



*Empowered lives.  
Resilient nations.*



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is up and running!

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A new mobile app coming soon: Skopje Green Routes

# DEVELOPMENT STORIES

UNDP's activities in the country are within the framework of the UN Development Assistance Framework 2010-2015, agreed between the Government and the UN Agencies in 2009.

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# Dear Readers,



Welcome to the 6th edition of Development Stories – a magazine that showcases our major projects and the direct effects of our work on the ground. This is the first issue to be published since my arrival in Skopje in November 2013, and I am proud to share with you a range of stories that show, in very human terms, how development progress improves the lives of individuals.

In our first issue of 2014 we take a look at the inspiring progress being made by a young entrepreneur since completing the Self-Employment Programme—a success story that reflects how the thousands of businesses started up through the Programme are now generating further employment opportunities. It is highly encouraging that more than 70 per cent of the new companies created over the past five years are still in business today. Moreover, nearly one-third of them are headed by women who were previously unemployed and another 31 per cent by young people under the age of 29.

The start of a new year is a good time to take stock of progress achieved and to identify challenges ahead—and this is the aim of a new in-depth study of the country's process of decentralization. This latest research shows that while significant progress has been made in the legal and institutional framework for devolving responsibilities to local government, many municipalities—especially the smaller municipalities in rural areas—are still struggling to develop the capacity for improving the quality, outreach and efficiency of many public services.

Last year saw a number of breakthroughs in UNDP's efforts to promote environmental sustainability, especially through the major project for the restoration of Lake Prespa. Development Stories catches up on the latest success of this project—the opening of the country's first central composting plant. Now up and running, the new composting plant addresses the problem of organic waste disposal at the same time as providing a sustainable and cost-effective alternative to the harmful use of chemical fertilizers. By providing a new marketable product and job opportunities, moreover, the plant is improving the lives of local people while helping to protect the valuable and vulnerable ecosystem of Lake Prespa.

We hope this edition of Development Stories succeeds in giving you a sense of how our wide-ranging development work is both shaping national policies and improving individual lives. And we wish our readers all the very best for 2014.

Louisa Vinton

A handwritten signature in blue ink, appearing to be 'L. Vinton', written over a light blue grid background.

UNDP Resident Representative



# BANKING ON BURRITOS: *a tasty profit*

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Google good places to eat in Skopje and you'll soon stumble upon some rave reviews from all over the world for the burritos at La Puerta, a new Mexican take-away in the centre of the capital. 'Great veggie burrito!!!', 'Nice tortillas, good service and tasty food... I recommend the chicken burrito - Fresh!', '...damned good burrito!'

Opened in January 2012, La Puerta proved something of an overnight success. 'Mexican food is still not too well known in my country,' says the young entrepreneur behind La Puerta, 32-year-old Aleksandar Stevanovski, 'But I knew burritos would be a hit with local people because they're tasty but healthy and some of the key ingredients are fresh vegetables which we're very good at producing here.'

Located next to Porta Makedonija, the triumphal arch leading to the renovated central city square, Aleksandar's burrito shop has a wide variety of fresh and tasty hot snacks and also offers free delivery. Aleksandar's plan is to expand and open up several more shops throughout the city over the coming years.

La Puerta is just one of almost six thousand business success stories to emerge from the country's Self-Employment Programme—a nationwide employment measure to encourage and support unemployed people with business ideas in turning their dreams into reality. The Programme, designed and implemented with support from UNDP in partnership with the Ministry of Labour and Social Policy, has now been running for seven years.





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"The Programme has exceeded all of our expectations," says UNDP's Project Manager Urim Kasapi, "especially in terms of the success rate of the new businesses. Recently, the UN's International Labour Organization confirmed that over 73 per cent of the entrepreneurs who've received training and start-up equipment through the Programme over the past five years have remained in business. That's well above the average global success rate for new companies. And we're especially pleased that a third of these new businesses are being run by women and young people."

Like many of the participants in the Programme, Aleksandar had tried a number of jobs before deciding to take the leap of becoming self-employed. And though these jobs—as a restaurant waiter, a worker in a burek shop, and a hotel manager—did not add up to anything like a stable career, they did teach Aleksandar some very useful lessons in catering. But Alex says he always wanted to start up his own food business and was getting increasingly frustrated.

"The problem was getting started. I knew what I wanted to do but I couldn't see how to get from where I was to where I wanted to be. Then I learnt about the self-employment programme and I started thinking more seriously about the possibility. I wanted to come up with an idea for food that would be quick to make and at the same time tasty and healthy. Mexican food met all the criteria—with fresh and healthy ingredients like salsa and rice—and once I'd decided on that the idea wouldn't go away.



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Advertised throughout the country, the Self-Employment Programme has attracted over 20,000 unemployed people like Alex, offering a short intensive course in basic business principles and close guidance from experts to help participants develop their business plans. Once their business plans have been accepted at the end of the two-day workshop, participants are eligible to apply for a small grant to help cover the costs of start-up and equipment.

"I couldn't have achieved all this without the Programme," says Alex. "Firstly because I needed a simple incentive like this to get me over the fear of taking the initial risk—a fear which anyone out there who's been unemployed and has a business idea will be familiar with. Secondly, because the management training the Programme provided has proved invaluable, especially the marketing input, which was a real eye-opener. And finally because the start-up equipment I obtained with the help of the Programme was crucial to setting up the business."

start profit



## The municipality of Tetovo commits to redoubling its efforts to combat corruption

The Municipality of Tetovo has committed itself to redoubling its efforts in the fight against corruption. The Mayor of Tetovo, Teuta Arifi, put this commitment into writing by signing an agreement to introduce an integrity system in the municipality.

Mayor Arifi closed the signing event with an appeal to individual conscience as the most formidable weapon against corruption: "There is nothing like the sight of an amputated spirit" she said, "And so I say 'let's not bargain with our spirit!' and let's fight corruption together! The Municipality of Tetovo is determined to serve its citizens through its conscientious and professional administration, working in accordance with the laws and in line with the best interests of the citizens of Tetovo."

UNDP developed the integrity system in partnership with the State Anti-Corruption Commission.



Nine municipalities have already embraced this initiative. By signing the agreement, Tetovo has become the first of a second wave of fifteen municipalities to adopt this set of tools, which are designed to enhance transparency, enforce ethical behaviour and engage the media, community organizations and ordinary citizens in the fight against corruption. The final goal is to have all municipalities on board and inspire positive competition for champions of transparency and accountability.

UNDP Resident Representative Louisa Vinton commended the Municipality of Tetovo for joining the struggle against corruption. "This effort has priority for UNDP," she explained, "because, simply put, corruption is the thief of economic and social development. It steals the opportunities of ordinary people to progress and to prosper. Corruption does real harm to ordinary people, to their families and their communities."

Corruption hinders socio-economic development and undermines democratic governance.

The year 2013 marked the tenth anniversary of the adoption of the United Nations Convention against Corruption. The country ratified the Convention in 2007, joining 167 nations committed to rooting out malpractices at local and national levels of government.

The Convention requires states to ensure that their public services are subject to safeguards that promote efficiency, transparency and recruitment based on merit and that public servants adhere to strict codes of conduct.

UNDP has worked with the State Anti-Corruption Commission for many years to translate these principles into a clear set of rules and procedures specifically designed for municipalities.

# Did you know?

Globally, an estimated one trillion dollars are paid in bribes every year, in some cases costing countries as much as **17 per cent of their GDP.**

Around the world, corruption raises the cost of water infrastructure by an estimated **40 per cent.**

Fraud and abuse in health care has been estimated to cost individual Governments between **\$12 billion and \$23 billion per year.**

UNDP has been working closely with the State Commission for the Prevention of Corruption to support reforms at national and local level. UNDP's support has been especially focused on those areas that are critical for the country's convergence with the EU.

Over the past two years, UNDP has facilitated a valuable exchange of knowledge between authorities in Skopje and Zagreb on practical issues related to the screening process under Chapters 23 and 24 of the EU acquis, the chapters concerned with promoting fundamental rights, justice, freedom and security.

UNDP has been actively supporting local institutions and municipalities to establish rules and procedures for ethical and non-corruptive behaviour in their work. This will help them become more resistant to corruption and more prepared to meet the high standards of the EU.

UNDP has been working with civil society organizations and young leaders to develop new ways of increasing the accountability and transparency of local government. The results of these efforts include a number of innovative web services and mobile applications for interactive communication between municipalities and citizens on issues related to the delivery of local services.

A new UNDP-funded website for Tetovo ([www.itetove.com](http://www.itetove.com)) was just recently launched. The website is meant to simplify access to information and enable constituents to pose questions, arrange meetings and highlight problems in a fully transparent way. Tetovo Mayor Arifi noted that the website would complement her current practice of opening her doors to citizens once every two weeks.

# Networking in NEGOTINO

The Vardar Planning Region has just launched its new Network for Inclusive Development.

“The mission of the Network is to create conditions in the Vardar Planning Region for the development of a strong and competitive economy—an economy that will offer greater employment opportunities, attract investors and raise social and environmental standards for everyone throughout the Region,” says Marko Kolev, Director of the Regional Development Centre. “The Network will bring together representatives from local government, local commercial and craft chambers and civic associations in a collective effort to overcome the Region’s main socio-economic challenges.”

“Only by mutual cooperation can the local governments of the Region hope to achieve sustainable and inclusive development,” explains UNDP Resident Representative Louisa Vinton. “The Vardar Planning Region includes some of the least developed areas in the country and the nine municipalities of the Region differ greatly in size and capacity. Many of the smaller rural municipalities suffer from a lack of vital resources. This is why UNDP has been helping to establish a regional Network for Inclusive Development.”

The municipalities of the Vardar Planning region and UNDP have jointly designed a two-year work programme (2014–2016) for the Network. The programme was developed with extensive participation from the public, using innovative tools such as online crowdsourcing and a hotline.



UNDP has also helped establish a joint administrative unit to increase energy efficiency, facilitating inter-municipal cooperation to make up for disparities in capacity.

“This is a great example of inter-municipal cooperation on a new scale, with an Agreement signed by eight mayors,” says Vanco Apostolov, the Mayor of Negotino. “Investing in energy efficiency in the region will contribute to greater economic development and growth and will also help municipalities make substantial savings.”

The launch of the network was combined with the global #GivingTuesday initiative, which aims to boost all forms of charitable contributions to society. In the spirit of the initiative, the Municipality of Veles publicly allocated 90m2 of office space to serve as the headquarters of the Network. UNDP has helped purchase IT equipment and furniture for the headquarters, while representatives from the local private sector will also be donating funds to refurbish the interior.

In a separate charitable initiative, the Municipality of Negotino provided 50m2 of office space to help establish a regional information centre on joint efforts to increase energy efficiency. More than 10 private sector companies supplied the centre with promotional and exhibition materials.

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“Only by mutual cooperation can the local governments of the Region hope to achieve sustainable and inclusive development,” explains UNDP Resident Representative Louisa Vinton



# COMPOST PRODUCTION IN PRESPA: TURNING THREATS INTO OPPORTUNITIES

The country's first-ever composting  
plant is up and running!





Making use of four new stations for the collection of biodegradable waste, the composting plant in Prespa has already produced 150 tons of high quality and high value pilot compost. The composting plant not only addresses the problem of waste disposal in the region but also provides a sustainable alternative to the excessive use of chemical fertilizers.

The new composting plant has the capacity to absorb up to 2,000 tons of waste per season and to transform this into 1,000 tons of high value compost.

And thanks to effective awareness-raising initiatives, farmers and the public have been voluntarily bringing waste to the new stations. In addition, formal agreements have been reached with the main local producers of organic waste, ensuring that poultry farms, large apple traders and other enterprises bring their biodegradable waste directly to the composting plant.

All the compost so far produced by the new facilities has been subjected to rigorous chemical and microbiological analysis and experts have declared that 80% is of excellent value and quality and therefore highly beneficial for multiple use in agriculture.

Already a market has been found for the compost produced, meaning that revenues from the sale of the compost will fully cover the costs of its production.

“The introduction of new technologies for waste treatment will help reduce the massive quantities of waste which are currently discarded and transform the biodegradable waste into products of intrinsic value, such as natural fertilizers or compost,” explains Aleksandar Blazeovski from the UNDP Prespa Project Team. “The use of compost instead of artificial fertilizers will lead to improved quality of soil and waters. Since





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compost is less expensive than artificial fertilizers, it will also enable farmers to make additional budget savings. This can definitely be described as a win-win situation.”

The new composting plant is managed, with UNDP support, by the Municipality of Resen, through its public waste management enterprise “Proleter”.

Mr. Muzafer Murati, Director of the Proleter Enterprise, says, “The first compost is proof that through good cooperation and communication we are solving a burning problem in the area and generate additional incomes for our Public Enterprise, which in the future will surely lead to additional job creation.”

“Until now there was little environmental awareness among the public and local farmers, and no organized system for the collection and disposal of biodegradable waste,” says Mayor of Resen Gjoko Strezovski. “But what we have now is a comprehensive and viable management solution for the treatment of biodegradable waste generated in the area of Resen. It represents a solid platform for implementing a full-size management solution for biodegradable waste in the entire Prespa region.”

Additional investments will be needed to fully solve the waste problem in the entire Prespa region and ensure full sustainability, for example by upgrading the system, establishing additional collection points, tightening legal regulations and law enforcement at the local level, purchasing new machinery and hiring additional expert staff. However, the results already represent a major step forward in restoring the local ecosystem of this beautiful but vulnerable region.

Moreover, the new waste collection and composting facilities can also serve as a model for possible replication in other regions of the country that are facing similar challenges.





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## Some facts and figures:

- Agricultural and industry waste has been a major contributor to pollution in the Prespa region for some decades now, especially the dumping of apples in the region's environmentally vulnerable rivers and lakes. In some years, for example, more than 10,000 tons of apples have been dumped in the Golema Reka River and the shores of Lake Prespa.
- Farming is the main source of employment and income in the region, with over 70% of households in the Municipality of Resen dependent on agricultural activities, especially apple farming. Promoting more sustainable farming practices—above all, persuading farmers to adopt more responsible methods of waste disposal and pesticide use—has thus been a key aspect of efforts to restore the ecosystem of the Prespa Lake Basin.
- These efforts, designed and implemented by UNDP in partnership with the Municipality of Resen, the Ministry of Environment and Physical Planning, with generous funding from the Swiss Agency for Development and Cooperation, have led to much greater environmental awareness amongst farmers and the public in the region and are now succeeding in bringing about a vital shift in farming methods.



# My Municipality

– A new initiative for greater public inclusion in local policy-making

The citizens of Kumanovo, Tetovo, Prilep and Shuto Orizari will soon be able to specify their priorities for local action with just a few touches on a screen.

Touchscreens are being installed in each of the four municipalities, offering a list of key development issues from which the public can identify the three which they consider most important for them and their families.

The new initiative—called My Municipality—will greatly increase the inclusiveness, transparency and accountability of public policies. All the results of the citizens' choices will be visible online and accessible to all, including general data about the respondents, such as age, gender, nationality, and family status. The priorities that receive the greatest number of votes will be financially supported.

The initiative has been designed and implemented by UNDP in partnership with the Ministry of Labour and Social Policy and the four pilot municipalities as part of a new project for empowering Roma funded by the Swiss Development Cooperation. The four pilot municipalities have been selected on the basis that each has a large Roma population with a high proportion of unemployed. Each of the municipalities also has an active Roma Information Centre and relevant local action plans.

The key aim of the project is to ensure that the views and needs of the Roma population are taken into account in the making of social and economic policies that affect them. Specifically, the project is helping local authorities to find solutions for better inclusion of marginalized groups. Nonetheless, identifying the needs of the local population as well as identifying the institutional barriers and existing stereotypes are some of the greatest challenges for local policy-makers, especially as recent studies have revealed a lack of appropriate data reflecting the voice of vulnerable groups.

My Municipality will use innovative technological solutions to collect and analyse such data, enabling better planning for local governments and for UNDP project designers, and ultimately leading to better provision of sustainable and supportive development services.

The new facility for collecting data will prove highly useful not only to local governments, moreover, but will also serve as an effective and transparent tool for testing the pulse of citizens in terms of their needs and priorities for services within the competence of central government.

“This initiative will facilitate the articulation of the public’s needs for both local and central government,” explains UNDP’s Vesna Dzuteska-Bisheva. “Some of the priorities that citizens are invited to identify, for example, are competences of local government, but some require partnership with central authorities, the private or the civic sector. This means that municipalities can respond directly to some of the findings, while other findings will serve as a form of appeal to other development actors to address the issues identified. In short, the My Municipality project will contribute greatly to bottom-up policy-making.”

The new touchscreen application will be available in all local languages, including Albanian, Turkish, Roma, Serbian and Vlach. The list of priorities which the public will be able to choose from will be based on the municipalities’ local action plans for Roma inclusion. The areas to be listed will include:

- » MORE JOBS
- » BETTER EDUCATION
- » BETTER HEALTHCARE
- » BETTER PROTECTION FROM VIOLENCE AND CRIME
- » BETTER ACCESS TO FOOD
- » BETTER ENVIRONMENTAL PROTECTION
- » MORE EQUAL OPPORTUNITIES FOR MEN AND WOMEN
- » GREATER FREEDOM FROM DISCRIMINATION
- » BETTER ACCESS TO PHONE AND INTERNET
- » BETTER ACCESS TO CLEAN WATER
- » BETTER ACCESS TO ENERGY
- » MORE SUPPORT FOR PEOPLE WHO ARE NOT ABLE TO WORK
- » MORE TRANSPARENT AND RESPONSIVE LOCAL AUTHORITIES.

The key aim of the project is to support the empowerment and inclusion of the Roma population.

The citizens will be able to specify their priorities in person at the offices of municipal buildings as well as at various events that will be organized in the pilot municipalities. Those citizens who are unable to visit the municipal offices themselves will be able to fill in a survey on the websites of the municipalities.

“In this way, both the municipalities and UNDP will be able to collect valuable and accurate data,” says UNDP’s Project Manager Jelena Krasic. “And this will make it possible to follow changing trends in the needs of the different groups in the population, enabling much better informed actions at local level!”

The new process of identifying and acting upon public priorities will be subject to thorough and constant monitoring—measuring the number of users, analyzing the reports of citizens’ priorities, and ultimately the number of actions undertaken by the municipalities and the national authorities based on the identified priorities of the citizens.

Once the pilot stage of My Municipality has proven successful, the initiative can easily be scaled up in all municipalities throughout the country.

**КАЖИ ГИ  
СВОИТЕ  
ПРИОРИТЕТИ!**

**TREGONI  
PRIORITET  
TUAJA!**

**VAKEREN  
TUMARE  
PRIORITETIA!**

**SPUNETS-LE  
PRIORITETILE  
AVOASTRE !**

**КАЖИТЕ  
СВОЈЕ  
ПРИОРИТЕТЕ!**

**ÖNCÜLÜKLERİNİZİ  
SÖYLEYİN!**

“I’m delighted about the new screens,” says Vineta Ivanovska from the municipality of Prilep. “It makes a lot of sense, now we have all this interactive technology, to give people a chance to tell the local government exactly what’s most important for us. This is the way forward and it makes us quite proud to be among the first municipalities to try out this new approach.”

The new tool for collecting data is currently being applied only to the identification of public policy priorities. In the future, however, it may be expanded to serve as an effective and inclusive means of collecting a much broader range of data on the opinions and needs of vulnerable groups and the public in general.

UN Social Innovation:

# Rising to the challenge

**RESULTS ARE IN FROM THE FIRST SOCIAL INNOVATION CHALLENGE TO MARK THE COUNTRY'S 20th ANNIVERSARY OF MEMBERSHIP IN THE UN.**

Launched in mid-2013, the Challenge invited individuals and civil society organizations to submit innovative solutions that make use of technology to improve the lives of citizens and reach out to vulnerable people. Proposals were sought to address three key development challenges in the areas of gender equality, rural healthcare and environmental protection.

The competition was organized by the UN and the Ministry of Foreign Affairs in partnership with the recently established Social Innovation Hub hosted by the Faculty of Computer Science and Engineering (FINKI).

The winners were selected by a panel composed of representatives from the UN and national counterparts including experts in each of the respective areas. Proposals were evaluated according to criteria that included the clarity and focus of the offered solutions, the real benefits to citizens from implementation, the potential for their broader application and longer-term sustainability and scale of impact.





The first prize for the challenge on gender equality was awarded to the 'Finance Think' Association from Skopje. Finance Think came up with a creative proposal to develop a web-platform for reporting wages, enabling all companies and public institutions to sign up in order to identify any gender pay-gaps in their organization. The web-platform would allow companies to report the percentage (or actual value) of the gender pay-gap at different levels in their organization and to commit themselves to the implementation of measures to reduce such gaps. Finance Think's web-platform could increase public awareness of gender inequality in wages and it has the potential to make a real impact on such pay gaps.

In the area of improving health services in rural communities, the winning idea came from Zlate Dodevski and Mihail Dimitrovski. Their idea is to create an interactive and flexible web-platform that functions as a donor system, linking municipal health facilities and potential donors. "The aim is to enable healthcare centres and clinics to publish their needs for medical equipment, basic repairs and other priorities," explain Zlate and Mihail. "In this way they can reach out to donors for philanthropic aid and solutions. We envisage the donors to be citizens of the country both at home and abroad."

The winning proposal in the area of environmental protection came from the Salvere Association for Psycho-Physical Development and Recreation. The Association's idea is to improve current practices for the disposal of electronic household waste. The solution proposed to this pressing problem includes an awareness-raising campaign and the future collection of electronic waste from households in order to repair and sell functioning appliances at discounted prices. The project is expected to benefit people who are less well-off at the same time as changing attitudes towards the disposal of electronic products.

# CLIMATE CHANGE POSES REAL THREAT TO PRECIOUS CULTURAL HERITAGE MONUMENTS

One of the first reports ever undertaken in the world to assess the potential impact of climate change on cultural heritage was recently produced by the Ministry of Environment, GIZ and UNDP.

Titled 'Climate Change and Cultural Heritage', the report provides clear evidence that the country's archaeological treasures are highly vulnerable to the effects of climate change and that irreversible damage could be caused to cultural heritage monuments if no preventative action is taken.

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Climate change poses a very real threat to the precious cultural heritage monuments that both define a nation's history and its values and, most often as tourist attractions, also serve as important contributors to economic growth and better living standards. Unlike natural resources such as forests, cultural heritage monuments cannot simply grow back after a destructive storm – when they are damaged, whether by extreme weather events such as floods or by human factors, that damage is most often irreversible.

– Louisa Vinton, UNDP Resident Representative

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The findings of the report, arrived at through a vulnerability assessment, sound the alarm about the dangers of failing to preserve this unique heritage from the threats posed by climate change. To mitigate these threats, the report recommends a number of concrete steps.

The German Institute of Cultural Heritage conducted a thorough analysis of three sites selected as case studies: the site of Stobi, near Demir Kapija; the Aqueduct near Skopje, and Plaošnik, near Ohrid.

”

**Aqueduct**, Skopje - The physical impact of climate change will affect the structural stability of the centuries-old Skopje Aqueduct, one of the most important cultural monuments in the country. Barely 400 meters remain of the aqueduct, which once supplied Skopje with water. The aqueduct was still functioning only 100 years ago. Rain and hail, exacerbated by changes in the climate, are now undermining the aqueduct's foundations. The structure urgently needs rehabilitation and protection to recover its stability and prevent the arches from possibly imminent collapse.

**Stobi**, Gradsko - Stobi was discovered about 100 years ago and is one of the pearls of the national cultural heritage. Twenty-six hectares of the ancient city have been only partially explored. While the great scale of Stobi adds to its historical value, Stobi adds to its historical value, the very size of the site is also part of the preservation problem, since the protection of so many buildings requires a lot of money. Prolonged heavy rainfall will result in additional washout of ancient bonding materials. An increase in precipitation events threatens to erode the transition areas of the excavated sites. Such erosion may ultimately cause the structures of the upper layers to collapse or move to deeper levels, further undermining the structural stability of ancient walls..

**Plaošnik**, Ohrid - This holy place near Ohrid enjoyed its brightest period in the times of St. Clement and St. Naum in the 9th and 10th centuries. It was at that time that the beautiful church of St. Panteleimon was first constructed. The church was re-built again in 2002 and the valuable historic heritage of Plaošnik has been far better preserved than many other archaeological sites in the country. But heavy rain could wash out soil segments beneath the archaeological stratigraphy and wall foundations in Plaošnik, undermining this valuable historic site.





The report also identified a set of indicators that can be replicated in other locations, thus providing a valuable guide for national and local institutions.

UNDP has been working with the Ministry of Environment and other local partners since 2000 to help the country prepare for and adapt to the very real threats posed by climate change.

Hard copies of the report are available at the UNDP office in Skopje.



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**INTERVIEW WITH THE DUTCH AMBASSADOR,  
H.E. MARRIËT SCHUURMAN:**

## **“It is essential for society and Government to break the silence around domestic violence”**



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### **Which are the key areas the Netherlands has provided support for in recent years?**

In recent years our ambition has been to support the country on its path to Euro-Atlantic integration, with the main focus being on the rule of law, democracy and freedoms. In terms of the EU, we have concentrated our support activities on reforms under Chapters 23 and 24 of the EU acquis. This is a large area and many other partners are active in this field. For this reason, combined with the fact that our bilateral funds are very limited, we have identified a niche that is complementary to the most relevant measures, such as the European Commission's Instrument for Pre-Accession (IPA), and programmes related to the rule of law being implemented by the UN, the World Bank, USAID, and other major bilateral donors. We see our niche as that of fostering the demand side of better governance, which means promoting more active

citizenship, improving access to justice through legal aid and alternative dispute resolution, supporting the monitoring of elections by civil society, promoting open data and access to information, facilitating public debate on key areas of concern in society, promoting equal opportunities, tolerance and acceptance of minorities, including LGBT citizens. In addition, we have been helping to facilitate dialogue on media reforms.

### **Which are some of the most significant results of this support?**

Our facilitation of dialogue on media reforms, despite needing to overcome many challenges, has proved one of our most successful activities. With our facilitation, media stakeholders from all different backgrounds have managed to agree on a common agenda for improving the media landscape. We are still at the very

start of implementing that agenda, and there have been many setbacks, but I am happy to see that it has provided a platform for dialogue with the Government on media and that the dialogue has slowly but surely been re-established. We are happy that the agenda has also been instrumental in strengthening donor coordination in this field.

**The Dutch Government has long been cooperating with UN agencies on the prevention of domestic violence. What is the current situation in this area in the Netherlands and what are your recommendations for the next steps to be taken in this country?**

Incidents of domestic violence in the Netherlands are still high, with an estimated 200,000-230,000 cases per year in a total population of almost 17 million. What is encouraging is that there has been a significant increase in the reporting of domestic violence due to constant and consistent public awareness campaigns. For a long time, those of us who have been active in the campaign to prevent domestic violence have been reiterating the message that domestic violence is not a personal problem.

For while it often takes place behind closed doors between family members, it is ultimately a social matter. Domestic violence affects not only the emotional and physical health of its direct victims, but also the lives of those closest to them – their children, their siblings, their parents and friends. It affects the next generations who tend to replicate the violent models of behavior they have witnessed as children. That is why it remains

essential for society and government to break the silence around domestic violence, and to take it out of the private realm into the public sphere. That is why the current Dutch government campaign is entitled “Domestic Violence Won’t Stop by Itself”, encouraging people close to victims to report violence. During the holiday season, extra attention will be paid to reporting, since domestic violence does not stop at Christmas time.

Both the Netherlands and this country have signed the new Council of Europe Convention on preventing and combating violence against women and domestic violence. The Convention will enter into force once it has been ratified by ten states. Eight countries have ratified the Convention so far, with Serbia being the latest. The Netherlands is in the process of ratification, and at a recent public event I urged the country to do the same. It would be great if both countries were among the first 10 ratifying countries, allowing the Convention to enter into force. This new landmark treaty opens the path for creating a legal framework at pan-European level to protect women against all forms of violence, and prevent, prosecute and eliminate violence against women and domestic violence. The Convention also establishes a specific monitoring mechanism (“GREVIO”) in order to ensure effective implementation of its provisions by the Parties.

**What will be your priorities for 2014?**

In 2014, we will continue to focus on promoting the rule of law and active citizenship. Given the findings of the latest EU Progress Report, we will first and foremost concentrate on further enhancing the independence of the media, parliament and judiciary.

# Decentralisation and local development:

## WHAT'S NEXT

It has been over a decade now since the country first embarked on major decentralization reforms.

These ongoing reforms have proven key drivers of economic growth. Greater responsibilities mean greater challenges, however, and many smaller rural municipalities have struggled to fulfil their new obligations.

UNDP has supported the decentralization process from the very start, working closely with local and national partners to help build up the capacities of local government institutions to overcome these challenges.

A vast amount of experience has been gained by all the stakeholders involved in this complex process. Innovative solutions have been explored in many areas—including the introduction of inter-municipal cooperation as a means of addressing the substantial disparities between the capacities of different local governments—and many important lessons have been learnt along the way.

Now a major review of decentralization has been undertaken to reflect on this experience.

With assistance from UNDP, research was conducted in all municipalities to identify the main achievements of decentralization and the main challenges that lie ahead. Carried out from September to November 2013, the research involved extensive surveys of local state administration bodies and local government units, as well as interviews with mayors and round table discussions with relevant stakeholders.

The key findings of this research were presented at a conference organized with UNDP support by the Ministry of Local Self-Government and the Association of Local Self Governments, which brought together over 200 representatives from various ministries, state agencies, academia, NGOs and international organizations. Reflecting the importance of decentralization to the country's process of accession to the EU, the conference was entitled 'Decentralisation and Local Development in the EU Membership Perspective'.

Introducing the research findings at the opening of the conference, UNDP's Deputy Resident Representative Alessandro Fracassetti emphasized that, "Over the past 10 years, local governments have been under great pressure to adapt to the complex decentralization reforms. The latest research shows that significant progress has been achieved in areas such as the legal and institutional framework for transfer of powers and resources, but many municipalities still struggle when it comes to improving the quality, efficiency and inclusiveness of public services."

## **THE FINDINGS RELATE TO FIVE MAIN AREAS OF DECENTRALIZATION:**

**the legal and institutional framework for the transfer of powers and resources; fiscal decentralization; local service delivery; the development of the administrative capacity of local self-government units; and local democratic practice and citizen participation in decision-making**

### **LOCAL SERVICE DELIVERY**

- The research found that municipalities are satisfied with the cooperation between municipal councils, mayors and municipal administration.
- Inter-municipal cooperation has been established in 85 per cent of the 55 municipal councils surveyed.
- A significant number of new school buildings have been constructed and many existing school buildings have been renovated. Substantial investments in social welfare and the protection of children and elderly people have been realized in 12 of the municipalities surveyed.
- Five new technological and industrial development zones have been established.
- The main challenges that remain in the area of local service delivery are related to problems with drinking water, which affect 13 of the municipalities surveyed.
- Some 30 per cent of the surveyed municipalities do not deliver appropriate services for the collection and management of municipal waste.
- Some 70 per cent of the surveyed municipalities provide access to good drinking water.
- Only half of the municipalities provide organized local passenger transport.
- Two-thirds of the municipalities are not implementing measures to encourage energy efficiency at the local level.



## LOCAL DEMOCRATIC PRACTICE AND CITIZEN PARTICIPATION IN DECISION-MAKING

- The findings of the survey show a welcome increase in the number of civil initiatives proposed. All of the municipalities surveyed meet their legal obligation for holding open sessions of the council.
- More than half of the 55 surveyed municipalities have developed institutional mechanisms for direct consultation with citizens. And most municipalities organize meetings with citizens through their urban and local communities.
- There remains a clear need, however, for an increased use of innovative mechanisms for direct citizen participation in decision-making on issues of local importance. A proactive approach is also required to strengthen social cohesion.

## FISCAL DECENTRALIZATION

- Municipalities enjoyed an increase in revenues compared to 2011. Total revenues grew by 12 percent and, measured as a share of GDP, rose from 5.78 per cent in 2011 to 6.36 per cent in 2012.
- Much of this increase stemmed from a 9.4 per cent increase in grants from central sources and a rise in the local government share of VAT to 4 per cent.
- However, major challenges remain with regard to insufficient funds for education in block grants for heating and student transportation costs, the lack of a fully functional system of fiscal equalization, and the growing number of municipalities with blocked accounts.



## THE DEVELOPMENT OF THE ADMINISTRATIVE CAPACITY OF LOCAL SELF-GOVERNMENT UNITS

- A series of training events have been held to build the capacities of municipal councillors, including training in gender equality, equal opportunities and non-discrimination, the prevention of human trafficking, and community relations.
- The main challenges that remain concern the lack of adequate professional staff in rural municipalities.
- The issuing of pollution control permits is the biggest single challenge, while additional training is needed in areas such as support for entrepreneurship, competitiveness and innovation, financial management, the preparation of urban planning documentation in rural areas, the electronic issuance of building permits, the promotion of rural tourism and the implementation of the Law on Waters.

The participants at the conference were unanimous in agreeing that more work still needs to be done to build local capacities for implementing decentralized competencies in a more efficient manner. And capacities also need strengthening to achieve a predictable, equitable, and sustainable fiscal system for financing the functions of local government—especially for local service delivery.

Another challenge identified at the conference is for local governments to continue increasing their accountability to the public, making transparency an integral part of their work. Local government

## THE LEGAL AND INSTITUTIONAL FRAMEWORK FOR THE TRANSFER OF POWERS AND RESOURCES

- The research shows that significant progress has been made in simplifying procedures for the legalization of illegally built structures, including buildings for agricultural purposes on farmland.
- The adoption of a new Law on Concessions and Public-Private Partnership has also helped to speed up this process of legalisation.
- However, challenges still remain due to complex legislation in the area of environmental protection and unclear provisions on municipal liability for damages from natural disasters.

structures must continue and expand their efforts to be socially inclusive, reaching out to citizens from all communities, including the most vulnerable groups in the population.

To help municipalities meet these responsibilities, UNDP has strongly and consistently supported greater cooperation among local actors and the creation of partnerships for local development and growth. It is therefore one of the most encouraging findings of the survey that almost two thirds of the country's municipalities are now actively cooperating to share the costs and burden of local service provision.





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## COMMUNITY WORKS PROGRAMME:

# Building communities, changing lives

2013 saw the introduction of an innovative programme that seeks to tackle social exclusion on two fronts at once. Implemented by the Government and UNDP, the Community Works programme offers opportunities for unemployed people to gain valuable skills while at the same time providing badly needed social services for the most socially excluded groups in society.

Over 2,200 people in 14 pilot municipalities have already benefitted from the services provided through the Programme, with each municipality launching schemes of part-time work experience in areas such as care for the elderly, services for people with disabilities, and early childhood development.

The skills gained by the unemployed through the Programme will help make them more competitive on the labour market.

At the same time, the Programme is providing services to many people who have had little or no access to such services before. A total of 58 unemployed people have been engaged so far, including 41 women.

Half of those engaged were under 29 years of age. Some 20% were single parents and 30% were either homeless or victims of domestic violence.

# Which municipality did what?

The Municipality of **SVETI NIKOLE** made the most of the Community Works Programme by launching two different schemes for its citizens—one for the very young and one for the elderly. Several unemployed people were recruited to introduce art lessons for children in kindergartens, while others were engaged to provide services to elderly people in remote rural areas, helping with shopping and other necessities. In recognition of its efforts and contribution, the Municipality of Sveti Nikole has been declared a 'Community Works-Friendly Municipality'.


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In **NOVACI**, the Municipality has given jobless people valuable teaching experience providing lessons in Macedonian language for women of Albanian ethnicity. "The demand for these lessons was higher even than expected and we had to open additional classes," says Velice Markovska, an unemployed teacher in the village of Novaci. "All the students were highly motivated and paid really close attention to their lessons. Meanwhile we got some valuable teaching experience."

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A close-up photograph of a person's hands holding a red knitted hat. The hat has white ribbons tied around its base. In the background, a person with glasses is visible but out of focus.

The Municipality of **STRUGA** took the Community Works Programme as an opportunity to introduce a new call-centre to help provide medicine and food for elderly people living alone. The call-centre, which also serves as a collection-point for donations of food and clothes for the poorest members of the community, has proved highly popular among the local population and is set to continue in the future.






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The Municipality of **DOLNENI** engaged unemployed people to help educate the public in how to calculate and pay their taxes in a timely manner. This scheme effectively addressed the need for greater clarity about the procedures for paying property and other taxes.

“It was great to have somebody explain the procedures in a clear and simple way,” says 82-year old Stavre Nikolovski. “Before now we were all waiting in line at the municipal offices and there was a lot of confusion. Finally, things are now crystal clear.”





The municipalities of **RADOVIS, BOGDANCI, MOGILA, DELCEVO** and **RANKOVCE** all used the Community Works Programme to launch small projects providing care for the elderly and for people with disabilities.

“This is the first time in my life that I’ve had a real job! I really enjoy the time spent with the elderly. We don’t just help each other, we talk and socialize together,” says Vesna Velkovska, an unemployed woman now working at the Delcevo care-centre.

“It’s a great feeling to have someone to talk to—someone who’ll make you a coffee and help you cut some wood!” says 82-year-old Stavre Necovski from Radovis, “I’m really impressed with all the employees. They’re really dedicated to their work!”

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In the municipalities of **OHRID, KUMANOVO** and **STIP**, the Programme was an opportunity to focus on increasing the social inclusion of people with disabilities. Amongst the unemployed people who have gained their first work experience through the programme in Stip and Ohrid were a number of single mothers and victims of domestic violence, empowering them by increasing their chances of gaining employment in the future.

“This is my first job as a single mother. We visit people with disabilities and help them do everyday chores around the house. This is one of the first times in my life that I’ve felt really useful”, says Milena Arsova, a single mother of two children.

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In **KUMANOVO**, gym teachers are volunteering to help children with disabilities. "This is a fantastic programme for us parents and children," says Milos Kostovski, a parent from Kumanovo whose child has Down's Syndrome. "Seeing your child communicating is the best thing in life. My 11-year-old son can't wait for his gym classes on Tuesdays. He's started making friends and has become a lot more physically active. There's progress!"

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"The results from the 14 municipalities participating in the programme have been really impressive," says UNDP's Head of Social Inclusion and Strategic Initiatives Unit Vesna Dzuteska Bisheva, "The beneficiaries of the social services provided through the Programme include children and the elderly and people with disabilities—a total of 2,200 beneficiaries in all. That number itself shows the need to expand and bring social services closer to the citizens. And it's further proof that integrating the Community Works Programme in the National Employment Plan for 2014 and expanding it to all municipalities is definitely a step in the right direction."

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The municipalities of **NEGOTINO** and **PEHCEVO** are using the Programme to provide more care for pre-school children and boost early childhood development. As a result, some 114 children are benefitting from the new classes. By providing these extra care facilities, moreover, these municipal projects are helping free up time for mothers of young children to find employment.

"Until now, I had no one to take care of my child and that's why I wasn't able to look for jobs. Now my 15-month-old baby, Maxim, goes to the daycare centre and the teachers take very good care of him," says Jovanka Temovska from Pehcevo, "And that leaves me with time to look for jobs."

## A NEW MOBILE APP COMING SOON:



“Emissions from road transport in 2009 equaled the total annual capacity of the country to absorb CO<sub>2</sub>,” explains UNDP Project Manager Pavlina Zdraveva, “which means the situation is fast becoming critical. Some 500 trees need to be planted just to absorb the annual CO<sub>2</sub> emissions from a single vehicle.”

UNDP is working with the City of Skopje to support the development of Skopje Green Routes—an innovative interactive mobile application that will help travellers choose more environmentally-friendly means of transport and keep them up to date on traffic congestion, travel times, and levels of CO<sub>2</sub>.

Skopje suffers from high levels of air pollution and heavy traffic congestion. The number of cars in the country is increasing exponentially: in 2010 there were already 170 cars per every thousand inhabitants and this number is expected to rise to 260 by the year 2020. More than seventy per cent of these cars are over 12 years old, greatly exacerbating the pollution problem since older cars require up to 20 per cent more fuel than newer models.

A recent study produced by UNDP showed that annual average CO<sub>2</sub> emissions per vehicle in 2009 amounted to 3,655 kg. “Emissions from road transport in 2009 equaled the total annual capacity of the country to absorb CO<sub>2</sub>,” explains UNDP Project Manager Pavlina Zdraveva, “which means the situation is fast becoming critical. Some 500 trees need to be planted just to absorb the annual CO<sub>2</sub> emissions from a single vehicle.”

The authorities in Skopje have been pursuing a number of measures to address the city’s traffic and pollution problems. The public transport system, for example, has been improved by the recent purchase of newer vehicles. However, no current data are available to prove whether any significant increase in users of public transport has so far been achieved—especially in terms of persuading drivers of private vehicles to switch to buses. Moreover, the public transport system is still regarded unfavourably by most commuters.

Cycling has also been widely promoted and the number of bicycles is rapidly increasing. However, the infrastructure for cycling remains insufficient in many parts of the city and major improvements are still needed.

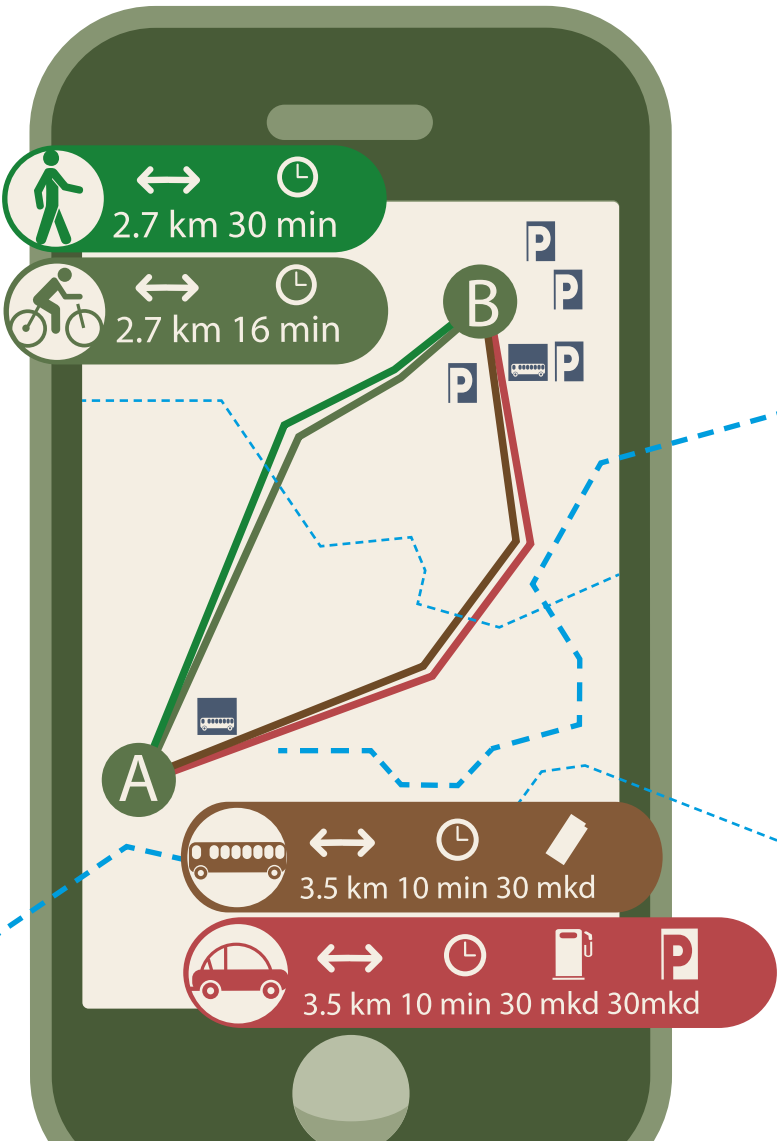
“While continuing to improve cycling options, the City of Skopje is also working on the reconstruction and improvement of roads,” says Nenad Tomic from the City of Skopje’s Traffic Department. “These latest infrastructural measures are costly, however, and are still only delivering partial results. New and innovative approaches and solutions are clearly needed to help reduce emissions. Therefore, a new Traffic Management and Control Centre is being introduced to monitor and manage traffic at 90 of the capital’s major junctions, and this should provide smoother traffic flows in the near-future and, eventually, a far more efficient city transport network.”

One fresh approach is to concentrate efforts on the public use of transport, raising citizens’ awareness of greener alternatives. Indeed, this is an approach recommended by a recent assessment undertaken of the role of transport in the country’s total emissions of CO2. The implementation of well-designed awareness-raising measures is not only a cost-effective way of reducing emissions but also has long-term benefits in terms of promoting more environmentally responsible attitudes.

As part of its commitment to sustainable development and environmental protection, UNDP strongly supports this awareness-raising approach and has been working on identifying effective measures to achieve the greatest impact with affordable costs. The result of these efforts is an idea for a new interactive mobile app that is now being developed by the City of Skopje with UNDP assistance.

Called Skopje Green Routes, the app is based on a Google Maps platform and real-time information on crossroad flows, traffic congestion and accidents, and CO2 sensors.

Users of the app will be able to access instant information on more environmentally-friendly ways of getting to their destination, including the best paths for walking and cycling and all available bus routes, together with estimated travelling times and costs. The app will supply information on all city bus lines, bicycle rental spots and parking places. An added value of making this data available on an app is that the bus lines for Skopje will be entered into the Google maps platform and made available around the world for people planning to travel to the city.





The real time data for the app will be supplied in part by sensors currently being installed at crossroads, analysed with state-of-the-art software. Taxi companies in the capital will also provide data, with drivers reporting traffic congestions and accidents through their internal system for operators to enter into the app. And several CO2 sensors will also be installed at the most congested traffic routes in the central area of the city, displaying emission levels and sending this data to the app. These sensors will not only feed the application with data but will also serve to verify the planned reduction of congestion at the busiest junctions.

This innovative concept will provide smart and complete traffic solutions for the public. And the effectiveness of its implementation will be monitored by recording the number of visits to the web page and the users of the Android app, as well as feedback from the public in the form of traffic reports and forum activities. The reduction of congestion will be also be verified through air pollution reports provided from the pollution measurement equipment installed at the busiest junctions.

The beneficiaries of this initiative include the citizens of the City of Skopje, the local authorities and the City Public Transport Company. This idea for promoting greener means of transport is in line with the city's commitment to reducing GHG emissions from the transport sector in accordance with the Covenant of Mayors.

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# GIVING A VOICE TO YOUNG PEOPLE IN KUMANOVO

The Municipality of Kumanovo has just finalized its Youth Strategy for 2014-2019. The Strategy outlines actions to be undertaken at both national and local level to ensure greater engagement and participation and a stronger voice for young people in local government planning. The municipality will earmark funds from its budget to ensure that the priorities of young people are addressed.

Supported by UNDP and OSCE and the Centre for Intercultural Dialogue, the process of developing the Strategy lasted several months and involved frequent meetings amongst representatives from the Youth Council in Kumanovo, the Municipality of Kumanovo and local NGOs to discuss specific recommendations. For the first time ever young men and women, local authorities, civil society organizations and business sector representatives gathered around the same table to discuss and better understand the challenges faced by youth at local level.

Young people face difficulties in effectively articulating their needs and interests to influence policy-makers and are often unable to secure the social benefits they need. With only a small proportion of young people belonging to civic or professional organizations, the share of youth in the country's social capital is low, significantly undermining social cohesion. There is a pressing need to strengthen the voice of young people and to increase their civic engagement by treating them as genuine social partners.

UNDP's project 'Giving a Voice to Youth' aims at increasing youth participation in local governance and ensuring more equitable social service delivery through social partnerships. The project is working on creating nationally applicable concepts and models for youth good governance.

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**"AS SOON AS YOUNG PEOPLE UNDERSTAND THAT THEY CAN INFLUENCE AND GIVE THEIR CONTRIBUTION IN THE CREATION OF POLICIES AT LOCAL LEVEL, THEY WILL COME OUT OF THE VICIOUS CYCLE AND WILL CREATE THEIR OWN OPPORTUNITIES"**

Seven other municipalities will also soon finalize their own youth strategies, including: Bitola, Caska, Ilinden, Stip, Tearce, Tetovo and Struga. These municipalities differ in size, type, ethnic structure and location, thus ensuring diversity. This is why comprehensive assessments were carried out in all municipalities to identify existing gaps in local governance that exacerbate – or have the potential to exacerbate – the social, economic, cultural and political exclusion of young people. The focus of the assessments was on the needs and vulnerabilities of young people and the participation of youth in governance processes and social service delivery.

"One of the key challenges is youth passivity," says 29-year-old Aleksandra Davidovska from the Kumanovo NGO Streets Festival. "Many young people simply do not see any need or interest or possibility of becoming the creators of their own future. At the same time, we are facing a very high percentage of youth unemployment and lack of perspective. These factors are all connected and feed each other. As soon as young people understand that they can influence and give their contribution in the creation of policies at local level, they will come out of the vicious cycle and will create their own opportunities. This is not only a problem for Kumanovo's youth but for the entire country and the whole of Europe. This is why it is really great to see that this youth strategy that we have finalized has been developed with inputs from everyone, with every voice getting a chance to be heard and to contribute to making a better future".



## First disaster-readiness manual in braille for children with visual impairments

Eight-year-old Jovana Trajcevska lives a long way from her family home in Resen, studying five days a week in Skopje at the Dimitar Vlahov State School for the Rehabilitation of Children with Visual Impairment.

From Monday to Friday she studies and sleeps in the capital. Now in her second year at the school, Jovana has already learnt all the letters, numbers and signs of the Braille alphabet well enough to read books in Braille and to solve serious maths assignments. As of next week, she will also start attending piano lessons. "She's very talented at music," says her teacher, "and her ambition is to do something connected with music."

On Friday afternoons, Jovana's mother travels to Skopje to take her daughter home for the weekend. There she says she spends her time playing with her little sister, her baby brother and her grandparents. "And don't forget my pets!" she adds, "a cat, a dog...and five pigeons." Her mother and father are very proud of Jovana's bravery in adapting so well to sleeping so far away from home at such an early age.

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Jovana's parents first saw signs of their daughter's visual impairment when she was only a baby. "We took her for extensive medical examinations here and in other countries," they explain. "The diagnosis was extremely serious and by the time she was two years old she had to undergo surgery and have ocular prostheses in both her eyes. We had to resign ourselves to the fact that she would never have eyesight. But Jovana never let her condition stop her from learning about the world—always asking us and her grandparents so many questions."

Jovana is one of 30 students at the Dimitar Vlahov State School for the Rehabilitation of Children with Visual Impairment. The school is leading the way in the country's efforts to address the special needs of children with visual impairments.

UNDP has recently been working with the Dimitar Vlahov School on additional measures to help reduce the risks and negative effects of disasters. Together with the Crisis Management Centre and the Ministry of Education, UNDP and the school have produced the country's first manual for children in Braille on how to stay safe in case of earthquakes, fires, floods and other natural disasters.

"One of the areas we're working on now," says the school's director Goranco Jakimov, "is the special needs of the visually impaired when it comes to emergencies and natural disasters. We have already developed evacuation maps in Braille and we've installed a sound system to provide an early warning for the children if there is an emergency. Next year, as soon as the weather gets warmer, a training drill will be organized with the help of UNDP on how to act in case of emergencies."

Integrating the needs of people with visual impairments within the processes of planning and preparing for emergencies can significantly reduce their vulnerability.

“Measures like the new manual in Braille and the tactile evacuation maps can also greatly increase the effectiveness of Government response and recovery efforts,” explains Stevko Stefanoski from the Crisis Management Centre, adding that, “We are doing our best to make sure these needs are incorporated within all of our national disaster risk-management plans.”

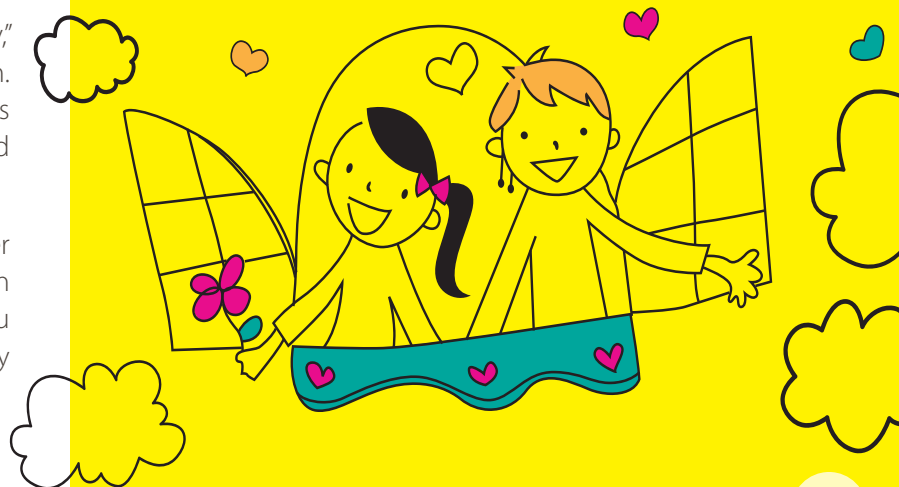
Rehabilitation and reconstruction efforts must not only be inclusive and responsive to the needs of all people, including persons with disabilities, but should include the participation of persons with disabilities, to ensure that their needs and rights are respected. “Women and children with disabilities are a particularly vulnerable group whose needs should be included at all stages of prevention and recovery,” says UNDP Project Manager Vasko Popovski.

Produced as part of UNDP’s wider project for Disaster Risk Reduction, which has already helped to provide training in dealing with earthquakes and fires for over 18,000 students, the publication of the manual coincides with the focus of this year’s International Day for Disaster Reduction.

“Over one billion people live with some form of disability,” explains UNDP Resident Representative Louisa Vinton. “And they have unique contributions to make towards reducing the risk of disasters and building resilient and inclusive societies and communities.”

Jovana says the new manual is the next thing on her reading list. “Children need to learn what to do in earthquakes and fires,” she says, “You feel safer—you are safer—if you know the best thing to do when they happen.”

# ЗЕМЈОТРЕС ПОЖАР ПОПЛАВА СПРЕМЕН СУМ И ЈАС!





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