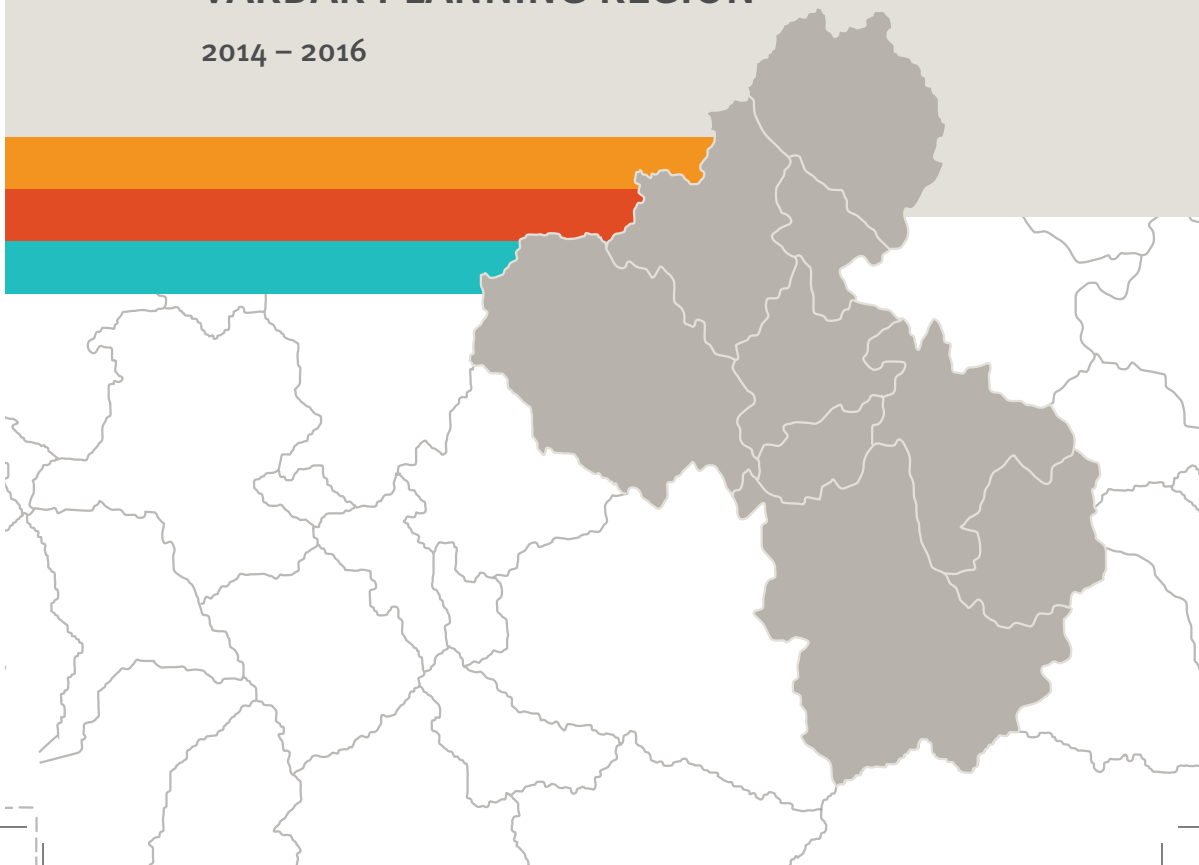


# „LET’S MAKE A DIFFERENCE BY TAKING AN INNOVATIVE APPROACH“

WORK PROGRAMME OF THE NETWORK  
FOR INCLUSIVE DEVELOPMENT OF THE  
VARDAR PLANNING REGION

2014 – 2016



The Inclusive Development Network of the Vardar Planning Region express its gratitude to the United Nations Development Programme (UNDP) for the technical and financial support provided during the preparation of this publication.

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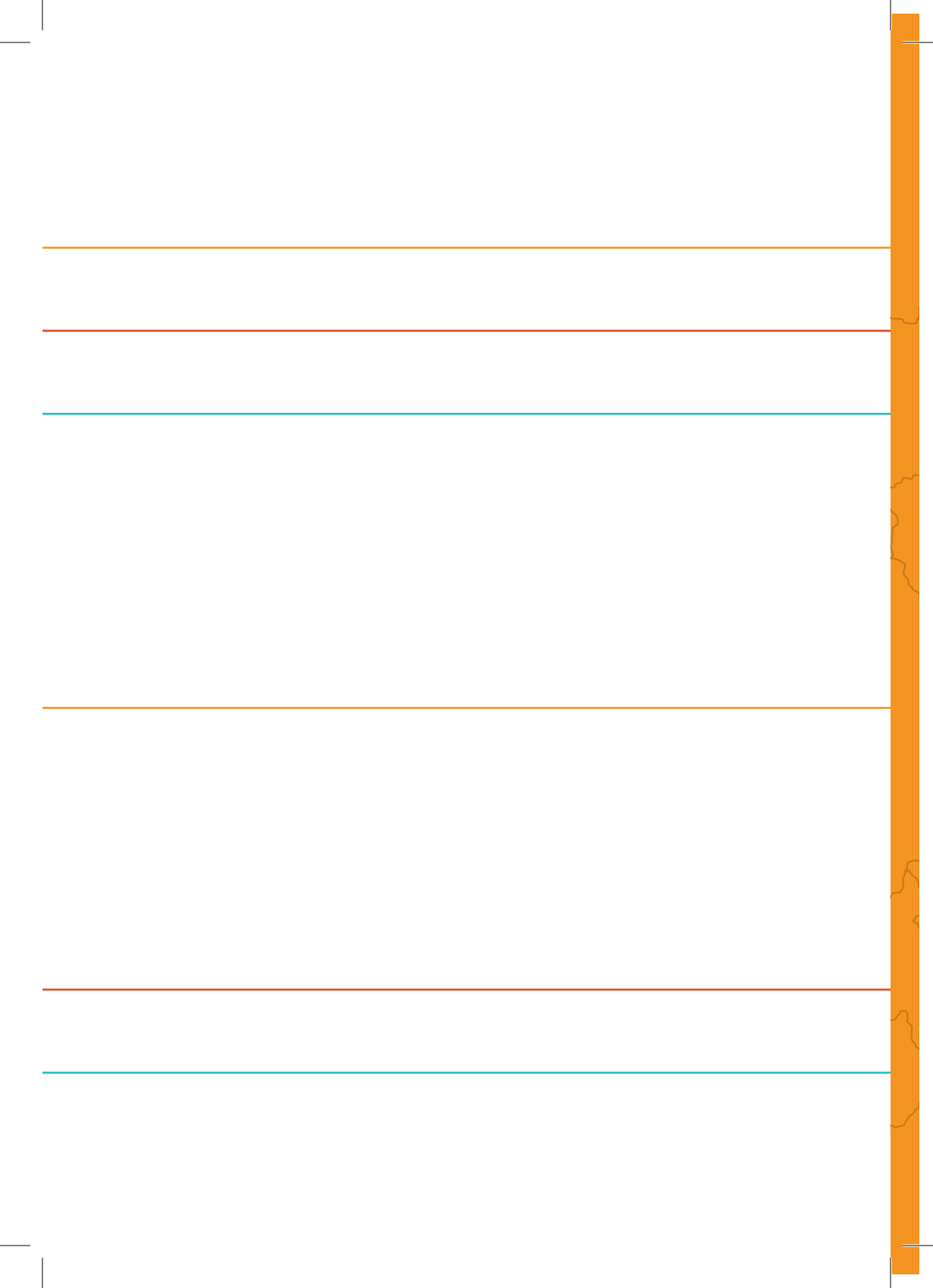
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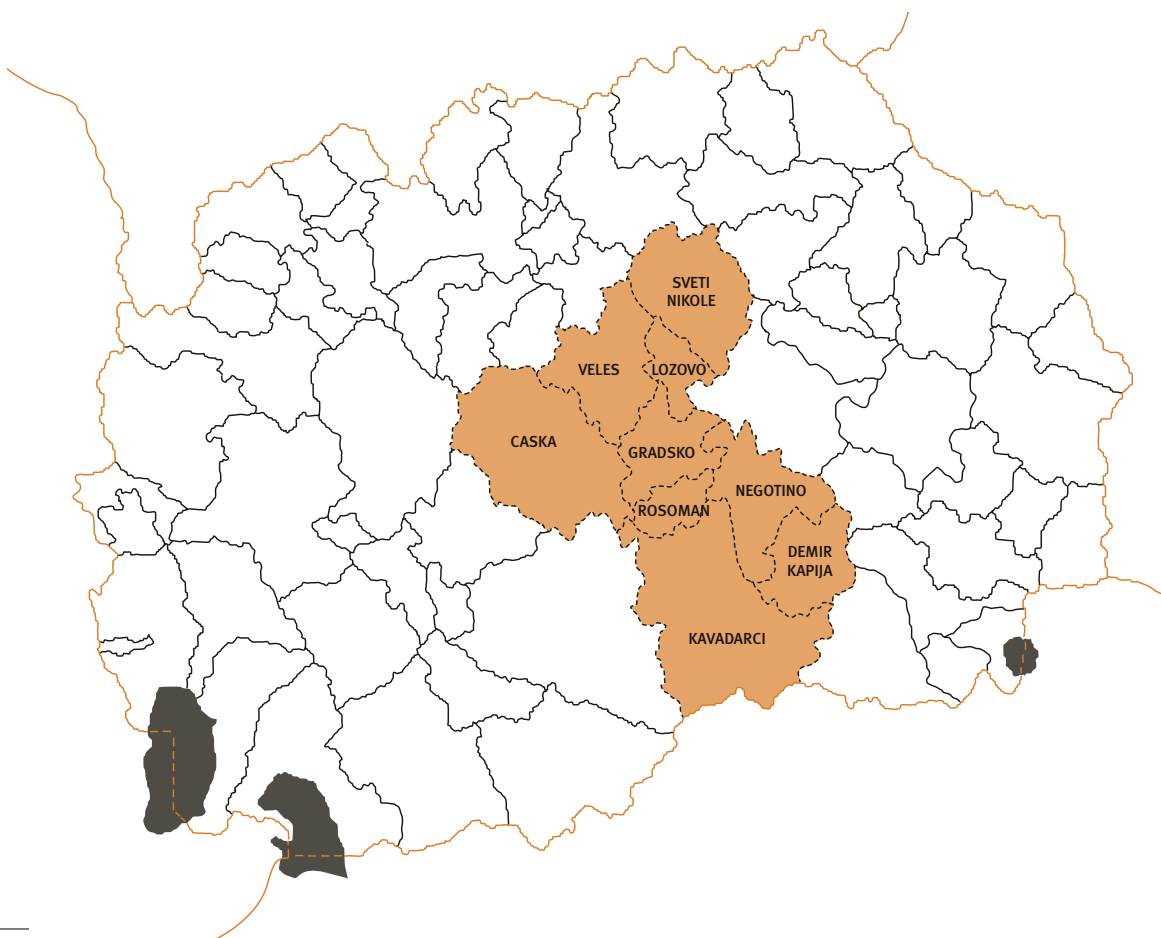
## **ANEX**



The image features a map of North Macedonia with its administrative regions outlined in thin white lines. The Vardar planning region, located in the central and southern parts of the country, is highlighted in a darker shade of orange. The title text is overlaid on this darker region.

# **DEVELOPMENTAL FEATURES OF THE VARDAR PLANNING REGION**

The Vardar Planning Region comprises the central part of the Republic of Macedonia, extending along the River Vardar and the Ovche Pole Valley and covering 16.2% of the total territory of the country. According to data from 2012, the Region includes 7.5% of the country's total population, making it the most sparsely populated region in the country, with only 38 inhabitants per km<sup>2</sup>. The Region has an abundance of rivers and lakes and enjoys favourable weather conditions due to the influence of the Mediterranean climate which enters this Region along the valley of the River Vardar. Together with the specific geomorphologic configuration of the terrain, this makes the Region highly suitable for the production of fruit and wine. Indeed, most of the country's wineries and processing facilities for wines are concentrated here. Another important local resource is ferronickel, and the mining and processing of these ore deposits are important for this Region.



Pursuant to the Decision on the Classification of Planning Regions in Macedonia according to the development indices for the period from 2013 to 2017, the Vardar Planning Region is situated in 7th place in terms of its level of development within the group of 8 Planning Regions.

**TABLE 1: 2013–2017 development levels**

<i>Planning Region</i>	<i>Development index relative to the average of RM</i>	<i>Coefficient relative to the Region with the highest average</i>	<i>Proportion of state aid for regional development (in %)</i>
Skopje	151,0	1,000	7,2
Southeast	97,1	1,555	11,1
East	96,1	1,571	11,3
Pelagonia	91,2	1,656	11,9
Polog	82,4	1,833	13,2
Southwest	81,4	1,855	13,3
Vardar	73,5	2,054	14,7
Northeast	62,7	2,408	17,3

In 2012, the share of the revenues of all the municipalities of the Vardar Planning Region in national GDP was 0.40%, a slight increase compared to 2011 (0.38%). Total municipal revenues increased by about 5% from 2011 to 2012.

**TABLE 2: Sources of funding for VPR municipalities in 2012 and 2011 (in MKD)**

<i>Revenues per accounts</i>	<i>2011</i>	<i>2012</i>	<i>Growth %</i>	<i>2011 structure in %</i>	<i>2012 structure in %</i>
Core municipal budget	614,161,527	617,114,991	0.5	34.6	33.1
Donations	6,622,593	29,745,905	349.2	0.4	1.6
Loans		9,416,695		0.0	0.5
Self-financing	77,142,188	81,921,219	6.2	4.3	4.4
State Grants	1,078,228,319	1,126,755,702	4.5	60.7	60.4
<b>Total</b>	<b>1,776,154,626</b>	<b>1,864,954,511</b>	<b>5.00</b>	<b>100</b>	<b>100</b>

The highest revenues are realized in urban municipalities, accounting for 88% of the total revenues for the Region. Overall, 93% of tax revenues in the Region are realized in urban areas, while the remaining 7% are realized in rural areas.

In 2012, a decline of 14% was recorded in the collection of property taxes and taxes on specific services. Revenues from the collection of property taxes decreased by 21% compared to 2011. In the overall structure of tax revenues, property taxes accounted for 36% in 2012 compared to 39% in the previous year. Revenues from taxes on specific services, i.e. municipal taxes and fees collected for land development, accounted for 57% and decreased by 12%. However, increased recovery was recorded for income tax, profit tax and capital gains tax, as well as for exploitation fees and business activity permit fees.

**TABLE 3:** *Municipalities' expenditures in 2011 and 2012*

	2011	2012	Growth	2011 structure	2012 structure
Salaries and allowances	1,010,556,150	1,019,199,058	0.9	57.6	55.3
Reserves and unspecified expenses	2,060,568	1,823,346	-11.5	0.1	0.1
Goods and services	465,783,175	527,759,981	13.3	26.5	28.6
Interest	11,658	356	-96.9	0.0	0.0
Subsidies and transfers	46,455,835	59,155,197	27.3	2.6	3.2
Social benefits	2,526,555	4,283,197	69.5	0.1	0.2
Capital expenditures	227,456,744	231,985,103	2.0	13.0	12.6
<b>Total</b>	<b>1,754,850,684</b>	<b>1,844,208,249</b>	<b>5.1</b>	<b>100</b>	<b>100</b>

About 88% of the total expenditures of the municipalities in the Region are realized in urban areas.

The largest increase in municipal expenditures in 2012 was for programmes supporting local economic development. This 164% rise in spending on economic development is a positive phenomenon, since in the long run these costs should generate higher revenues for municipalities by creating a better business climate and increasing employment opportunities.



On average, the municipalities of the Region finance 34% of their expenditures from their own sources, while 60% are financed from grants. These grants are mostly being used for expenditures on education, childcare and culture in urban areas, amounting to 89% of grant funds. The share of the central government in expenditure for these programmes amounts to almost 91%, mostly in the financing of primary education (59.3%).

In some of the municipalities in the Vardar Planning Region, certain programmes are simply not offered due to the lack of institutions transferred to rural municipalities (such as childcare and culture), creating disparities in the types, quantity and quality of public services offered.



# PROFILE OF THE VARDAR PLANNING REGION INCLUSIVE DEVELOPMENT NETWORK

The establishment of the Network for Inclusive Development of the Vardar Planning Region is a joint initiative of the Centre for Development of the Vardar Region together with eight municipalities of the Region, various branches of commercial and craft chambers, and civic associations in the Region. The formal establishment and initial operation of the Network was technically and financially supported by the UNDP Country Office in Skopje, the Centre for Development of the Vardar Planning Region, and eight municipalities of the Region.

The Network is a *Joint Working Body* established under the provisions of the Law on Inter-Municipal Cooperation and decisions made by the Municipal Councils of 8 municipalities in the Region. Its establishment is in line with the measures adopted by the three-year Action Plan for Implementation of the National Strategy for Balanced Regional Development and the five-year Planning Region Development Programme.

The mission of the Network is to strengthen the coordination of programming and implementation of measures and activities for the support of the public, private and NGO sectors in creating conditions for the development of a strong and competitive economy in the Region - an economy that will offer greater employment opportunities and also achieve social and environmental standards. The activities of the Network are expected to reduce the severity and consequences of the key socio-economic challenges of the Region, including high levels of unemployment and migration.

The Network should play a key role in strengthening the capacity of the public, private and civic sectors *for cooperation and coordination in the implementation of priority activities*, encouraging all stakeholders in local communities to actively participate in the work of local institutions on priority issues related to regional development. The Network will also work on problems and 'bottlenecks' such as the low capacity to absorb funds from sources conditioned by a more representative form of institutional cooperation between the local stakeholders, thus supporting the Centre for Development of VPR in coordinating and channelling investments at Planning Region level.

**TABLE 4: 17 permanent members of the Network**

<i>One representative from each Municipality's Local Economic Development Organizational Unit and from the VPR Development Centre</i>	<i>One representative from each stakeholder</i>
<ul style="list-style-type: none"> <li>• Vardar Planning Region Development Centre</li> <li>• Veles Municipality</li> <li>• Kavadarci Municipality</li> <li>• Negotino Municipality</li> <li>• Sveti Nikole Municipality</li> <li>• Demir Kapija Municipality</li> <li>• Chashka Municipality</li> <li>• Lozovo Municipality</li> <li>• Gradsko Municipality</li> <li>• Rosoman Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Chamber of Macedonia - Veles Regional Chamber</li> <li>• Union of Chambers of Commerce of Macedonia - Regional Chamber</li> <li>• Regional Chamber of Craftsmen</li> <li>• Business community outside the Chambers of Commerce</li> <li>• Tourist Bureau - Negotino</li> <li>• Centre for Education and Networking in Tourism - Demir Kapija</li> <li>• Civil society representative</li> </ul>

Members of the Network from the municipal administration will be appointed by the mayors of the VPR municipalities, while other members will be appointed by the highest governing bodies of the represented institutions / organizations. The VPR civil society representative will be elected by the NGOs in a meeting organized for this purpose. The Working Body may proceed with its work when the session is attended by the majority of members of the Working Body (at least 9 Members) and shall decide by a majority vote of the Members present. The Working Body shall report to the mayors of the municipalities involved and inform them on its work through regular reports. Semi-annual reports on the work of the Working Body shall also be submitted to the Vardar Planning Region Development Council.

The Main Office of the VPR Inclusive Development Network is located in the former building of Radio Veles and will also be used as a Main Office of the branch chambers of commerce and citizens' associations which have shared Network representatives.



# **METHODOLOGY FOR PREPARATION OF THE WORK PROGRAMME OF THE VARDAR PLANNING REGION INCLUSIVE DEVELOPMENT NETWORK**

In the preparation of this Programme, some ten *innovative research tools* were used, covering over 700 representatives of local stakeholders and leading beneficiaries of the Programme. This approach ensured the obtainment of an accurate insight into the needs of local communities and a *difference* was made with respect to the previous method of preparing similar programming and planning documents. The primary principle according to which the Programme was prepared was the principle of participation.

The Work Programme of the Vardar Planning Region Inclusive Development Network was drafted in 3 stages:

- 1 STAGE:** Mapping and evaluation of platforms for governance, service delivery and capacity- building of stakeholders in the Vardar Planning Region
- 2 STAGE:** Gathering suggestions from stakeholders
- 3 STAGE:** Assessments, grouping of findings, specifying the measures and activities and final preparation of the Programme

# MAPPING AND EVALUATION OF PLATFORMS FOR GOVERNANCE, SERVICE DELIVERY AND CAPACITY-BUILDING OF STAKEHOLDERS IN THE VARDAR PLANNING REGION

The first stage of Programme preparation was conducted in parallel with the initial stages of the procedure for the formation of a joint Working Body, i.e. the Inclusive Development Network, and was realized in the last quarter of 2012 using the following tools.

## DESK RESEARCH

The mapping started with desk research and comparative analysis of the objectives and measures and activities in the Strategies for Local Economic Development (LED) and other current policies developed at municipal, regional and national levels and relevant to the local and regional development of the Vardar Planning Region. Based on the comparative data, a comprehensive analysis of the Region was conducted in three areas:

- Local economic development,
- Environment
- Social welfare, child protection and social inclusion.

## FIELD RESEARCH THROUGH DIRECT INTERVIEWS

The purpose of the field research through direct interviews was to validate and expand upon the findings of the desk research. The questionnaire for the interviews was structured in such a way that it collected data on the key needs of stakeholders in the Vardar Planning Region and examined their cooperation, communication and attitudes to opportunities for networking. Three people from the private sector were interviewed, as well as 9 representatives of local government, 4 representatives of civil society and 4 institutions from other local sectors.

The data were analysed and an initial diagnosis of the situation was made. The interviews enabled a more detailed assessment to be made of the level of application of the key good local governance principles: accountability, transparency and participation.

## WORK WITH FOCUS GROUPS

Three focus groups were formed at regional level, each consisting of representatives from the private, public and civil sectors, and meetings were held to discuss issues related to local economic development, environment and social inclusion. The meetings resulted in additional findings regarding the key challenges and priority needs.

## KEY FINDINGS

In terms of **local economic development**, it is obvious that VPR municipalities have limited resources and capacities and are not able to provide greater stimulation of the local economy. The common perception of the respondents is that the main champion of economic growth is the private sector. However, in order to improve the potential of the private sector, both central and local governments need to provide more numerous and more effective services. Municipal organizational units for local economic development and the Centre for Development of VPR have the appropriate competencies but lack the human and financial resources. **One of the key findings that validated the need to create a Network of Inclusive Development is the clearly expressed need for better coordination between the private sector and local government and Planning Region bodies.**



With regard to **social protection and social inclusion**, a joint conclusion of the respondents is that, due to almost all powers remaining centralized—with only a few exceptions, such as kindergartens in major urban municipalities—all the municipalities make only relatively small investments to improve social conditions. The Ministry of Labour and Social Policy realizes its social protection programmes through the branch offices (Veles, Kavadarci, Negotino and Sveti Nikole) of the Social Protection Centres and the Employment Service Agency. Most of the respondents were aware of the possibility of a gradual transfer of these responsibilities to municipalities, including their de-institutionalization. Almost all the respondents unequivocally believe that municipalities, NGOs and the private sector are better positioned than the central government to deal with issues of unemployment and poverty and that they can provide a higher level of social protection and inclusion. At the same time, however, they also expressed reservations about accepting these responsibilities unless appropriate solutions are found to ensure stable funding for their implementation.

Inter-municipal cooperation was regarded as one of the possible modalities for implementing these competencies in the phase of their complete transition to local level, especially in view of the need to cover the population in rural areas with appropriate services.

The respondents understand **environmental protection** as a responsibility shared between municipalities and the Ministry of Environment and Physical Planning. According to the respondents, this area of competence is appropriate for almost full implementation at local level. However, it is still necessary to invest substantially in building the capacities of local stakeholders (municipalities, NGOs, the private sector) and to provide sustainable local funding.

Analysis of the existing **structural links and modalities of cooperation among relevant stakeholders regarding local development** suggests that overall development at local and Planning Region levels is almost totally dependent on the central government. For a considerable period of time, all major development investments in local communities have been implemented exclusively by the competent authorities of the state administration and state agencies. This is especially true for the rural municipalities of the Vardar Planning Region, whose low capacity to raise their own revenues renders them unable to implement more complex investments. At the same time, central government investments in the

development infrastructure follow the logic of addressing the needs of the majority of the population and focus on urban areas where business activities are concentrated. These disparities are again partially addressed by the central government through its strengthened budget for the support of measures for agricultural and rural development. The principle of funding by block grants for social services (primary and secondary education, child protection and culture) now works only in municipalities that have transferred institutions, but they also have objections as to the sufficiency of the transferred funds and are forced to cover the fiscal gap from their own revenues.

**The general impression is that coordination at vertical and horizontal levels is insufficient and that improving coordination can only positively influence the implementation of all activities aimed at rapid local and regional development.** The respondents confirm the existence of more efficient vertical relationships between institutions and more regular communication in urban communities. A key factor here is that national institutions are present in urban communities through their branches and offices and are well informed about the local conditions in the area they cover. However, the need for formal or informal platforms that will serve for mutual information and coordination of all stakeholders is evident. Consequently, all respondents without exception welcomed the initiative of the Centre for Development of Vardar Planning Region and local stakeholders to form a joint Working Body, i.e. a Network for Inclusive Development, pursuant to the Law on Inter-Municipal Cooperation.

The respondents see the creation of the Network as an effective means of improving interaction among actors from different areas and levels of government and recognize the possibility it offers for more complete utilization of the human and material resources at their disposal in order to ensure a common approach and reach sustainable solutions for rapid local and regional development.

## GATHERING SUGGESTIONS FROM STAKEHOLDERS

The second stage in the preparation of the Network Programme was carried out in the period from July to early September 2013, immediately after the formal establishment of the Network for Inclusive Development of the VPR as a joint Working Body of the municipalities in VPR.

In order to reach out to every single citizen in the Vardar Planning Region, the Network applied a series of research tools and techniques, including:

- *Online crowdsourcing*, achieved by posting a short questionnaire on the website of the Centre for Development of the VPR (banners linked to the site were posted on the websites of all municipalities and other sites of local NGOs, private companies, etc.).
- *A hotline*, established at the Centre for Development of the VPR.
- *A dedicated e-mail address* created for this purpose on the VPR Development Centre's domain.

Citizens were given the opportunity to provide comments and suggestions by filling out a short questionnaire. The public were informed of this opportunity through a *call posted on the bulletin-boards* of municipal administrative buildings and local public enterprises. The call was also circulated on *local media* (local TV stations, radio channels, newsletters, etc.). Links to the public call and the questionnaire were sent personally by the members of the Network (from their own mailing lists) to stakeholders (citizens, the business sector, NGOs, etc.).

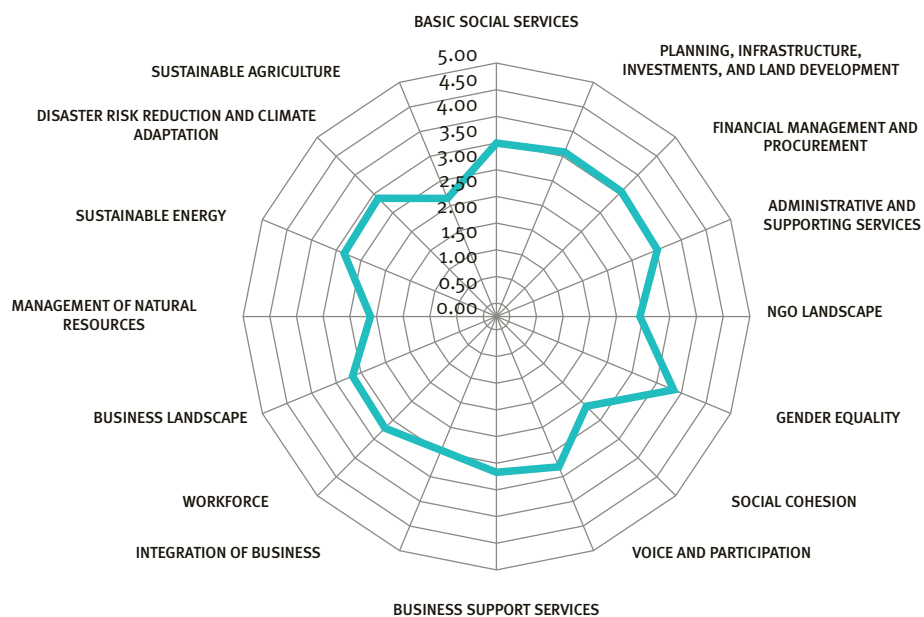
By applying the *Method of Leading Users*, individuals with relevant practical experience, in-depth knowledge and a strong interest in the area that is the subject of the Programme were identified and *interviewed*. Individual interviews were conducted with community leaders and *focus-group meetings* were held with the assistance of the most active NGOs working with vulnerable groups.

In this phase, *the questionnaire for self-evaluation of sustainable local development* was applied (i.e. Self-Assessment Tool for Sustainable Local Development - SAT4SLD). This tool was developed by UNDP and enabled local stakeholders to assess their current situation and build a consensus as to the collective actions that need to be taken to ensure sustainable local development by simultaneously addressing governance, socio-economic and environmental issues.

Between 16 and 26 September 2013, a total of 242 questionnaires were completed in the Vardar Planning Region with regard to the four modules. The results of the self-evaluation assessment for sustainable local development at regional level are shown in the following Figure.

The results presented in the Figure below identify several lower-ranking areas, as follows:

- sustainable agriculture,
- social cohesion,
- integration of business
- workforce



## ASSESSMENTS, GROUPING OF FINDINGS, SPECIFYING THE MEASURES AND ACTIVITIES AND FINAL PREPARATION OF THE PROGRAMME

The third and final stage in the preparation of the Network Programme was implemented from the second half of September to the end of October 2013.

Having collected comments and suggestions from stakeholders, the Network in its wider composition considered this information and made an initial assessment, grouping the proposals into categories and areas to be discussed at a two-day Smart Camp entitled “Innovation for Inclusive Development” held in Ohrid from 30 September to 1 October 2013 with the participation of 50 representatives of stakeholders from the Region and the National IMC Commission (consisting of representatives of the line Ministries and other Planning Regions).

Using the applied tools, 133 suggestions and ideas were collected, of which approximately a third were selected for discussion and elaboration during the Smart Camp.

**TABLE 5: Suggestions and ideas for collective actions**

<i>Municipality</i>	<i>Public sector</i>	<i>Private sector</i>	<i>NGO-Civil sector</i>	<i>Total</i>
<b>Veles</b>	11	6	22	39
<b>Negotino</b>	8	5	17	30
<b>Chashka</b>	4	6	22	32
<b>Gradsko</b>	1	2	4	7
<b>Kavadarci</b>	/	2	9	11
<b>Demir Kapija</b>	2	4		6
<b>Rosoman</b>	1	/	5	6
<b>Lozovo</b>	2	/	/	2
<b>Total:</b>				<b>133</b>

During the Smart Camp, the need for joint collective action by the main groups of actors was reiterated. Such collective action is vital because the complex challenges of sustainability cannot be addressed by any single actor. This final consultation event resulted in:

- joint formulation of the challenges identified through the answers to the self-evaluation questionnaire for sustainable local development (SAT4SLD)
- joint definition of the goals and key measures of the Network Programme
- joint proposition of priority collective actions (as an approach derived from the tool SAT4SLD)

**Three specific measures were formulated. For each of these measures, collective actions were selected on the basis of the following criteria:**

- iv. The proposed collective action should match the mandate and the mission, i.e. the goals of the Network for Inclusive Development.
- v. Proposals that include at least two of the three main groups of Network Members, such as the municipalities, the private sector and NGOs, can be considered priority proposals. (These proposals should imply a partnership for their implementation).
- vi. In terms of collective action feasibility, actions not requiring a budget larger than EUR 300,000 may be considered as priority actions.
- vii. Actions aimed at enhancing economic development by simultaneously providing support to the private sector and creating opportunities for greater social inclusion that have a positive impact on the quality of the environment may be determined as priority actions.





## PRIORITY MEASURES AND COLLECTIVE ACTIONS

## CAPACITY DEVELOPMENT AND DELIVERY OF INNOVATIVE SERVICES FOR RAPID LOCAL ECONOMIC DEVELOPMENT

According to the information obtained during the assessment of the current situation in the municipalities of the Vardar Planning Region, the larger urban municipalities in the Region have a Department for Local Economic Development. These departments are where they plan local economic development, determine structural and developmental priorities, develop local economic policies and support the development of SMEs and entrepreneurship at local level. It is in this context that they participate in the establishment and development of the local Network of Institutions and Agencies and promote partnership. Smaller rural communities often have only one person responsible for these tasks, and this person typically also has other responsibilities and obligations in the municipality. The reason for this is the acute shortage of human and financial resources in rural municipalities.

The municipal staff in the Region is aware of the economic potential of their municipalities. However, information about the local economy is not gathered systematically and effectively and is not easily accessible. For example, municipalities do have easy access to data about all the businesses in their community,

although that information is recorded in the Tax Department. Moreover, there are currently no databases of all the individual ‘greenfield’ and ‘brownfield’ sites available in the municipalities. Such databases could be managed by the Department for Local Economic Development to promote investment. Information of this kind has proven valuable in the past by providing much-needed support for national efforts to attract foreign investments

*The Republic of Macedonia, in comparison with other countries in the region and beyond, has a number of comparative advantages for investment and doing business. These advantages include excellent financial incentives, a skilled workforce, an excellent location, target sectors, the lowest operating costs in Europe, and some successful examples of previous foreign investments. All these advantages help to increase the competitiveness of services and products in the private sector. The main challenge is to convey the message to potential foreign investors that the Republic of Macedonia offers these excellent benefits.*

From the field assessments, it can be concluded that inter-municipal cooperation among the Departments for Local Economic Development has not been adequately stepped up. There is not enough exchange of ideas and experiences. Cooperation on certain project activities and in seeking joint investors at regional level is lacking. Altogether, there is insufficient synchronization and cooperation on the part of the regional community. The VPR Inclusive Development Network has been established with the aim of addressing these shortcomings.

The young unemployed people in the Region are the key target group for the Network. It is to their needs, above all, that the Network will devote its greatest attention.

*Four of the nine VPR municipalities have local strategies for youth (Veles, Kavadarci, Negotino and Sveti Nikole) and additional capacity in the civil sector for activities to meet the needs of young people. The need to implement quality measures to support and promote youth employment is common to all these strategies.*

Young people in the Vardar Planning Region suffer from a lack of information about the opportunities available to open their own businesses, gain access to finance and receive support in terms of technology transfer. This absence of information necessitates the promotion of entrepreneurship and self-employment opportunities through access to networks that support such initiatives. The Region also lacks any career centres in secondary vocational schools, and there is no centre for new businesses that could serve as 'business incubators' to support newly established companies.

## COLLECTIVE ACTIONS

CA 1.1	Creation of a Planning Region level database that contains information on local companies and available "greenfield" and "brownfield" sites through the VPR Development Centre's website, and publication of a Guide for Investors with data on the labour market in the Region, including contact information for services that support business investments, e.g. , accountants, lawyers, etc.
CA 1.2	Creation of an electronic portal for youth on the VPR Development Centre's website, containing information about institutional support for young people, as well as the participation opportunities for youth in the local governance
CA 1.3	Support and promotion of recognizable, high - profile and tourist events in VPR
CA 1.4	Upgrade of the website of the VPR Development Centre, by establishing a portal with information and open calls suitable for small and medium enterprises (SMEs)
CA 1.5	Construction of Info Points for transit and alternative tourism
CA 1.6	Establishment of a form of inter-municipal cooperation for the development and promotion of rural tourism and the implementation of LEADER measures
CA 1.7	Services for the formation and support of cluster association and organization

CA 1.8	Promotion of innovative business ideas and research through centres for supporting new businesses (i.e. business incubators, technology parks, etc.) in each of the VPR municipalities
CA 1.9	Organization of Info Workshops on how to register as an independent crafts-person (initiated by the Regional Chamber of Crafts)
CA 1.10	Enabling access and connectivity of small and medium enterprises to do-mestic and foreign markets and organization of B2B meetings
CA 1.11	Services for the protection of products with geographical origin, in ac-cordance with VPR's Strategy for Agricultural Products with Protection Potential
CA 1.12	Implementation of an action to employ the five best students in the Region in local enterprises
CA 1.13	Priority training <ul style="list-style-type: none"> <li>• Mentoring the development of realistic project applications for current calls, primarily in the area of pre-accession assistance</li> <li>• Establishment of a Public-Private Partnerships</li> <li>• Information sessions on social entrepreneurship, making use of real examples</li> <li>• Creation of databases, input and use</li> </ul>
CA 1.14:	Promotion of conditions and opportunities to build a regional centre for buying, classifying, cooling, packaging and marketing fruit and vegetables
CA 1.15:	Preparing technical documentation and starting the infrastructure develop-ment of 4 capital facilities (industrial zones and other capital facilities of importance to the economy and regional development)

## CAPACITY DEVELOPMENT AND DELIVERY OF INNOVATIVE SERVICES FOR MORE EFFICIENT AND MORE EFFECTIVE SOCIAL PROTECTION, CHILDCARE AND SOCIAL INCLUSION

The decentralization of social protection and childcare has already started and is expected to continue in the future, especially in terms of competencies related to social protection and social inclusion. At present, only kindergartens and certain day-care centres for people with special needs have been transferred to the management of the municipalities, although some of these services were already provided in larger urban municipalities. In the Vardar Planning Region there is no public institution or home for the care of the elderly.

In the upcoming period, municipalities will need to prepare themselves for taking on these responsibilities. The first step will be for municipalities to create multi-sectoral councils at horizontal level for different areas such as social prevention, employment, etc.). It is strongly advised that municipalities include representatives from civil society in this process, particularly NGOs with knowledge and experience in this area, as well as the private sector through the corporate social responsibility component. This component is a new trend in modern business mainstreams and expresses the willingness of the private sector to return some of its profits to the local community, using the opportunities provided by the Law on Donations and Sponsorships (Official Gazette 47/2006, 86/2008).

*Examples of successful cooperation between municipalities and civil society can be found in the Municipalities of Negotino, Veles, Gradsko and Chashka. In Negotino, the Civil Society Organization 'Message' cares for people with disabilities. In Veles, the 'Focus' Foundation implements a delegated responsibility involving the general public in debates about the municipal budgets of the Municipalities of Veles and Gradsko. In addition to these civil society organizations, other organizations are active in this area at local level in the VPR without having established specific forms of cooperation with municipalities. Promoting, supporting and replicating these examples can greatly help municipal administrations to meet their responsibilities.*

In the three municipalities of Chashka, Rosoman and Gradsko there is still no provision of nursery care or education for preschool children, while in those municipalities of the VPR where nurseries do exist, most suffer from a lack of space. This lack of kindergartens can be overcome through cooperation with the private sector and civil society. The latest Government measures are precisely aimed at providing incentives for private sector investments and the creation of appropriate forms of social partnerships for child protection. Kindergartens and other forms of temporary care for preschool children in rural areas are needed to enable mothers to gain employment or self-employment (in agro-business activities, and other opportunities for income generation). Without opportunities for the daytime care of their children, mothers in rural areas will continue to remain unable and unwilling to obtain unemployment.

Vulnerable groups are a special category of people to whom the Inclusive Development Network will pay special attention since it is these people who most often face social exclusion. Subgroups within this category of vulnerable people include the following: persons with disabilities; children without parental care; children with mental and physical impairments; children living and working on the streets; children with educational and social problems; children in single-parent families; persons at social risk; persons affected by abuse of substances, other psychotropic substances, precursors and alcohol; victims of domestic violence; victims of trafficking; and elderly people without family care. In terms of employment, even adults who do not yet qualify for regular retirement (typically workers who have been made redundant) and youth with limited employment opportunities can be considered as vulnerable groups.

In general, the municipalities of the Region do very little to ensure these vulnerable groups are involved in the processes of good governance (i.e., decision-making, local budgeting and the implementation of decisions). The main reasons for this lack of inclusion are as follows: the lack of defined procedures for including these groups (i.e. an absence of system solutions, particularly in the area of mapping such solutions and maintaining related databases); a lack of sufficient knowledge and human capacity in the institutions; a lack of sufficient funds to deliver these solutions; and the incomplete decentralization of social protection.

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*Communication with vulnerable groups of citizens is usually established only if they turn to the Municipality for specific assistance. These citizens are not directly invited to participate in preparing documents or in creating local plans and projects, partly because they lack effective organizations. Such organizations require considerable resources that may not be available. In this area, municipalities could rely much more actively on the capacities of certain civil society organizations and foundations in the Region, including, for example, the following organizations: "Message" - Negotino (for the disabled); the Focus Foundation - Veles (in the area of transparency, people with disabilities and other areas of social inclusion); "Zone" - Kavadarci (social and health prevention); "CPJD" - Kavadarci (social and health prevention and juvenile delinquency); "Probaton 2005" - Sveti Nikole (youth and people with special needs); "Villa Zora" - Veles (environment protection); "Green Power" - Veles (environment protection); and other smaller organizations working with people with special needs (CSOs of the blind, the deaf, people with cerebral palsy, etc.), Roma associations, sports associations, NGOs in the field of culture and others.*

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It is realistic to expect local institutions to provide much better care for vulnerable groups. To do so, however, requires the transfer of appropriate funds. So far, this process has started in the area of kindergartens, shelters and day-care centres for people with disabilities and people with drug problems.



*The creation of horizontal local (or regional) bodies (commissions, councils or working groups) for the coordination of all stakeholders in the social sphere would be a significant step towards improving social inclusion. A positive example is the Council of Juvenile Delinquency in the Municipality of Kavadarci (established by a UNICEF project) which operates as a horizontal multi-sectoral body.*

## COLLECTIVE ACTIONS

CA 2.1	<p>Creation of a Regional Centre for Innovative Social Services and Partnerships in Kavadarci Municipality</p> <ul style="list-style-type: none"> <li>Organized service for the elderly that will provide help to the elderly at home in terms of food and medicine supplies (as an illustration of one of the potential activities)</li> </ul>
CA 2.2	Preparation of a pre-feasibility study for the construction of a home for the elderly in the VPR through a Public-Private Partnership
CA 2.3:	Construction and adaptation of already existing public buildings for the elderly in the Region
CA 2.4	Support to activities and programmes for preschool childcare in rural areas
CA 2.5	<p>Establishment of inter-municipal cooperation and social partnerships to provide care for vulnerable groups</p> <ul style="list-style-type: none"> <li>Creation of mechanisms and application of tools for the inclusion of vulnerable groups in planning processes (in the development of planning documents) and in the budgeting processes of Local Government Units</li> <li>Capacity-building in municipal administrations and the creation of horizontal advisory and coordinating bodies at local and regional levels</li> <li>Promotion and replication of success stories at regional level</li> </ul>
CA 2.6	<p>Priority training</p> <ul style="list-style-type: none"> <li>Social inclusion and vulnerable groups</li> <li>Gender-responsive budgeting, gender-sensitive local policy-making, and ways to monitor the different impact of policies on men and women</li> </ul>

## CAPACITY-DEVELOPMENT AND DELIVERY OF INNOVATIVE SERVICES FOR MORE EFFICIENT AND MORE EFFECTIVE PROTECTION OF THE ENVIRONMENT AND RURAL DEVELOPMENT

The protection of environment and nature, measures for the protection and prevention of pollution of water, air and land, nature conservation, protection from noise and non-ionizing radiation are all areas implemented in the municipalities of the Region mostly as an integrated part of the Departments for Urban Planning and/or the Utilities/Utility Infrastructure. Examples of this are found in the municipalities of Demir Kapija, Negotino, Kavadarci, Lozovo, Sveti Nikole, Chashka and Veles. All VPR municipalities have appointed officials responsible for the environment (inspectors or advisors). The number of these officials, however, is usually insufficient for the timely and full implementation of all the tasks and activities arising from legal provisions. In many cases, too, the officials have other responsibilities with the Department for Urban Planning.

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*The Vardar Planning Region has forms of heavy industry which are possible sources of environmental pollution unless the measures prescribed in the legislation for the protection of the environment and nature are implemented. As an illustration, due to the operation of the Veles Smelter in the past, the area of Veles and its surroundings had a negative image as an environmental hotspot and this image caused difficulties in the marketing of agricultural products, with negative consequences for the development of agriculture.*

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The protection and management of water are also priority needs for the local population, especially in rural areas. Inadequate management of water has a negative effect on revenue generation from agriculture. In addition, lack of sanitation and inadequate wastewater management has negative effects on drinking water. In the Municipality of Chashka, for example, this problem is found in villages located along the upper course of the River Topolka which flows into the “Lisiche” hydro system that supplies Veles with drinking water. The second major regional hydro system, Lake Tikvesh, suffers from the constant negative impact of wastewater, industry and the use of inappropriate agricultural practices.

None of the municipalities in the VPR have regulated landfills for solid communal waste in accordance with the established standards. At the Planning Region level, there is an initiative to plan solid waste management and a study has been prepared on the Implementation of a Modern System of Waste Management in accordance with the environmental standards of the European Union. The implementation of regional solid waste management is one of the highest infrastructural priorities of the Region.

The organizational and functional aspect of environmental protection is the greatest challenge for small rural municipalities in the Region and indicates the need for merging financial and human resources through establishment of appropriate forms of inter-municipal cooperation.

Inter-municipal cooperation provides many benefits for municipalities, especially in providing public services without unnecessarily burdening municipal budgets through new hires. Inter-municipal cooperation among smaller (rural) municipalities can enable the provision of necessary services at a reasonable price.

The joint Administrative Department for Energy Efficiency formed by the 8 municipalities in the VPR (with 2 employees) is an excellent example of inter-municipal cooperation in the Region. This body is already enabling municipalities to start implementing their local responsibilities for energy efficiency for the first time and to deliver appropriate services (preparation of planning documents in this area, assessments, energy-efficiency projects in public sector facilities, etc.) for a much lower and thus affordable price.

## COLLECTIVE ACTIONS

CA 3.1	Creating innovative forms of inter-municipal cooperation and public-private partnerships for environmental protection (solid waste and waste-water management, use of bio-degradable waste from viticulture, management of protected areas, application of the LEADER approach - local action groups for rural development, assistance to farmers in the application of agri-environmental measures, etc.)
CA 3.2	Development of 3 recreation sites and zones with natural rarities of regional significance
CA 3.3	Demonstrating the eco-labelling procedure in the VPR in collaboration with the Ministry of Environment and Physical Planning
CA 3.4	Priority training <ul style="list-style-type: none"> <li>• Application of environmental standard ISO 14000</li> <li>• Implementation of legal provisions by municipalities and the business community (IPPC, Elaborate Studies for Environmental Protection, Strategic Environmental Impact Assessments, Waste Management Plans, etc.)</li> <li>• LEADER approach (links between actions for rural development)</li> </ul>
CA 3.5:	Support to activities for improving energy efficiency in the VPR municipalities in accordance with the prepared Energy Efficiency Strategies and Action Plans

A map of Europe is shown in a light orange-red color. A large, irregularly shaped area in the center of Europe, covering parts of Central and Eastern Europe, is shaded in a darker red. In the top right corner, there is a white rounded rectangle containing a red letter 'V'.

V

# MODALITIES FOR FINANCING PRIORITY COLLECTIVE ACTIONS

Priority collective actions will be translated into project concepts which, according to the application needs, possibilities and conditions, will be developed into full project documents.

An institutional opportunity to finance priority collective actions (projects) from the Budget of the Republic of Macedonia will be provided through annual calls of the Bureau for Balanced Regional Development and the funds will be disbursed by the Centre for Development of the VPR.

The institutional grounds and structure of the Network also allow for combining multiple sources of funding. Moreover, the equal participation of representatives from local government, NGOs and the private sector provides access to additional sources of funding for actions that require a higher level of representation and scope of intervention.

There is a possibility of using multiple sources for funding the priority measures and collective actions of the Network's Programme by combining them as follows:

- State Programmes financed from the State Budget through various ministries / agencies and their combination,
- Local Governments Budget (co-funding),
- Earmarked funds from various sectoral and thematic investment programmes and financial instruments at national level,
- Assets that can be mobilized by the business sector and socially responsible companies based on donations and sponsorships,
- Funds from the IPA -the EU Instrument for pre-accession assistance (the Component for Cross-Border Cooperation and the Component for Agriculture and Rural Development - IPARD, and user status in other IPA Components),
- Assets and funds available and possible for mobilization by civil society,
- Support from donors
- Funds from the private sector



**ANEX**

**MEASURE 1:***Capacity development and delivery of innovative services for rapid local economic development*

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 1.1:</b> Creation of a database at Planning Region level that contains information on local companies and available “greenfield” and “brown-field” sites through the VPR Development Centre’s website. The publication of a Guide for Investors including data on the labour market in the Region, contact information on services for supporting business investments (e.g. accountants, lawyers, etc.)	Organizational units/ persons responsible for LED; CDVPR; Local companies (through their Chambers); Employment Service Agency.	Jan. - Dec. 2014	Regular activity; Project implementation.
<b>CA 1.2:</b> Creation of an electronic portal for youth on the VPR Development Centre’s website, containing information about institutional support for young people, as well as the participation opportunities for youth in the local governance	CSOs; CDVPR; Organizational units/ persons responsible for LED; Local companies (through their Chambers);	Jan. - Dec. 2014	Regular activity; Project implementation
<b>CA 1.3:</b> Support and promotion of recognizable, high-profile and tourist events in the Region	Organizational units / persons responsible for LED CDVPR CSOs	2014 - 2016	Regular activity; Project implementation



<i>Mode of Financing</i>	<i>Budget (EUR)</i>	<i>Indicators</i>	
Government Programme for support of BRD (RD Bureau / MLSG); Programmes of ME / APP / AFI; Municipal co-financing; Co-financing from the private sector; IPA Component 2 – CBC; Support from donors.	20,000	A database created; Improved access and more efficient data exchange;  e-Guide for Investors published; Improved access and more efficient data exchange.	Investments and facilities attracted for “greenfield” and “brownfield” sites
Government Programme for support of BRD (RD Bureau / MLSG); Programmes of relevant ministries and agencies; Municipal co-financing; Private sector - social responsibility; Project application by civil society; Support from donors.	1,500	Youth e-portal created; Improved access and more efficient data exchange; Coordination of key stakeholders improved.	Improved socio-economic conditions for young people
Ministry of Economy; Government Programme for the support of BRD (RD Bureau / MLSG); Municipal co-financing; Co-financing from the private sector; 2014 Rural Development Programme; Other donors.	9 x 3,000 =27,000	Calendar of regional commercial and tourist events prepared and promoted;  Promotion and recognition of events increased.	Number of visits increased

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 1.4:</b> Upgrade of the VPR Development Centre's website by a portal with information and open calls suitable for small and medium enterprises (SMEs)	Organizational units/ persons responsible for LED CDVPR Local companies (through their Chambers)	Jan. - Dec. 2014	Regular activity; Project implementation.
<b>CA 1.5:</b> Construction of Info Points for transit tourism	Organizational units/ persons responsible for LED; CDVPR ; Local companies (through their Chambers).	2014 - 2015	Project implementation
<b>CA 1.6:</b> Establishment of a form of inter-municipal cooperation for the development and promotion of rural tourism and implementation of LEADER measures	Local government bodies in rural municipalities; CDVPR; Local companies (through their Chambers); CSOs from rural communities.	Jan. - Dec. 2014	Project implementation
<b>CA 1.7:</b> Services for the formation and support of cluster association and organization	Organizational units/ persons responsible for LED; CDVPR; Local companies (through their Chambers).	2014 - 2016	Regular activity; Project implementation.

<i>Mode of Financing</i>	<i>Budget (EUR)</i>	<i>Indicators</i>	
Government Programme for support of BRD (RD Bureau / MLSG); Programmes of ME / APP; Municipal co-financing; Co-financing from the private sector; Support from donors.	10,000	SMEs' e-portal created; Improved access and more efficient data exchange; Coordination of key stakeholders improved.	The number of new SMEs and SME users of local services and state aid programmes increased; The number of jobs in SMEs increased.
IPA Component 2 – CBC; Support from donors; Municipal co-financing; Co-financing from the private sector; Income from renting the space to SMEs.	240,000	Three Info Points in VPR built; Improved access and more efficient data exchange on the tourist offer; Coordination of key stakeholders improved.	The number of tourists in the Region increased; Economic benefits for the private sector and municipalities increased.
Government Programme for support of BRD (RD Bureau / MLSG); Programmes of ME / APP / AFI; Programmes of MAFWE (agencies within the Ministry) for rural development; Municipal co-financing; Co-financing from the private sector; IPA Component 2 – CBC; Support from donors.	50,000	A joint Working Body as a form of IMC established; Improved access and more efficient data exchange on the tourist offer; Coordination of key stakeholders for the implementation of LEADER measures Improved.	The number of tourists in the Region increased; Economic benefits for the private sector and rural communities increased.
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of ME / APP; Municipal co-financing; Co-financing from the private sector; IPA Component 2 – CBC; Support from donors.	150,000	Business clusters formed at the regional level; Work Programmes prepared within each cluster; Improved access and more efficient data exchange; Coordination of key stakeholders improved.	Economic benefits for the private sector and municipal communities increased; The number of jobs increased.

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 1.8:</b> Promotion of innovative business ideas and research (organization of an open call and establishment of a prize fund) in each of the municipalities of the VPR	CSOs; CDVPR; Organizational units/ persons responsible for LED; Local companies (through their Chambers).	2014 - 2016	Regular activity; Project implementation.
<b>CA 1.9:</b> Organization of Info Workshops on how to register as an independent craftsperson (initiated by the Regional Chamber of Crafts)	Regional Chamber of Craftsmen; CDVPR; Organizational units/ persons responsible for LED	2014 - 2016	Regular activity; Project implementation.
<b>CA 1.10:</b> Enabling access and connectivity of small and medium enterprises to domestic and foreign markets and organization of B2B meetings	Organizational units/ persons responsible for LED; CDVPR; Local companies (through their Chambers).	2014 – 2016	Regular activity; Project implementation
<b>CA 1.11:</b> Services for the protection of products of local origin, in accordance with the VPR's Strategy for Agricultural Products with Protection Potential	Organizational units/ persons responsible for LED; CDVPR; Local companies (through their Chambers).	2014 - 2015	Project implementation

<i>Mode of Financing</i>	<i>Budget (EUR)</i>	<i>Indicators</i>	
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of ME (agencies within the Ministry); Municipal co-financing; Private sector - social responsibility; Project application by civil society; Support from donors.	40,000 (annually)	At least three innovative business ideas realized annually	Economic benefits for the private sector and municipal communities increased; The number of jobs increased.
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of ME (agencies within the Ministry); Municipal co-financing; Co-financing from the private sector; Project application by the Chamber; Support from donors.	5,000 (annually)	The number of registered independent artisans increased; Improved access and more efficient data exchange; Coordination of key stakeholders improved.	Economic benefits for the private sector and municipal communities increased; The number of jobs increased.
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of ME (agencies within the Ministry); Municipal co-financing; Co-financing from the private sector; Project application by the Chamber; Support from donors.	10,000 (annually)	Improved access and more efficient data exchange	Economic benefits for the private sector and municipal communities increased; The number of jobs increased.
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of ME/APP; Programmes of MAFWE (agencies within the Ministry) for Agriculture and Rural Development; Municipal co-financing; Co-financing from the private sector; Support from donors.	20,000	The number of protected products with geographical origin from the VPR increased	Economic benefits for the private sector and municipal communities increased

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 1.12:</b> Implementation of an action for employing the 5 best students in the Region in local enterprises	Organizational units/ persons responsible for LED; CDVPR; Local companies (through their Chambers).	2014 - 2015	Regular activity; Project implementation
<b>CA 1.13:</b> Priority training <ul style="list-style-type: none"> <li>• Mentoring the development of realistic project applications for current calls, primarily in the area of pre-accession assistance - IPA</li> <li>• Establishment of a public-private partnerships</li> <li>• Information sessions on social entrepreneurship, using real examples</li> <li>• Creation, input and use of databases</li> </ul>	Organizational units/ persons responsible for LED; CDVPR; Chambers of the Network; CSOs in the Network.	2014 - 2016	Project implementation
<b>CA 1.14:</b> Promotion of conditions and possibilities to build a regional centre for buying , classifying, cooling, packaging and marketing fruits and vegetables	Organizational units / persons responsible for LED and Urban Planning; CDVPR; Chambers in the Private Sector Network.	2014 - 2016	Regular activity; Project implementation

<i>Mode of Financing</i>	<i>Budget (EUR)</i>	<i>Indicators</i>	
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of MLSP / ESA / ME / APP; Municipal co-financing; Private sector - social responsibility; Project application by civil society; Support from donors.	5,000 (annually)	Employment of top-achieving students enabled	Awareness among young people of the importance of education and acquiring relevant skills and knowledge for employment enhanced
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of ME/APP; Programmes of SEA and MF; Programmes of MLSP; Programmes of ZELS; Programmes of MISA; Municipal co-financing; Co-financing from the private sector; Support from donors.	10,000 (annually)	Capacity for more efficient and more effective implementation of the Network Programme strengthened	Socio-economic effects for communities in the municipalities increased; Rapid development and growth of the economy in the Region and greater competitiveness of the economy.
Government Programme for the support of BRD (RD Bureau / MLSG); 2014 Rural Development Programme; IPARD; Municipal co-financing; Co-financing from the private sector; Support from donors.	20,000	Promotional materials prepared; Business Plans prepared; Forums for domestic and foreign investors organized.	Promotion increased; Interest in investments increased.

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 1.15:</b> Preparation of technical documentation and starting the infrastructure development of 4 capital facilities (industrial zones and other capital facilities of importance to the economy and regional development)	Organizational units / persons responsible for LED; CDVPR; Private sector	2014 - 2016	Project implementation

## MEASURE 2:

*Capacity development and delivery of innovative services for more efficient and more effective social protection and childcare and social inclusion*

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 2.1:</b> Creation of a Regional Centre for Innovative Social Services and Partnerships in Kavadarci Municipality	Kavadarci Municipality; CVPR; CSOs in the Network.	Jan. - Dec. 2014	Project implementation (organized service for the elderly which will offer help to the elderly at home in terms of food / medicinal supplies - illustration of a typical activity)
<b>CA 2.2:</b> Preparation of a pre-feasibility study for the construction of a home for the elderly in the VPR through a Public-Private Partnership	CVPR; Appropriate organizational units from municipalities; Chambers of the Network; CSOs in the Network.	2014 - 2015	Project implementation



*Mode of Financing**Budget (EUR)**Indicators*

Government Programme for the support of BRD (ME/MLSG);  
Municipal co-financing;  
Co-financing from the private sector;  
IPA Component 2 - CBC;  
Support from donors.

4 x 50,000=200,000

Technical documentation prepared;  
Infrastructure improved;  
Conditions for setting up new business in the Region created;  
Conditions for new employments created.

Rapid development and economic growth of the Region;  
Socio-economic benefits for communities in the municipalities increased.

*Mode of Financing**Budget (EUR)**Indicators*

Co-financing from Kavadarci Municipality;  
Support from donors;  
Government Programme for the support of BRD (RD Bureau / MLSP);  
Programmes of MLSP;  
Co-financing from the private sector – social responsibility;  
Project application by civil society.

100,000 (50,000 provided by Kavadarci Municipality)

Coordination of activities for social service delivery enhanced;  
Social partnerships established;  
Social entrepreneurship encouraged;  
Needs of vulnerable groups addressed.

Socio-economic benefits for communities in the municipalities increased;  
Social services improved and coverage of users of such services expanded.

Municipal co-financing;  
Support from donors;  
Programmes of MLSP;  
Government Programme for the support of BRD (RD Bureau / MLSG);  
Co-financing from the private sector – social responsibility;  
Project application by civil society.

15,000

Pre-feasibility Study prepared;  
Opportunities for the delivery of protection services to the elderly created.

Socio-economic benefits for communities in the municipalities increased;  
Social services improved and coverage of users of such services expanded.

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 2.3:</b> Construction and adaptation of already existing public buildings for the elderly in the Region	Organizational units / persons responsible for LED; CDVPR; Private sector.	2014 - 2016	Project implementation
<b>CA 2.4:</b> Support to activities or programmes for preschool childcare in rural areas	CVPR; Appropriate organizational units and people from rural communities; Chambers of the Network; CSOs in the Network.	2014 - 2015	Project implementation
<b>CA 2.5:</b> Establishment of inter-municipal cooperation and social partnerships to provide care for vulnerable groups	Local government bodies in municipalities; CDVPR; Local companies (through their Chambers); CSOs.	2015 - 2016	Project implementation
<b>CA 2.6:</b> Priority training <ul style="list-style-type: none"> <li>• Social inclusion and vulnerable groups</li> <li>• Gender-responsive budgeting and gender-sensitive local policy-making and ways to monitor the different impact of specific policies on men and women</li> </ul>	Appropriate organizational units/ people responsible in municipalities; CDVPR; Chambers of the Network; CSOs in the Network.	2014 - 2015	Project implementation

<i>Mode of Financing</i>	<i>Budget (EUR)</i>	<i>Indicators</i>	
MLSP (lease, concession, PPP); Co-financing from municipalities; Support from donors; Government Programme for the support of BRD (RD Bureau / MLSG);	60,000	Conditions for the delivery of elderly protection services created; Housing conditions of the elderly improved; Quality of life of the elderly improved.	Social services improved and coverage of service users expanded; Quality coverage and care of the elderly.
Support from donors; Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of MLSP; Co-financing from the private sector – social responsibility; Project application by civil society.	25,000	Opportunities for better delivery of services for child protection and care in rural communities created.	Socio-economic benefits for communities in the municipalities increased; Social services improved and coverage of users of such services expanded.
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of MLSP (and centres/agencies within it); Municipal co-financing; Co-financing from the private sector – social responsibility; IPA Component 2 – CBC; Support from donors.	30,000	A joint Working Body as a form of IMC established; Social partnerships established; Improved access and more efficient data exchange; Coordination of key stakeholders improved.	Socio-economic benefits for communities in the municipalities increased; Social services improved and coverage of users of such services expanded.
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of MLSP; Municipal co-financing; Support from donors.	5,000 (annually)	Capacity for more efficient and more effective implementation of the Network Programme strengthened	Socio-economic effects for communities in the municipalities increased; Social services improved and coverage of users of such services expanded.

### MEASURE 3:

*Capacity development and delivery of innovative services for more efficient and more effective environmental protection*

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<b>CA 3.1:</b> Creating innovative forms of inter-municipal cooperation and public-private partnerships for environmental protection (solid waste and waste-water management, use of bio-degradable waste from viticulture, management of protected areas, application of the LEADER approach - local action groups for rural development, assistance to farmers in the application of agri-environmental measures, etc.)	Local government bodies in municipalities; CDVPR; Local companies (through their Chambers); CSOs.	2015 - 2016	Project implementation
<b>CA 3.2:</b> Development of 3 recreation sites and zones with natural rarities of regional significance	Local government bodies in municipalities; CDVPR; Local companies (through their Chambers); CSOs.	2014 - 2015	Project implementation
<b>CA 3.3:</b> Demonstrating the eco-labelling procedure in the VPR in collaboration with the Ministry of Environment and Physical Planning	Organizational units/ persons responsible for LED and environment in municipalities; CVPR; Local companies (through their Chambers); CSOs.	2014 - 2015	Project implementation

<i>Mode of Financing</i>	<i>Budget (EUR)</i>	<i>Indicators</i>	
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of MEPP; Municipal co-financing; Co-financing from the private sector – social responsibility; IPA Component 2 – CBC; Support from donors.	30,000	A joint working or administrative body as a form of IMC established; PPPs established; Improved access and more efficient data exchange; Coordination of key stakeholders improved.	Environment protection improved; Utility services improved and coverage of beneficiaries of such services expanded;
Government Programme for support of BRD (RD Bureau / MLSG); Programmes of MEPP, MTC and MAFWE; Municipal co-financing; Co-financing from the private sector – social responsibility; IPA Component 2 – CBC; Support from donors.	40,000 (per site)	At least three recreational sites of regional significance marked and developed	Environment protection improved; The number of tourists increased; Travel services improved and the coverage of users of these services expanded.
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of MEPP; Municipal co-financing; Co-financing from the private sector – social responsibility; IPA Component 2 – CBC; Support from donors.	30,000	Eco-labels for at least three business services and distinctive products	Awareness of the need for improved environmental protection enhanced; The number of tourists increased; Services and products improved; Socio-economic benefits increased.

<i>Measures and Collective Actions</i>	<i>Implementers of Activities</i>	<i>Timeframe</i>	<i>Modalities of Implementation</i>
<p><b>CA 3.4:</b> Priority training</p> <ul style="list-style-type: none"> <li>• Application of environmental standard ISO 14000</li> <li>• Implementation of legal provisions by the municipalities and business community (IPPC, Studies for Environmental Protection, Strategic Environmental Impact Assessments, Waste Management Plans etc.)</li> <li>• LEADER approach (Links between actions for rural development)</li> </ul>	<p>Appropriate organizational units/ people responsible in municipalities; CDVPR; Chambers of the Network; CSOs in the Network.</p>	<p>2014 - 2015</p>	<p>Project implementation</p>
<p><b>CA 3.5:</b> Support to activities for improving energy efficiency in the VPR municipalities in accordance with the prepared EE Strategies and Action Plans</p>	<p>Joint administrative unit for EE located in Negotino, EE focal points in the municipalities; CDVPR; Private sector; Public institutions; CSOs in the Network and wider.</p>	<p>2014 - 2016</p>	<p>Project implementation</p>

<i>Mode of Financing</i>	<i>Budget (EUR)</i>	<i>Indicators</i>	
Government Programme for the support of BRD (RD Bureau / MLSG); Programmes of MLSP; Municipal co-financing; Support from donors.	10,000 (annually)	Capacity for more efficient and more effective implementation of the Network Programme strengthened	Increased socio-economic benefits and improved environment for communities in the municipalities
Government Programme for the support of BRD (RD Bureau / MLSG); Ministry of Economy; Energy Agency Support from donors; IPA-CBC	120,000	Energy savings in the Region increased; Quality and safety of the facilities in the Region improved; Utilization of new alternative energy sources.	Energy efficient and safe facilities in the Region created



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