and maintain a Cadastre of Environmental Noise Sources for their areas. The Municipality Mayor, the Mayor of the City of Skopje and the Mayors of Skopje Municipalities shall, at least once a month, submit the Cadastre data to the State Administration Authority responsible for affairs in the area of environment.</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Protection against noise	Publication of Strategic Noise Maps and Noise Action Plans, as well as Reports on other measures for protection from noise, and measures and actions for improvement of the overall situation in their area, implemented in the previous year, and activities planned for the next year (Article 36, Law on Protection from Environmental Noise)	<i>Note: Mayor's duty</i> <i>Type of service: indirect</i> <i>On-line availability</i>

3. AREA: LOCAL ECONOMIC DEVELOPMENT

Local economic development includes local economic development planning, identification of development and structural priorities, local economic policy-making, support to the development of SMEs and entrepreneurship at the local level and in that context, participation in the establishment and development of local networks of institutions and agencies.

Legal framework

- Trade Law ("Official Gazette of the RM" no. [16/04](#), [128/06](#), [63/07](#), [88/08](#), [159/08](#), [20/09](#), [48/09](#), [99/09](#), [105/09](#), [115/10](#), [158/10](#), [36/11](#), [53/11](#), [148/13](#), [164/13](#))
- Law on Hospitality and Catering ("Official Gazette of the RM" no. [62/04](#), [89/08](#), [115/10](#), [53/11](#), [141/12](#), [164/13](#), [187/13](#))
- Law on Tourism ("Official Gazette of the RM" no. [62/04](#), [89/08](#), [12/09](#), [17/11](#), [47/11](#), [53/11](#), [123/12](#), [164/13](#), [27/14](#))
- Craft Law ("Official Gazette of the RM" no. [62/04](#), [55/07](#), [115/10](#), [36/11](#), [53/11](#), [164/13](#))
- Company Law ("Official Gazette of the RM" no. [28/04](#), [84/05](#), [71/06](#), [25/07](#), [87/08](#), [17/09](#), [23/09](#), [42/10](#), [48/2010](#), [8/11](#), [21/11](#), [24/11](#), [166/12](#), [70/13](#), [119/13](#), [120/13](#), [187/13](#), [38/14](#), [41/14](#))
- Law on Industrial and Green Zones ("Official Gazette of the RM" no. 119/13)
- Law on Tourism Development Zones ("Official Gazette of the RM" no. 141/12)
- Law on Technological and Industrial Development Zones ("Official Gazette of the RM" no. 14/07; 103/08; 130/08; 139/09; 156/10; 41/14)
- Law on Temporary Residence Fees ("Official Gazette of the RM" no. 19/96; 26/02; 53/03; 88/08; [17/2011](#))

Area	Services Inventory	Note
Trade	Determination of goods that can be sold in separate organized parts of green markets (Article 13, paragraph 3, Trade Law)	<i>Municipal Council's Decision</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Trade	Determination of working hours of green markets where wholesale and retail trade is performed (Article 14, Trade Law)	
Trade	Determination of locations for trade of goods in kiosks, vending machines and sale of mobile street vendors (Article 16, Trade Law)	<i>Municipal Council's Decision</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Hospitality and catering	Records of Caterers (Article 8, Law on Hospitality and Catering)	<i>Type of service: indirect</i> <i>On-line availability</i>

Hospitality and catering	Approval for catering services outside of the business facility (Article 12, Law on Hospitality and Catering)	<i>Type of service: indirect Two-way interaction</i>
Hospitality and catering	Records of catering facilities' working hours (Article 25, Law on Hospitality and Catering)	<i>Type of service: indirect On-line availability</i>
Tourism	Establishment of a Tourist Bureau (Article 50, Law on Tourism)	<i>Type of service: indirect On-line availability</i>
Tourism	Register of Services in Rural, Eco and Ethno-Tourism (Article 51, Law on Tourism)	<i>Type of service: indirect On-line availability</i>
Tourism	Records of working hours (Article 55, Law on Tourism)	<i>Type of service: indirect On-line availability</i>
Crafts	Determination of working hours for craft activities depending on local customs and needs (Article 8, Craft Law)	<i>Type of service: indirect On-line availability</i>
Crafts	Determination of premises for crafts performance (Article 9, Craft Law)	<i>Type of service: indirect On-line availability</i>
Companies	Permission on when the Company may use words that contain the name of the Local Government Unit (Article 49, Company Law)	<i>Type of service: direct Two-way interaction</i>
Industrial zones	Establishment of an industrial or green zone (Articles 9 and 10, Law on Industrial and Green Zones)	<i>Type of service: indirect On-line availability</i>
Industrial zones	Management - Zone Operator (Article 12, Law on Industrial and Green Zones)	<i>Type of service: indirect On-line availability</i>

Industrial zones	Maintenance of a Register of Industrial and Green Zones (Article 13, Law on Industrial and Green Zones)	
Industrial zones	Sale of land within the Zone when the founder of the Zone is the Local Government Unit (Articles 14-30, Law on Industrial and Green Zones)	<i>On-line availability</i>
Industrial zones	Issuance of Building Permits for Industrial and Green Zones established by the Local Government Unit, as well as for the buildings in the Zone (Article 32, Law on Industrial and Green Zones)	<i>Type of service: indirect On-line availability</i>
Industrial zones	Report on Zone's Operation (Article 36, Law on Industrial and Green Zones)	<i>Type of service: indirect On-line availability</i>
Temporary residence fee	Annual Programme of Local Government Units for general tourist propaganda and improvement of conditions for tourist stay (Article 9, Law on Temporary Residence Fees)	
Tourism development zones	Development of construction land adjacent to the Zone (Article 30, Law on Tourism Development Zones)	
Tourism development zones	Opinion on building a Tourism Development Zone (Article 31, Law on Tourism Development Zones)	
Temporary residence fee	Temporary residence fee (Article 7, Law on Temporary Residence Fees)	
Temporary residence fee	Programme of Local Government Units and the City of Skopje for general tourist propaganda and improvement of conditions for tourist stay (Article 9, Law on Temporary Residence Fees)	

Temporary residence fee	Supervision of fee collection (Article 10, Law on Temporary Residence Fees)	
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4. AREA: UTILITY SERVICES

Utilities such as supply of drinking water; supply of sanitation water; wastewater drainage and treatment; public lighting; drainage and treatment of stormwater; maintenance of public hygiene; collection, transportation and treatment of municipal solid and industrial waste; arrangement and organization of local public transport of passengers; supply of natural gas and thermal energy; maintenance of graves, cemeteries, crematoria and funeral services provision; construction, maintenance, reconstruction and protection of local roads, streets and other infrastructure facilities; regulation of the traffic regime; construction and maintenance of street traffic signs; construction and maintenance of public parking; removal of illegally parked vehicles; removal of wrecked vehicles from public spaces; construction and maintenance of markets; chimney sweeping; maintenance and use of parks, green spaces, parks and forests, and recreational areas; regulation, maintenance and use of river basins in urban areas; determination of names of streets, squares, bridges and other infrastructure facilities are regulated by Article 22, paragraph 1, item 4 of the Law on Local Self-Government.

Legal framework

- Law on Public Utilities ("Official Gazette of the RM" no. 95/12; 163/13; 42/14)
- Law on Supply of Drinking Water and Drainage of Urban Waste-water ("Official Gazette of the RM" no. 68/04)
- Law on Waste Management ("Official Gazette of the RM" no. 68/04, 71/04, 107/07, 102/08, 143/08, 82/09, 124/10, 51/11, 123/12, 147/13, 163/13)
- Law on Management of Batteries and Accumulators and Waste Batteries and Accumulators ("Official Gazette of the RM" no. 140/10, 47/11, 148/11, 39/12, 163/2013)
- Law on Management of Electrical and Electronic Equipment and Waste Electrical and Electronic Equipment ("Official Gazette of the RM" no. 6/12, 163/2013)
- Law on Management of Packaging and Packaging Waste ("Official Gazette of the RM" no. 161/09, 17/11, 47/11, 136/11, 6/12, 39/12, 163/2013)
- Law on Road Transport ("Official Gazette of the RM" no. 68/04; 127/06; 114/09; 83/10; 140/10; 17/11; 53/11; 6/12; 23/13; 120/13; 163/13; 187/13; 42/14)
- Energy Law ("Official Gazette of the RM" no. 16/11, 136/11, 75/13, 79/13, 164/13, 41/14, 55/14, 92/14)
- Law on Public Roads ("Official Gazette of the RM" no. 84/08, 52/09, 114/09, 39/10, 124/10, 23/11, 53/11, 44/12, 168/12, 163/13, 187/13, 39/14, 42/14)
- Law on Cemeteries and Funeral Services ("Official Gazette of the RM" no. 86/08, 156/10, 53/11, 163/13)
- Law on Public Hygiene ("Official Gazette of the RM" no. 111/08, 64/09, 88/10, 114/10, 23/11, 53/11, 47/12, 80/12, 163/13)
- Law on Determination of Names of Streets, Squares, Bridges and Other Infrastructure Facilities ("Official Gazette of the RM" no. 66/04, 55/07, 145/10, 136/11, 163/13)

- Law on Road Traffic Safety ("Official Gazette of the RM" no. 54/07, 84/07, 86/08, 98/08, 106/08, 64/09, 161/09, 36/11, 51/11, 27/14)
- Decision on Categorization of Public Roads ("Official Gazette of the RM" no. 133/11)
- Rulebook on the form and content of Licenses for certain types of road transportation and Extracts from Licenses for each vehicle, as well as the manner and procedure for granting and revoking of Licenses for individual types of transportation ("Official Gazette of the RM" no. 84/12)
- Rulebook on the form and content of the Invitation for training and ways of training implementation ("Official Gazette of the RM" no. 94/11)
- Rulebook on the form and content of the invitation for training and ways of training implementation ("Official Gazette of the RM" no. 95/11)
- Rulebook on the form and content of the Application and required documentation, the form and content of the License for management of cemeteries, as well as the manner of issuance and revocation of the License, and the form, content and manner of keeping the Register of Issued and Revoked Licenses for Cemetery Managers ("Official Gazette of the RM" no. 9/14)
- Rulebook on the form and content of the Application and required documentation, the form and content of the License for performance of funeral service, the manner of issuance and revocation of the License, and the form and content of the Register of Issued and Revoked Licenses for Funeral Services ("Official Gazette of the RM" no. 33/14)
- Rulebook on the form and content of the Invitation for training, way of training implementation and the manner of keeping records of education and training conducted ("Official Gazette of the RM" no. 24/11)
- Decree on the criteria and procedure for allocation of funds for construction and maintenance of water supply and sewerage systems from the Budget of the Republic of Macedonia ("Official Gazette of the RM" no. 75/09)
- Methodology determining the price of drinking water and the drainage of urban waste water ("Official Gazette of the RM" no. 107/05)

Area	Services Inventory	Note
Utilities	Treatment and supply of drinking water (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities) Type of service: indirect</i>
Utilities	Treatment and supply of sanitary water (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities) Type of service: indirect</i>
Utilities	Waste water drainage and treatment (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities) Type of service: indirect</i>

Utilities	Transport of passengers in road traffic (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Utilities	Collection and transportation of communal waste (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i>
Utilities	Construction and maintenance of the burial place (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i>
Utilities	Use of sales outlets at indoor and outdoor markets (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i>
Utilities	Chimney sweeping and smoke-venting equipment (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i>
Utilities	Removal of wrecked vehicles, maintenance of septic tanks (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Utilities	Distribution of gas to users' measuring instruments (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Utilities	Distribution of thermal energy to users' measuring instruments (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Report a problem, e-mail for complaints</i>

Utilities	Storm water drainage and discharge (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Utilities	Reconstruction and protection of local roads, streets and other infrastructure facilities (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i>
Utilities	Maintenance of public hygiene (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Utilities	Maintenance and cleaning and use of parks, zoos, park-forests, recreational areas and greenery (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Utilities	Maintenance of traffic signs on streets and municipal roads (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Utilities	Public lighting (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Utilities	Maintenance of cemeteries, cemetery ancillary facilities and infrastructure (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i>
Utilities	Maintenance of facilities at outdoor and indoor retail and wholesale markets (Article 14, Law on Utilities)	<i>Note: Regarding the performance of utilities, Municipalities and the City of Skopje may establish public companies (Article 9, paragraph 2, Law on Utilities)</i> <i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>

Utilities	Eradication of stray animals, decoration of townships, maintenance of sanitation and urban equipment (Article 14, Law on Utilities)	<i>Type of service: indirect</i> <i>Report a problem, e-mail for complaints</i>
Waste management	Waste Management Programme (Article 19 of the Law on Waste Management)	<i>Type of service: indirect</i> <i>On-line availability</i>
Waste management	Report on the Implementation of Waste Management Programmes that were previously approved by the Municipal Council and the City of Skopje (Article 23, paragraphs 2 and 3 of the Law on Waste Management)	<i>Note: The Mayor shall submit this Report to the Ministry of Environment and Physical Planning.</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Waste management	A Merger Agreement to establish a waste management system at the regional level (Regional Management) (Article 23 of the Law on Waste Management)	<i>Type of service: indirect</i> <i>On-line availability</i>
Waste management	A Form for legal entities and private individuals that collect and transport municipal and other non-hazardous waste (Article 39, paragraph 10 of the Law on Waste Management)	<i>Note: The Mayor shall submit this consolidated Report to the Ministry of Environment and Physical Planning</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Waste management	Decision identifying locations for transfer stations (Article 37 of the Law on Waste Management)	<i>Note: The Minister of Environment and Physical Planning shall, in coordination with the Minister of Transport and Communications, determine the minimum technical requirements and conditions with regard to environmental protection to be met by transfer stations, requirements to be met by the locations where they are built, i.e. where transfer stations are mounted, as well as timeframes for storing the waste at transfer stations in accordance with the types of waste</i> <i>Type of service: indirect</i> <i>On-line availability</i>

Waste management	Waste disposal - Waste Disposal Decision	<i>Type of service: indirect</i>
Waste management	Maintenance of public hygiene (Article 41 of the Law on Waste Management)	<i>Type of service: indirect</i> <i>Report a problem</i>
Waste management	Collection and transportation of municipal waste, maintenance of public hygiene and treatment of municipal waste, as well as management and maintenance of sites for selective collection of municipal waste (Article 46 of the Law on Waste Management)	<i>Note: Through the establishment of public enterprises, joint public companies or by entrusting this activity to legal and natural persons in a procedure pursuant to the Law on Concessions and Public Private Partnership</i> <i>Type of service: indirect</i>
Waste management	Monitoring of non-hazardous waste management (Article 108 of the Law on Waste Management)	<i>Note: Shall be submitted to the Ministry of Environment and Physical Planning</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Waste management	Local level information system which provides collection and presentation of data on the general situation regarding the non-hazardous waste management (Article 113 of the Law on Waste Management)	<i>Type of service: indirect</i> <i>On-line availability</i>
Waste management	Cadastre of Waste Generators (Article 116 of the Law on Waste Management)	<i>Type of service: indirect</i> <i>On-line availability</i>
Waste management	Publication of data (Article 117 of the Law on Waste Management)	<i>Note: Municipalities and the City of Skopje shall publish their Programmes for Non-hazardous Waste Management, information on the quantity of waste generated, the measures, activities and ways to improve the general waste management situation</i> <i>Type of service: indirect</i> <i>On-line availability</i>

<p style="text-align: center;">Waste management</p>	<p>Information to the public</p> <p>(Article 118 of the Law on Waste Management)</p>	<p><i>Note: The Mayors of Municipalities and the City of Skopje shall, throughout the year, inform the public about the ongoing waste management situation, progress achieved, future plans and directions for improving the waste management situation; and they shall make a comparison and evaluation between the current and past situations in waste management.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
<p style="text-align: center;">Management of waste batteries and accumulators</p>	<p>Collection of waste batteries and accumulators in the Municipality area</p> <p>(Article 29, Law on Management of Batteries and Accumulators and Waste Batteries and Accumulators)</p>	<p><i>Note: The Mayor shall: determine the placement of containers for separate collection of waste batteries and accumulators in the Municipality area, and arrange systems for collection and temporary storage of waste portable batteries and accumulators and handing them over for treatment, processing and/or recycling.</i></p>
<p style="text-align: center;">Management of waste electrical and electronic equipment</p>	<p>Collection of waste electrical and electronic equipment from households</p> <p>(Article 25, Law on Management of Electrical and Electronic Equipment and Waste Electrical and Electronic Equipment)</p>	<p><i>Note: The Mayor shall organize separate collection of waste equipment, authorize collectors of household waste equipment, and determine and organize places, i.e. locations for separate collection of household waste equipment, in cooperation with authorized collectors, at collection centres in the entire area of the Municipality where end users will be able to hand over their household waste equipment free of charge, whereby at least one collection centre per 30,000 residents shall be ensured.</i></p>
<p style="text-align: center;">Management of electrical equipment</p>	<p>Public information on the addresses of collection centres existing in the Municipality area, the City of Skopje or Skopje Municipalities included in the system for waste equipment treatment, i.e. places where the collection of waste equipment is performed</p> <p>(Article 36, Law on Management of Electrical and Electronic Equipment and Waste Electrical and Electronic Equipment)</p>	<p><i>Note: Information shall be provided by the Mayor.</i></p>
<p style="text-align: center;">Management of electrical equipment</p>	<p>Publication of quarterly reports on the Municipality website</p> <p>(Article 36, Law on Management of Electrical and Electronic Equipment and Waste Electrical and Electronic Equipment)</p>	<p><i>Note: The communal inspector performing the inspection shall keep records of the supervision and inspections conducted over legal and natural persons, on which he/she shall prepare a Quarterly Report and publish it on the websites of the Municipality and the City of Skopje.</i></p>

<p style="text-align: center;">Collection of packaging waste</p>	<p>Organization of separate collection of packaging waste that is municipal waste</p> <p>(Article 26, Law on Management of Packaging and Packaging Waste)</p>	<p><i>Note: The Mayor shall be responsible for the organization of separate collection of packaging waste which is municipal waste. For that purpose, he/she shall conclude a contract with the legal entity handling the packaging waste or with an independent packaging waste handler, which shall regulate the mutual rights and obligations of Contracting Parties, conditions and manner of introduction of separate collection and treatment of packaging waste, type of packaging waste, requirements regarding the quality of the packaging waste collected, the type of collection system and if possible, treatment of packaging waste, manner of financing and cost coverage, manner of informing the public and end users, and other issues of common interest.</i></p>
<p style="text-align: center;">Management of packaging and packaging waste</p>	<p>Supervision</p> <p>(Article 48, Law Management of Packaging and Packaging Waste)</p>	<p><i>Note: While performing inspection within their scope, authorized environmental inspectors of Municipalities, Skopje Municipalities and the City of Skopje and communal inspectors of Municipalities, Skopje Municipalities and the City of Skopje shall be entitled to:</i></p> <ol style="list-style-type: none"> <i>1) inspect and determine whether packaging waste which is not municipal waste is left or handed over as municipal waste in places marked for collection and sorting of municipal waste (Article 16, paragraph (1));</i> <i>2) inspect and control, and determine whether the end user handles packaging waste in accordance with the provisions for handling waste (Article 16, paragraphs (2), (3) and (4));</i> <i>3) inspect and control, and determine whether in order to implement the obligations of Article 18, paragraphs (1), (2) and (3) of this Law, the manufacturer, packaging manufacturer and trader have provided space and equipment for the selective collection of packaging waste if they have a sales area greater than 200 m² (Article 18, paragraph (4)); and</i> <i>4) inspect and control, and determine whether the legal entity for handling packaging waste acts in accordance with the agreement (Article 26).</i>

Public transportation	<p>License for municipal line passenger transport</p> <p>(Articles 18 and 19 of the Law on Road Transport and Rulebook on the form and content of Licenses for certain types of road traffic and Extracts of Licenses for each vehicle, and the manner and procedure for granting and revoking Licenses for different types of transport)</p>	<p><i>Note: The License shall be issued by the Mayor of the Municipality/the City of Skopje; the carrier may start with transportation upon obtaining a License from the Mayor. Duration of License: 5 years. The Municipality shall maintain records of this service.</i></p> <p><i>The form and content of the License shall be prescribed by the Minister of Transport and Communications (Article 19 of the Road Transport Law).</i></p> <p><i>Type of service: direct</i></p> <p><i>On-line availability</i></p> <p><i>One-way interaction, two-way interaction</i></p> <p><i>Transaction</i></p>
Public transportation	<p>Municipal bus lines as a public service</p> <p>(Article 19-b of the Road Transport Law)</p>	<p><i>Note: In Municipalities with over 100,000 inhabitants, the Municipality shall organize municipal bus lines as a public service.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Public transportation	<p>Regulation of municipal bus lines</p> <p>(Article 22 of the Law on Road Transport)</p>	<p><i>Note: The Council of the Municipality/City of Skopje shall regulate municipal bus lines by a Decision.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Public transportation	<p>Inter-municipal bus lines</p> <p>(Article 23 of the Law on Road Transport)</p>	<p><i>Note: One or more rural Municipalities located in the Municipality of a city-based capital to which they gravitate, determined by law, may jointly organize their inter-municipal bus lines. The Minister of Transport and Communications shall give approval thereof.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Public transportation	<p>Concession or public-private partnerships for municipal transportation lines with trolleys, trams or other types of rail vehicles</p> <p>(Article 23-b of the Road Transport Law)</p>	<p><i>Note: A Decision on concession or PPP shall be adopted by the Council of the Municipality/the City of Skopje.</i></p> <p><i>Duration: up to 35 years</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability – transaction</i></p>
Public transportation	<p>Special bus lines</p> <p>(Article 43 of the Law on Road Transport)</p>	<p><i>Note: Permission of the Mayor, no longer than one year</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>

Public transportation	License for taxi passenger transport (Article 52 of the Law on Road Transport)	<i>Type of service: direct</i> <i>On-line availability - transaction</i>
Public transportation	Records of carriers and motor vehicles registered for transport of passengers and goods by road, depending on the type of transport (Article 13 of the Law on Public Transport)	<i>Note: Records of paragraph 1 of Article 13 may be maintained as a central information database, based on the data provided and used by the Ministry of Transport and Communications, the Municipality or the City of Skopje, the Ministry of Finance, the Ministry of Interior, the Central Registry of the Republic of Macedonia, the Customs Administration, the competent court of first instance and the Pension and Disability Insurance Fund.</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Rules of the Municipality	Request for approval to use the space in front of a building	<i>Type of service: direct</i> <i>Two-way interaction</i>
Public roads	Decision issuing a concession and/or public-private partnership for a municipal road (Article 12, Law on Public Roads)	<i>Note: The Decision shall be adopted by the Council of the Municipality/the City of Skopje</i> <i>Type of service: direct</i> <i>On-line availability</i>
Public roads	Construction, reconstruction, rehabilitation, maintenance and protection of municipal roads (Articles 14 and 15, Law on Public Roads)	<i>Type of service: direct</i>
Public roads	Launching a municipal road in operation (Article 33 of the Law on Public Roads)	<i>Note: Shall be published by the Municipality, or the City of Skopje in the Official Gazette of the Municipality</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Public roads	Approval for construction of an access road to a municipal road (Article 46 of the Law on Public Roads)	<i>Note: Shall be issued by the Municipality, or the City of Skopje after prior approval from the Ministry of Interior</i> <i>Type of service: indirect</i> <i>On-line availability</i>

Public roads	<p>Installation, replacement, proper maintenance of traffic signs, traffic lights and safety equipment on municipal roads</p> <p>(Article 52 of the Law on Public Roads)</p>	<p><i>Note: Shall be performed on the basis of technical documentation. The technical documentation relating to the traffic lights and traffic signs on public roads shall be approved by the Ministry of Interior.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability, Report a problem, e-mail</i></p>
Public roads	<p>The state and the driving situation, as well as traffic disruptions due to emergency events on municipal roads shall be reported by the Municipality, or the City of Skopje through the media and other appropriate ways for timely information of road users, and keeping records of the same.</p> <p>(Article 54 of the Law on Public Roads)</p>	<p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Public roads	<p>Issuance of a License to remove wrecked and broken-down vehicles from municipal and local roads in the area of the respective Municipality or the City of Skopje.</p> <p>(Article 64-a, Law on Public Roads)</p>	<p><i>Note: Any legal or natural person that meets the requirements of Article 64-b of the Public Roads Law shall apply for a License to the Mayor of the Municipality or the Mayor of the City of Skopje where the legal or natural person has office, by specifying precisely the number of motor vehicles performing the transport on which it wants to obtain a License and by providing written proof of compliance with the conditions prescribed by this Law.</i></p> <p><i>The Mayor shall issue such License within 30 days of receipt of the complete License Application.</i></p> <p><i>The form and content of the Application and required documentation for the issuance of this License shall be prescribed by the Minister of Transport and Communications.</i></p> <p><i>Type of service: direct</i></p> <p><i>One-way interaction - transaction</i></p>
Public roads	<p>Approval (by the Municipal Council/the City of Skopje) of the Price List of the legal entity that has earned the License to remove wrecked and broken-down vehicles from municipal and local roads in the area of the respective Municipality or the City of Skopje.</p> <p>(Article 64-b of the Public Roads Law)</p>	<p><i>Type of service: direct</i></p>

Public roads	Publication of quarterly Reports on the Inspection performed by the authorized municipal inspector on the website of the Municipality or the City of Skopje. (Article 70-b of the Public Roads Law)	<i>Type of service: indirect</i> <i>On-line availability</i>
Cemeteries and funeral services	Cemetery management and burial services provision (Articles 5 and 14 of the Law on Cemeteries and Burial Services)	<i>Type of service: indirect</i> <i>Report a problem, e-mail</i>
Cemeteries and funeral services	Cemetery Management License (Article 15 of the Law on Cemeteries and Burial Services)	<i>Note: The legal entity that has acquired a License, shall regulate its mutual rights and obligations with the Municipality/the City of Skopje by a Contract.</i>
Water supply	Construction of a water supply and sewage system (Article 11, Law on Drinking Water Supply and Disposal of Urban Waste Water)	<i>Type of service: indirect</i> <i>Report a problem, e-mail</i>
Water supply	Connection to a street water-supply and sewer system (Article 26, Law on Drinking Water Supply and Disposal of Urban Waste Water)	<i>Type of service: indirect</i> <i>Report a problem, e-mail, two-way interaction</i>
Energy	Distribution of natural gas;	<i>Type of service: indirect</i>
Energy	Management of the natural gas distribution system;	<i>Type of service: indirect</i>
Energy	Natural gas supply to captive consumers;	<i>Type of service: direct</i> <i>Transaction (On-line payment)</i>
Energy	Production of thermal energy; (Article 49, paragraph 7, Law on Energy)	<i>Note: The Decision authorizing the construction of new facilities or the expansion of existing facilities for the production of thermal energy shall be adopted by the Municipal Council.</i> <i>Type of service: indirect</i>

Energy	Distribution of thermal energy; (Article 49, paragraph 7, Law on Energy)	<i>Note: The Decision authorizing the construction of new facilities or the expansion of existing facilities for the production of thermal energy shall be adopted by the Municipal Council. Type of service: direct Transaction (On-line payment)</i>
Energy	Geothermal energy distribution; (Article 49, paragraph 7, Law on Energy)	<i>Note: The Decision authorizing the construction of new facilities or expansion of existing facilities for the production of thermal energy shall be adopted by the Municipal Council. Type of service: direct Transaction (On-line payment)</i>
Energy	Thermal energy supply; (Article 49, paragraph 7, Law on Energy)	<i>Note: The Decision authorizing the construction of new facilities or expansion of existing facilities for the production of thermal energy shall be adopted by the Municipal Council. Type of service: direct Transaction (On-line payment)</i>
Energy	Geothermal energy supply; (Article 49, paragraph 7, Law on Energy)	<i>Note: The Decision authorizing the construction of new facilities or expansion of existing facilities for the production of thermal energy shall be adopted by the Municipal Council. Type of service: direct Transaction (On-line payment)</i>
Energy	Preparation of 3-year Energy Efficiency Programmes; (Article 132, Law on Energy)	<i>Note: Shall be adopted by the Municipal Council, on a proposal by the Mayor, and upon a prior opinion by the Energy Agency. Type of service: indirect On-line availability</i>
Public hygiene	Maintenance of public hygiene, garbage collection and snow cleaning (Articles 2 and 7, Law on Public Hygiene)	<i>Note: Maintenance of public hygiene and cleaning of snow and ice on public areas in the winter period shall be performed by a Public Utility Services Company established by the Municipality, Skopje Municipalities and the City of Skopje. The Municipality, Skopje Municipalities and the City of Skopje may, by a Municipality Council's Decision, assign the activities of public hygiene maintenance to any legal entity registered to perform such activities under the law. Type of service: indirect Report a problem, e-mail complaints</i>
Public hygiene	Collection of public hygiene maintenance fees (Article 25, Law on Public Hygiene)	<i>Type of service: direct Transaction (On-line payment)</i>

Names of streets, squares, bridges and other infrastructure	Placing name boards on streets, squares, bridges and other infrastructure facilities (Article 9, Law on Determining Names of Streets, Squares, Bridges and Other Infrastructure Facilities)	<i>Type of service: indirect</i>
Names of streets, squares, bridges and other infrastructure	Numbering of buildings (Article 17, Law on Determining Names of Streets, Squares, Bridges and Other Infrastructure Facilities)	<i>Type of service: indirect</i> <i>On-line availability</i>
Names of streets, squares, bridges and other infrastructure facilities	Records and Registers of street names and numbers of buildings (Article 17, Law on Determining Names of Streets, Squares, Bridges and Other Infrastructure Facilities)	<i>Note: Municipalities and the City of Skopje shall, regarding their areas, maintain electronic records of the names of streets, squares, bridges and other infrastructure facilities, as well as numbers for buildings' numeration. The content, procedure and manner of maintaining the automated records and automated Register shall be prescribed by the Minister of Transport and Communications, upon a previous positive opinion by the Minister of Interior, Director of the State Authority for Geodetic Works, the Central Registry of the Republic of Macedonia and the State Statistical Office of the Republic of Macedonia.</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Safety of road traffic	Regulation of traffic on local roads in the Municipality area (Article 6, Law on Road Traffic Safety)	

5. AREA: SOCIAL WELFARE AND CHILD PROTECTION

According to the Law on Local Self-Government, Municipalities and the City of Skopje shall be responsible for:

- social welfare and child protection - kindergartens and homes for the elderly (ownership, financing, investment and maintenance);
- implementation of social care for disabled people;
- children without parents and parental care;
- children with educational and social problems;
- children with special needs;
- children from single-parent families;

- street children;
- persons at social risk;
- persons affected by drug and alcohol abuse;
- population awareness raising;
- housing of people at social risk;
- exercising the right to education of preschool children.

The City of Skopje and Municipalities may, in addition to Centres for Social Work and public educational institutions for accommodation of children and youth with behavioral issues, establish public institutions for **institutional and non-institutional care** on the basis of approval in accordance with the Law on Social Protection.

Legal framework

- Law on Social Protection ("Official Gazette of the RM" no. 79/09, 51/10, 36/11, 51/11, 166/12, 15/13, 79/13, 164/13, 187/13, 38/14, 44/14)
- Law on Child Protection ("Official Gazette of the RM" no.98/00, 17/03, 65/04, 113/00, 98/08, 107/08, 46/09, 83/09, 156/09, 51/11, 157/11)
- Family Law ("Official Gazette of the RM" no. 80/92, 9/96, 19/00, 79/01, 38/2004, 60/05, 33/06, 84/08, 117/09, 67/10, 156/10, 39/12, 44/12, 38/14)
- 2014 Social Protection Programme ("Official Gazette of the RM" no. 1/14)
- Rulebook on the form, content and manner of keeping the Register of Social Protection Institutions ("Official Gazette of the RM" no. 17/12)
- Rulebook on the manner and procedure for issuance, extension, renewal and revocation of the Work License of professionals in social protection institutions, the level of costs for License issuance, the form, content and form of License ("Official Gazette of the RM" no. 4/12)
- Rulebook on the norms and standards for premises, equipment, professional staff and resources required for the establishment and commencement of operations of the social welfare institution "Centre for Victims of Human Trafficking" ("Official Gazette of the RM" no. 100/10)
- Rulebook on the norms and standards for the establishment and commencement of operations of the social care institution "Day Centre for People Who Use or Abuse Drugs and Psychotropic Substances" ("Official Gazette of the RM" no. 33/07)
- Rulebook on the norms and standards for the establishment and commencement of operations of the social care institution "Day-care Centre for Street Children" ("Official Gazette of the RM" no. 33/07)
- Rulebook on the norms and standards for the establishment and commencement of operations of the social care institution "Day-care Centre for People with Intellectual or Physical Disabilities" ("Official Gazette of the RM" no. 110/06)

Area	Services Inventory	Note
Social welfare	Social Protection Programme in line with the National Programme for Social Protection (Article 11, Law on Social Protection)	<i>Note: Programmes shall be submitted to the Ministry of Labour and Social Policy for opinion</i> <i>Type of service: indirect</i> <i>On-line availability</i>

Social welfare	Ensuring the realization of social protection for persons with disabilities (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for orphans and children without parental care (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for children with impaired mental and physical development (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for street children (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for children with educational and social problems (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for children from single-parent families (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for persons at social risk (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for persons abusing drugs, psychotropic substances, precursors and alcohol (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for victims of domestic violence (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection Type of service: indirect</i>

Social welfare	Ensuring the realization of social protection for victims of human trafficking (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection</i> <i>Type of service: indirect</i>
Social welfare	Ensuring the realization of social protection for the elderly without family care (Article 11, Law on Social Protection)	<i>Note: Through non-institutional and institutional forms of social protection, housing and population awareness raising regarding the needs for provision of social protection</i> <i>Type of service: indirect</i>
Social welfare	Social prevention: prevention of social risks for the citizen, family or any group of people, especially through educational and counseling work, development of self-help forms, voluntary work with personal engagement and application of other methods that correspond to the needs of social welfare beneficiaries (Articles 24 and 25, Law on Social Protection)	<i>Note: Through Programmes and resource provision</i> <i>Type of service: indirect</i> <i>On-line availability</i> <i>Report a problem, on-line forum</i>
Social welfare	Financial assistance for social housing of socially vulnerable people (with no housing) and beneficiaries of permanent cash benefits (Article 83, Law on Social Protection)	<i>Note: Funds shall be provided from the Municipal Budget</i> <i>Type of service: direct</i>
Social welfare	Engaging work-capable cash benefits' beneficiaries to perform activities of public interest in seasonal and temporary works (Article 55, Law on Social protection)	<i>Note: On the part of the Mayor and public enterprises</i> <i>Type of service: indirect</i> <i>One-way interaction</i>
Social welfare	Records of social welfare beneficiaries	<i>Note: The Minister shall prescribe the manner of maintenance and content of the records and documents</i> <i>Type of service: indirect</i> <i>On-line availability (limited)</i>
Social welfare	Institution for infants and young children without parents and parental care until the age of three (Article 116, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy.</i> <i>Type of service: indirect</i> <i>On-line availability</i>

Social welfare	Institution for children over three years of age and youth without parents and parental care (Article 117, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Institution for children and youth with educational and social problems (Article 118, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Institution for children and youth with moderate and severe mental development impairments (Article 121, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Institution for children and youth with physical disabilities (Article 122, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Institution for the elderly (Article 123, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Institution for adults with physical disabilities (Article 125, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Institution for people with intellectual disabilities (Article 126, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>

Social welfare	Day centres and clubs for the elderly and adults (Article 139, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Day Centre for street children (Article 140, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Day Centre for people who use or abuse drugs and psychotropic substances and precursors (Article 141, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Day Centre for people who abuse alcohol or are being treated for alcohol dependence (Article 142, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Centre for homeless people (Article 143, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Centre for victims of domestic violence (Article 144, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Centre for victims of human trafficking (Article 145, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy.</i>
Social welfare	Day Centre for people with mental or physical disabilities (Article 146, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>

Social welfare	Centre for assistance at home (Article 147, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Counseling Centre (Article 151, Law on Social Protection)	<i>Note: The Municipal Council, the City of Skopje and Skopje Municipalities may decide to establish such institution after prior consultation with the Ministry of Labour and Social Policy. Type of service: indirect On-line availability</i>
Social welfare	Access to institutions for people with disabilities	<i>Type of service: indirect On-line availability</i>
Social welfare	Parking for persons with disabilities	<i>Type of service: indirect On-line availability</i>
Family	Procedure for marriage (Article 151, Family Law)	<i>Note: Marriage shall be concluded in the presence of the persons who want to get married, a Member of the Municipal Council as determined by the Council, two witnesses and the Registrar. On-line availability, one-way interaction</i>

6. AREA: CULTURE

Article 22, paragraph 1, item 5 of the Local Self-Government Law establishes the following responsibilities for Local Governments in the area of culture:

- institutional and financial support to cultural institutions and projects;
- preservation of folklore, customs, old crafts and similar cultural values;
- organization of cultural events;
- stimulation of various specific forms of creativity.

Legal framework

- Law on Culture ("Official Gazette of the RM" no. [31/98](#); [49/03](#); [82/05](#); [24/07](#); [15/08](#); [116/10](#); [47/11](#); [51/11](#); [136/12](#); [23/13](#); [187/13](#); [44/14](#))
- Law on Museums ("Official Gazette of the RM" no. 66/04; 89/08; 116/10; 51/11)
- Law on Protection of Cultural Heritage ("Official Gazette of the RM" no. 20/04; 71/04; 115/07; 18/11; 23/13; 137/13; 164/13; 38/14; 44/14)
- Law on Libraries ("Official Gazette of the RM" no. 66/04; 89/08; 116/10; 51/11)
- Law on Memorials and Monuments ("Official Gazette of the RM" no. 66/04)
- Rulebook on the form and content of the Request to start a library business and on the form and content of the Request for a Decision on meeting the specific requirements for library's start of operation ("Official Gazette of the RM" no. 86/11)

- Rulebook on the content and manner of maintaining a Register of Copies of library goods and on the Certificate Form for library goods' copies ("Official Gazette of the RM" no. 133/09)

Area	Services Inventory	Note
Culture	Culture Programme (Article 7, Law of Culture)	<i>Note: The Municipal Council shall adopt a Culture Programme</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Culture	Establishment of local public institutions - municipal and city ones (Article 20, Law on Culture)	<i>Type of service: indirect</i> <i>On-line availability</i>
Museums	Establishment of local museums (Articles 6 and 10, Law on Museums)	<i>Note: The Council shall adopt a Decision on the Establishment; the Council shall approve the Statute of the local museum</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Museums	Keeping museum records and documentation (Article 20 of the Law on Museums)	<i>Note: Local museums in Local Government Units in whose jurisdiction they are established, which in addition to the Macedonian language and its Cyrillic script, have as an official language and script the ones used by at least 20% of the population in the Republic of Macedonia, shall keep their Entry Book and the Catalogue of Museum Items in the Macedonian language and its Cyrillic script and the language and script spoken by at least 20% of the population in the Republic of Macedonia in the area of such Local Government Unit. The Minister shall prescribe the form, content and manner of keeping the Entry Book, the Inventory Book, the Exit Book, the Card Register and other types of museum records and museum documentation.</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Cultural heritage	Protection of cultural heritage (Article 7 of the Law on Cultural Heritage Protection)	<i>Type of service: indirect</i> <i>Report a problem, e-mail complaints</i>
Cultural heritage	Opinion declaring cultural heritage of special significance (Article 41 of the Law on Cultural Heritage Protection)	<i>Type of service: indirect</i>

Cultural heritage	Decision establishing a reserved archaeological zone (Articles 41 and 42 of the Law on Cultural Heritage Protection)	<i>Type of service: indirect</i>
Cultural heritage	Taking measures to protect and enhance the quality of the environment surrounding the immovable cultural heritage, as well as within the monumental units and cultural landscapes (Article 112 of the Law on Cultural Heritage Protection)	<i>Type of service: indirect</i>
Monuments	Erecting monuments (Article 5 of the Memorials and Monuments Law)	<i>Type of service: indirect</i>
Monuments	Programme for marking significant events and outstanding individuals by monuments (Article 5 of the Memorials and Monuments Law)	<i>Type of service: indirect</i>
Monuments	Decision on erection, storage, maintenance, protection and use of memorials (Article 18 of the Law on Memorials and Monuments)	<i>Note: This Decision shall be adopted by the Council. The Municipal Council, the City of Skopje and Skopje Municipalities shall appoint a Board of Memorials Erection.</i>
Monuments	Approval of changes to be performed on the monument or activities to be taken in its immediate environment, which can disrupt the integrity of the monument, its relocation, and other issues related to the monument (Article 19 of the Memorials and Monuments Law)	<i>Note: Approval shall be given by the Municipal Council.</i>
Monuments	Registers of Monuments (Article 20 of the Memorials and Monuments Law)	<i>Note: The content and manner of keeping such Registers shall be prescribed by the Minister of Culture Type of service: indirect</i>

<p style="text-align: center;">Libraries</p>	<p>Establishment of local libraries</p> <p>(Article 6, paragraph 2, and Article 11 of the Law on Libraries)</p>	<p><i>Type of service: indirect</i></p>
<p style="text-align: center;">Libraries</p>	<p>Libraries shall perform the following particular activities:</p> <ol style="list-style-type: none"> 1) procure, explore, collect, professionally process and study, protect, store, publish, inform, present and lend for use library materials; 2) promote and affirm the library stock of the Republic of Macedonia through exhibitions, lectures, literary readings, seminars and courses, showing movies and other forms of activities; 3) provide conditions for utilization and scientific and professional study of the library stock; 4) issue publications, catalogues, guides and other informational materials; 5) keep entry records, an Inventory Book, a Basic Catalogue and other types of records and documentation; 6) maintain library catalogues and Card Registers; 7) perform professional processing and storage of domiciliary library materials of local importance; 8) perform bibliographic and information and documentation activities; 9) perform lending and exchange of library materials with other libraries and related institutions; 10) ensure proper application of technical protective measures for storage and maintenance of library material; 11) participate in the maintenance of the mutual National Bibliographic Database of Central Catalogues and Databases <p>(Article 16 of the Law on Libraries)</p>	<p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>

Libraries	Maintenance of the library stock (Article 20 of the Law on Libraries)	<i>Type of service: indirect</i>
Libraries	Records and documentation of the library stock (Article 21 of the Law on Libraries)	<i>Note: Records of the library stock contain entry records, an Inventory Book, a Basic Catalogue of the library stock and other types of records. Local libraries in the LGUs under whose jurisdiction they are established, which in addition to the Macedonian language and its Cyrillic script, have as an official language and script the ones spoken by at least 20% of the citizens in the Republic of Macedonia, shall keep their entry records and the Basic Catalogue of the library stock in the Macedonian language and its Cyrillic script and in the language and script used by at least 20% of the citizens in the Republic of Macedonia in the area of such Local Government Unit.</i> <i>Type of service: indirect</i> <i>On-line availability</i>
Libraries	Singularity of the Library Information System (Article 38 of the Law on Libraries)	<i>Note: Libraries in the Republic of Macedonia act as a single national Library Information System which operates as a common interactive national bibliographic and catalogue database that interacts with other library information systems abroad (hereinafter: the Library Information System).</i> <i>Type of service: indirect</i> <i>On-line availability</i>

7. AREA: SPORTS AND RECREATION

Article 22, paragraph 1, item 6 of the Law on Local Self-Government lists the following competences in the area of sports: development of mass sports and recreational activities, organization of sports events, and construction and maintenance of sports facilities. In this respect, the responsibilities in the area of sports include the development of mass sports and recreational activities for citizens, covered by Programmes of sports clubs and recreational sports clubs; realization of the school and students' sports system; sports for all; and especially the implementation of sports and recreational activities for persons with disabilities; organization of sport events; support for the system of sports matches at the local level in certain sports and categories; support for traditional games and sports events, both of national and international nature; support for the school and students' system of competitions, the system of events and forms of competitions for people with disabilities, as well as mass sports and recreational activities for citizens. Also, Municipalities have responsibilities for: construction and maintenance of sports facilities; establishment of a network of sports facilities, their classification, maintenance, use and equipment; planning and construction of modern sports facilities and determination of recreational areas for mass sports, as well as supporting municipal associations as the highest form of organization expressed

in the condensation of activities and needs of sports clubs in the Municipality, by providing spatial, material and staffing conditions for their operation.

Legal framework

- Sports Law ("Official Gazette of the RM" no. 29/02, 66/04, 83/05, 81/08, 18/11, 51/11, 64/12, 148/13, 187/13, 42/14)
- Programme for Development of Sports in the Republic of Macedonia for the period 2013 to 2017 ("Official Gazette of the RM" no. 4/13)

Area	Services Inventory	Note
Sports	Records of the Inventory of Sports Facilities owned by the Municipality (Article 13, Law on Sport)	<i>Type of service: indirect On-line availability</i>
Sports	Association of municipal sports associations (Article 13, Law on Sport)	<i>Type of service: indirect On-line availability</i>
Sports	Development of mass sports and recreational activities for citizens included in the Programmes of sports and recreational sports clubs, in the realization of the school and students' sports system, sports for all, and especially sports and recreational activities for people with disabilities (Article 22- a, Sports Law)	<i>Note: In order to provide this service, Municipal Councils and the City of Skopje Council or the Commissions of the Municipality, Skopje Municipalities and the City of Skopje in charge of sports shall adopt Programmes upon a proposal by municipal sports associations and the Association of Sports of the City of Skopje. Such Programmes shall be financed from Municipal Budgets and the Budget of the City of Skopje, donations and sponsorships. Type of service: indirect On-line availability</i>
Sports	Organization of sport events, support for a system of matches at the municipal and the City of Skopje levels in certain sports and categories, support for traditional games and sports events of national and international nature, support for the school system and students' system of competitions, the system of events and forms of competition for people with disabilities, as well as mass sports and recreational activities of citizens; (Article 22-a, Sports Law)	<i>Note: In order to provide this service, Municipal Councils and the City of Skopje Council or the Commissions of the Municipality, Skopje Municipalities and the City of Skopje in charge of sports shall adopt Programmes upon a proposal by municipal sports associations and the Association of Sports of the City of Skopje. Such Programmes shall be financed from Municipal Budgets and the Budget of the City of Skopje, donations and sponsorships. Type of service: indirect On-line availability</i>

Sports	<p>Construction and maintenance of sports facilities, establishment of a network of sports facilities, their classification, maintenance, use and equipment, planning and construction of modern sports facilities and determination of recreational areas of mass sport</p> <p>(Article 22-a, Sports Law)</p>	<p><i>Note: In order to provide this service, Municipal Councils and the City of Skopje Council or the Commissions of the Municipality, Skopje Municipalities and the City of Skopje in charge of sports shall adopt Programmes upon a proposal by municipal sports associations and the Association of Sports of the City of Skopje. Such Programmes shall be financed from Municipal Budgets and the Budget of the City of Skopje, donations and sponsorships.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Sports	<p>Support and promotion of sports, sports clubs and professional sports clubs registered in the area of Municipalities, Skopje Municipalities and the City of Skopje</p> <p>(Article 22-a, Sports Law)</p>	<p><i>Note: In order to provide this service, Municipal Councils and the City of Skopje Council or the Commissions of the Municipality, Skopje Municipalities and the City of Skopje in charge of sports shall adopt Programmes upon a proposal by municipal sports associations and the Association of Sports of the City of Skopje. Such Programmes shall be financed from Municipal Budgets and the Budget of the City of Skopje, donations and sponsorships.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Sports	<p>Supporting municipal associations and the Association of Sports of the City of Skopje as the highest form of organization expressed in the condensation of activities and needs of sports clubs in Municipalities, Skopje Municipalities and the City of Skopje by providing spatial, material and staffing conditions for their operation</p> <p>(Article 22-a, Sports Law)</p>	<p><i>Note: In order to provide this service, Municipal Councils and the City of Skopje Council or the Commissions of the Municipality, Skopje Municipalities and the City of Skopje in charge of sports shall adopt Programmes upon a proposal by municipal sports associations and the Association of Sports of the City of Skopje. Such Programmes shall be financed from Municipal Budgets and the Budget of the City of Skopje, donations and sponsorships.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>

Sports	<p>Management of sports facilities Investment and ongoing maintenance of sports facilities of local importance in Municipalities' possession, Permission to use the sport facilities of local importance in Municipalities' ownership to sports entities and other entities, for the purpose of performing sports activities, Leases of the parts of sports facilities which do not serve the purpose of sports, Implementation of public private partnerships with stakeholders in accordance with the Law on Concessions and Public Private Partnerships, Planning and building new sports facilities of local importance</p> <p>(Article 65, Law on Sports)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>
Sports	<p>Price List determining the level of fees for the use of sports facilities</p> <p>(Article 65, Law on Sports)</p>	<p><i>Note: Upon Mayor's proposal, the Price List shall be adopted by the Council of the Municipality/the City of Skopje</i> <i>Type of service: indirect</i> <i>On-line availability</i></p>
Sports	<p>Leases of the parts of sports facilities which do not serve the purpose of sports</p> <p>(Article 65, Law on Sports)</p>	<p><i>Note: The Municipality/The City of Skopje shall set up a Commission of five members from among the municipal administration staff. The Council shall adopt a Decision upon Mayor's proposal.</i> <i>Type of service: indirect</i> <i>On-line availability</i></p>
Sports	<p>Regulation for categorization of sports facilities</p> <p>(Article 65, Law on Sports)</p>	<p><i>Note: The Regulation shall be adopted by the Council.</i> <i>Type of service: indirect</i> <i>On-line availability</i></p>
Sports	<p>Establishment of a public-private partnership for investment and ongoing maintenance of sports facilities of local importance</p> <p>(Article 65-a, Law on Sports)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>

Sports	<p>Sports Information Network</p> <p>(envisaged in the 2013-2017 Programme for the Development of Sports in the Republic of Macedonia)</p>	<p><i>Note: The existing legislation in this segment provides for its establishment for the purpose of: development and management of sports, creation and transfer of policies of both central and local governments in that regard, facilitation of sports planning, investment in human resources involved in sports and comparison of accomplishments. Partners in the Sports Information System, as its implementers and users, shall be the following: the central government, Local Government Units, sports clubs, national sports federations, the Macedonian Olympic Committee and other legal and natural persons involved in this area of work.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
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8. AREA: HEALTH CARE

Health care under the competence of Municipalities shall concern the management of the network of public health organizations and primary health care facilities, which should include: representation of local government in all Boards of publicly owned health organizations; health education; health promotion; prevention activities; protection of workers' health and safety; health monitoring of the environment; surveillance of communicable diseases; assistance to patients with special needs (e.g., mental health, child abuse, etc.) and other areas to be determined by law. Public administration authorities, bodies of Municipalities and the City of Skopje, health facilities and other legal and natural persons shall, within their powers, rights and obligations, cooperate and exchange information on the implementation of measures for the prevention of occurrence, early detection, prevention and suppression of the spread of communicable diseases and infections stipulated by the Health Care Law.

Legal framework

- Law on Local Self-Government ("Official Gazette of the RM" no. 5/2002)
- Law on Population Protection from Infectious Diseases ("Official Gazette of the RM" no. 66/2004, 139/2008, 99/2009, 86/2011)
- Law on Health Protection ("Official Gazette of the RM" no. 43/2012, 145/2012, 65/2013, 87/2013, 164/2013, 39/2014, 43/2014)
- Public Health Law ("Official Gazette of the RM" no. 22/2010 and 136/2011)
- Law on Food Safety ("Official Gazette of the RM" no. 157/2010, 53/2011,1/2012, 164/2013, 187/2013, 43/2014)
- Law on Safety and Health at Work ("Official Gazette of the RM" no. 92/2007, 98/2010, 93/2011, 136/2011, 60/2012, 23/2013, 25/2013, 137/2013, 164/2013)
- Rulebook on the detailed requirements regarding space, equipment and staff, the manner and means of performing disinfection, fumigation and pest control ("Official Gazette of the RM" no. 152/2007)

- 2014 National Annual Public Health Programme in the Republic of Macedonia ("Official Gazette of the RM" no. 15/2014)

Area	Services Inventory	Note
Health	<p>LGUs shall cooperate and exchange information on the implementation of measures for occurrence prevention, early detection, prevention and suppression of the spread of communicable diseases and infections stipulated by the Law on Population Protection from Infectious Diseases</p> <p>(Article 3, Law on Population Protection from Infectious Diseases)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>
Health	<p>Supply of safe drinking water and control of the quality of water and water-supply facilities</p> <p>(Article 12, Law on Population Protection from Infectious Diseases)</p>	<p><i>Note: This service shall be delivered in accordance with the standards and procedures established by law for this activity. Municipalities and the City of Skopje may, in the organization and monitoring of the service, cooperate with Public Health Centres.</i> <i>Type of service: indirect</i></p>
Health	<p>Disposal of waste water and other solid and liquid waste in a manner that will prevent contamination of the environment (water, soil, air)</p> <p>(Article 12, Law on Population Protection from Infectious Diseases)</p>	<p><i>Note: This service shall be delivered in accordance with the standards and procedures established by law for this activity. Municipalities and the City of Skopje may, in the organization and monitoring of the service, cooperate with Public Health Centres.</i> <i>Type of service: indirect</i></p>
Health	<p>Performance of preventive disinfection, fumigation, pest control and other sanitary and technical measures in townships, settlements and other public areas</p> <p>(Article 12, Law on Population Protection from Infectious Diseases)</p>	<p><i>Note: This service shall be delivered in accordance with the standards and procedures established by law for this activity. Municipalities and the City of Skopje may, in the organization and monitoring of the service, cooperate with Public Health Centres.</i> <i>Type of service: indirect</i></p>
Health	<p>Provision of sanitary and technical and hygienic conditions in public buildings: schools and pre-school facilities, food facilities, water supply facilities, other public facilities, means of public transport and public places</p> <p>(Article 12, Law on Population Protection from Infectious Diseases)</p>	<p><i>Note: This service shall be delivered in accordance with the standards and procedures established by law for this activity. Municipalities and the City of Skopje may, in the organization and monitoring of the service, cooperate with Public Health Centres.</i> <i>Type of service: indirect</i></p>

Health	<p>Provision of quality water in bathrooms, recreational pools, lakes and other recreational facilities and natural resorts</p> <p>(Article 12, Law on Population Protection from Infectious Diseases)</p>	<p><i>Note: This service shall be delivered in accordance with the standards and procedures established by law for this activity. Municipalities and the City of Skopje may, in the organization and monitoring of the service, cooperate with Public Health Centres.</i></p> <p><i>Type of service: indirect</i></p>
Health	<p>Provision of preventive and promotional activities for population health promotion.</p> <p>(Article 12, Law on Population Protection from Infectious Diseases)</p>	<p><i>Note: This service shall be delivered in accordance with the standards and procedures established by law for this activity. Municipalities and the City of Skopje may, in the organization and monitoring of the service, cooperate with Public Health Centres.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Health	<p>Programmes for implementation of general measures to protect the population from infectious diseases</p> <p>(Article 14, Law on Population Protection from Infectious Diseases)</p>	<p><i>Note: The Programme shall be adopted by the Municipal Council/the City of Skopje upon a prior opinion of the respective Centre for Public Health.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Health	<p>Preventive disinfection, fumigation and pest control</p> <p>(Article 39, Law on Population Protection from Infectious Diseases, Rulebook on the detailed requirements regarding space, equipment and staff, the manner and means of performing disinfection, fumigation and pest control)</p>	<p><i>Note: Mandatory in health care facilities, schools and pre-school facilities, social facilities, restaurants and public spaces (airports, stations, markets, etc.), as well as facilities for the production, distribution and storage of food. Preventive disinfection shall be carried out every six months, and fumigation and pest control at least once a year. Regarding fumigation and pest control in settlements and their surroundings, Municipalities and the City of Skopje shall be responsible and perform such activities with professional and technical assistance of Public Health Centres and other legal entities that meet the conditions prescribed by this Law and the regulations thereunder. (Article 42, Law on Population Protection from Infectious Diseases). The requirements relating to space, equipment and staff, the manner and means of disinfection, fumigation and pest control shall be prescribed by the Minister of Health.</i></p> <p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Health	<p>Organizing the implementation of health promotion and prevention of infectious diseases</p> <p>(Article 50, Law on Population Protection from Infectious Diseases)</p>	<p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>

Health	Supervision over the status and movement of infectious diseases in Municipality's area by exchange of information with competent Centres for Public Health (Article 62, Law on Population Protection from Infectious Diseases)	<i>Type of service: indirect</i> <i>On-line availability</i>
Health	Monitoring and evaluation of population's health and well-being (Article 6, Public Health Law)	<i>Type of service: indirect</i> <i>On-line availability, report a problem, e-mail</i>
Health	Identification, investigation and mitigation of health problems and health hazards in the community (Article 6, Public Health Law)	<i>Type of service: indirect</i> <i>On-line availability, report a problem, e-mail</i>
Health	Health protection, needs assessment and activities necessary to ensure health protection (Article 6, Public Health Law)	<i>Type of service: indirect</i> <i>On-line availability, report a problem, e-mail</i>
Health	Prevention of diseases through measures of primary and secondary prevention (Article 6, Public Health Law)	<i>Type of service: indirect</i> <i>On-line availability, report a problem, e-mail</i>
Health	Health promotion and health education (Article 6, Public Health Law)	<i>Type of service: indirect</i> <i>On-line availability, report a problem, e-mail</i>
Health	Proposing the adoption and implementation of laws and regulations that ensure health protection, especially through safety of food, water, air, workplace and soil (Article 6, Public Health Law)	<i>Type of service: indirect</i>
Health	Ensuring competent multidisciplinary public health staff (Article 6, Public Health Law)	<i>Type of service: indirect</i>
Health	Support and implementation of health-related research (Article 6, Public Health Law)	<i>Type of service: indirect</i> <i>On-line forum</i>

Health	Development and planning of public health policies (Article 6, Public Health Law)	<i>Type of service: indirect On-line availability, On-line forum</i>
Health	Preparation for, and management of, public health emergencies, including prevention, response and mitigation of consequences (Article 6, Public Health Law)	<i>Type of service: indirect On-line availability, On-line forum</i>
Health	Ensuring cross-sectorial partnerships and community participation in health promotion and inequalities' reduction (Article 6, Public Health Law)	
Health	Public Health Councils (Article 18, Public Health Law)	<i>Note: Public Health Councils shall study issues and policies in the area of public health, prepare Opinions, give initiatives and/or suggestions to the bodies of Local Government Units. Type of service: indirect On-line availability, On-line forum</i>
Health	Additional activities in the interest of public health (Article 18, Law on Public Health)	<i>Note: Local Government Units may, in their area, perform additional activities in the interest of public health in collaboration with Public Health Centres, and they shall provide funds thereon from their own sources.</i>
Health	Managing public health facilities in primary health care (Article 100, Law on Health Protection)	<i>Note: Management Boards of public health facilities in primary healthcare shall consist of five members, of whom three representatives of the Founder, and two representatives of Local Government Units, one of whom shall be appointed by the Council of the Municipality where the head office of the public health facility is located, and one by the Council of the Municipality with the largest population in the area covered by such health facility, not including the Municipality where the head office of the health facility is located if it is with the largest number of residents.</i>

9. AREA: EDUCATION

Education as a responsibility covers the following segments: Establishing primary and secondary schools, financing their costs, appointing school principals, hiring the staff needed, organizing transportation and food for students, their accommodation in dormitories and the other.

Legal framework

- Law on Primary Education ("Official Gazette of the RM" no. 103/2008, 48/2009, 53/2009, 82/2009, 88/2009, 33/2010, 116/2010, 156/2010, 18/2011, 42/2011, 51/2011, 6/2012, 100/2012, 24/2013, 41/2014)
- Law on Secondary Education ("Official Gazette of the RM" no. 44/1995, 16/1996, 24/1996, 34/1996, 35/1997, 82/1999, 44/2001, 29/2002, 40/2003, 42/2003, 78/2003, 67/2004, 51/2005, 55/2005, 113/2005, 3/2006, 35/2006, 30/2007, 49/2007, 81/2008, 92/2008, 88/2009, 33/2010, 116/2010, 156/2010, 18/2011, 42/2011, 51/2011, 6/2012, 100/2012, 24/2013, 41/2014)
- Law on Pupils' Standards ("Official Gazette of the RM" no. 52/2005, 117/2008, 17/2011, 135/2011, 15/2013, 41/2014)
- Education Inspection Law ("Official Gazette of the RM" no. 52/2005, 81/2008, 148/2009, 57/2010, 51/2011, 24/2013, 137/2013, 164/2013, 41/2014)
- Rulebook on the manner of personal data processing, persons authorized to use the data contained in individual personal data collections, the criteria to determine the level of access for persons authorized to process personal data, technical and organizational measures to ensure confidentiality and protection of personal data processing, the method of destruction after the expiry of the deadline for storing personal data and other measures (55/2014)
- Rulebook on the manner of verification of primary education, and the form, content and manner of maintaining a Central Register and Municipal Register of Primary Schools (19/2014)
- Programme for counseling of students in primary schools (160/2013)
- Programme for counseling of parents of primary school students (4/2012)
- Rulebook on the form and content of the Invitation for Education, the manner of education implementation and the manner of keeping records of the education conducted in primary schools (147/2010)
- Rules for identification of norms and standards regarding the number of students, as well as standards for equipment, facilities and adequate educational staff in dormitories (52/2014)
- 2014 Programme for implementation and development of activities in the area of pupils' standard (7/2014)

Area	Local Services Inventory	Note
Primary education	Informing the parent about their child's readiness for school (Article 48, Law on Primary Education)	<i>Note: Enrollment of children in school shall be performed by a Commission established by the School Principal. The Commission shall consist of a pedagogue or psychologist, and a preschool teacher or a class teacher. The Commission shall, as a rule, inform the parent about the child's readiness for school, at least two months before the start of the teaching process. The parent shall have the right to appeal the Commission's Decision to a Committee established by the Mayor.</i> <i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i>

Primary education	Transfer of the student to another primary school (Article 60, Law on Primary Education)	<i>Note: This shall be decided by a Commission established by the School Principal, consisting of the class teacher or head of the class, two teachers and the school psychologist or pedagogue and the President of Parents' Council.</i> <i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i>
Primary education	Provision of free transportation (Article 61, Law on Primary Education)	<i>Note: For students whose residence is at least two kilometers away from the nearest primary school and for students with special educational needs and their accompanying persons (regardless of their place of residence's distance from the primary school)</i> <i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i> <i>Website information</i>
Primary education	Organization of at least one meal during students' stay at school (Article 62, Law on Primary Education)	<i>Note: The cost of the meal shall be covered by the parent, while the nutrition standards for school meals shall be established by the Ministry of Education, in cooperation with an appropriate professional institution.</i> <i>Type of service: direct</i> <i>E-version (e-mail, SMS) Transaction and Customized service</i>
Primary education	Counseling for parents (Article 64-a, Primary Education Law, Programme for counseling of students in primary schools and Programme for counseling of parents of primary school students)	<i>Note: The invitation shall be made by telephone, by mail or personal delivery.</i> <i>Type of service: direct</i> <i>E-version (e-mail, SMS)</i>
Primary education	Notifying parents about students' achievement (Article 67, Law on Primary Education)	<i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i>
Primary education	Council of Parents (Article 145, Law on Primary Education)	<i>Type of service: direct</i> <i>On-line forum, e-mail, SMS, Customized service</i>

Primary education	Organization of free transport for students to their school (Article 41-a, Law on Secondary Education)	<i>Note: The student shall have the right to free transport if their place of residence is at least 2.5 kilometers away from the secondary school where the student is enrolled and attends classes and if the chosen profession and profile is not available in the Municipality where the student lives. The student with special educational needs and the person accompanying such student shall be entitled to free transport regardless of the distance of their place of residence from the public secondary school where the student is enrolled and attends classes.</i> <i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i> <i>Website information On-line availability</i>
Secondary education	Monitoring and checking the progress and achievement of students (Article 45-a, Law on Secondary Education)	<i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i>
Secondary education	Counseling of parents (Article 58-a, Law on Secondary Education)	<i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i>
Secondary education	Professional opinion on the student's behavior (Article 58-a, paragraph 4, Law on Secondary Education)	<i>Type of service: direct</i> <i>E-version (e-mail, SMS) Customized service</i>
Secondary education	Pedagogical records and documentation (Article 73, Law on Secondary Education)	<i>On-line availability</i>

10. AREA: PROTECTION AND RESCUE OF CITIZENS AND GOODS

Protection and rescue of citizens and goods is under the responsibility of Municipalities. Under the Local Self-Government Law (Article 22, paragraph 1, item 10), they shall carry out preparations, take measures for the protection and rescue of citizens and goods in time of war destruction, natural disasters and other accidents, and against the effects caused by them.

Legal framework

- Law on Local Self-Government ("Official Gazette of the RM" no. 5/02)
- Law on Protection and Rescue ("Official Gazette of the RM" no. 36/04, 49/04, 86/08, 85/09, 124/10, 18/11, 41/14)
- Law on Crisis Management ("Official Gazette of the RM" no. 29/05, 36/11, 41/14)
- Law on Policing ("Official Gazette of the RM" no. 114/06, 6/09, 145/12, 41/14)
- Law on Fire Protection ("Official Gazette of the RM" no. 67/04, 81/07, 55/13)
- Law on Storage of, and Protection from, Inflammable Liquids and Gases ("Official Gazette of the RM" no. 15/76, 51/88, 19/90, 12/93, 66/07, 130/08)
- Law on Storage of, and Protection from, Inflammable Liquids and Gases ("Official Gazette of the SRM" no. 15/76, 51/88, 19/90 and ("Official Gazette of the RM" no. 12/93);
- Law on Protection from Explosive Materials ("Official Gazette of the SRM" no. 4/78, 10/78 corrected, 51/88, 36/90 and "Official Gazette of the RM" no. 12/93)
- Law on Waters ("Official Gazette" no. 87/08; 6/09; 161/09; 83/10; 51/11; 44/12)
- Law on Protection against Ionizing Radiation and Radiation Safety ("Official Gazette of the RM" no. 48/02)
- National Protection and Rescue Strategy for the period from 2014 to 2018 ("Official Gazette of the RM" no. 6/14)
- Decree on the methodology for making the assessment of threats to the security of the Republic of Macedonia from all risks and dangers, its content and structure, manner of storing and updating, as well as identifying the entities in the crisis management system that shall receive the complete Assessment or a Summary thereof ("Official Gazette of the RM" no. 13/11)

Area	Services Inventory	Note
Protection and rescue	Programme for Protection and Rescue (Article 9, Law on Protection and Rescue)	<i>Note: The Municipal Council shall adopt an Annual Programme for Protection and Rescue Type of service: indirect On-line availability</i>
Protection and rescue	Plan for Protection and Rescue from Natural and Other Disasters (Article 10, Law on Protection and Rescue)	<i>Note: Shall be adopted by the Council Type of service: indirect On-line availability</i>
Protection and rescue	Assessment of threats from natural disasters and other accidents in the Municipality area (Article 11, Law on Protection and Rescue)	<i>Note: Shall be adopted by the Council Type of service: indirect On-line availability</i>

<p style="text-align: center;">Protection and rescue</p>	<p>The Local Government Unit's Council shall:</p> <ol style="list-style-type: none"> 1) decide on the establishment of the necessary set-up for protection and rescue and for the implementation of protection and rescue measures; 2) render a Decision on the formation of Territorial Forces for Protection and Rescue; 3) for the purpose of eliminating the effects of natural disasters or other accidents, determine the responsibilities of public enterprises, institutions and services of local nature that were established in the areas of: <ul style="list-style-type: none"> - firefighting and rescue of people and property during traffic, technological and other accidents; - clearing local roads, streets and other infrastructure facilities in the event of impassability due to snow, snow drifts, icing, deposits caused by heavy rains, rockfall, landslides, mudslides, etc.; - providing first aid in case of an increased number of sick and injured people and preventing the spread of infectious diseases; - protecting animals and plants in case of diseases, pests and other natural disasters; 4) monitor the Local Government Unit's readiness for protection and rescue; 5) decide on the amount of funds for protection and rescue needed from the Local Government Unit's Budget; 6) decide on the amount of funds from the Local Government Unit's Budget for damages from natural disasters and other accidents; and 7) decide on the distribution of humanitarian aid intended for the affected population in the Local Government Unit. <p>(Article 34, Law on Protection and Rescue)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>
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<p style="text-align: center;">Protection and rescue</p>	<p>The Mayor shall perform the following activities:</p> <ol style="list-style-type: none"> 1) propose the Protection and Rescue Plan; 2) monitor the situation regarding the implementation of decisions taken by the Local Government Unit's Council to prevent the occurrence and to eliminate the effects of natural disasters and other accidents; 3) be responsible for the readiness of the Protection and Rescue Forces formed by the Local Government Unit; 4) decide to engage the Protection and Rescue Forces formed by the Local Government Unit; 5) manage and coordinate the protection and rescue activities conducted by the Local Government Unit until the activation of Regional Headquarters; 6) supervise the actions of clearing of local roads, streets and other infrastructure facilities in the event of occurrence of natural disasters or other accidents in the Local Government Unit's area; 7) require assistance in engaging Territorial Protection and Rescue Forces established by legal entities in the Local Government Unit's area; and 8) in circumstances where the Protection and Rescue Forces of Item 4 of this Article cannot remove the effects of natural disasters and other accidents, the Mayor shall require the engagement of National Protection and Rescue Forces. <p>(Article 35, Law on Protection and Rescue)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>
<p style="text-align: center;">Protection and rescue</p>	<p>Making an Assessment of possible threats from hazards and a Plan for the protection and rescue against hazards assessed</p> <p>(Article 51 of the Law on Protection and Rescue)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>
<p style="text-align: center;">Protection and rescue</p>	<p>Incorporation of anticipated and planned protection and rescue measures in the regular planning and work</p> <p>(Article 51 of the Law on Protection and Rescue)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>
<p style="text-align: center;">Protection and rescue</p>	<p>Space development and construction of buildings for the purpose of protection and rescue</p> <p>(Article 51 of the Law on Protection and Rescue)</p>	<p><i>Type of service: indirect</i> <i>On-line availability</i></p>

Protection and rescue	Setting-up the organization and system necessary for protection and rescue (Article 51 of the Law on Protection and Rescue)	<i>Type of service: indirect</i> <i>On-line availability</i>
Protection and rescue	Providing the material base, staffing and other resources necessary to implement the organization planned. (Article 51 of the Law on Protection and Rescue)	<i>Type of service: indirect</i> <i>On-line availability</i>
Protection and rescue	Protection and rescue measures: Urban and technical measures: sheltering; <ul style="list-style-type: none"> - protection and rescue from floods; - protection and rescue from fires, explosions and hazardous materials; - protection from unexploded ordnance and other explosive devices; - protection and rescue from ruins; - protection and rescue from technological accidents; and rescue from car accidents. Humanitarian measures: <ul style="list-style-type: none"> - evacuation; - care for vulnerable and affected population; - radiological, chemical and biological protection; - first aid; - protection and rescue of animals and products of animal origin; - protection and rescue of plants and products of plant origin; and - terrain rehabilitation. (Article 61 of the Law on Protection and Rescue)	<i>Note: For protection and rescue of people and goods from natural disasters and other calamities, Protection and Rescue Units and Headquarters shall be formed. Protection and Rescue Forces shall be formed as National Territorial Forces for Protection and Rescue. Territorial Forces for Protection and Rescue shall be formed to act in the Municipality area, and they shall be set up by Local Government Units, companies, public enterprises, institutions and services. (Articles 93 and 94 of the Law on Protection and Rescue)</i>
Crisis management	Assessment of risks and threats at the local level (Article 5, Law on Crisis Management)	<i>Type of service: indirect</i> <i>On-line availability</i>
Crisis management	Monitoring the situation, actions and events that can lead to a crisis in Municipalities and the City of Skopje (Article 5, Law on Crisis Management)	<i>Type of service: indirect</i> <i>On-line availability</i>

Crisis management	<p>Making assessment of risk threats and crisis dangers in Municipalities and the City of Skopje</p> <p>(Article 5, Law on Crisis Management)</p>	<p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Crisis management	<p>Adopting a Programme for Revitalization of Municipalities and the City of Skopje after the elimination of the crisis</p> <p>(Article 5, Law on Crisis Management)</p>	<p><i>Type of service: indirect</i></p> <p><i>On-line availability</i></p>
Crisis management	<p>Implementation of Government Decisions about crisis management in Municipalities and the City of Skopje</p> <p>(Article 5, Law on Crisis Management)</p>	
Crisis management	<p>Deciding about the amount of crisis management funds from the Budgets of Municipalities and the City of Skopje</p> <p>(Article 5, Law on Crisis Management)</p>	
Crisis management	<p>Implementation of recommendations and other measures and activities of the Steering Committee</p> <p>(Article 16, Law on Crisis Management)</p>	<p><i>Note: The Steering Committee is a Government body for coordination and management of the crisis management system. The Steering Committee consists of the following Ministers: of Interior, Health, Transport and Communications, Defense, Foreign Affairs and the Head of the Assessment Group. Depending on the crisis and if necessary, other officials in charge of State Administration Authorities may get involved in the Steering Committee's work. Also, one representative of the Defense and Security Commission of the Republic of Macedonia's Assembly (hereinafter: the Assembly) from among the members of the Commission of the largest opposition political party and one representative from the Office of the President of the Republic of Macedonia (hereinafter: the President) shall participate in the Steering Committee's work). (Article 13, Law on Crisis Management)</i></p>

11. AREA: FIRE PROTECTION

Legal framework

- Law on Local Self-Government ("Official Gazette of the RM" no. 5/02)
- Law on Protection and Rescue ("Official Gazette of the RM" no. 36/04, 49/04, 86/08, 85/09, 124/10, 18/11, 41/14)
- Law on Crisis Management ("Official Gazette of the RM" no. 29/05, 36/11, 41/14)
- Law on Fire Protection ("Official Gazette of the RM" no. 67/2004, 81/2007, 55/2013)
- Law on Waters ("Official Gazette of the RM" no. 87/08; 6/09; 161/09; 83/10 51/11; 44/12)

Area	Services Inventory	Note
Fire protection	<p>Local Government Units shall form Units for extinguishing fires, saving citizens' lives and protecting the property threatened by fires and explosions, providing technical assistance in accidents and dangerous situations, as well as performing other tasks during accidents and disasters.</p> <p>(Article 5, Law on Fire Protection)</p>	<p><i>Note: The Municipal Council shall make a Decision on the Establishment of Fire Units</i></p> <p><i>Type of service: indirect</i></p>
Fire protection	<p>For the purpose of citizens' organized participation in the protection from fire and other disasters, in accordance with law and other regulations, Municipalities can form voluntary Fire Units, which shall represent a part of the single fire protection system.</p> <p>(Article 21, Law on Fire Protection)</p>	<p><i>Type of service: indirect</i></p>
Fire protection	<p>The Fire Unit shall take measures to extinguish the fire and remove the immediate fire threat, promptly after finding out about the ensuing fire or fire threat.</p> <p>(Article 32, Law on Fire Protection)</p>	<p><i>Type of service: indirect</i></p>
Fire protection	<p>The Fire Unit requested to provide assistance shall give such assistance ensuring prior conditions for fire safety in its area.</p> <p>(Article 32, Law on Fire Protection)</p>	<p><i>Type of service: indirect</i></p>

V. FUNDING OF LOCAL GOVERNMENT UNITS

Municipalities' funding shall be a mechanism that is transparent and based on objective criteria and standards. Transfers from the Budget of the Republic of Macedonia and the Budgets of Funds shall be implemented simultaneously with the transfer of powers to Municipalities pursuant to the Local Self-Government Law and other relevant areas' laws. When financing their responsibilities, Municipalities shall provide financial resources on various grounds, i.e. from different sources, where as revenues shall be considered the following: Municipality's income provided from its own sources, grants from the Budget of the Republic of Macedonia and the Budgets of Funds, and revenues from borrowing. Municipalities shall be independent in handling their funds. Such independence consists in the fact that they shall determine the level of local taxes, fees, charges, and also, their funds collected shall be spent on the execution of Programmes adopted by the Municipality. Municipalities have their own Budget and it shall be prepared, adopted and executed in accordance with the Law on Budgets. The Municipality and public services established by the Municipality shall keep accounting records in accordance with the Law on Accounting for Budgets and Budget Users.

Legal framework

- Law on Local Self-Government ("Official Gazette of the RM" no. 5/02)
- Law on Financing of Local Government Units ("Official Gazette of the RM" no. 61/2004, 96/2004, 67/2007, 156/2009, 47/2011)
- Law on Property Tax ("Official Gazette of the RM" no. 61/04, 92/07, 102/08, 35/11, 53/11, 84/12, 188/13)
- Law on Communal Fees ("Official Gazette of the RM" no. 61/04, 64/05, 92/07, 123/12)
- Methodology determining the Real Estate Market Value ("Official Gazette of the RM" no. 50/05)
- Rulebook on Tax Return Forms for property tax determination ("Official Gazette of the RM" no. 47/05)
- Rulebook on the form, content and manner of keeping the records and Registers of Real Estate and Movable Property ("Official Gazette of the RM" no. 47/05)

Area	Services Inventory	Note
Local taxes	Property tax (Article 4 of the Law on Financing of Local Government Units, Article 3 of the Law on Property Tax)	<i>Type of service: direct Transaction</i>
Local taxes	Inheritance tax and gift tax (Article 4 of the Law on Financing of Local Government Units, Article 10 of the Law on Property Tax)	<i>Type of service: direct Transaction</i>
Local taxes	Sales tax on immovable property (Article 4 of the Law on Financing of Local Government Units, Article 19 of the Law on Property Tax)	<i>Type of service: direct Transaction</i>

Local taxes	<p>Register of Real Estate and Register of Movable Property</p> <p>(Article 39, Law on Property Tax and Rulebook on the form, content and manner of keeping the records and Registers of Real Estate and Movable Property)</p>	<p><i>Note: The Minister of Finance shall prescribe the form, content and manner of maintaining the Registers of Real Estate and Movable Property.</i></p> <p><i>Type of service: direct Transaction</i></p>
Local taxes	<p>Other local taxes established by law</p> <p>(Article 4, Law on Financing of Local Government Units)</p>	<p><i>Type of service: direct Transaction</i></p>
Local taxes	<p>Communal fees, administrative fees and other local taxes established by law.</p> <p>(Article 4, Law on Financing of Local Government Units)</p>	<p><i>Type of service: direct Transaction</i></p>
Local taxes	<p>Every signboard, i.e. name of business premises</p> <p>(Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff.</i></p> <p><i>Type of service: direct Transaction</i></p>
Local taxes	<p>Use of camping sites for lifting tents and other similar temporary use</p> <p>(Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff.</i></p> <p><i>Type of service: direct Transaction</i></p>
Local taxes	<p>Use of space in front of business premises</p> <p>(Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff.</i></p> <p><i>Type of service: direct Transaction</i></p>

<p style="text-align: center;">Local taxes</p>	<p>Displaying commercials, notices and advertisements in public places (Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff. Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local taxes</p>	<p>Using music in public nightspots and restaurants (Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff. Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local taxes</p>	<p>Installation of showcases for displaying goods outside business premises (Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff. Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local taxes</p>	<p>Using squares and other spaces in towns and other populated places in order to display items, organize exhibitions and other entertainments for the activity (Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff. Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local taxes</p>	<p>Using parking lots determined by the Municipality, for cars, trucks and their trailers, and buses (Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff. Type of service: direct Transaction</i></p>

<p style="text-align: center;">Local taxes</p>	<p>Using streets for passenger vehicles, freight vehicles, buses, special vehicles and motorcycles (Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff. Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local taxes</p>	<p>Use and maintenance of public lighting (Article 3, Law on Communal Fees)</p>	<p><i>Note: The Municipality Mayor, Mayors of Skopje Municipalities and the City of Skopje's Mayor shall issue a Decision on the amount of utility tax to the communal tax payer. The amount of the fee shall be determined in the Utility Fee Tariff. Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local fees</p>	<p>Fee for construction land development (Article 4, Law on Financing of Local Government Units)</p>	<p><i>Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local fees</p>	<p>Utility service fee (Article 4, Law on Financing of Local Government Units)</p>	<p><i>Type of service: direct Transaction</i></p>
<p style="text-align: center;">Local fees</p>	<p>Fees for Spatial and Urban Plans and other local fees established by law (Article 4, Law on Financing of Local Government Units)</p>	<p><i>Type of service: direct Transaction</i></p>

ANNEX 2: STRUCTURED QUESTIONNAIRE FOR A SURVEY TO BE CARRIED OUT IN THE MUNICIPALITIES

The questionnaire is developed in order to collect relevant data and information to analyse the current situation in providing local (public) e-services^{41 42} and the obstacles that e-service beneficiaries come across.

The basic indicators for measuring the situation in the municipalities are: the number of public local services that are available online; and use of online public services by citizens and businesses.

The goal of the questionnaire is to assess whether it is justified to develop new local e-services, to identify the opportunities for automation of the proceedings and the procedures for developing and delivery of new local e-services, including the following organizational factors (internal and external): efficiency and effectiveness of information and data exchange, integrated organization of the service and individualization of the service in line with the needs of the beneficiaries, the necessary cooperation among institutions in and between levels of power, rules and regulations that would secure the service delivery.

Precedence in the transformation into e-services is given to services from the Common list of basic public services of the European Union

Table: 20 e-services in EU

Citizens	Business
Income tax	Social contributions for employees
Job seeking	Profit tax
Social insurance benefits	Value added tax
Personal documents	Registration of a new company
Vehicle registration	Submitting data to statistics authority
Building permits	Customs declaration
Police reporting	Environmental permits
Public libraries	Public procurement
Birth and marriage certificates	
Enrolment in higher education institutions	

⁴¹Although there is no definition for e-services in the EU, the Regulation 282/2011 provides a certain framework. According to Article 7 of this Regulation: “Electronically supplied services” include services delivered over the Internet or an electronic network and the nature of which renders their supply essentially automated and involving minimal human intervention, and impossible to ensure in the absence of information technology. In other words, the components of the e-service are the following:

- Service (not goods)
- Delivered over the Internet or electronic network
- Automated delivery involving minimal human intervention
- Impossible to deliver without information technology

⁴²**E-services** is a segment of e-government aimed at improving the interaction of public institutions with beneficiaries of public services (citizens and companies) or increase of efficiency in communication and data exchange within the public sector, through transformation of the existing business processes and implementation of innovative software solutions (Basics for development of e-government, USAID, MISA, 2010)

Notification in case of relocation	
Health services	

The Study's Recommendations will be formulated in a roadmap for increasing the e-services at a local level and transformation of municipalities into **"single contact points with citizens"**, functioning as fully competent institutions for supply of e-services and information for citizens and business entities at the territory of the municipality.

This questionnaire is to support the study of the existing local e-services and the needs and possibilities for introducing new e-services, an activity representing an integral part of the project by the Ministry of Local Self-Government and the United Nations Development Program: *"Innovative solutions for improved access to services at local level"*.

Note:

The questionnaire is structured in a way as to respond to the criteria regarding the sophistication⁴³ of e-services of the European Commission:

1. Online availability of services and information
2. One-way interaction: information and forms downloading
3. Two-way interaction: submitting online forms and checking-up data authenticity
4. Transaction: completely automated (electronic) administration and solution of the case, including making the decision and online payment
5. Service personalization – proactive attitude, institutions independently undertake activities for improving the service quality and the way in which they are offered to beneficiaries⁴⁴

I. GENERAL QUESTIONS:

1) Municipality: _____

2) Population in your municipality:

- | | |
|-----------------|--------------------------|
| Up to 5000 | <input type="checkbox"/> |
| 5001-25000 | <input type="checkbox"/> |
| 25001-50000 | <input type="checkbox"/> |
| More than 50000 | <input type="checkbox"/> |

3) Number of employees in the municipal administration:

- | | |
|------------------|--------------------------|
| 5-30 employees | <input type="checkbox"/> |
| 31-55 employees | <input type="checkbox"/> |
| 56-75 employees | <input type="checkbox"/> |
| 76-100 employees | <input type="checkbox"/> |

⁴³Sophistication i.e. the depth reflects the level of the relationship that is established in an electronic way between the public sector and its beneficiaries. In this context, services are generally classified in five levels. In recent years, the continued evolution of the approach, methodology and innovation of the efforts for e-government increasingly include new categories and stages.

⁴⁴Digitizing Public Services in Europe: Putting ambition into action 9th Benchmark Measurement | December 2010 Prepared by Capgemini, IDC, Rand Europe, Sogeti and DTi for: European Commission, Directorate General for Information Society and Media

- 100-125 employees
- 126-151 employees
- More than 152 employees

II. E-SERVICES

4) Do you have any data about the number of visitors of your website?

Yes No

If Yes, what is the average number of visits per month?

- 1-500
- 501-1000
- 1001-10000
- 10001-100000
- More than 100000

5) Does your municipality have an electronic archiving system?

Yes, only electronic Yes, both electronic and hard copy No

If No, what are the reasons **(select what is applicable and/or describe)**:

- a) No appropriate equipment and software
- b) No adequately trained staff
- c) No appropriate procedures for electronic archiving
- d) Other (elaborate) _____

6) Does your municipality offer the possibility for electronic communication with citizens (select what is applicable and/or describe)?

- Contact form
- General e-mail/info address
- Live-chat
- Mobile applications
- Forum
- E-mails of the employees
- E-mails of the board of directors' members
- E-mail of the Mayor
- E-mails of Council members
- E-mails and contact information of public enterprises
- Registration for e-bulletin/mailling list
- Informing citizens about ongoing projects and activities of municipality
- Two-way communication with citizens
- Disclosure of public information

- Public opinion polls
- Enabling citizens' participation in decision-making
- Providing specific services
- Other (elaborate) _____

7) Does the website of your municipality offer the possibility for electronic reporting of problems and proposals for their resolution?

Yes No

If Yes, in what way does your system for electronic reporting of problems and proposals categorize and distribute the applications?

- a) automatically
- b) a designated person reads and distributes the queries to the competent individuals

8) Who is responsible for updating your website?

- a) a person with an appropriate job position for website updating

Title and job position:

Title: _____

Position: _____

- b) a person on a different job position, but also in charge of website updating
- c) a part-time outsourced IT person
- d) a company
- e) no one

9) Do you publish job ads for your municipal administration and municipal public enterprises on your website?

Yes No

If Yes, is the application submitted by:

- a) e-mail
- b) application form (online)
- c) software application for recruiting and selection linked to our website

If No, list the reasons:

10) List at least 5 (five) services that you believe should be transformed into e-services?

III. 20 BASIC EU SERVICES

EU services under the jurisdiction of municipalities

11) Building permits: Application for a building permit, procedure for obtaining or reconstruction of buildings owned by individuals (this procedure does not include an appeals process)

The procedure for issuing building permits can be reported and monitored on the website

An application for a permit can be submitted on the website

The entire process can be carried out on the website (application, monitoring and electronic payment for a building permit)

There is no such data on our website

If Yes, elaborate the platform:

12) Public libraries (access to catalogues, search engines): Procedure for searching public libraries in order to obtain specific information on certain titles (book, CD...)

Can information about the public municipal library be obtained online?

Yes No

If Yes, elaborate the platform:

13) Environmental permits: A standard procedure for obtaining a minimum of one environmental permit, issued at the lowest administrative level (this procedure does not include the appeal process)

Is the procedure of obtaining environmental permits (A integrated permit⁴⁵ and a B permit carried out online?)

Yes No

⁴⁵During this procedure, the municipality submits its opinion to the Ministry of Environment and Physical Planning, which is competent for issuing the A integrated permit.

14) Does your municipality offer e-tax services?⁴⁶

Yes No

If Yes, answer the following question:

- The citizen gets information about taxes by logging on a website
- The citizen can download the tax certificate on the website
- The citizen can check and download the tax certificate and make an e-payment of the tax on the website

If Yes, elaborate the platform:

IV. HUMAN RESOURCES

15) Is there a human resource management department/division/unit at your municipality?

Yes No

If Yes, the number of employees:

List the titles and the job positions in your municipality and their main tasks/responsibilities in several points:

- 1. _____
- 2. _____
- 3. _____

16) Is there an IT department/division/unit at your municipality?

Yes No

If Yes, the number of employees

a) List the titles and IT job positions at your municipality and their main tasks/responsibilities in several points:

- 1. _____
- 2. _____
- 3. _____

⁴⁶ Ibid.

b) Are there any other persons holding different positions (not related to IT), but who perform IT related assignments at your municipality? If Yes, briefly list their main tasks:

1. _____
2. _____
3. _____

c) List at least 3 skills and abilities possessed by employees in the IT department/division/unit:

1. _____
2. _____
3. _____

17. Do your employees need training for providing e-services?

If yes, select any of the fields stated below and/or describe them. **(multiple selection possible):**

- a) basic use of office software (Word, Excel etc.)
- b) advanced use of office software (Word, Excel etc.)
- c) web content management (website updating)
- d) web design and technical maintenance
- e) internet search
- f) use of applications for certain e-services
- g) technical processing of documents using the e-service application
- h) training on the service's rules and regulations and their application in different cases
- i) other:

18. Do the IT staff and or staff performing IT related assignment require training? If Yes, select any of the fields stated below and/or describe them (multiple selection possible):

a) Training provided to IT staff on maintaining e-service applications and assisting and solving practical problems of other employees using the e-service applications;

Yes No

b) Training for solving problems of citizens-beneficiaries of the e-service when using the application.

Yes No

c) Other training:

19. Is the responsible IT person: (select if applicable)

- a) a person responsible keeping contact with the company that designed and maintains the software application
- b) a person responsible for providing technical support of the e-service provided to the employees
- c) a person responsible for providing technical support of the e-service provided to the citizens-beneficiaries of the service

20. Are there designated persons in your municipality for customer care services and customer care policies: (select if applicable)

- a) Staffed position for customer care services - main contact point and support for citizens
- b) Planned but not staffed yet job position for customer care services-main contact point and support for citizens
- c) Developed strategies , policies and procedures for customer care services
- d) other kinds of positions and documents related to customer care services:

21. List the laws and bylaws that regulate the classification and systematization of employees in your municipality (including public enterprises) in compliance with the latest regulations? (list of all individual categories)

- a) IT – job positions (in compliance with latest regulations). List.

- b) Employees in municipal administration (in compliance with latest regulations)

- c) Employees in public enterprises (in compliance with latest regulations)

d) Auxiliary technical staff (in compliance with latest regulations)

VI. INFRASTRUCTURE

22) Infrastructure capacity

a) Are the computers in your municipality connected in a network?

All computers Several computers None

b) Does your municipality have direct access to e-data bases of other institutions at a central and local level?

Yes No

If Yes, is the access used for provision of e-services to citizens?

Yes No

c) Do all employees have Internet access?

Yes No Only managerial positions

d) How many network servers are used in your municipality:

1
2-4
More than 4

e) Are there policies, procedures and staff designated for maintenance and backup of the entire electronic documentation?

Yes No Yes, but not implemented

If Yes, is the backup stored:

In your municipality Outside of the municipality I don't know

f) What is the percentage of employees who have a computer at their work station?

<10%
11-20%
21-30%
31-50%
51-70%

- 71-90%
- 91-99%
- All employees

23. What steps does your municipality undertake towards improving the efficiency in offering services to citizens on your website?

- a) We update the website with important information about our work
- b) We regularly update the website with information on the budget and budget related changes
- c) The content on the website is available in multiple languages
- d) We adapt the content on the website for persons with special needs
- e) We regularly update the website with public information
- f) We publish the annual operation program of the municipality
- g) We regularly publish newly-adopted rulebooks, regulations and laws
- h) We regularly publish the minutes from the municipal council meetings
- i) We provide services
- j) All the above
- k) Other

VII. CHALLENGES IN THE E-SERVICE FIELD

24. Which are the challenges of e-service delivery in your municipality?

Financial challenges

		Not a challenge	Minimal challenge	Challenge	Big challenge	Don't know
1.	E-service development costs					
2.	E-service delivery costs					
3.	Legal framework					
4.	Cost-benefit justification of these initiatives					

Access, skills and use:

		Not a challenge	Minimal challenge	Challenge	Big challenge	Don't know
1	Small percentage of Internet use by the citizens in the municipality					
2	IT skills of citizens					
3	IT skills of municipal administration					
4	Perception that such service delivery is not safe					
5	Citizens are not motivated to use e-services					

Technical challenges:

		Not a challenge	Minimal challenge	Challenge	Big challenge	Don't know
1	Multilingualism					
2	Difficulties using e-applications					
3	Safety of electronic authentication and identification					
4	Interoperability among IT systems					

Organizational and administrative challenges:

		Not a challenge	Minimal challenge	Challenge	Big challenge	Don't know
1	Lack of political will by decision-makers at local level					
2	Horizontal & vertical coordination					
3	Lack of clear e-service policies					
4	Lack of motivation to change the services provided in a traditional way (window)					

THANK YOU!

Annex 3: Best practices on delivery of the local e-services

Prepared by: Evangelos Bountalis

Skopje, December, 2014

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This Annex provides a presentation of Best Practices on e-services delivery from three different perspectives:

- The Citizen-Centric e-services
- The improvement of Business processes
- The UN “E-Government Survey of 2014”

Finally, “Success Stories” from the implementation of the EU Services Directive are cited.

I. Citizen-Centric e-services: Online availability of Public services

As the Citizen-Centric service provision includes the elements of:

- Accessibility
- Usability
- User Satisfaction Monitoring
- One-stop-shop approach
- User-focused portal design

the Best Practices, presented in this part of the Report, focus accordingly on these characteristics which considered **as suitable for implementation from the Local Governments in the Republic of Macedonia.**

1. E-Vienna-Government Portal (PPP Case)

Country:

Austria

Institution/Ministry:

Municipal Administration of the City of Vienna

Solution/Application: E-Vienna

E-Vienna, a practical framework for the implementation of e-government solutions, is the follow up project of Wiener (Viennese) Electronic Commerce. It is the current umbrella project for e-government of the Municipal Administration of the City of Vienna.

The project had the goals of "citizen orientation, support for the economy, and administration simplification". A fundamental part of e-Vienna is www.wien.gv.at, the main Web portal of the Municipal Administration of the city.

The web site offerings reflect **a far-reaching social inclusion concept** by also providing **special content for teenagers and women as well as for people with special needs, such as the handicapped and the elderly.** For example, there already is a senior link on www.wien.gv.at.

Concerning usability, for senior citizens, a larger font is available on www.wien.gv.at. Moreover, there is another project, Senior Online, based on “Web for Groups” groupware, and community tools that were adapted to the needs of senior citizens. Online classes for senior citizens, handbooks for personal computers and the Internet, etc. are offered here.

In addition, www.wien.gv.at includes an English edition (www.wien.gv.at/english/) especially created for and used by tourists and English-speaking international residents. **To reach an even larger number of citizens, about 50 public access points, i.e., public kiosks, are offered in public places within the Viennese city area.**

They can be operated via touch screens.

By 1997, the web site had covered about 3,000 pages and by July 2001, about 9,500 pages. The virtual administration guide, which can be accessed from the homepage of www.wien.gv.at comprises information on administration procedures, PDF forms for downloading, electronic forms and contact links to administration departments. There are plans for additional applications.

Impact:

Among the latest innovations in Vienna are access points, which are user-friendly and easy-to service public Internet terminals provided at 300 locations in all parts of the city. Citizens can use access points to send e-mails or Short Message Service messages, order tickets or submit applications and requests (e.g., for parking permits) to municipal authorities. Owing to an e-cash payment system, it will even be possible to pay the municipal fees for these applications and services directly via the access points.

Based on this technology, Vienna is now introducing interactive outdoor advertising pillars. **To this end, the city has launched a public-private partnership with the Association for Progressive Communications, the developers of the new application, and GEWISTA, a Vienna-based media and advertising enterprise.**

2. France-City of Issy-les-Moulineaux-Web Site

Country:

France

Institution/Ministry:

City of Issy-les-Moulineaux

Solution/Application:

Web Site of the City of Issy-les-Moulineaux

At the instigation of its Mayor, André Santini, former Minister and Member of Parliament, Issy-les-Moulineaux, a city of 63,000 inhabitants located southwest of Paris, adopted a Local Information Plan in 1996, transforming Issy-les-Moulineaux into a cyber-city at the forefront of e-democracy and e-government.

The city strategy put forward e-democracy as a key enabler in responding to four major issues of local, national, European and international public life:

- E-government as an enabler of the transformation of public administration and services in a simpler, more transparent and more effective manner (ICTs are means and not ends)
- E-citizenship and the emergence of a new form of citizenship. The rapid developments of ICT and their impact on the modernization of the State have created a new type of citizen, who is better informed and expects more of his/her public services
- The digital divide. This issue affects everyone and cannot be resolved while citizens remain unequal in skills and in access to the information society. An effective local information plan must take this issue into account and apply appropriate solutions to tackle it
- E-voting. As e-democracy or e-government involves mainly socio-economic concerns, voting must first respond efficiently and adequately to the key ethical, legal and sociopolitical issues required by the democratic process. These include network security, secrecy and anonymity, opportunity for equal access and the essential principle of voting sanctity. The need to address these issues is behind Issy e-voting trials

Impact:

The impact and results of this strategy, especially in the historical context of the rapid emergence and evolution of ICTs, are tangible and measurable:

- The position of Issy-les-Moulineaux as an internationally recognized cyber-city. In 2005, Issy-les-Moulineaux was recognized as the seventh Top Intelligent Community worldwide. It has also experienced economic growth by using ICT as an economic enabler, providing 70,000 jobs to its 63,000 inhabitants, representing an increase of 55 per cent in a 10-year period
- Lower fiscal burden. The transformation of Issy-les-Moulineaux has enabled it to reduce the fiscal burden for both citizens and businesses. In 2005, the city ranked 96th out of 110 French cities of more than 50,000 inhabitants in terms of fiscal burden
- Better and more efficient control over public spending. Between 1990 and 2004, the population of Issy-les-Moulineaux increased by 35 per cent (from 46,000 to 63,000 inhabitants). The use of ICT as an enabler and a transformer of public services has contributed to meeting this challenge to the city's civil service through the re-engineering of administrative processes to a more productive and efficient level without increasing the city's workforce
- Greater citizen participation in local life. By promoting and developing a new form of citizenship enabled and empowered by ICT, Issy-les-Moulineaux has succeeded in integrating its citizens into the democratic life and decision-making process of the local community

Source: <http://www.issy.com/en/home/issy-a-smart-city>

3. Germany-Bremen Online Services and Innovative PPP

Country:
Germany
Institution/Ministry:
Senator for Finances, Department for New Media and E-Government, Free Hanseatic City of Bremen
Solution/Application:
Bremen Online Services

Summary:

The project involving the creation of Bremen Online Services was undertaken in response to the need by the Free Hanseatic City of Bremen to reform its public administration and reduce operating costs quite quickly. E-government applications represent a solution that not only helps to increase the efficiency of services but also allows them to retain a reasonable level of quality.

In addition, it was necessary to stimulate the economy of Bremen and its region and thus to create conditions favourable for businesses to locate there, including access to services such as streamlined paperless business processes.

The project is carried out through an innovative public-private partnership involving the Free Hanseatic City of Bremen together with regional and national partners from the private sector.

Bremen Online Services aims to develop e-government and to enable online transactions and payments in a secure and legally binding way. The project is implemented using Online Services Computer Interface, an open communications standard that is in line to become the de facto standard for online transactions in Germany. Electronic signatures are used for authentication.

The project targets all citizens, businesses and intermediaries (lawyers, tax consultants, etc.)

Impact:

The quality of service has increased owing to the elimination of paperwork from government communications. Significant savings have been achieved both by lawyers and companies and by the administration's agencies.

The project has created new jobs in the region of Bremen and stimulated e-government industries all over Germany. In addition, it has the potential to play a significant role in future European Union-funded middleware initiatives, such as the eLink pilot of the Interchange of Data between Administrations programme.

Source: <http://unpan1.un.org/intradoc/groups/public/documents/other/unpan022021.pdf>

4. Greece-Citizen Service Centers

Country:

Greece

Institution/Ministry:

Ministry of Interior, Public Administration and Decentralization

Solution/Application: Citizen Service Centres

Theme: Citizens' service delivery

Summary:

The Citizen Service Centres (KEP in Greek) have been created with the objective of simplifying traditionally complex, bureaucratic procedures in the relationship between government services and Greek citizens. They belong to a wide national project, funded by national and European resources, for the introduction of ICTs into the public administration (1994-1999 KLEISTENIS Programme, 2000-2006 ARIADNI Programme).

The main objective of the Centres is to establish local e-government information supermarkets for one-stop shopping for administrative documents (i.e., tax records, business licenses, pension and insurance documents, passports, birth certificates and voting cards) everywhere in Greece.

To create and successfully manage Citizen Service Centres, the Ministry of Interior, Public Administration and Decentralization works together with municipalities and prefectures. In this context, day-to-day management is the responsibility of prefectures and municipalities while initial funding, operation design and assessment remain in Ministry hands. A formal contract is established between the partners to define reciprocal duties.

Impact:

There is an enormous potential impact on the relationships between government and citizens. As the project on Citizen Service Centres gains technological strength, it can be a good demonstration of how e-government organizational and technological innovations can change the day-to-day life of citizens. Beyond this, it can play the role of “innovation Trojan horse” for the entire Greek Administration. For Ministry officials, this was the objective from the beginning and this should be the indicator of success for the project.

In Greece, reform towards efficiency in back-end administrative processes advances very slowly and progress, where it exists, is rather invisible for the citizens. The project introduces the concept of front-end innovation (“downwards”, at the level of relationships with the citizens), which introduces pressure for reforming “upwards” stages of the public administration value chain.

Key factors for sustainability include:

- Continuous public funding for improving the welcoming quality of the Centres
- Parallel, successful effort in reforming back-end procedures
- Increasing interest on the part of local government authorities (prefectures, municipalities) in taking over more responsibility and effective operational management of the Centres
- Investment in human resources.

Source: <http://www.ypes.gr/> (in Greek)

5. Ireland-E-enabling Life Event Data

Country: Ireland**Institution:****Department of Social and Family Affairs; Department of Health and Children****Solution/Application:****E-enabling Life Event Data**

Summary:

E-enabling Life Event Data is a project that aims, among other things, to modernize and computerize the civil registration process involving the recording of all life events – births, stillbirths, adoptions, marriages and deaths – that occur in the State. There are approximately 104,000 life events registered, some 400,000 certificates produced and 1.2 million searches of the records per year.

The Department of Social and Family Affairs initiated three inter-linked projects: the Civil Registration Modernization Programme, Child Benefit System Re-design; and the REACH Inter-Agency Messaging Service.

The fundamental objectives underpinning the three projects include the sharing of life-event data electronically between agencies; automated processing of child benefit claims following the allocation of the personal public service number; delivery of integrated and e-enabled services for citizens; and the re-engineering of back-office and legacy systems.

Impact:

The implementation of the modernized civil registration service has resulted in faster retrieval of data and certificate production, a reduced requirement for certificates, availability of certificates at any office and improvements in customer service (less queuing, elimination of costs and travel time/expenses).

Source: <http://unpan1.un.org/intradoc/groups/public/documents/other/unpan022023.pdf>

6. United Kingdom City of Liverpool-Wireless Devices for Parking Controls**Country:**

United Kingdom

Institution/Ministry:

Liverpool City Council

Solution/Application:

Wireless Devices for Parking Controls

Summary:

Liverpool City Council introduced a new system of parking enforcement throughout Liverpool in July 2002. This involved the transfer of power for enforcing waiting restrictions from Merseyside Police to the local authority. The Liverpool City Council's main aim is to effectively manage Liverpool's on-street and off-street parking. Each parking attendant was trained and issued with a wireless hand held computer. The wireless device was programmed to interface with the parking management system (COPPT) and to update the system with the details of each ticket issued. This project is an excellent example of the potential of wireless technology to improve the efficiency of government services and increase the safety of the staff involved.

Impact:

The service improves conditions for people living and working in Liverpool through effective on-street parking enforcement. It reduces the dangers posed by illegal, inconsiderate and dangerous parking, and improves safety for pedestrians and cyclists by keeping junctions clear, supporting local bus operations and clearing pavements. Furthermore, the introduction of the handheld devices has led to a significant reduction in the amount of paper used both by the field workers and back office staff.

Source: sustainIT.org

7. Greece-City of Trikala-Broadband access to remote areas

Country:

Greece

Institution/Ministry:

City of Trikala

Solution/Application:

Broadband access to the remote areas

Summary:

The service ran successfully for approximately 3 years at the mountainous region of Trikala. Citizens used the Municipal internet access in order to check their emails, use the Municipal services for tele-care and e – Government.

Overview:

- Providing broadband access to the remote areas of the region
- Using a combination of satellite and wireless solutions

Main objective:

Broadband access to the remote areas of the Prefecture of Trikala

Framework

The framework was defined by the need to provide broadband connection to the citizens for several reasons and to make people more familiar with ICT. The first step towards this objective was to cover urban regions through the development of the Wi-Fi hotspots through which citizens are connected with their free-of-charge credentials. Along with the urban regions, internet connectivity had to be given to suburban and mountainous regions of the Prefecture. At that time, Satellite internet was the one and only solution in order to provide internet coverage to remote areas and to decrease in this way the Digital gap.

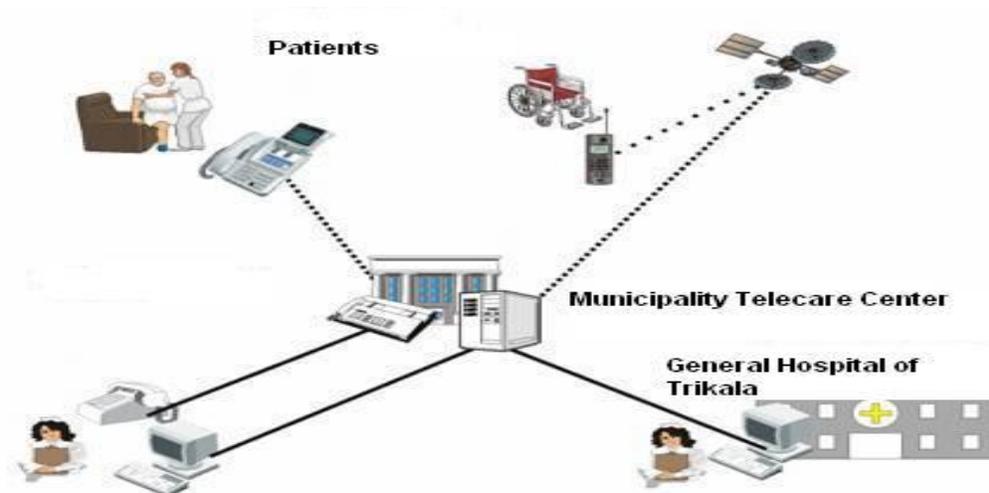
Benefits

- Services ran successfully for approximately 3 years in the mountainous region of Trikala
- Considered as a best practice by SABER regional/National satellite broadband implementation case studies
- Citizens used the municipal internet access in order to check their emails, use the municipal services for tele-care and e – Government

Examples:

- **e-Health based chronic disease management: the e-trikala tele-health service**

Individual citizens are equipped with light-weight handheld devices and record their vital signs which are then transferred (via the tele-care center) to the General Hospital of Trikala over PSTN or GPRS for review and feedback.



II. Improving Business Processes and Delivering Better e-services

As mentioned above, the business processes define the ability of a Public Institution to provide customers and employees with effective and high quality services and solutions. In this context, the Best Practices presented in this part of the Report by outlining how successful improvements of business processes enable the delivery of better quality e-services set up a leading paradigm for the Local Governments of the Republic of Macedonia for delivering quality e-services.

1. Developing Customer Contact Centres - Groningen

Country:

Netherlands

Organisation:

Groningen Municipality

Groningen's Customer Contact Centre pilot will ensure that citizens get better and uniform answers to questions no matter what channel they use to contact the municipality (e.g. face to face, telephone, mail, chat, letter)

Groningen has established a new vision on customer services for 2014 and is currently working on several projects to enhance the quality of their different contact centres. These will ensure:

- Better and uniform answers to questions of citizens via all channels (counter, telephone, mail, chat, letter)
- Citizens that know what service level to expect from the municipality
- An improved, user-friendly website with more e-services/digital case handling
- CCC mainstreaming and dissemination

Approach

- ✓ Local pilot of 100 FAQ's on the website and expanding the list. Also organizing content management of these FAQ's
- ✓ Implementing service level manifest for all channels
- ✓ Redesign of municipal website
- ✓ Issue a publication on transnational municipal service provision, both in print and digitally

Deliverables

- ✓ FAQ-list usable by the partners
- ✓ Service level manifest
- ✓ New website
- ✓ Publication as booklet and on epractice.eu website

Background

Groningen has established a new vision on customer services towards 2014 and is currently working on several projects to enhance the quality of the different contact centres. Several Smart Cities partners are doing similar activities. Especially the aspect of 'products and service channels' and 'systems and information' are suitable for cooperation on a transnational level. Although exchanging experience with and knowledge of management of the organisational change required (leadership and employees) is also considered very relevant.

Business case:

Performance benefits

- Faster handling of customer contacts via different channels
- Reduction of number and type of contacts (ability to avoid questions)

- More digital customer services

Employee benefits

- Higher FO employee satisfaction
- Improved skills, higher flexibility
- on EU level: more knowledge of methodology/approach

Financial benefits

- More effective use of personnel
 - Lower costs because customers use the website more for transactions
- Project benefits
- Enhancing multichannel approach and question-centred approach of customer contacts

2. Creating an entrepreneurial front office-Groningen

Country:

Netherlands

Organisation:

Groningen Municipality

Groningen want to improve how it provides services to entrepreneurs, and to better implement the European Directive on Services. We want to stimulate the use of the internet on general information. We want to approach starters (via the internet channel) and help them set up their businesses. We wish to make use of account managers and establishing a specific target group approach for entrepreneurs

Groningen expects:

- More e-services (some 10 e-forms will be fully digitalized e.g. permits for events/exploitation of catering industry etc.)
- Better working CRM system which provides us with better management information and case handling
- Multi-channel approach: - face to face contacts are possible on appointment only (consulting-hours are available via the appointment planner on the internet), less not-planned visits are allowed. This gives the personal space for an active approach, which is being used for company visits.
- Better Marks/rating for customer services

Approach

- Implementing EU-directive on services.
- Implementing and using the management information to follow and steer the expected output of employees.
- Implementing the vision and communicate to the different target groups.
- Participate on the system of standards of businesses.

Output

The elaboration of (fully digitalized) e-forms stimulates the further use of web-services. The EU Services Directive aims to break down barriers to cross border trade in services between countries in the EU. It will make it easier for service providers, particularly small and medium sized enterprises, to offer their services to customers in other EU countries.

Processes: making use of a hands-on CRM system and making good use of existing management information within the organisation

Background to the pilot:

City's services to entrepreneurs must be improved. They want to stimulate the use of the internet on general information, to approach starters (via the internet channel) and help them set up their businesses. They wish to make use of account managers and establishing a specific target group approach for entrepreneurs offering specific service-arrangements (a full arrangement which varies from subsidies to counselling). We want to stimulate employment within city and region. And to improve the economic climate.

Performance benefits

- Benchmark GSB (Grote Steden Beleid)
- Local customer satisfaction investigation

Employee benefits

- active approach, 600 company visits will be made each year
- more responsibility and flexibility

Financial benefits

- More effective use of personnel / no financial records available
- Project benefits
- Forcing yourself to systematically think about your approach to the target groups. Really bettering the services and improving the economy.

3. Improving Customer e-Service - Lillesand

Country:

Norway

Organisation:

Lillesand

Lillesand will be describing 20 processes and linking them to digital handling processes by using process description/reengineering, digital forms, data warehousing and digital archiving

About 20 processes should be described and mapped in the archive system. This gives the Office Executives the needed support and guidelines when handling the cases. The information handling connected to these 20 processes should be digital as much as possible, as well as the status to the cases should be available for the public at any time.

By using process description and process reengineering techniques, as well as tools for digital forms, design of databases/data warehouses, integration with digital archive and publishing in several channels.

Pilot information:

By using process description and process reengineering techniques, as well as tools for digital forms, design of databases/data warehouses, integration with digital archive and publishing in several channels.

The output will be an increasing number of services being digitalised both in communication and in administration.

The final vision is that all communication should be prepared for the citizens to communicate digitally and the same for all administrative work inside the different service sectors of the municipality.

Business case:

Use digital forms for applications to ease the access ability for the users and the workload for the employees.

Customer benefits

- The possibility to do all communication by using digital forms and e-mails
- The possibility to follow the case from application to decision, by a unique number given to some, if not all, cases.

Performance benefits

- Every case will be recorded and given an archive number
- It will be traceable and the possibility to prepare reports saying something about time spent in comparison with deliverance guarantees
- Some services can be automated, which lead to no administrative hours needed.
- Indicators of quality can be determined and published

Employee benefits

- Main benefit is the empowering possibility to form your own job by giving your knowledge of work and subject into the design of how the work actually should be done
- Other benefits may be ease of changing to another job by seeing a standardised way of how work is done in a project description
- Employees may also find it a benefit to see the results of their work monitored continuously, and even published on a service level on the web

Financial benefits

- There are obvious financial benefits since the experience of reengineering tells that most processes have a vast cost reduction potential, something that is the driver of the engagement.

- Cost reductions often means redundancies, which should however be balanced by transfers between services and increasing quality in some services that in the future seems to either have to reduce quality (if no new resources are given) or be privatised something which at the moment is unwanted by the politicians.

III. Best Practices in the identified areas by the UN “E-Government Survey 2014”

As the UN “E-Government Survey 2014- E-Government for the Future we want” states *“E-government and innovation can provide significant opportunities to transform public administration into an instrument of sustainable development. The opportunities offered by the digital development of recent years, whether through online services, big data, social media, mobile apps, or cloud computing, are expanding the way we look at e-government. While e-government still includes electronic interactions of three types [i.e. government-to-government (G2G); government-to-business (G2B); and government-to-consumer (G2C)] a more holistic and multi-stakeholder approach is taking shape.*

Through innovation and e-government, public administrations around the world can be more efficient, provide better services and respond to demands for transparency and accountability. ICTs have also proven to be effective platforms to facilitate knowledge sharing, skills development, transfer of innovative e-government solutions and capacity-building for sustainable development among countries.”

In this context, we present Best Practices in the areas of e-government identified in this survey.

▶ E-Participation⁴⁷

- **Italy: Compass of Transparency**

The demand for transparency in public administration has been growing exponentially in Italy. Under new laws introduced since 2009, the website of every public administration is now the main vehicle of transparency. To date there are 42 typologies of different information and data that should be present by law on public administration websites (e.g. balance sheets, consultants, data about executives, performance plans, complete information about the organizational structure and the services provided to citizens). The ‘Compass of Transparency’ (*La Bussola della Trasparenza*), launched in 2012, is an online portal that gives the citizens the possibility to automatically analyze and monitor, in real time, the implementation of all the data and information requirements imposed by Italian law on the websites of public administrations. The core of the system is an engine that, through many software sensors and mathematic algorithms, automatically analyzes the websites in real-time or periodically. The engine verifies the presence of the contents that must be legally published on the homepage and on the internal pages of more than 10,000 administration websites.

⁴⁷ European eParticipation Summary Report, European Commission Information Society and Media, November 2009

- **Slovenia “I suggest to the government”**

The online tool *predlagam.vladi.si* is managed by the Government Communication Office of Slovenia. Public officials from various government ministries are ready to respond to citizens’ initiatives and evaluate their proposals. If they have any problems, questions or constructive suggestions for improving the functionality of online tools, citizens can e-mail and call the Government Communication Office. Online tools available for citizens include:

- ✓ facilitating publication of new proposals
- ✓ informing the competent authority that the *predlagam.vladi.si* will open a debate on a proposal and ask the relevant party to take an active part in it
- ✓ making sure that all comments are published according to the rules of *predlagam.vladi.si*
- ✓ hiding inappropriate comments and in their place publishing the reasons
- ✓ judging the adequacy of the response of the competent authority
- ✓ publishing responses to the competent authorities.

▶ **Whole of government and collaborative governance**

- **France a single national page**

In addition to the national portal, the Government has also developed an official website for the French civil service, www.service-public.fr, available to private citizens, businesses and professionals. All administrative information is presented clearly and simply in three sections:

- First, citizen’s rights and procedures.
There are about 200 folders, 2,500 data sheets and answers to FAQs and several thousand links to useful resources, including forms, online procedures, reference texts, public websites, etc.
- Second, practical services to help with administrative procedures, such as online services, calculation modules, downloadable forms, standard letters, call and contact centres and a message service
- Third, a civil service directory including 11,000 national services, 70,000 local civil services and accesses to the main portals of the States in the European Union, European institutions and international organisations.

The official civil service website facilitates and simplifies access to administrative information by selecting the various resources available on the public network and organizing them to meet citizens’ needs. For each topic, service-public.fr collects all the relevant information and makes it instantly available.

▶ **Mobile and other channels for inclusive multi-channel service delivery**

- **Life-saving SMS service in Sweden**

The Swedish Government has implemented a country-wide programme called SMSlivreddare, or SMSLifesaver, where citizen volunteers can enroll to receive an SMS text when there is a heart attack victim nearby, allowing trained citizens to reach the victim and provide cardiopulmonary resuscitation (CPR).

Upon receiving an alert through an emergency hotline, the call centre will send SMSlifesavers within a quarter mile (500 meters) vicinity a text message with an address and map. Cardiac arrest victims are able to get quickest help possible through this automatic SMS service and it has proven to save more lives as compared to sole reliance of the ambulance service. The average response time of ambulance is eight minutes whereas SMS-livreddare-volunteers have proven to respond quicker and reach victims before ambulances in 54 per cent of

cases. Stockholm County has seen a rise in survival rates after cardiac arrest from 3 per cent to nearly 11 per cent, over the last decade.

▶ **Mobile government for gender equality and social inclusion**

- **The United Kingdom’s FixMyStreet**

There is growing evidence that women’s use of Internet and mobile phones has a powerful impact on sustainable development, from connecting to healthcare, to tele-working and securing income for family with e-banking. Those countries that have adopted a multichannel approach to service delivery will open options for greater gender equity and closing the gender divide. This is one area that has seen the largest gaps and also the highest potential of achieving development objective through e-government initiatives.

The United Kingdom’s FixMyStreet is a successful example of a map-based citizen reporting platform that enables the public to report and track non-emergency related issues, via both web and mobile.

- **Denmark- The Citizen’s unified mailbox**

Building on the self-service expectation of citizens, an extension of the email channel takes the form of a unified communication system between governments and citizens. The Government of Denmark, through a legislation adopted in 2012, pledged that by 2014 all citizens would have a secure digital letter box (“Digital Post”) in which they would receive all emails from public authorities.

All citizens would also be able to authorise family members to access their Digital Post on their behalf. Singapore has also implemented “OneInbox” in 2013, which is the official Government platform where individuals and businesses can receive all their government-related correspondences electronically, in place of hardcopy letters.⁴⁰ This service was launched based on findings from surveys and polls that most individuals and businesses prefer to receive electronic correspondences instead of hardcopy letters. Singapore’s OneInbox aims to provide a trusted and guaranteed delivery of correspondences and make it easier for individuals and businesses to file and track their correspondences from a single aggregated platform.

▶ **Bridging the digital Divide**

Among selected economies of Eastern Europe, Hungary, Russian Federation, Czech Republic and Poland are far in advance of provision of online services to disadvantaged and vulnerable groups as compared to Belarus and Ukraine.

▶ **E-Government for the post-2015 era: the usage perspective**

Moreover, more personalized public services to the individual citizen, with identification and segmentation of user base (namely, deriving user segments and clustering group of user sharing similar characteristics such as gender, ages, marital status) will help better tailor public services to the needs of individual users with likely positive impact on user service take-up. As far as segmentation is concerned, which is gaining popularity, there are a few examples such as the portal sites of the Netherlands (<http://www.overheid.nl>).

- **Promoting OGD usage in Moldova**

One of the difficulties in launching open government data initiatives may lie in low public interest. Moldova is facing just such a problem. Its citizens are not demanding disclosure of government data, in contrast with most other countries where government data was released under strong public pressure. Officials in Moldova supporting an open data initiative have held events to generate interest and awareness around the issue, in addition to training sessions on data journalism and app development using open data.

According to these officials, a Moldova-based NGO is working on a project called Budget Stories that would essentially release budgetary information in the form of infographics, creating visual stories behind the facts. In a separate initiative, a group of students in Moldova is combining different cartographic and geographic data to produce maps that will assist the government visualising certain domestic challenges.

IV. EU Services Directive “Success Stories”

In order to have a complete view of all the Best Practices, we include in this part of the Report “Success Stories” of the implementation of EU Directive.

► **Services Directive assessment**

Implementation of the Directive has been challenging particularly because of its broad scope. It covers around 65% of service activities within the services sector. They include business services (11.7% of value added), real estate (11.8%), retail and wholesale distribution (11.1%), construction (6.43%) and tourism (4.4%). Among the service sectors not covered by the Services Directive (or covered only marginally, such as energy and postal services), most benefit from specific and comprehensive regulatory frameworks at EU level. This is the case for financial and insurance services (5.7% of value added), network services (4.7%, including telecommunications, postal services and energy) and transport (3.1%). The remaining service sectors are government services (14.4% of value added, such as defence and public education) — which in general do not fall within the scope of application of EU law (as ‘non-economic’ services) — and health services (around 7.6%), to which, even in the absence of a comprehensive EU framework, a number of EU rules already apply, ranging from the recognition of professional qualifications to patients’ rights.

The responsibility for the development of PSCs lies with the Member State authorities, but the Commission has adopted measures to facilitate the cross-border aspects of e-procedures where the major challenges lie due to technological divergences. In addition to the relevant legal measures that aim at enhancing the cross-border accessibility of e-procedures via setting clear obligations on the acceptance of e-signatures, making available information needed for cross-border validation of e-signatures and obliging Member States to put in place technical solutions for common formats of e-signatures, the Commission has been assisting Member States with practical tools in the form of open source software for e-signatures, and facilitating exchanges of best practices.

Against this background of expected delivery of PCSs, an extensive benchmarking survey was carried out⁴⁸ in 2011 and Member States participated in a mutual test of each other's PCSs, organised by the Commission.

Taking into account the main aspects of PCSs,⁴⁹ namely the availability of information, availability of e-procedures and ease of cross-border completion of e-procedures, and user-friendliness, the Commission has established three broad categories of PCSs that reflect an overall assessment of the state of play of PCSs in the Member States:

- The green colour in the figure below indicates Member States with the most advanced PCSs compared to others
- The red colour indicates the most problematic ones, where the development is substantially lagging behind the average.
- The yellow category, which represents the middle ground. Being the biggest group, it is rather heterogeneous and encompasses both PCSs which are relatively advanced and score relatively well for many of the main features and PCSs that underperform in certain categories but do better in other areas, e.g. information availability can be very good but the completion of the procedures is poor.

It should be noted that the green colour does not mean that these PCSs are fully compliant with the Services Directive in absolute terms: for all PCSs further improvements are needed, but these may be more or less considerable and may also vary as regards the areas where currently the deficiencies exist.

Categories of PCSs overall⁵⁰.

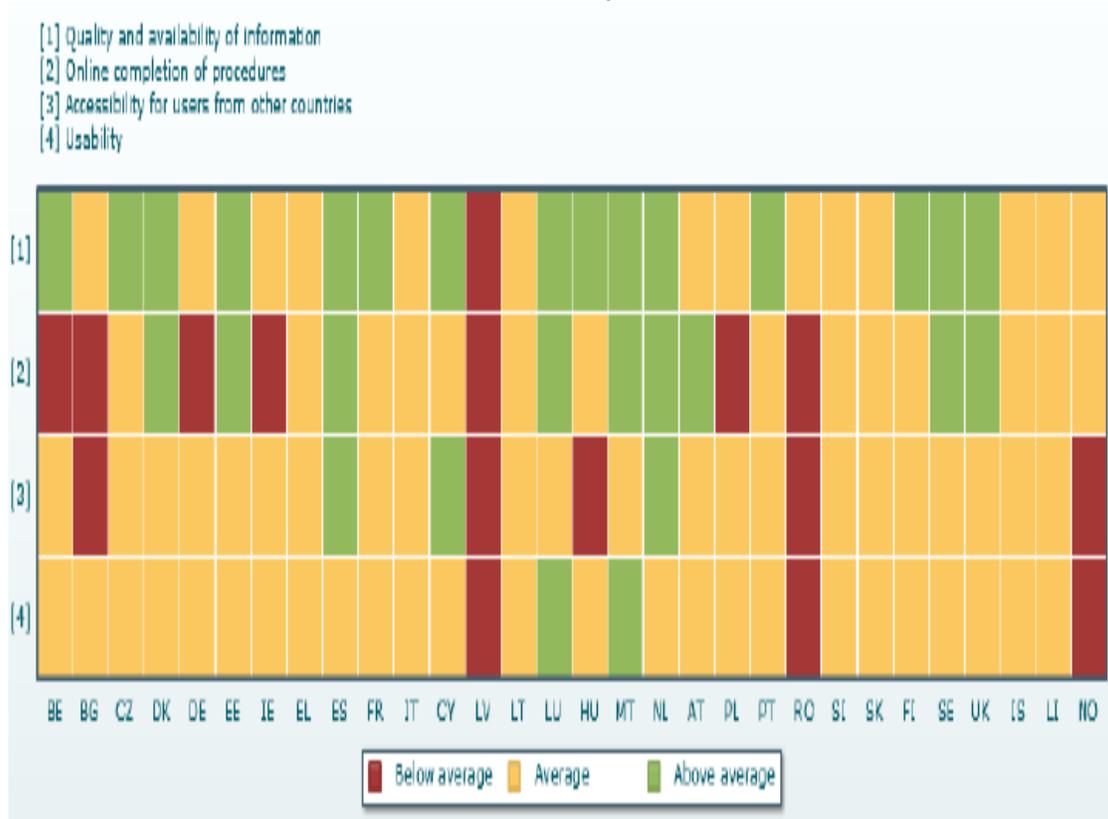


⁴⁸http://ec.europa.eu/internal_market/services/services-dir/study_on_points_of_single_contact_en.htm

⁴⁹Availability of information, availability of e-procedures and ease of cross-border completion of e-procedures, user-friendliness.

⁵⁰Including the availability of information, e-procedures, ease of cross-border completion of e-procedures and user-friendliness). For Germany it should be noted that PCSs are set up and managed by each Land with considerable differences between them as regards organisational structure. There is a central portal directing businesses to the relevant PSC

Performance per indicator



[1] Quality & availability of information (the scores above 75 % are rated as "green", below 40 % as "red", and yellow in the middle)

- How much relevant information is online?
- Is it comprehensive, well-structured and readily intelligible?

[2] Online completion of procedures (the scores above 70 % are rated as "green", below 40 % as "red", and yellow in the middle)

- How many procedures are available online?
- Can they be completed online (e.g. downloading forms, completing webforms)?
- Are there any online fee payment tools?

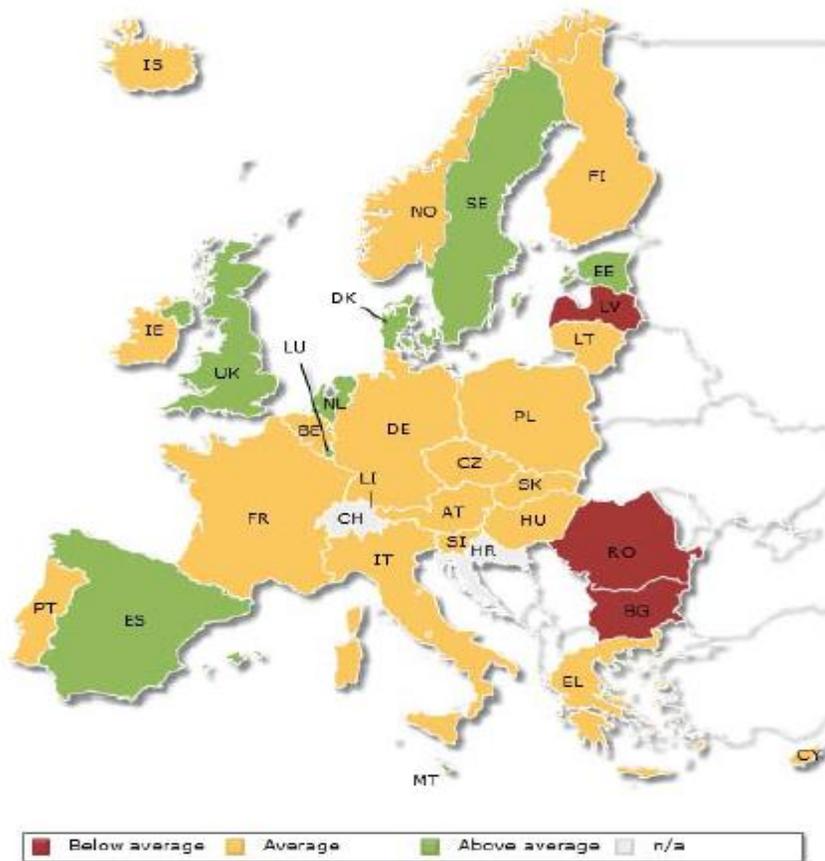
[3] Accessibility for users from other countries (the scores above 70 % are rated as "green", below 40 % as "red", and yellow in the middle)

- Can the site be used by businesses in other countries (especially regarding its technical aspects)?
- Does the site accept e-signatures issued abroad (when those are needed to complete procedures)?
- Can users in other countries readily understand the requirements they must meet?
- Is information available in languages other than that/those of the host country?

[4] Usability (the scores above 75 % are rated as "green", below 40 % as "red", and yellow in the middle)

- Are the processes user-friendly?
- Can users do what they want to do on the site?
- Is effective help available?

Overall performance



Based on user testing in 2013 and Commission's information, the indicators are weighted as follows:

- Quality & availability of information – 30 %
- Online completion of procedures – 35 %
- Accessibility to users from other countries – 25 %
- Usability – 10 %

► EU SERVICE DIRECTIVE : Success Stories

1. UK national gets visa for his family (UK - SOLVIT)

A **UK** national living in Lagos wanted to travel to **Malta** together with her child and non EU spouse. The **applications for visas** for the child and the non EU spouse were **refused** based on the fact that they had not indicated the purpose of the journey nor offer any guarantee that they would leave Malta when the visa expired. These requests are not in line with EU law. The only conditions that can be asked are proof of the family link with the EU citizen and proof that that the EU citizen travels together or will join the third country citizen at the place of destination. **Following the intervention of SOLVIT, the complainant reapplied and the visa was issued.**

2. Cypriot authority issues residence documents for Swedish citizen's family (CY - SOLVIT)

A **Swedish** citizen moved to **Cyprus** together with his non EU spouse and applied for a registration **certificate as well as for a residence card** for the non EU spouse. The Cypriot authorities asked for a lot of documents to be presented in order to issue the two documents.

As EU law states very clearly the documents that can be required by the MS in order to issue the residence documents for EU citizens and their non EU family members, **following the intervention of SOLVIT, the Cypriot authorities assessed the requests based on the documents indicated in the EU legislation and issued the residence documents.**

3. French authorities recognise Spanish physiotherapist's professional qualifications (FR - SOLVIT)

A **Spanish** physiotherapist moved to **France** and asked for the **recognition of his professional qualifications**. The French authorities examined his application and decided that there were substantial differences between the formation followed by the complainant and the French formation. They decided that the complainant needed to follow an extra formation on two subjects.

The complainant turned to SOLVIT indicating that he had already followed extra formation on the two subjects indicated in the decision of the French authority **and that this had not been taken into account**.

According to the EU law, when assessing such an application, all experience needs to be taken into account by the authorities before deciding whether there is a need for compensatory measures.

After the SOLVIT intervention, the French authorities have reviewed their decision and granted the recognition.

4. Spanish company gets approval to sell its products on the French market (ES - SOLVIT)

A **Spanish** company producing fertilizers had problems in getting the approval to sell its product on the **French** market, while the product was already marketed in Belgium. The French authorities did not apply the EU rules on mutual recognition correctly and the company received a negative answer. **Thanks to the intervention of SOLVIT the competent authorities did deliver in the end an authorisation to sell the product in France in accordance with the rules.**

5. Slovenian tourist guide able to operate in Italy (SI – IMI)

A Slovenian tourist guide informed the Italian authorities about his intention to accompany Slovenian tourists to Italy. The Italian Department for the development of tourism wanted to know in its request through IMI if he was a licensed tourist guide and if the documents he presented were authentic. The scanned documents were attached to the request. We were able to confirm both facts the same day

Annex 4: Analysis of organizational factors in digitalising local services

Prepared by: Violeta Donnelly

Skopje, December 2014

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I. Organisational structure and organisation chart

1.1 Definition

Organisational structure is the organisation of work, operations and main tasks, their division into levels and positions, and their integration in the overall organisation, supervision, competencies, responsibilities, authorisations and coordination. The organisation chart renders the structure as a picture of organisation units and positions, clearly presenting the formal hierarchy of supervision, competencies and authorisations with lines (who reports to whom) for the various functions of various entities - organisation units, work groups and individuals.

The organisational structure establishes the manner of work of the organisation; it provides and is derived from the basis of the operative procedures of all work processes in the organisation; and at the same time it is closely linked to other procedures and policies in managing human resources.

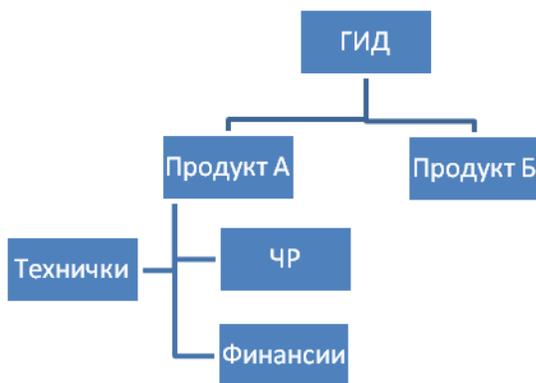


Figure 1.1. Divisional structure

1.2 Types of organisational structure

Divisional structure is the organisation of main products, services or geographic areas. Any organisation unit will allow grouping a given group of clients. Tasks are grouped by their end results. A responsible person could be the liaison managing the delivery of various services from other functional organisation units. This type of structure focused on certain types of services is common in medical institutions and banks. In geographic division structures, tasks are grouped by region.

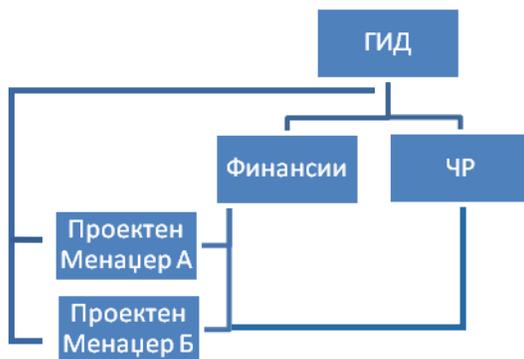


Figure 1.2 Matrix structure

A matrix structure combines functional and division structures. Employees report to two superiors - the function superior and the project superior. Figure 1.2 is only an example. Such a structure could be presented in other ways. This structure is common in organisations that handle

projects and have project management, such as IT organisations. A project manager may have various authorisations, and there could be various levels of project management in the hierarchy.

In a team structure, authorisations are delegated to teams instead of individual operatives, and the team is responsible for the outcome.

A network structure involves multiple organisations working together to deliver services, i.e. an organisation outsources certain functions to other organisations.

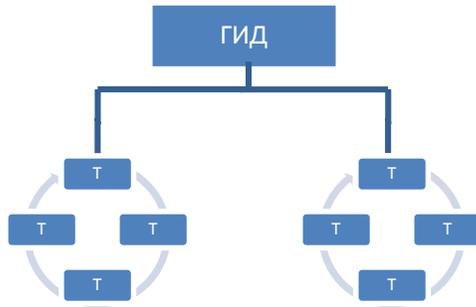


Figure1.3 Team structure



Figure 1.4 Network structure

In a functional structure, operations and employees are grouped according to their functions - tasks are grouped in organisation units by similarities in expertise.

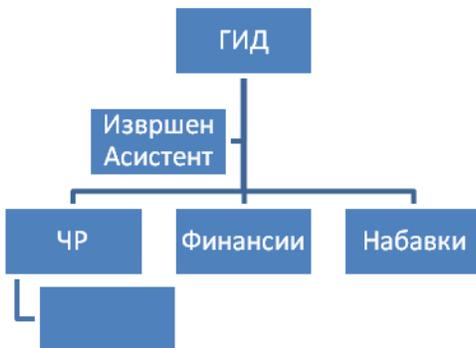


Figure 1.5. Functional structure

1.3 Advantages and disadvantages

Structure	Advantages	Disadvantages
Functional	<ul style="list-style-type: none"> Clear career paths and professional development Specialisation leading to high standards and efficiency Common professional interests supporting good internal relations 	<ul style="list-style-type: none"> Isolation from wider interests harms promotion prospects Conflict regarding priorities Lack of broader awareness Harms external relations
Divisional	<ul style="list-style-type: none"> Functional operators focus on products or services and client needs Dedicated structures are quick to meet client demands Common focus on clients enables good internal relations 	<ul style="list-style-type: none"> Isolation from the wider professional and technical developments Costs of duplication Potential conflict with other divisions over priorities Focus on local rather than wider organisational needs

Table 1.1. Advantages and disadvantages of functional and divisional structures. Translated and modified from Boddy, 2008ⁱ

Large organisations, such as public administration, usually apply a mixed organisation structure, combining functional and divisional structures. The organisation structure involves grouping operations in a logical way and decentralising management control. There are no absolute organisational structure standards or absolute principles of organising work; the contextual factors of an organisation must always be considered when deciding on a best solution. Organisations do not exist in a vacuum, they are susceptible to constant changes and they depend on a multitude of external and internal factors.

The structure is an end product of organisational engineering, whose main objective is a designed organisational structure that meets effectiveness and efficiency needs, providing the best fit for the structures and circumstances of the organisation.

In establishing an organisational structure, there may be no overlap of functions and authorisations, redundant organisation units, functions or management levels, as well as overlooked operations or authorisations for certain functions.



Figure 1.6 is a possible organisational structure in a hospital, in line with Macedonian lawsⁱⁱ.

Due to the complexity of functions, there are two types of responsibility and management control: professional and managerialⁱⁱⁱ. Responsible ward nurses report to the head nurse and the organisation unit head. There are various types of management control and this may lead to conflicting interpretations of management among employees. In such a structure, it is particularly important that authorisations, responsibilities, supervision, decision making, duties, tasks and requirements are defined in detail, clearly and succinctly in order to avoid overlapping operations, to clarify the expectations from and duties of the operators, and to remove any conflicting tasks and objectives.

Legislation

In accordance with the Law on Administrative Staff, depending on the institution where the administrative officer is employed, they may be a civil servant or a public servant^{iv}.

The Decree on the principles of internal organisation of state administration authorities regulates the principles of internal organisation of the authorities, the types of organisation units, the conditions for their establishment and their management, including independent state authorities and municipal administration^v.

The Law on Administrative Staff regulates the status, classification, employment, promotion, professional development and training, impact measurement and other issues related to the employment of administrative staff.

The following principles apply in internal organisation:

- ✓ legality, professionalism, efficiency and cost-effectiveness
 - ✓ focus on the users of the services of the authority
 - ✓ independence and responsibility in performing tasks
 - ✓ uniformity and hierarchy of organisation units
-

-
- ✓ delegating authorisations
 - ✓ inter-departmental and inter-sectoral coordination

The application of the principles is based on the following criteria:

- ✓ legal competencies of the authorities and processes in the authority
- ✓ type, volume, complexity, and similarity and connection between the work and tasks

The organisational structure is regulated with an internal organisation act, including an organisation chart of the authority.

The systematisation act describes the positions - with their level, objectives and tasks, general and special requirements, and other information of interest regarding the position.

The following organisation units shall be formed within the authorities: sectors, units and project units, without overlaps in their scope of work.

- ✓ A sector consists of at least two units
- ✓ A unit has at least five positions, including the head of unit, with the exception of certain organisation units
- ✓ Regional units are set up within a sector at the head offices of an authority or within regional sectors
- ✓ A position is the smallest unit in the organisational structure

Organisational structures for public servants are regulated with special laws. For example, for public servants in healthcare, the structure is regulated with the Law on Healthcare. It stipulates that various types of institutions may establish other types of organisation units, and the conditions for setting up organisation units are subject to the number of operators rather than positions.

When designing an organisational structure, it is necessary to check and apply the overall legislation pertaining to the institution.

II. Organisational engineering

2.1. Basics of organisational engineering

Organisational engineering may be defined as “the way the management achieves an adequate combination of differentiation and integration of organisation operations in response to the level of uncertainty of the external environment^{vi}”.

Differentiation involves the division of work into the organisation units of the organisational structure, whereas integration involves the coordination of operations in a unity of differentiated individuals and groups toward achieving strategic objectives. In that, the possibility for integration is inextricably dependent on the common understanding and acceptance of the goals. Therefore, the process of

organising the work involves developing and sustaining systems of coordinated activities. Work coordination is derived from and defines the business processes - the rules and procedures explaining the work flow in detail.

Organisational engineering stems from the strategic objectives and at the same time it affects setting strategic objectives.

Organisations do not exist in a vacuum, they both depend on and affect internal and external factors. Organisational engineering may be simply interpreted as the architecture and orchestration of profiles - positions, business processes and formal reporting relations - who reports to whom. Seen this way, organisational engineering provides the infrastructure where business processes are arranged, and it ensures achieving objectives by means of the many business processes within the organisation.

However, this approach is oversimplified. It fails to present the high complexity involving the alignment of many internal and external elements and factors with the strategic objectives. Some internal elements are the following: strategies, structure, business processes, systems, technologies, culture and people; and external: political, economic, social, technological, legal and environmental^{vii}.

Again, to simplify, strategic objectives can be taken as input in organisational engineering, while organisation performance - effectiveness and efficiency - is the output. However, it influences the definition of strategies, and it is an avenue for implementing strategies by aligning elements of the structure, business processes, systems, technology, and people.

Organisational engineering is a complex transformational process involving the application of principles, techniques and methods from a number of special fields, and it constitutes only a part of the other processes, systems, policies and practices in the area of HR management developed to improve the organisation's effectiveness, efficiency and productivity, all of which are integrated into and aligned in the organisational engineering.

There are many models of organisational engineering. Figure 2.1 presents one of the known models, and it gives a picture of the complexity of the elements influencing and being influenced by organisational engineering. The stages in the organisational engineering depend on the definition of the needs, purpose and development of the organisation. The process of organisational re-engineering can encompass an entire organisation or certain functions and operations.

It is common knowledge that the development of software tools for e-services requires business process engineering and that this process is very complex since it must develop all steps of the business process in order to develop the software. An end product of organisational engineering is not a software tool, but rather the HR planning policies, one of which is the systematisation act for work positions summarising all the steps in the business processes in the organisation overall.



Figure 2.1. Model - Star diagram of organisational engineering by Galbraith - translated and modified by Violeta Donnelly

Some of the processes have been built into the information systems to enable timely information, coordination and more efficient and effective work processing; however, the overall efficiency of the organisation requires reorganising, defining and integrating all business processes in an overall system unity.

A holistic approach - a systemic attitude - is vital to successful organisational engineering. It is not the sum of the comprising elements that constitute the system, but rather their mutual relations and interaction. The overall system has the effect of each and every element, and every element has the effect of the other elements in the overall system.

2.2. Objectives of organisational engineering

Here are some possible objectives of the organisational engineering of e-services^{viii}:

- clarify the goals of e-services - the strategic objectives of what it does and how it works
- align the strategies, the business strategy policies and practices, and the vision
- provide the foundations for strategic planning, heir planning, promotions, performance management, recruitment, learning and development management, and talent management
- design an organisational structure to meet business needs - in line with EU standards, requirements and principles regarding e-services
- define the organisation and coordination of business processes for achieving the objectives
- define and design positions and business processes to ensure internal motivation

- ❑ define clearly and precisely the role and function of each and every organisation unit, as well as the content, methods, systems and relations at work for the purpose of common understanding of the responsibility, place and role of each separate entity in achieving the goals
- ❑ group activities logically, avoid overlaps, differentiate and integrate them
- ❑ include flexibility in the system
- ❑ plan and implement activities, processes and policies of organisational development to allow long-term sustainable performance and long-term organisational capabilities
- ❑ establish an effective, efficient, productive and cost-effective organisation

Legal requirements and key elements

- ✓ In organisational engineering, drafting job descriptions, designing a curriculum for study and development programmes, and developing performance management processes, the SMART principle of task definition is applied - Simple, Measurable, Achievable, Realistic, Time.
- ✓ The clarity of the tasks required and the provision of the conditions to carry out tasks are stated in the Labour Relations Act.
- ✓ Behavioural competences are a key element of organisational engineering and defining job descriptions. The competence framework is one of the fundamentals of achieving organisational development. They are developed, defined and connected to the processes of recruitment and performance management, training and development, and reward management, in order to improve the performance capacity of the organisation successfully. In line with the Law on Administrative Staff, Article 7, the Ministry of Information Society and Administration stipulates the general competence framework. The Law also defines a number of other issues - policies that are closely related to organisational structure and engineering.
- ✓ Even though the coordination is defined in the business processes, procedures and job descriptions, immediate contact is nevertheless key for timely decisions and problem solving. Considering that classification decisions are regulated by law, whereas organisational structure and engineering are adopted by officials in charge of an institution, the responsible people at the Ministry of Information Society and Administration, and the Ministry of Finance, direct communication with superiors in organisational planning and engineering is of vital importance. Organisational engineering is a complex process involving a lot of detailed definitions of business processes translated into job descriptions, and their organisation and coordination could be in vain and unnecessary without the adequate approval, and the entire process will have to be repeated in order to achieve integration of the processes.

2.3. Roles and operations

A manager managing an organisation is responsible for managing changes, defining strategic objectives and allocating resources. The HR management organisation unit must be involved in all stages of organisational engineering to facilitate, coordinate activities, and apply principles, techniques and methodologies in the given field, and meet legal requirements. There are several principal activities for various positions.

In line with international practices, curriculum designers are involved in organisational engineering. In coordination with heads of units and other experts from the field, they draft functional analyses and other necessary analyses and job descriptions or profiles. The procedures, methods and techniques for developing work tasks are closely related to those used in curriculum design. The curriculum design for training for performance development and behaviour is based on or starts with needs analyses, one of which is a jobs analysis.

Heads of units are responsible for the design of business processes arising from the strategic objectives, and for developing strategies for the process of change.

A work group led by the HR unit may be set up to develop diagrams for business processes, performance and service standards, measurements for work volume to resolve procedural problems affecting the effectiveness or productivity of the organisation or a particular worker, existing functions, structures, profiles and responsibilities, and to identify and propose changes to improve the effectiveness and efficiency in the unit, as well as the connection of the processes with other units. The roles and responsibilities of each member of the group must be clearly designated.

All phases must include a legal advisor in the area of labour relations in order to identify, analyse and apply the legislation.

Organisational engineering involves applying methods, principles, techniques and best practices that might not be included and defined in the legislation, but the legislation might not exclude their application. The analyses may contribute to identifying any contradiction between acts and amendments to laws in line with the international instruments ratified by the Republic of Macedonia.

HR specialists in the area of managing development and learning (curriculum design is just a part of it) must be involved in the overall process for analysing issues, evaluating capacities, assessing training needs, assessing feasibility, developing training curricula for performance, implementing change etc.

Organisational engineering also identifies the needs to develop and implement other policies, procedures and practices, which must also be taken into consideration to complete the process.

The benefits of outsourced consultants are the specialisation in their work, the experiences from various organisations, the objective approach and the independence from internal pressures, policies and obstacles.

Large organisations hire various specialists in the area of HR management. The roles and responsibilities of the people involved in organisational engineering depend on the resources of the organisation. Every organisation envisages positions and group tasks according to circumstances. Positions are not static, they are always subject to change due to, among other things, the initiative, creativity, expertise and dedication of the executives. Considering that the implementation of e-services requires a comprehensive process and defining all processes, integrating, differentiation and further defining and setting policies, procedures, processes and systems for HR management, in line with the international standards and best practices that are at the root of implementing e-services and that enable implementation, the municipalities must provide such conditions. Therefore, hiring consultants in this area is vital. The same principle applies for other key areas of expertise for e-services - customer care and ICT. Regardless of the number of staff for implementing e-services, defining all policies, systems and processes is necessary to implement e-services and meet quality and development requirements in accordance with the legislation and EU requirements and recommendations.

The development of the software application will involve a call for bids for development by an external company. However, it is necessary to employ ICT profiles for the maintenance of the ICT infrastructure, for its timely and efficient work, and as main liaison officers between the external ICT company and the municipalities.

As a single point of contact, the e-services centre may be implemented with perhaps just a few people for service delivery in the front office, but the successful implementation, continuous development and meeting EU criteria for e-services efficiency and effectiveness requires defining policies, procedures, processes and systems that can be developed by external companies or consultants.

Legal requirements and practices

In line with the Decree for entries and categories of levels of positions of administrative staff, Article 6, paragraph 2, senior administrative staff - B category - is responsible for the following:

- ✓ developing and integrating policies in the scope of operations of the unit, coordinating and implementing them;
 - ✓ drafting policy proposals for the main issues in the competence of the unit they head;
 - ✓ developing opinions and analyses on issues related to certain policies and implementing the work programme of the institution, requiring decisions at the highest level in the institution;
-

-
- ✓ developing initiatives for resolving issues and problems in the scope of the unit they head and other materials;

In accordance with the Law on Administrative Staff, Articles 6, 7, 8, 10, 11, 12:

The following institutions are in charge of coordinating the work of administrative staff at the public sector level:

- ✓ Ministry of Information Society and Administration
- ✓ Ministry of Finance
- ✓ Secretariat for the Implementation of the Ohrid Framework Agreement
- ✓ Agency for Administration

The Ministry of Information Society and Administration:

- ✓ creates policies and strategies in the area of HR management
- ✓ approves job systematisation acts in the institutions

The Ministry of Finance is in charge of approving the employment of administrative staff

A senior officer, i.e. an official managing an institution adopts the internal organisation and job systematisation acts in the institution, they adopt annual employment plans and decide on labour rights

The secretary provides guidelines to senior staff, in particular in the context of managing human resources. They also decide on the rights, duties and responsibilities of administrative staff

An HR unit:

- ✓ is set up in institutions with at least 30 employees, whereas in institutions with fewer than 30 employees, the work may be carried out by a single administrative officer
- ✓ HR units are organised in a network of HR units, chaired by the state secretary for information society and administration

In line with the proposed job description for a head of an HR organisation unit (unit/sector) by the HR staff at the MISA^{ix}, here are some of their work objectives and duties:

- ✓ Objective: developing and consolidating the policies in the scope of work of the unit/sector, coordinating them and implementing the competences in the area of employment and mobility, assessment, professional education and training, motivation, and sustaining and improving interpersonal relations and the HR information system;
-

Duties:

- ✓ carries out functional analysis of the positions;
- ✓ organises and guides work in developing rulebooks for internal organisation and job systematisation;
- ✓ coordinates and guides activities regarding employment and mobility, assessment, professional education and training for civil servants, motivation and improving the quality of interpersonal relations, rights, duties and responsibilities of civil servants (salaried employment) and the HR information system;
- ✓ takes part in meetings of the Network of HR units/sectors and is in regular communication and cooperates with other HR units in the institution;
- ✓ takes part in implementing organisation development through planning, professional development, employee retention and change management;
- ✓ proposes and develops policies and strategic documents for HR management;
- ✓ takes care of the proper application of laws and bylaws regarding HR management and advises other senior civil servants on issues in the area of HR management.

Note:

Even though the law envisages that smaller municipalities may hire one administrative HR officer, municipalities must consider all other activities, i.e. fundamental policies, processes and HR management systems, and as necessary they could hire an external consultant to develop the fundamental pillars of policies, processes and systems, which will enable an effective and efficient implementation of e-services. The same applies for other expertise, especially customer care and ICT. Without them it is impossible to achieve the strategic objectives of e-services in line with EU regulations and best practices, and the essence of e-services in general.

The activities and stages in organisational engineering depend on the objective and demands, and on the development of the organisation with respect to defined policies, procedures and practices, and established processes and systems, considering that many of them are integrated, consolidated or summarised in organisational engineering. The scope of the stages and the activities in organisational engineering are established in line with the objective of organisational engineering, the requirements, needs and possibilities of the organisation. Considering the above, there are several fundamental activities, although particular stages and activities are always defined in line with the objectives and requirements:

- ❑ definition of business needs, including objectives and tasks
- ❑ analysis of existing policies, vision, strategies, objectives, systems, processes, policies and practices
- ❑ analysis of legislation and other labour policies
- ❑ analysis of the organisational structure and the organisation, including activity grouping, relations between units and functions, volume of management control, and decentralisation
- ❑ analysis of unnecessary activities and omitted activities - what is done as opposed to what needs to be done, i.e. activities that are not carried out, but need to be carried out to improve effectiveness and efficiency, scientific or established development processes, methods or practices in the given field
- ❑ analysis of work demands and work content related to the volume, exhaustiveness, relations, communication, responsibilities, methods, techniques, systems, knowledge, skills, abilities, competencies and other special conditions for carrying out the work, and legal requirements
- ❑ identifying problems and issues
- ❑ definition of strategic objectives - strategies, policies and decisions to provide the basis for the fundamental architecture of the organisation
- ❑ organisation planning - determining the structure, relations and positions, and assessing the implications of structural changes for future demands for human resources, financial implications, evaluating alternatives, and taking measures to meet such demands so as to develop an effective and efficient organisation
- ❑ operative engineering of business processes, positions, culture
- ❑ development of organisational structure, and acts and policies for internal organisation and systematisation, job classification, culture management, performance management, learning and development management etc.
- ❑ plan for implementing structural reviews arising from the diagnosis, including a plan for human resources required to implement the plan, assigning operatives or filling positions, a training and development plan for the purpose of implementation, a change management plan and other implementation tasks

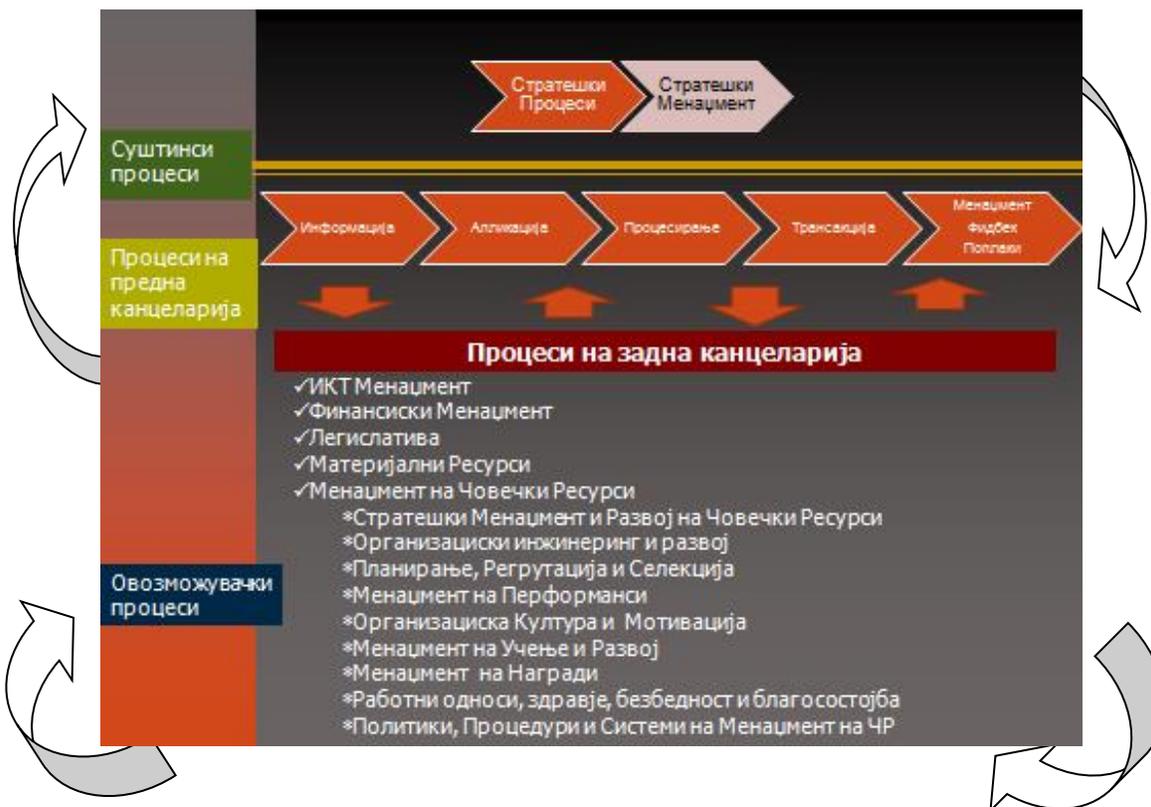
The volume and complexity of organisational engineering will depend on the above factors. In line with the European Commission framework for measuring the level of basic public services, services may be categorised into four degrees depending on their complexity. The volume and complexity of organisational engineering will depend on the degree of complexity of the e-service.

However, it is important to note that the fundamental activities in the process would be reduced in volume - the complexity will depend on the degree of interoperability and the degree of the services, as well as the volume of organisational engineering.

On the other hand, the volume of other policies and practices required for the implementation of e-services and their overall efficiency and effectiveness, will not decrease regardless of the degree of the service. It is vital to bear in mind that the quality, effectiveness and efficiency of the services depends on the overall processes, systems, and policies and procedures that support and are the basis of delivering

services, be they services or e-services, and regardless of how simple a service is, the others will have the same complexity. In this respect, the strategic objectives of e-services, their establishment and accomplishment depend on the overall systems and processes in the municipality, including project units and consultancy engagements.

2.4. Composition of a municipal centre for e-services



Types of e-services and their complexity

In order to measure the level of public services, the European Commission has created a framework with four levels:

- ✓ Stage 1 - information - necessary to start a procedure for providing public e-services
- ✓ Stage 2 - unilateral interaction - a public e-service to obtain documents and forms to start the procedure to provide the service. An electronic form to order a non-electronic form is also included in this stage
- ✓ Stage 3 - two-way interaction - publicly available websites with a possibility to electronically start the procedure for obtaining the service. It must involve person authorisation (natural person or legal entity) for requesting the service.

Stage 4 - fully electronic case handling - fully accessible web services with a possibility for handling the web service completely, including decision-making and delivery. There is no other formal procedure on paper necessary for the applicant^x

The complexity of the e-service is also a very important determining factor for the complexity of the organisational structure of municipalities for e-services. Naturally, what we underlined above regarding enabling processes - functional units of ICT and HR management or functional processes enabled through project units or consultants, is the foundation for implementing e-services and their complexity is in no way diminished by the type and degree of complexity of the e-service.

Organisational engineering encompasses several types of work analyses, which may include a various number of factors depending on the size and policies of the municipality.

It is vital to review for every position whether it *includes activities that need to be taken*, as opposed to *those that are taken*, and which *changes to the levels of management structures* and other levels can be implemented.

Unnecessary levels of management and supervision need to be removed. Various levels of supervision, authorisations and decision-making can be allocated to various structures or positions in order to *improve motivation and productivity, communication, promote flexibility and cut financial costs*.

Legal requirements and practices

The rulebook on the content and drafting the internal organisation and job systematisation acts stipulates the content and manner of drafting the internal organisation and job systematisation acts in the authorities^{xi}.

- ✓ The HR management unit has a pivotal role in drafting the internal organisation and job systematisation act, and it provides methodology, organisational and technical support for all activities in developing job descriptions
 - ✓ The first step in drafting the job systematisation rulebook is for the operative to fill in a questionnaire for a job description
 - ✓ When a position is new or not filled, the questionnaire is filled in by the immediate superior
 - ✓ The draft job description is prepared by the immediate superior, according to the Questionnaire of Article 25 of the above rulebook
 - ✓ The HR management unit checks the draft job descriptions
-

In drafting the Rulebook on systematisation, positions are classified according legal requirements, stating the position in the job description. The Law on Administrative Staff^{xii}, Article 27, defines a position for every level within the categories of administrative officers, but it also envisages exceptions for certain institutions and establishing positions with special laws.

The Law on the National Qualifications Framework must be applied regarding the section for special working conditions^{xiii}.

Organisational engineering must consider providing the maximum level of *internal motivation*, personal and organisational development, effectiveness, efficiency and productivity. It is common to use techniques of organisational re-engineering to enrich the work, rotate, and increase work.

Motivation itself is a very complex area depending on a number of personal and developmental factors, as well as organisational ones, and on the policies and practices applied. In a nutshell, in organisational engineering of positions, in order to enable internal motivation, it is basically necessary to include greater authorisations and decision-making, challenges, to enable sense, training, more autonomy, creativity, enriching work, reassigning positions, opening new positions, enhancing the work etc. However, designing positions is only part of the process. Adequate practices and policies of leadership and management, as well as other systems and processes of organisational culture, performance management, management of learning and professional and career development that continuously support and enhance employee internal motivation are all necessary for the successful outcome of organisational engineering.

2.5. Strategic objectives of e-services

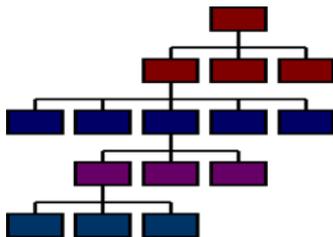


The following are some of the main strategic objectives of the new e-services in the local government: citizen orientation, single spot integrated delivery, utilisation of new ICT systems and appropriate HR profiles, a holistic approach rather than a mechanic one in the planning, management, implementation and evaluation of e-services, security, both technical and human, HR management, delivering on confidence and citizen expectations and managing

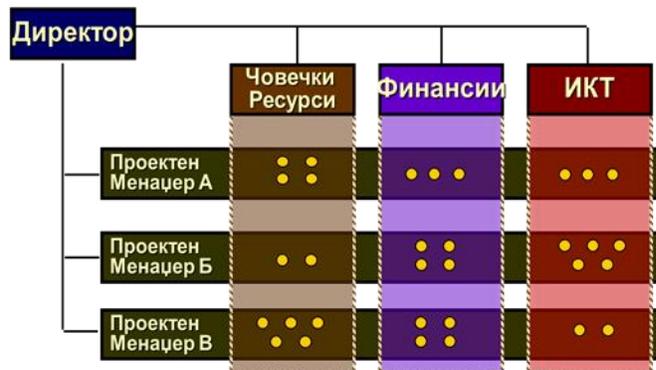
the psychological agreement, interoperability, multiple languages, uniform approach etc. First of all, it will be necessary to define the strategic objectives clearly and incorporate them in line with the best practices of the most developed countries and the EU regulations.

III. Organisational engineering for e-services in municipalities

3.1. Organisational structure of e-services in municipalities

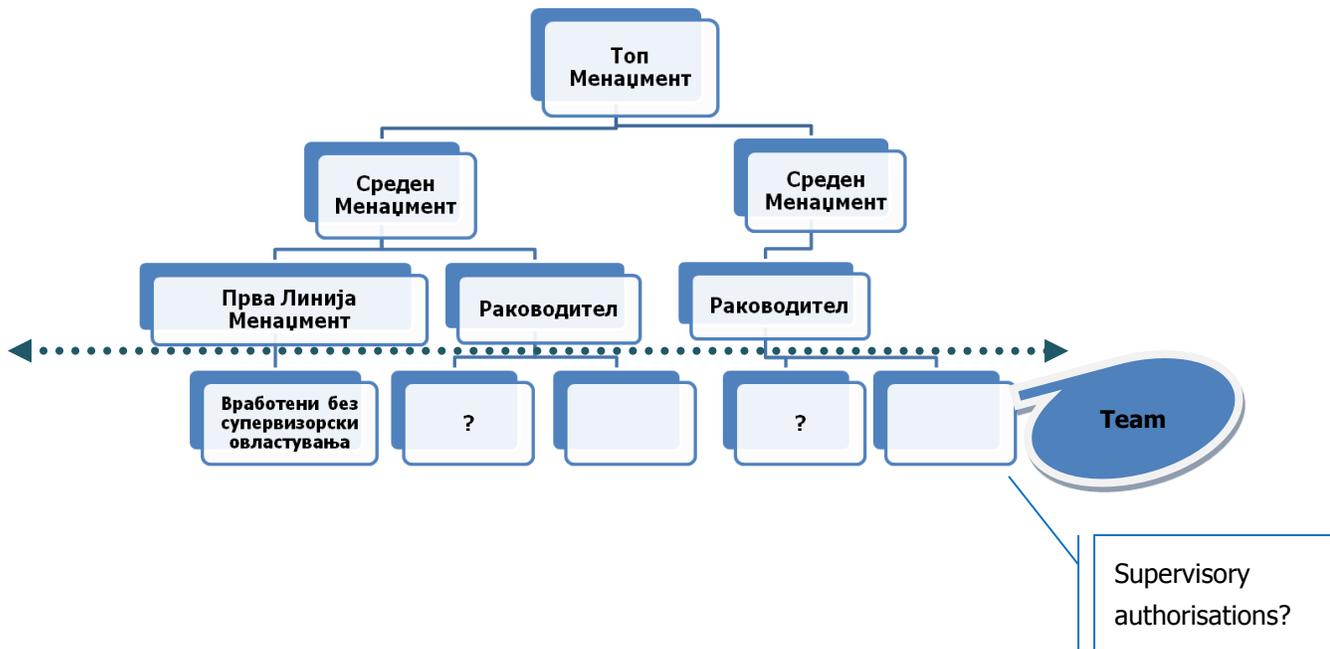


The current structure of the public administration is functional. Operations and employees are grouped by function, tasks are grouped by similar expertise, and work is coordinated by direct supervision. In accordance with the features and common elements of e-services and the processes related to them, as well as the organisational setup of the public administration, the functional structure is the most commonly used organisational structure.



The new tasks of e-services are complex and the old functional structure does not provide solutions to implement the main effectiveness and efficiency objectives. The new e-services aimed at citizens and businesses require a different approach to organisational structure. Even though the public administration usually applies the functional structure, the matrix structure might be a lot more suited to manage the complexity of authorisations, responsibilities and processes. Municipalities may apply the matrix structure for some projects, although it is usually not the case with the public administration.

3.2. Types of management - management profiles



Team Leader ^{xiv}	Head
Explains objectives and assists	Sets objectives
Assigns tasks, objectives and deadlines with instructions by the head; helps, facilitates, solves problems	Plans, assigns, reviews, approves, amends, discards work by subordinates
Provides information for performance management	Assesses, takes corrective actions
Identifies training and development needs, identifies problems, seeks resources, informs of problems, takes initial steps on complaints or disciplinary procedures	Approves training, initiates disciplinary procedures, allocates resources, selects resources, supervises administratively and technically

Legal requirements and practices

In accordance with the Law on Administrative Staff, there are four levels of seniority:

-
- ✓ B1 - senior administrative officer Tier 1 - state advisor
 - ✓ B2 - senior administrative officer Tier 2 - head of sector
 - ✓ B3 - senior administrative officer Tier 3 - assistant head of sector
 - ✓ B4 - senior administrative officer Tier 4 - head of unit

In line with the Decree for the descriptions of categories and levels of positions of group B administrative officers - expert administrative officers, i.e. B1 advisor and B2 senior associate - there are tasks for supervision and HR management, and responsibilities for policy making, as follows:

- ✓ developing draft proposals for laws, bylaws and other acts and regulations, or participation therein
- ✓ providing expert assistance, advice and mentorship for lower tier administrative officers
- ✓ participation in assessing administrative officers

Considering that the new legislation consolidates the legislation on administrative and public servants, other laws and acts regulating internal organisation, systematisation and classification need to be taken into account. For example, the Law on Healthcare, regulating the classification of public service providers for healthcare, stipulates a different division of tasks for supervision and HR management. Figure 1.6 presents the various levels of supervision, where the expert group (expert officers) includes two levels with supervision and HR management responsibilities. The Law does not define their exact responsibilities, but in accordance with the tasks, these two levels may bear responsibilities for developing draft procedures and policies in their field of work, coordinating and supervising work at lower levels, initiating disciplinary procedures, consultation, training and mentorship.

In accordance with the best practices and requirements of the International Instruments in the area, there are other types of policies or classification systems. Any policy or system arises from analysis and it is established according to organisational needs. However, decentralisation in decision making and HR management may be distributed to successive levels in various categories for the purpose of effectiveness, efficiency and motivation of the organisation. Furthermore, the policy has to be designed and defined in a way that meets the equality and non-discrimination requirement, regulated by the Labour Relations Act and the International Instruments ratified by the Republic of Macedonia.

ISCO - 08^{xv} envisages positions for supervisors (heads in the first line of management) and Team Leaders or Leaders with responsibilities in HR management, categorised in the group they belong to; categories and groups are defined differently. The National Classification of Professions of the Republic of Macedonia^{xvi}, aligned with ISCO - 08, omits these positions; there are no explanations for them, and the only positions envisaged are those for heads without explanations. As stated above, the Law on Administrative Staff also includes only the positions of heads, while the advisor level is given supervisory tasks. Supervisors do not usually perform the tasks of their subordinates, even though they have experience in the area. According to ISCO, persons performing the tasks they supervise and controlling work are classified in the group they belong to and are usually called Team Leaders. However, considering the definition of the concept, with

respect to the example of public servants, we may assume that the Head Nurse and Responsible Nurses are on a par with a Team Leader and/or Supervisor. Naturally, when defining such positions, one needs to define clear tasks and responsibilities and observe the principle of equality and non-discrimination.

In addition to the above definitions, it is possible to define otherwise the levels of HR management and distribute them to successive levels of various categories, including auxiliary experts. Such organisational engineering can provide, among other things, a financially efficient structure. It is important to underline that supervision and HR management are given solely as examples. Essentially, head staff and team leaders usually have a lot more responsibilities in addition to those, including finance, policy making and others, assigned according to their level.

The above explanation is provided as an example to consider when analysing needs and when institutions set up organisational structures, considering that the legal framework may allow additional definition of tasks in the area of HR management, in addition to the classification in the Law on Administrative Staff, where the overall legislation relevant to the institution in question must be taken into account. Due to the fact that legislation is subject to amendments, it is important to consider the above so as to improve effectiveness and efficiency, as well as to cut costs.

3.3. Organisational setup of e-services

The 2006/123 Services Directive^{xvii} indicates an improvement of services in EU member states and requires that member states remove unjustified or discriminatory requirements affecting the setup or implementation of the relevant activities for services.

- it sets provisions for awareness and observing the law with respect to customer care
- setting up one-stop-shops, Points of Single Contact, so that service delivery is possible from a single location providing all the information and facilitating the interoperability between the institutions
- it imposes a general obligation for electronic administrative procedures
- it sets provisions for continuous assessment and adjustment of the legislation in a number of areas

Points of Single Contact (PSC) are set up pursuant to the Services Directive. Their aim is to enable access to clear, updated information with simple means to complete administrative formalities in the country and abroad. It is a very complex task due to the organisational re-engineering and the complexity of the number of institutions, competencies and procedures that need to be covered by the PSC.

The above affects organisational structure, which must be designed in line with this regulation and other regulations, principles and best practices in the EU. The number of profiles - positions and staff - depends on the size of the municipality. The number of staff or recruited profiles from the area of customer care, ICT and other profiles may be decided on with a feasibility study and with a specific organisational

engineering. It will give an insight into the costs for the setting up and sustainability of a citizen services centre, and indicate the categories of staff depending on the municipality, maintenance costs and sources of funding. Furthermore, depending on organisational conditions, staff may be employed through projects or as public servants. However, we must take into account that it is only administrative staff that is authorised to sign documents and the resources must be planned accordingly - administrative officers in addition to the staff hired in project units.

An effective delivery of e-services at the local level should provide^{xviii}:

- benefits for the citizens
- efficient savings for the Government
- better transparency
- greater citizen participation in their communities' policy making

The systematic gaps analyses for local services in the municipalities would provide the basis for designing a roadmap for enhancing service delivery through e-services.

The implementation of best practices when introducing e-services in municipalities (urban and rural) is vital for applying and integrating “what needs to be done” as opposed to “what is being done” in order to achieve effectiveness and efficiency of e-services.

3.3.1. Main tasks of the EU

Europe 2020 provides a vision for accomplishing various objectives, such as employment, innovation, education, social inclusion and climate/energy, which bring forward various types of e-services that need to be implemented with specific EU activities at the national level^{xix}.

The goal of the digital agenda is to maximise the social and economic potential of ICT. Here are some of the most prominent points of improvement:

- ❑ digital Single Market: Regulatory barriers need to be dispensed with to facilitate cross border use of commercial and cultural digital content and services to allow citizens and business to benefit from the single European market fully
- ❑ interoperability: Standardisation, public procurement and coordination between public authorities will improve the interoperability of digital services and equipment
- ❑ security and confidence: Responsible mechanisms and cooperative networks need to be developed to address cyber-crime and protect personal data and privacy
- ❑ high-speed internet: Investments need to be stimulated to enable internet throughout Europe
- ❑ research and innovation: Stimulating private investment, improvement and coordination to enhance possibilities for small and medium-sized enterprises

- ❑ enhancing skills: In order to tackle the lack of ICT skills and improve European productivity, it is necessary for each and every European citizen to obtain a minimum level of ICT skills
- ❑ ICT for social challenges: Using ICT we need to be more efficient in addressing social challenges, such as climate change, an ageing society, energy consumption and social exclusion

Prerequisites for efficient delivery of e-services - main points

- ✓ developing adequate policies, procedures, systems and processes to attain the strategic objectives of e-services, in particular HR management, customer care and ICT
 - ✓ the procedures for business processes must be simple
 - ✓ all procedures related to e-services and services must be available on-line
 - ✓ simplicity of procedures involves an additional and key element of comprehensiveness. Procedures must be comprehensive and defined in detail to explain various scenarios for including or excluding different aspects related to receiving the service
 - ✓ frequently asked questions and other materials clarifying and interpreting procedures need to be designed in a clear and simple fashion, in line with the standards for learning and development and curriculum design, for the purpose of clear understanding by users and staff
 - ✓ dedicated staff training for interpreting procedures and all policies and other procedures related to e-services affecting the interpretation and decision making regarding e-services needs to be provided, in line with international standards for curriculum design and training. Sporadic refresher training will be required for all staff involved in the processes for services and e-services. All new staff in the field will need to go through introductory training
 - ✓ dedicated training for using ICT needs to be provided by the ICT specialists responsible for developing the software applications. ICT trainers need to have experience with training and to have attended trainer training for the purpose of efficient learning
 - ✓ the ICT training curriculum needs to be developed in cooperation with a curriculum designer or developer so as to develop an efficient programme in line with international standards for learning and development in adult training
 - ✓ continuous dedicated training or interpreting and applying legislation for all staff according to their position
 - ✓ continuous development of legislation
 - ✓ a portfolio of other training events needs to be developed in accordance with the needs analysis for every respective position to ensure efficient and effective service delivery in line with the quality standards
 - ✓ continuous management of learning and development
 - ✓ continuous and adequate amendment of job descriptions or organisational re-engineering in line with changes in legislation, procedures, software applications or changes to improve the effectiveness or efficiency of the services
 - ✓ interoperability
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- ✓ providing electronic administrative procedures in several languages
 - ✓ providing contact persons in several languages in line with legal requirements
 - ✓ ensuring the security of the ICT systems
 - ✓ developing a policy for the classification of service information security
 - ✓ ensuring the security and confidentiality of information by employees for e-services
 - ✓ providing training for information security, in line with job needs analyses
 - ✓ ensuring the accomplishment of the key element or achieving the end result of e-services aimed at citizens
 - ✓ managing the “psychological agreement” - building and living up to citizen confidence and expectations
 - ✓ ICT infrastructure

Note:

- ✓ It is necessary to provide an information security certificate to comply with the legislation on personal data protection, confidentiality classification, and the principles of non-discrimination and ensuring the health and well-being of individuals (citizens) and not issuing any information regarding services and clients regardless of the confidentiality classification. Municipalities do not have such security certificates or information confidentiality beyond what is regulated by the Law on Personal Data Protection. Although this issue is regulated with other legislation on administrative staff, there are no other processes, systems and mechanisms ensuring the proactive prevention and withholding of confidential information. In addition to the legal framework and the certificates, major importance is also attributed to training, awareness raising - especially regarding human rights regulated by human rights instruments ratified by the Republic of Macedonia - personal and social development, and well-being. This is one of the mechanisms to accomplish the main element and strategic objective of e-services aimed at citizens, ensuring citizen confidence, meeting expectations and managing the psychological agreement.
 - ✓ The above prerequisites do not preclude all other prerequisites mentioned in the previous chapter on developing and implementing policies, processes, systems, practices in the field of HR management, customer care and ICT. They have not been listed here as they have been elaborated on previously.
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EU legal framework:^{xx}

In accordance with Articles 6, 7 and 8 of the Services Directive, EU member states must provide:

- ✓ information regarding service requests
 - ✓ contact details regarding competent institutions and persons
 - ✓ means of access to public registries and service databases
 - ✓ means of forwarding the appropriate contact details of associations or organisations relevant for the services
 - ✓ all documents for obtaining the service electronically
 - ✓ interoperability - enabling the completion of all procedures and formalities related to the access to and provision of the service electronically, including statements, notices or applications required for authorisation by an authority, and providing complete service delivery electronically for various EU citizens
 - ✓ service delivery in several languages
 - ✓ a uniform approach to e-service delivery across the EU
 - ✓ handling all formalities through one contact person
-

3.4. Key profiles for e-services^{xxi}

- Customer care
- ICT systems and network maintenance
- Team Leader
- Project Manager
- HR management

3.4.1. Customer care

Customer care assistant

- Works as a routine contact person for handling requests for services and e-services, assisting clients to clarify requests, inform about procedures, document conclusions or decisions, and forward information or documents.

Customer care officer

- ❑ Coordinates and organises multidisciplinary meetings and manages the everyday operation of services and e-services, ensuring effectiveness, efficiency and the continuous improvement of the quality of the services.

3.4.2. ICT

Specialist for computer networks and systems maintenance

- ❑ Design, development, control, maintenance and support for optimum performance and security of IT systems and infrastructure, including databases, hardware and software, networks and operative systems.

Technician for computer networks and systems maintenance

- ❑ Provides technical assistance to computer system users. Responds to questions or handles computer problems for clients, including problems with e-services

3.4.3. Project Manager

Defines, documents and implements projects (simple, moderately complex, complex or very complex projects)^{xxii}

Functions:

- ❑ Project planning and evaluation
- ❑ Management of the process of project quality control
- ❑ Management of the human resources of the project
- ❑ Management of the communication processes of the project
- ❑ Management of risk and problem assessment
- ❑ Management of the procurement processes of the project

3.4.4. Competences

Competences are a proven ability to apply knowledge, skills and approaches to achieve visible results. There is a difference between competence and being competent.

The framework of general work competences for administrative staff with levels and indicators^{xxiii} envisages:

- ❑ Problem solving and decision making in one's scope of work
- ❑ Learning and development

- Communication
- Achieving results
- Teamwork
- Strategic awareness
- Client orientation
- Management
- Financial management

Additional key competencies in line with strategic EU objectives

for e-services and legislation^{xxiv}

<input checked="" type="checkbox"/>	Interpersonal relations - empathy: ability to work with others in harmony. Empathy is the cornerstone of interpersonal relations, teamwork, and leadership and management, as well as an indicator of personal development and growth.
<input checked="" type="checkbox"/>	Equality and diversity: it is the legal responsibility of every person to act in a way supporting equality and diversity.
<input checked="" type="checkbox"/>	Initiative: the ability to identify an issue or a possibility to take action, even without continuous direction, in order to identify or resolve a future or current issue; a constant effort to exceed standards, set challenging goals, take initiative and be proactive.
<input checked="" type="checkbox"/>	Adaptability and flexibility: the ability to adapt to new, different or fluid demands, working under pressure, finding new approaches to work.
<input checked="" type="checkbox"/>	Communication: <i>listening and speaking:</i> giving full attention to what others have said and are saying, fully understanding the meaning of what is said, and speaking in a manner that accurately defines words or sentences. <i>Reading:</i> understanding, applying, analysing and assessing written work documents. <i>Writing:</i> providing a written report in an organised and appropriate fashion.
<input checked="" type="checkbox"/>	Influence: the ability to convince or leave a positive impression on the target audience to take actions to improve the work.
<input checked="" type="checkbox"/>	Personal and professional development and the development of others: the ability for personal and professional development by various means and contributing to the development of others during regular work activities.
<input checked="" type="checkbox"/>	Managing interpersonal relations - conflict resolution: the ability to work with others in harmony and resolve tense situations and problems.
<input checked="" type="checkbox"/>	Stability and reliability: responsible behaviour at work, behaviour - constant/consistent, predictable/expected and stable.



Quality control: providing materials, processes, services and products meeting quality specifications during and after delivery or performance.

Summary

There is no ideal organisational engineering or ideal organisational structure. It is important to meet the objective requirements and needs of municipalities, as opposed to personal interests, opinions and stereotypes.

Organisational structures affect all people in an organisation. One needs to take into account the strengths and weaknesses of senior staff in general, types of management and leadership in the organisation, preferences of senior staff, availability of human resources, organisation culture, financial implications and the overall psychological impact on those subjected to the changes and legal requirements stipulated by other labour relations acts. In a nutshell, it is necessary to apply a holistic approach and consider the entirety of issues and changes, implications and their correlation. Even if logical solutions are identified after exhaustive analyses, sometimes it is impossible to implement them in short-term objectives as they may cause more damage and diminish overall effectiveness and efficiency. The implementation of changes must, therefore, be planned in stages, applying various mechanisms and developing other policies supporting change.

Adequate management practices and policies that ensure conditions for rewarding work and meeting development needs, that value and support development, achievement and learning, and that enable the internalisation of a management culture based on employee inclusion and participation in decision making, are key for long-term sustainable performance, and for the efficiency and effectiveness of e-services and municipalities in general.

Establishing an e-services organisational structure in municipalities depends on a number of factors. The most important step is to develop studies, analyses and adequate organisational engineering, to choose an appropriate structure and plan profiles/positions to meet the strategic objectives of e-services.

References:

ⁱBoddy David (2008) Management: An Introduction. Pearson Education Limited

ⁱⁱIn line with the Law on Healthcare. Official Gazette of RM, No. 43 of 4th March 2014

ⁱⁱⁱIn line with the consultant engagement of the author for organisational engineering in a hospital in Macedonia. The Law does not provide definitions and explanations for the roles, responsibilities and tasks

^{iv}Official Gazette of RM, No. 27 of 05.02.2014. On the day of entry into force of this Law, the following laws cease to apply: Law on Civil Servants (Official Gazette of RM, No. 59/2000, 112/2000, 34/2001, 103/2001, 43/2002, 98/2002, 17/2003, 40/2003, 85/2003, 17/2004, 69/2004, 81/2005, 61/2006, 36/2007, 161/2008, 6/2009, 114/2009, 35/10, 167/10, 36/11, 6/12, 24/12, 15/13, 82/13 and 106/13), and the Law on Public Servants (Official Gazette of RM, No. 52/10, 36/11, 6/12, 24/12, 15/13, 82/13 and 106/13). (2) The entry into force of this Law shall annul the provisions of Chapter IX, Articles 39-a, 39-b and 39-c of the Law on the Government of the Republic of Macedonia (Official Gazette of RM, No. 59/2000, 12/2003, 55/2005, 37/2006, 115/2007, 19/2008, 82/2008, 10/10 and 51/11).

^vOfficial Gazette of RM, No. 72/14

^{vi} <http://www.businessdictionary.com/definition/organizational-design.html>

^{vii} Stewart Jim and Rogers, Pat (2012) Developing People and Organisations. CIPD

^{viii}Armstrong, Michael (2009) Armstrong's Handbook of Human Resources Management, 11th edition, Kogan Page. For the purposes given in the manual, we have taken into consideration the objectives by Armstrong, but we have also defined them according to a lot of other principles.

^{ix} <http://www.mio.gov.mk/>

^xEvangelos Bountalis, Report on best practices on delivery of e-services and comparative analysis relevant for application to the country, UNDP, 22.12.2014

^{xi}Official Gazette of RM, No. 68 of 19. 5. 2011

^{xii}Official Gazette of RM, No. 27 of 05.02.2014

^{xiii}Official Gazette of RM, No. 137 of 07.10.2013

^{xiv}The definitions are provided as a possible example to underline the differences. They are in no way final definitions of tasks for a team leader or head. Their definition depends on a number of factors.

^{xv} <http://www.ilo.org/>

^{xvi}National classification of professions, Skopje (2011). State Statistical Office of RM.

^{xvii}Evangelos Bountalis, Report on best practices on delivery of e-services and comparative analysis relevant for application to the country, UNDP, 2014

^{xviii}Evangelos Bountalis, Report on best practices on delivery of e-services and comparative analysis relevant for application to the country, UNDP, 2014

^{xix}Evangelos Bountalis, Report on best practices on delivery of e-services and comparative analysis relevant for application to the country, UNDP, 2014

^{xx}Evangelos Bountalis, Report on best practices on delivery of e-services and comparative analysis relevant for application to the country, UNDP, 2014

^{xxi}The definitions of the profiles are for example only. The exact definition may be established only in the process of organisational re-engineering

^{xxii}Various levels of project management may be established - the options given are different levels

^{xxiii}Official Gazette of RM, No. 142, 26.09.2014

^{xxiv}The definitions of the competences are for example only, they may be defined otherwise.

Consolidated text of the Law on Civil Servants (Official Gazette of RM, No. 59/2000, 112/2000, 34/2001, 103/2001, 43/2002, 98/2002, 17/2003, 40/2003, 85/2003, 17/2004, 69/2004, 81/2005, 61/2006, 36/2007, 161/2008, 6/2009, 114/2009, 35/2010, 167/2010, 36/2011, 6/2012, 24/2012 and 15/2013); Decisions by the Constitutional Court of the Republic of Macedonia No. 186/2000 of 04.04.2001, published in the

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