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**TRILATERAL COMMITTEE**  
**for training coordination**

# **ANNUAL TRAINING PROGRAMME**

**for the Local Self Government  
for 2007**



**Support to Training System  
for Local Government Administration**



**A project implemented in partnership with the Trilateral Committee**

Nikola Vapcarov, 2/4-4 (Delovna zgrada Centar) 1000 Skopje  
Tel: (389 2) 2 3226 018, Fax: (389 2) 3226 019 <http://tsf.undp.org.mk>

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## INTRODUCTION

The Annual Training Program of the Local Self Government (LSG) for 2007 has been developed based on the results in the Report of the Training Needs Analysis (TNA) of Civil Servants in the LSGU for 2007, the latter consisting the priority areas and topics of training adopted by the Trilateral Committee for Training Coordination.

In the development of this Training Program two topics are introduced on “Fiscal decentralization” and “Management of the funds for pre-accession assistance”, identified as state priority topics of training in the LSG on the national level by the relevant national institutions in the area of training and professional development of civil servants in the LSG (Ministry of Local Self Government - MoLSG, Civil Servants Agency - CSA and the Association of Units of Local Self Government - ZELS).

Their incorporation in the structure of the Annual Training Program of Civil Servants for 2007, aimed for the adequate target group of the Program is in compliance with the System for Planning of Trainings in the LSG, determined in the Training Strategy for the LSG 2006-2010 adopted by the Macedonian Government in March of 2006.

Taking into consideration the organizational aspect of trainings, as well as their efficiency and cost-effectiveness, should be emphasized that the priority areas and topics of training in the LS, identified both on national and local level, are aimed for each group of civil servants separately (managerial, expert and expert-administrative). In the areas identified as priorities in the Annual Training Program, a special consideration is given to the number of identified needs of training, according to the results of the Report from the Training Needs Assessment (TNA) for 2007. Therefore an optimal group for training is with a maximum number of 20 participants.

In the last column of the tables the number of groups for training is presented for each of the training areas and topics separately.

A brief description of the topics which are part of the Draft list is given at the end of this Chapter.

**Areas for specialized trainings in the local self-governments:**

1. FINANCING
2. EDUCATION PROTECTION AND RESCUE OF CITIZENS AND MATERIAL GOODS AND FIREFIGHTING
3. SOCIAL CARE AND CHILD PROTECTION
4. ENVIRONMENTAL PROTECTION
5. HEALTH CARE
6. LOCAL ECONOMIC DEVELOPMENT
7. SPORT AND RECREATION
8. CULTURE
9. URBAN PLANNING
10. COMMUNAL ACTIVITIES

**Areas for generic trainings in the local self-governments:**

1. HUMAN RESOURCES MANAGEMET
2. MANAGEMENT
3. EUROPEAN INTEGRATION
4. E-MUNICIPALITY and INFORMATION TECHNOLOGIES
5. BUSINESS ACTIVITIES
6. PUBLIC ADMINISTRATION AND ADMINISTRATIVE PROCEDURES
7. MUNICIPAL ASSETS MANAGEMENT
8. PUBLIC RELATIONS

## MANAGERIAL CIVIL SERVANTS (MCS)

### Trainings for MCS - priorities from the national level

<i>No.</i>	<i>Training topic</i>	<i>Training groups</i>	<i>Training duration (days)</i>
Training area:			
<b>FISCAL DECENTRALIZATION</b>			
1	Implementation of the second phase of fiscal decentralization and preparation of the Action plan	5	2
Training area:			
<b>MANAGEMENT OF THE FUNDS FOR THE PRE-ACCESSION EUROPEAN ASSISTANCE</b>			
2	Coordination of the international aid and pre-accession funds	15	3

### Specialized training for MCS – priorities from the local level

<i>No.</i>	<i>Training topic</i>	<i>Training groups</i>	<i>Training duration (days)</i>
Training area:			
<b>LOCAL ECONOMIC DEVELOPMENT</b>			
3	Planning and management of a local economic policy	2	3
4	Support to the development of small and medium enterprises and of the entrepreneurship on local level	1	2
5	Partnership establishment	1	1
Training area:			
<b>URBAN PLANNING</b>			
6	Urban plans	2	2
Training area:			
<b>FINANCING</b>			
7	Identification, collection and administration of municipality revenues	2	2
8	Public procurements	2	2
9	Municipal budget (and treasury)	1	2

## Generic trainings for MCS – priorities from the local level

<b>No.</b>	<b>Training topic</b>	<b>Training groups</b>	<b>Training duration (days)</b>
Training area:			
<b>MANAGEMENT</b>			
10	<b>Fundraising and donor approach</b>	2	3
11	<b>Effective management of civil servants</b>	2	3
12	<b>Organization and management</b>	2	3
13	<b>Strategic planning and regional development</b>	1	5
Training area:			
<b>HUMAN RESOURCES MANAGEMENT</b>			
14	<b>Career and staff promotion, System for effective performance assessment and Discipline and Advising</b>	3	3
15	<b>Recruitment, selection and retaining of human resources</b>	2	2
Training area:			
<b>MUNICIPAL ASSETS MANAGEMENT</b>			
16	<b>Management with municipal real estate and chattel</b>	1	2

## EXPERT CIVIL SERVANTS (ECS)

### Trainings for ECS - priorities from the national level

No.	Training topic	Training groups	Training duration (days)
Training area:			
<b>FISCAL DECENTRALIZATION</b>			
17	Implementation of the second phase of fiscal decentralization and preparation of the Action plan	4	2

### Specialized training for ECS – priorities from the local level

No.	Training topic	Training groups	Training duration (days)
Training area:			
<b>LOCAL ECONOMIC DEVELOPMENT</b>			
18	Planning and management of a local economic policy	3	3
19	Partnership establishment	2	2
20	Support to the development of small and medium enterprises and of the entrepreneurship on local level	2	2
Training area:			
<b>FINANCING</b>			
21	Identification, collection and administration of municipality revenues	4	2
22	Resources of revenues	2	1
23	Municipal budget (and treasury)	2	2
24	Public procurements	2	2
Training area:			
<b>EDUCATION</b>			
25	Administration of institutions	2	1
26	Financing of institutions - schools	1	2



<b>Training area:</b>			
<b>URBAN PLANNING</b>			
<b>27</b>	<b>Urban plans</b>	<b>4</b>	<b>2</b>
<b>28</b>	<b>Control and supervision</b>	<b>3</b>	<b>2</b>
<b>29</b>	<b>Management of legal and administrative procedure and second-instance administrative procedure</b>	<b>2</b>	<b>2</b>
<b>30</b>	<b>Issuing of a technical documentation and provision of fast and efficient services to the citizens</b>	<b>1</b>	<b>2</b>

Taking into consideration the accepted methodology for identification of the priority fields of training, according to which the fields of Protection and rescue of citizens and material goods and Firefighting were ranked as a priority in the training of expert civil servants, as well as the small number of civil servants for whom a need of training has been identified, the Trilateral Committee gave certain recommendations to the Directorate of Protection and Rescue. Namely, the Directorate, on the basis of its competence and organizational structure, has been required to organize on - the - job trainings through its regional offices in consultations with the LSGU, for the following topics:

<b>No.</b>	<b>Training topic</b>	<b>Training groups</b>	<b>Training duration (days)</b>
<b>Training area:</b>			
<b>PROTECTION AND RESCUE OF CITIZENS AND MATERIAL GOODS AND FIREFIGHTING</b>			
	<b>Competencies of the LSGU bodies and of the public services</b>		
	<b>Financing of the firefighting</b>		

Due to the similarity of issues, these topics, they are combined in a single topic Planning of protection and rescue and planning of firefighting.

**Generic trainings for ECS – priorities from the local level**

<b>No.</b>	<b>Training topic</b>	<b>Training groups</b>	<b>Training duration (days)</b>
<b>Training area:</b>			
<b>MANAGEMENT</b>			
31	<b>Fundraising and donor approach</b>	3	2
32	<b>Development, management, monitoring and evaluation of projects</b>	2	3
33	<b>Strategic planning and regional development</b>	1	2
<b>Training area:</b>			
<b>PUBLIC ADMINISTRATION AND ADMINISTRATIVE PROCEDURES</b>			
34	<b>Administrative procedure</b>	3	2
<b>Training area:</b>			
<b>HUMAN RESOURCES MANAGEMENT</b>			
35	<b>Career and staff promotion, System for effective performance assessment and Discipline and Advising</b>	1	2
36	<b>Recruitment, selection and maintenance of human resources</b>	1	2
37	<b>Strategic planning of human resources</b>	1	3

**EXPERT - ADMINISTRATIVE CIVIL SERVANTS (EACS)****Specialized training for EACS – priorities from the local level**

<i>No.</i>	<i>Training topic</i>	<i>Training groups</i>	<i>Training duration (days)</i>
<b>Training area:</b>			
<b>LOCAL ECONOMIC DEVELOPMENT</b>			
38	Planning and management of a local economic policy	1	1
<b>Training area:</b>			
<b>FINANCING</b>			
39	Identification, collection and administration of municipality revenues	3	2
40	Municipal budget (and treasury)	2	2

**Generic trainings for EACS – priorities from the local level**

<i>No.</i>	<i>Training topic</i>	<i>Training groups</i>	<i>Training duration (days)</i>
<b>Training area:</b>			
<b>PUBLIC ADMINISTRATION AND ADMINISTRATIVE PROCEDURES</b>			
41	Administrative procedure	2	1
42	System of public administration	1	1
<b>Training area:</b>			
<b>MANAGEMENT</b>			
43	One-stop-shop system and Treatment of citizens as clients	1	3
<b>Training area:</b>			
<b>BUSINESS ACTIVITIES</b>			
44	Development of communication skills and business communication	2	2

Due to the nature of training related to Information technology (Microsoft Windows; Word; Excel and Internet) and its duration, it is recommended these trainings to be implemented within the LSGU.

## CONTENTS OF THE TRAINING TOPICS FROM THE DRAFT LIST OF PRIORITY AREAS AND TOPICS OF TRAINING

- **The contents of the training topics for the specialized trainings identified on the local level are according to the Catalogue of areas and topics of training adopted by TCTC.**
- **The contents of the training topic identified as one of the priorities on national level is included in the Training curricula named as “Fiscal decentralization” developed by the Expert group for Curricula Development for the two priority topics on national level.**

### Contents of the topics for SPECIALIZED TRAININGS

#### Contents of the **FISCAL DECENTRALIZATION** topic:

1. Implementation of the second phase of fiscal decentralization and development of an Action plan (Principles of fiscal decentralization; Transfer of assets of the first phase of decentralization, Transfer of the state budget grants, Methodology for distribution of the VAT revenues by municipalities; Budget circular and informing of the municipalities for the volume of VAT revenues planned in the Budget of the Republic of Macedonia; Methodology for transfer of capital and earmarked grants; Implementation of the plan for resolution of the remaining duties deriving from the contractors and other stakeholders debts for the obligations developed up to 31.12.2001).

#### Contents of the topics in the area of **LOCAL ECONOMIC DEVELOPMENT**:

##### *3.1. Planning and management of a local economic policy*

Development of LED plans; Implementation, monitoring and evaluation of the LED planning; Development of LED policies; Programs and measures of the LED policy; Development and management of a LED strategy.

##### *3.2. Support to the small and medium enterprises and of the entrepreneurship on local level*

Development of SME programs; SME incubators.

##### *3.3. Partnerships establishment*

Participation in the establishment and development of a local network of institutions and agencies; Partnership promotion; Establishment of regional chambers; Public-private partnerships.

##### *3.4. Trade, catering and tourism*

Registration of trade activity of a small scale; Adoption of an annual municipal program on general tourist propaganda and on improvement of conditions for stay of tourists.

Contents of the topics in the area of **URBAN PLANNING**:

*1.1. Urban plans*

Types and hierarchy of plans; Procedure for development of spatial and urban plans; Procedure for adoption of spatial and urban plans; Change and amendment of plans; Implementation of spatial and urban plans.

*1.3. Information system of the municipality and public involvement in the procedure*

Education of citizens, Involvement of public in the procedure, transparency, informing, public campaigns, citizens informing; development and maintenance of a database on urbanism documentation;

*1.4. Issuing of a technical documentation and provision of fast and efficient services to the citizens*

Electronic issuance of a technical documentation; One-stop-shop system.

*1.5. Management of an administrative and legal procedure and second-instance administrative procedure*

Monitoring and implementation of standards and regulations in the planning and decision - making and normative acts in the field of urban planning on local level.

*1.6. Control and supervision*

Supervision over the implementation of regulations in the field of urbanism; monitoring and implementation of GUP and DUP; adoption and implementation of acts on demolishing of illegal buildings.

Contents of topics in the area of **FINANCING**:

*12.1. Resources of revenues*

Own resources of revenues in the LSGU, Revenues of personal income tax, Subsidies from the state budget and funds budgets, VAT revenues, Assigned subsidy, Capital subsidy, Block subsidy, Subsidy for a delegated competency, Indebt – short-term and long-term.

*12.2. Municipal budget*

Principles on municipal budget preparation, Contents of the LSGU budget, Assigned and rational use of resources in the LSGU budget, Development, adoption, readjustment and implementation of the LSGU budget.

*12.6. Identification, collection and administration of municipal revenues*

A) Administration of local taxes (types of local taxes, tax obligation, tax exemptions and deduction, determination and collection, management of registers of real estate and movable property, procedure and manner of tax obligation payment, supervision, etc.)

B) Administration of local taxes (types of local taxes, determination of local taxes amount, determination and collection, supervision, etc.)

*12.7. Public procurements*

Planning and identification of the need of procurement, decision on public procurement, register of procedures on public procurements, types of procedures for public procurements, manner of request announcement, contents of the tender documentation, opening of bids, review, assessment and selection of the best offer, notification on selection of best offer, contracting, legal protection in the procedures for public procurement, control over the use of resources etc.

Contents of the topics in the area of **PROTECTION AND RESCUE AND FIREFIGHTING:**

*10.1. Planning of protection and rescue*

Adoption of an annual action program; Plan for protection and rescue from natural disasters, epidemics, epizootics, epiphytotics and other disasters included in the Endangerment Assessment; Adoption of an Endangerment Assessment and a Plan on protection and rescue for public enterprises, institutions and services and their management bodies.

*10.3. Competencies of the LSGU bodies and of the public services*

A) LSGU Council - determination of the obligations of public enterprises, services and institutions and monitoring of the LSGU readiness for protection and rescue; budget on protection and rescue and compensation of losses; distribution of a humanitarian assistance; establishment of a committee for assessment and identification of consequences and volume of damage.

B) Mayor - plan on protection and rescue; monitoring of the condition regarding the implementation of decisions adopted by the Council; responsibility on the readiness of forces established by LSGU; decision-making on the activation of forces; requirement of assistance in the activation of local and/or national forces; appointment of a person for protection and rescue or establishment of a Unit.

C) Public enterprises, institutions and public services – concessions in the use of resources, equipment, buildings etc.; Undertaking of measures and reporting to the Center for Crisis Management; organizing of protection and rescue of employees and property; preparatory activities for undertaking of preventive measures and activities for elimination of consequences; Plan for protection and rescue; Threat assessment; provision of resources for the needs of protection and rescue.

*11.1. Planning of firefighting*

Development of a plan for protection and rescue; Carrying out endangerment assessment; Manner of handling and implementation of the Plan on protection and rescue; Operational and ongoing planning; Realization of principles, norms and procedures in compliance with the system of planning, programming and budgeting of firefighting units.

*11.3. Establishment and status of firefighting units, organization of extinguish a fire*

*11.2. Financing of firefighting*

Providing resources from the state budget, from the municipal and City of Skopje budget, from unpaid premiums for property insurance of fires, from unpaid premiums for insurance of vehicles.

*11.4. Organizing of voluntary firefighting*

Establishment of voluntary firefighting associations; Joining into municipal firefighting unions; Establishment of voluntary firefighting units; Administration of the voluntary firefighting.

Contents of the topics in the area of **EDUCATION:**

*8.1. Administration of institutions*

Establishment and cease of work of primary and secondary schools in the LSGU, Administration and participation in the management of the LSGU primary and secondary schools, Ownership

over the property and school buildings of the LSGU primary and secondary schools, Procedure on appointment and dismissal of primary and secondary schools director in the LSGU.

*8.2. Financing of institutions - schools*

State budget, LSGU budget, Block subventions, Assigned subventions, Own resources of revenues in the LSGU.

## Contents of the topics for GENERIC TRAININGS

- The contents of the training topics for the generic trainings identified on the local level are according to the Catalogue of areas and topics of training adopted by TCTC.
- The contents of the training topic identified as one of the priorities on national level is included in the Training curricula titled “ **Management of the funds for the pre-accession European assistance**” developed by the Expert group for curricula development for the two priority topics on national level.

### Contents of the topics in the area of **MANAGEMENT OF THE FUNDS FOR THE PRE-ACCESSION EUROPEAN ASSISTANCE**:

1. Coordination of international aid (National system for coordination of foreign aid; System for foreign aid functioning; Active donors in the Republic of Macedonia; Methodology for identification of national priorities by using the “bottom up” approach”; Regulation and rules on programming and implementation of the IPA instrument for pre-accession European assistance; Components of the IPA instrument; Structural and cohesion funds of the EU; EU assistance to Macedonia in the period 2002 – 2006; and National structures for EU funds management).

### Contents of the topics in the area of **MANAGEMENT**:

16.1. *Strategic planning and regional development*  
16.3. *Development, management, monitoring and evaluation of projects*  
16.2. *Fundraising and donor approach*  
16.5. *Local democracy and work with communities*  
16.6. *Organization and management*  
Models and techniques of management, Quality control of work, Techniques of supervision  
16.7. *One-stop-shop and Treatment of citizens as clients*  
16.8. *Effective management of civil servants*  
Leadership skills and Team work management, Conflict resolution/negotiations

### Contents of topics in the area of **HUMAN RESOURCES MANAGEMENT**:

14.3. *Career and staff promotion; System of effective performance evaluation and Discipline and advising*  
14.2. *Recruitment, selection and staff retaining*  
Regulation on the criteria, standards, as well as the procedure on selection and employment of civil servants; Employment interview; Work orientation; Motivation.  
14.1. *Strategic planning of human resources*



Contents of the topics in the area of **MUNICIPAL ASSETS MANAGEMENT:**

*15.1. Management with municipal real estate and chattel*

The concept of municipal real estate and chattel; legal systems regulating the municipal property; forms of management with municipal property; financial aspects in the management of municipal real estate and chattel; management with selected categories of real estate and chattel.

Contents of the topics in the area of **PUBLIC ADMINISTRATION AND ADMINISTRATIVE PROCEDURES**

*13.4. Administrative procedure*

*13.3. System of public administration*

Civil servant; Administrative procedures; Local self government.