TRAINING PLAN
OF THE UNITS OF LOCAL SELF-GOVERNMENT
OF THE REPUBLIC OF MACEDONIA
2016

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DECEMBER, 2015
INTRODUCTION

The Association of the Units of Local Self-Government of the Republic of Macedonia – ZELS, encountered by the challenge to design the capacity building of elected officials at local level and of the municipal administration, and seeking to offer qualitative, appropriate and real contents to municipalities, conducted a range of activities whose outcome is this frame of a Training Programme.

The draft-training frame 2016 was prepared by following new legal amendments and needs of municipalities. The same was disseminated to 15 professional networks of ZELS: of urbanism and construction; finances; education; energy efficiency; information technology; environment; human resources; local economic development; communal wardens; firefighters; lawyers; public relations; EU integration; road traffic and tax inspectors and inspectors for collection of utility fees and other fees.

After consultations with professional municipal administration representatives, stemmed the Annual Training Plan 2016 which consists of 145 areas and a total of 26 thematic units.

Each vocational area contains the elements as follows:
0 – General Characteristics
1 – Target Groups (TG)
2 – Aims and Subject of Learning
3 – Areas of Knowledge and an Indicative Training Content
4 – Duration
(5 – Traits; identified elements that do not repeat in each frame)

Elements under numbers 0, 1 and 2 are introductory sections of each area. Elements under numbers 3, 4 and 5 are specific sections of each module comprising a certain area.

COMMON ELEMENTS

1. DAILY PROGRAMME

In compliance with the requests by the municipal administration, the DAILY program is recommended to be drafted in accord with the following elements:

- One working day of the training will last 6 hours (including breaks of an hour and a half)
- One day of the working part of the training will be divided into 4 sessions – two sessions by 60 minutes and two sessions by 45 minutes
- At the beginning of each training 30 minutes will be dedicated to the training Introduction (10 minutes) and detection of Inbound knowledge of participants (20 minutes)
At the end of each training 30 minutes will be dedicated to the training Evaluation (10 minutes) and detection of Outbound knowledge of participants (20 minutes). Each training will last up to two days.

Remark: After a certain period following the completion of the training, the knowledge application of the participants will be examined through one of the following ways:

- By submitting questionnaires – to the participants and their direct managers, or depending on the target group to mayors as well;
- Questionnaires may be disseminated electronically or conducted by phone call.
- In the frames of visits to municipalities.

2. TRAINING METHODOLOGY

A. Recommended learning methods:
- Work in groups
- Practical examples
- Workshop
- Exchange of experience
- Working visits
- Interactive learning

B. Active techniques for learning and training delivery will be applied, that is:
- Lectures
- Tutorials
- Case studies
- Discussions
- Questions and answers

C. Training package materials
- Inbound and outbound questions for knowledge examination
- Presentations
- Main tutorial materials
- Lists of additional materials
- Evaluation form

Materials will be disseminated via electronic mail.
I. URBANISM

0 – General Characteristics

The basic level foresees trainings on the Law on Construction, the Law on Spatial and Urban Planning as well as basic laws on which activities in the area of urban planning are based. The basic level of trainings would assist employees in urban planning sectors/departments in relation to their competencies, rights and obligations, and conduction of proceedings in this area. Within the medium level anticipated are trainings on laws which are concretely applied in urban planning, the completion and implementation of urban plans. The medium level of trainings refers to all employees in urbanism sectors/departments and their permanent progress in executing professional duties.

1 – Target Groups (TG)

Heads of departments and employees in urbanism sectors/departments and utility activities and the sector for inspection in municipalities. It is envisioned that groups will be mixed, 1-3 representatives of each municipality per training.

2 – Aims and Subject of Learning

- Upgrade of knowledge and skills of employees in the area of urban planning.
- Standardized and unified proceedings in all areas of urban planning, including construction and urban inspection.
- Electronic management of proceedings.
- State of play analysis at the municipality as a foundation for drafting urbanism programmes and arrangement of construction land.
- Inclusion of the public in:
  - Procedures for adopting the annual urban planning program.
  - Procedures for adopting the annual program for arrangement of construction land.

U1. Enforcement of the Law on Spatial and Urban Planning

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4 – Duration
The training will last 1 day for all participants. It may be part of a thematic composition of a single event – counseling.

(5 – Traits; identified elements that do not repeat in each frame)

II. LAW

0 – General characteristics

In their organizational form, municipal legal sectors/departments mainly cover legal affairs, activities of public interest, common activities and management of human resources.

1 – Target groups (TG)

Heads of departments and employees in sectors/departments, vocational public servants, representatives of public enterprises and enterprises established by ULSG.

2 – Aims and subject of learning

Employed lawyers continually give clarifications regarding the application of laws and other regulations to their colleagues and collaborators who directly apply them in their everyday work.

P1. Enforcement of the Law on General Administrative Procedure

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative procedure</td>
<td>→ Acting and applying a new Law on GAP that enters into force on January 1st, 2016</td>
</tr>
<tr>
<td></td>
<td>→ Acting and submitting administrative acts in electronic form</td>
</tr>
<tr>
<td></td>
<td>→ Designation of a competency to ULSG</td>
</tr>
<tr>
<td></td>
<td>→ A party undergoing an administrative procedure – cases for ULSG</td>
</tr>
<tr>
<td></td>
<td>→ Communication between organs and parties – examples for ULSG</td>
</tr>
<tr>
<td></td>
<td>→ Ways of submitting documents related to the</td>
</tr>
</tbody>
</table>
administrative procedure  
→ Setting deadlines

2 Administrative activities  
→ Procedures, modifications and conclusions of administrative procedures  
→ Management of settlement and mediation procedures (redefined as agreement) and new pay orders (misdemeanor orders)

4 – Duration

The training will last 1 day for all participants. It may be part of a thematic composition of a single event – counseling. All networks of areas where the Law on General Administrative Procedure is applied must be included.

(5 – Traits; identified elements that do not repeat in each frame)

P2. Inspection Supervision

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
</table>
| 1 Inspection supervision | → Inspection entities (appointment, status, rights, obligations, responsibility)  
→ Inspection procedure  
→ Inspection acts  
→ Inspection measures  
→ Inspection council – role, competency  
→ Law on Misdemeanors (fines)  
→ Inspection supervision procedure regarding utility tax payment (related to the application of the Law on Inspection Supervision)  
→ Inspection supervision procedure concerning payment of tax on temporary residence (pronouncing fines, mandatory pay orders, misdemeanor pay orders and initiation of misdemeanor procedures by inspectors of local self-government units and the City of Skopje, as well as market inspection) |
The training will last 1 day for all participants. It may be part of a thematic composition of a single event – counseling. All networks of areas, where the Law on Inspection Supervision is applied, must be included.

(5 – Traits; identified elements that do not repeat in each frame)

III. FINANCE

0 – General Characteristics

The establishment of a proper financing system of ULSG is one of the most important pillars of the decentralization process and in general of the reform of the local self-government system. The adoption of the new legal regulation induced some prerequisites to create an objective, transparent, viable and equitable financing system. It is of utmost significance to establish a proper balance between the municipal overall area, its economic power and total capacities on the one hand, and on the other, the scope of competencies it executes.

1 – Target Groups (TG)
Financial professionals in municipalities, tax inspectors, head of departments, mayors, councilors.

2 – Aims and Subject of Learning

Proper application of legal regulations in the area of financing and their management – planning, execution, ways of financing and analysis of results determine to a great extent the overall functioning of ULSG. In this direction, capacity building of municipalities in the area of finances is necessary.

F1. Procedures and Collection of Local Property Taxes and Fees

a– Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Property taxes</td>
<td>→ Determination and collection of real estate’s turnover tax based on signed real estate agreement in a particular procedure (for instance: verification of cases and drafting of a tax decision by ULSG over cases conducted by the Agency for Real Estate Cadastre of RM) → Concrete examples of turnover tax established on the grounds of examples of verdicts</td>
</tr>
<tr>
<td>2 Assessment methodology of real estate’s market value</td>
<td>→ Interpretation and clarification for implementing the new Methodology</td>
</tr>
</tbody>
</table>
→ Determination of real estate’s market value via practical examples
→ Real estate evidence, database
→ Control over property use, registered under a non-resident property category

| 3 | Collection of local taxes and fees | → Ownership revenues
→ Collection of firefighting fees
→ Management of other utility fees and reimbursements with particular emphasis on utility tax on music (a case study) |

| 4 | Tax inspection | → Tax inspector – role and competencies, concrete examples
→ Execution of taxes and tax demands by means of concrete examples |

4 – Duration

The training will last 1 day for each regional group. Mostly, 2 trainings are planned.

(5 – Traits; identified elements that do not repeat in each frame)

F2. Financial Management and Planning at Local Level

a – Areas of knowledge and an indicative training content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Law on Utilization and Disposal of State and Municipal Owned Assets</td>
</tr>
</tbody>
</table>

| 2 | Budgeting | → Law on Budget of RM and Law on Execution of the Budget
→ Law on Accounting of Budgets
→ Tax accounting (Budget drafting, amendments, supplements, execution of the Budget, preparation of financial reports, balance sheet) |
3. Treasury operations

→ Rights, cancellation, changes to obligations via the electronic system E-obligations

4. Financial management

→ Decision for internal allocation of approved budget, drafting procedures, risk registry, risk management strategy
→ Policy-making and defining
→ Financial management standards
→ Determination of criteria for allocation of block grants to budget users

4 – Duration

The Training will last 1 day for each regional group. Throughout a single year, trainings will be delivered for a total of 2 regional groups. This training may be part of a thematic composition of an event – counseling. All members of networks where an executed competency is related to appropriate budget planning are recommended to be included in this training.

(5 – Traits; identified elements that do not repeat in each frame)

F3. Internal Control and Audit

a – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Internal Control</td>
<td>→ Enforcement of the Law on Public Internal Financial Control&lt;br&gt;→ Audit over work effectiveness</td>
</tr>
<tr>
<td>2. Auditing</td>
<td>→ Enforcement of the State Audit Law&lt;br&gt;→ Standardization of processes and audit activities at municipal level&lt;br&gt;→ Risk registry in municipalities (determining risks that would be inserted in the registry of all municipalities and determining risk priorities as a basis for drafting an annual audit plan)&lt;br&gt;→ Unification of audit reports</td>
</tr>
</tbody>
</table>

4 – Duration

The Training will last 1 day for each regional group. Throughout a year, trainings will be delivered for a total of 2 regional groups.

(5 – Traits; identified elements that do not repeat in each frame)
Tax inspectors

**IV. HUMAN RESOURCES**

0 – General Characteristics

The management of labor relations, as defined in legislation, as well as the establishment of the system thus entailing its functioning in a single working environment, it also entailed establishment of a relatively new regulation of professional and career relations in the area of human resources.

1 – Target Groups (TG)
Employees in ULSGs in charge of human resources, heads of departments/sectors.

2 – Aims and Subject of Learning

Well drafted acts, above all correctly and legally, will create a more efficient department, while equitable assignment of internal staff will contribute for a rather efficient municipality, less complaints upon decisions and certainly, less loss of court disputes and costs.

**HR1. Enforcement of Legislation for Administrative and Public Servants in ULSGs**

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
</table>
| 1 Legislation for administrative and public servants | → Procedure for employment and advancement of administrative servants  
→ Preparation of documentation during employment procedures of administrative servants  
→ Procedure for planning and drafting an employment program  
→ Planning, analysis and drafting an Annual Training Plan for administrative and public servants.  
→ Management of the effect of administrative servants and procedure for assessment, rewarding and punishment of administrative servants  
→ Disciplinary and material liability of administrative servants  
→ System of salariers, salary compensations and allowances  
→ Procedure for advancement of administrative servants  
→ Procedure for drafting an Annual Program for |
administrative management and examination on administrative management
→ Employment procedure for technical staff in line with the Law on Administrative Servants and the Law on Public Sector Employees and the Law on Labor Relations
→ Termination of employment of administrative servants
→ Employment via temporary employments agencies and procedures during volunteering in public institutions

| 2 | Management of Human Resources | → Challenges, possibilities and tools
→ Administrative operations
→ Mentorship
→ Anticorruption measures and ethics in public service
→ Code of conduct for administrative servants in compliance with the Law on Administrative Servants (organizational culture and behaviour)
→ Electronic system for a registry of public sector employees |

4 – Duration
The Training will last 1 day for each regional group. Throughout a single year, a total of 2 trainings will be delivered.

(5 – Traits; identified elements that do not repeat in each frame)

V. ENVIRONMENT

0 – General Characteristics
By following the global trend and obligations deriving from the accession of the Republic of Macedonia to the European Union, a series of laws and by-laws was enacted, aiming at environmental protection. The units of local self-government also hold a responsibility over the execution of competencies in their territory within the procedure of implementing legislation on environmental protection. In order to successfully accomplish competencies stemming from legislation, a need was detected for the delivery of numerous trainings for the purpose of incessant enforcement of laws.

1 – Target Groups (TG)
Employees in ULSGs in charge of the environment and communal activities, including inspectors. Public servants – councilors and inspectors, heads of departments/sectors.

2 – Aims and Subject of Learning
In relation to the aforementioned, an analysis of legislation on the environment was conducted with the aim to detect the competencies of local self-government units, hence the necessity to organize trainings for the municipal administration. Based on the conducted analysis, i.e. the competencies of local self-government units that stem from the implementation of the legislation on the environment, there was a detected necessity to deliver the trainings highlighted below.

**E1. Enforcement of Legal Regulations on Environmental Protection in the Section of B-IPPC and Approval of Elaborates**

3 – Areas of knowledge and an indicative training content
This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
</table>
| 1 Law on Environmental Protection | → Procedure for issuance of B-IPPC  
→ Procedure for approval of elaborates for environmental protection  
→ Management of registries for issued B-IPPC and approved elaborates for the environment  
→ Procedure for calculation of fees to be paid by operators of installations possessing B-IPPC |

4 – Duration
The Training will last 1 day for all Network members.

(5 – Traits; identified elements that do not repeat in each frame)

**E2. Application of Legal Regulations on Water and Waste Management**

3 – Areas of Knowledge and an Indicative Training Content
This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
</table>
|   | Law on Waters                       | → Rulebook on conditions, ways and waste water emission limit values after purification (reports, reading results, monitoring, inspection supervision over waste water emission)  
|   |                                   | → Permits for using waters for technological purposes from wells, surface and ground waters  
|   |                                   | → Permits for emission of waste technological waters for new and existing installations  
|   |                                   | → Operational plans for flood protection (Plans for protection from harmful water effects)  
| 2 | Law on Waste Management           | → Waste management programs  
|   |                                   | → Management of hazardous waste  
|   |                                   | → Waste management reports and waste programs  
|   |                                   | → Implementation of the Law on Waste Management and by-laws  

4 – Duration
The Training will last 1 day for all Network members.

(5– Traits; identified elements that do not repeat in each frame)

VI. EDUCATION

0 – General Characteristics

The decentralization process imposed some amendments and supplements to laws on primary and secondary education; the Law on education inspection envisioned certain provisions for appointment of authorized municipal education inspectors, while the systematization of jobs in most municipalities envisaged jobs for education councilors, as independent or included in sectors, departments or other form of professional engagement.

1 – Target Groups (TG)
Education employees in ULSGs and education inspectors, heads of departments/sectors, teaching staff in primary and secondary schools. Certain modules are also vital for persons in charge of public relations and human resources in ULSGs.

2 – Aims and Subject of Learning
Organized implementation to identify the need for trainings for responsible entities for education and municipal education inspectors is a priority, striving to strengthen the capacities of them in overcoming the difficulties they encounter in everyday work, especially in terms of the section that so far has not been covered with trainings, as well as for newly-employed councilors and municipal inspectors in education. Trainings are foreseen for people in charge of education and municipal education inspectors in all municipalities, as concerted sides in the further development of decentralization in education.

**E1. Education Legislation**

03 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enforcement of legislation → Law on Students’ Standard → Law on Primary Education → Law on Secondary Education → Law on Textbooks for Primary and Secondary Education → Law on Education Inspection → Law on Training and Exam for Director of Primary School, Secondary School, Students’ Dormitory and Open Civic University for Lifelong Learning → Law on Teachers in Primary and Secondary Schools → Law on the Academy of Teachers → Law on Sports Academy → Law on Higher Education Institutions for Education of Teaching Staff in Pre-School, Primary and Secondary Education</td>
</tr>
</tbody>
</table>

4 – Duration

The Training will last 1 day for the Network on Education.

(5– Traits: identified elements that do not repeat in each frame)

For councilors and education inspectors.

**VII. LOCAL ECONOMIC DEVELOPMENT**

0 – General Characteristics

The establishment of an efficient local self-government system is an imperative and objective of each mayor and municipality. The creation of a system of qualitative services in the section of
competencies of municipalities over the decentralization process requires immense commitment and time, as well as much experience and knowledge, as a most significant development segment. The human capital concept is not solely relevant for increasing efficiency in municipal operations, but also for the overall economic development towards improving the quality and the life standards of the citizens. From a microeconomic level, new growth theories have already endogenized the technical progress being oriented to education, research and development, which is a further evidence for the need of systemic education and training of those who have an impact on local economic development.

1 – Target Groups (TG)

Taking into account that municipalities have already gained experience and work methods in their so-far operations and not undermining the administration’s knowledge, the document devises a system of trainings.

2 – Aims and Subject of Learning

This document aims to offer a frame in which the education program under LED section will be developed and will define topics and scope of trainings. The basis for choosing topics for this document are LED competencies in line with the Law on Local Self-Government (Article 22) which cover: LED planning; determination of development and structural priorities; implementation and conduction of local economic activities; support for SMEs; entrepreneurship at local level; development of a network of institutions at local level and promotion of partnerships. Taking into consideration the aforementioned, this document is deemed a complementary compilation of legal competencies for LED, so far experience, practice and future needs and demands for development of an efficient administration that will successfully conduct activities and projects for LED with full respect, without obstructing direct competencies of other governmental institutions, such as the Civil Servants’ Agency in the section of trainings or implementation of programs for supporting SMEs by the Ministry of Economy, as well as other public and private investments under the jurisdiction of other agencies and institutions.

LED 1. Investment Models at Local Level

03 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Law on Industrial Green Zones</td>
<td>→ Development of industrial and green zones at local level</td>
</tr>
</tbody>
</table>
| 2 Investment models         | → SME measures and activities on fostering entrepreneurship at local level  
                               | → Business incubators, clusters etc. – successful examples in practice |
### VIII. ICT TRAININGS

#### 0 – General Characteristics
Due to existing ICT growth in local self-government and new legal obligations pertaining to the local self-government under ICT section, a certain number of trainings are defined as necessary for the local self-government administration.

#### 1 – Target Groups (TG)
ICT trainings are mainly intended for IT entities employed in municipalities, who are in fact the main factors when issues related to information technologies in each municipalities are put into question. Nonetheless, given that civil servants in municipalities are daily facing the use of ICT in their work, the target group of these trainings will precisely be municipal civil servants.

#### 2 – Aims and Subject of Learning
This document seeks to offer a frame on which the training program would be based as regards further development in applying ICT technologies in the operations of municipalities. These trainings cover various segments in the area of ICT technologies in municipalities, among which: use and usage of applications via free software, use and usage of databases, use and usage of a server, trainings on legislation, trainings on management, analysis and modeling, as well as new software tools and applications.

#### ICT1. Electronic Actions

#### 3 – Areas of Knowledge and an Indicative Training Content
This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
</table>
| 1 Electronic actions     | → Application of the Law on Electronic Management  
                             → By-laws stemming from the Law on Electronic Management |

4 – Duration
The Training will last 1 day. Throughout a single year, a total of 1 training will be delivered.

(5– Traits; identified elements that do not repeat in each frame).

ICT2. WINDOWS SERVER 2016

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
</table>
| 1 WINDOWS SERVER 2016    | → Novelties  
                             → Installation  
                             → Domain settings  
                             → Migration from 2003 and 2008  
                             → Back-ups  
                             → Logs |

4 – Duration
The Training will last 1 day for all participants. Throughout a single year, a total of 1 training will be delivered.

(5– Traits; identified elements that do not repeat in each frame)

IX. EU INTEGRATION AND UTILIZATION OF EU FUNDS

0 – General Characteristics

The integration of the Republic of Macedonia into the European Union is also a strategic orientation of the local self-government of the country. According to data and experience of EU Member-States roughly 70% of adopted regulations at EU level are implemented by local and regional authorities. Additionally, the utilization of EU funds which are becoming a rather significant mechanism for development of state capacities, as well as their absorption by domestic institutions is a vital measure for the readiness for the accession of the country to the EU.
1 – Target Groups (TG)
Trainings on EU integration and utilization of EU funds are intended for entities employed in municipalities who are in charge of drafting projects for the needs of the local self-government.

2 – Aims and Subject of Learning
The aim of this document is to offer a frame on which the training program will be based as related to the development of program activities intended to increase the municipal capacity and skills for applying rules during the application for EU funded projects, and the EU legislation related to their implementation.

**EIF1. Project Management**

3 – Areas of Knowledge and an Indicative Training Content
This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Project management</td>
<td>→ Project management principles</td>
</tr>
<tr>
<td></td>
<td>→ Project formulation</td>
</tr>
<tr>
<td></td>
<td>→ Project implementation</td>
</tr>
<tr>
<td>2 Management of project results</td>
<td>→ Project monitoring and evaluation</td>
</tr>
<tr>
<td></td>
<td>→ Tools and mechanisms</td>
</tr>
</tbody>
</table>

4 – Duration
The Training will last one day for each regional group. Throughout a single year, trainings will be delivered for a total of 2 regional groups.

(5 – Traits; identified elements that do not repeat in each frame)

**EIF2. Sources and Management of Project Financing**

3 – Areas of Knowledge and an Indicative Training Content
This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Sources of project financing</td>
<td>→ Available EU programs for municipalities of the Republic of Macedonia</td>
</tr>
<tr>
<td></td>
<td>→ National Programs for Local Economic Development</td>
</tr>
<tr>
<td>2 Types of projects/available international financial programs for ULSGs</td>
<td>Particular emphasis of available programs placed on:</td>
</tr>
<tr>
<td></td>
<td>→ Projects for support of tourism intended for municipalities</td>
</tr>
<tr>
<td>3 Financial management of projects in accord with EU procedures</td>
<td>→ Implementation project phase according to IPA Cross-Border Co-Operation Program</td>
</tr>
</tbody>
</table>
4 – Duration
The Training will last one day for each regional group. Throughout a single year, trainings will be delivered for a total of 2 regional groups.

(5– Traits; identified elements that do not repeat in each frame)

X. ENERGY EFFICIENCY

0 – General Characteristics
Energy efficiency is regarded a crucial tool for tackling the climate changes. The benefits that the society and citizens witness from the application of such measures are immense: energy saving; reduction of pollution; saving of financial funds; and a protected environment for next generations. In recent years, significant steps were undertaken in order to reach the level of European municipalities in applying energy efficiency measures and environmental protection, by adopting the required legislation and strategic documents. ZELS adopted an Action Plan for development of new policies and promotion of local initiatives in tackling the climate changes. In compliance with the measures of this action plan, trainings are envisioned on the application of legal obligations in terms of energy and energy efficiency in municipalities.

1 – Target Groups (TG)
Trainings on energy efficiency are intended for municipal employees in charge of implementing legal measures in the area of energy and energy efficiency in local self-government units.

2 – Aims and Subject of Learning
The aim of this document is to offer a frame on which the training program will be based in relation to the development of project activities intended to increase the municipal capacity and skills in applying energy efficiency measures at local level.

EE1. Legislation and EE Development Programs

3 – Areas of Knowledge and an Indicative Training Content
This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law on Energy</td>
<td>→ Enforcement of legislation for the implementation of energy efficiency measures</td>
</tr>
</tbody>
</table>
2 Implementation of a procedure for construction of a power plant for production of energy from renewable sources (the role of municipalities and their obligations for the implementation of this procedure)

| 2 | Energy efficiency development programs and use of renewable sources of energy | → Process of drafting energy efficiency development programs  
→ Application of energy efficiency measures in reconstructions of public institutions under the jurisdiction of ULSGs  
→ Rulebook on energy characteristics of buildings  
→ Preparation of projects on energy efficiency (obligations and authority of municipalities, obligations and authority of other partners, project bureaus, ZELS, the Energy Agency, etc.) and their application |

| 3 | Annual plans on energy efficiency | → Process of drafting municipal annual plans  
→ Energy development strategy  
→ Energy efficiency strategy |

4 – Duration
The Training will last 1 day. Throughout a single year, one training will be delivered.

XI. TRAFFIC

0 – General Characteristics
Legal amendments and supplements, crucial for executing this municipal competency, due to fair arrangement of local road traffic, suggested timely informing above all about novelties to laws on public roads and transport in road traffic. The stipulation of policies, procedures, plans, registries, licenses and controls is a foundation for the establishment of safe, regular and regulated traffic throughout the territory of municipalities.

1 – Target Groups (TG)
Trainings on traffic are intended for municipal employees in charge of implementing the legal measures in the area of traffic and inspection supervision in this area.

2 – Aims and Subject of Learning
This document aims at offering a frame on which the program will be based in terms of developing program activities intended to increase the municipal capacity and skills in applying measures and executing the competency in road transport at local level.
T1. ROAD TRAFFIC – INSPECTION

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Road traffic</td>
<td>→ Management of the settlement procedure in line with the Law on Road Transport and the Law on Misdemeanors (determination of a fine for committed misdemeanor, which depends on 3 factors; the obtainment of data for determining the fine amount, the manner of conducting the settlement procedure) → Manner of control over irregular transport → Manner of execution of decisions with indebtedness upon which no action has been applied → Conduction of inspection supervision over the Diary with a list of passengers who are transported into another municipality according to the Law on Road Transport → Execution of decisions adopted in inspection procedure in line with the Law on Public Roads (there is no PE for roads and streets, such is the issue of executing decisions adopted during the conduction of inspection supervision, to determine a manner of executing and the entity who would accomplish it) → Conduction of inspection supervision in another municipality on the grounds of a concluded Agreement on inter-municipal cooperation in compliance with the Law on Inter-municipal Cooperation (issues: identity card – authorization, verification and archiving of subjects, reimbursement for inspectors).</td>
</tr>
</tbody>
</table>

4 – Duration
The Training will last 1 day. Throughout a single year, one training will be delivered.

(5 – Traits; identified elements that do not repeat in each frame)
T2. Enforcement of Legislation in Public Roads and Road Transport

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th></th>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enforcement of legislation</td>
<td>→ Issuance of licenses for road transport (Licenses and extracts from licenses for taxi shuttle, municipal line transport, particular transport and other types of transport, necessary documents and from which institutions, management of registry, etc.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>→ Procedure for designation of names of streets, house numbers, squares, bridges, management of registry and submission to the Central Registry; → Law on Road Traffic Safety (rulebooks for adjustment of traffic signs, overweight on road etc).</td>
</tr>
</tbody>
</table>

4 – Duration
The Training will last 1 day. Throughout a single year, one training will be delivered.

(5 – Traits; identified elements that do not repeat in each frame)

XII. COMMUNAL ACTIVITIES

0 – General Characteristics

The Law on Public Hygiene and the Law on Communal Activities are the basis on which municipal activities are founded in the area of communal activities. Due to the enforcement of most recent amendments and supplements to both laws, the proposed thematic unit was introduced.

1 – Target Groups (TG)

The Training on the area of communal activities is intended for municipal employees-communal councilors and inspectors, and communal wardens in charge of the implementing laws and by-laws in the local self-government unit.

2 – Aims and Subject of Learning

This document aims to offer a frame on which the training program will be based in relation to the development of program activities seeking to increase the municipal capacity and skills in applying measures in the area of communal activities at local level.

CA1. Enforcement of Legislation from the Area of Communal Activities
3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enforcement of legislation – amendments and supplements → Law on Public Hygiene → Implementation of the Law on Communal Activities in practice</td>
</tr>
</tbody>
</table>

4 – Duration
The Training will last 1 day. Throughout a single year, one training will be delivered.

(5– Traits: identified elements that do not repeat in each frame)

XIII. FIREFIGHTING SERVICE

0 – General Characteristics
Firefighting units are established for the purpose of extinguishing wildfires, saving the life of citizens and protecting property damaged from wildfires and explosions, provision of technical assistance during accidents and hazardous situations, as well as execution of other services during accidents and disasters. In order to accomplish such activities for which a TFFU is set up, it is necessary to provide funding of these units whose representatives encounter life risks on a daily basis. The vocational training and advancement of employees in TFFU should be conducted according to a certain program.

1 – Target Groups (TG)
Representatives of TFFU.

2 – Aims and Subject of Learning
The Training is necessary for efficient functioning of TFFU, as well as for recently recruited firefighters who have not attended trainings as envisioned in line with the Law on Firefighting.

FS1. TFFU – Management of Severe and Natural Disasters and Funding

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
</table>
Firefighting units and their actions in certain situations → Funding of firefighting units
→ Capacities of municipalities in management of severe and natural disasters, and the role of firefighting units (floods, soil erosion, forest fires and wildfires in urban areas, earthquakes, etc.)

4 – Duration
The Training will last 1 day. Throughout a single year, one training will be delivered.

XIV. CERTIFIED TRAININGS

1. Business-Friendly Certification of Municipalities

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business-Friendly Certification of Municipalities</td>
<td>→ Attainment of a Seal of Quality for Business-Friendly Municipalities → Aims, procedure and application</td>
</tr>
</tbody>
</table>

4 – Duration
The Training will last 1 day for each regional group. Throughout a single year, trainings will be delivered according to the interest of municipalities that would apply. Each municipality shall participate with at least 3 and up to 5 entities.

2. Forum Moderators

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law and other required areas throughout the moderation</td>
<td>→ Law on Local Self-Government → Law on Territorial Organization of RM → Law on Inter-Municipal Cooperation</td>
</tr>
</tbody>
</table>
25

process in municipalities

The decentralization process

→ Law on Budgets
→ Law on Financing the ULSGs

2 Civic participation at local level
The Community Forums

→ Types of forums and their establishment
→ Budget forums
→ Structure, work method, team and funds for the conduction of forums
→ Forum moderation and implementation
→ Moderation and facilitation skills
→ Forum structure, process and management

4 – Duration
The Training will last 2 days. Throughout a single year, the number of delivered trainings will depend on demonstrated interest.

(5 – Traits; identified elements that do not repeat in each frame)
A target group, determined in compliance with previously defined criteria for selection of candidates.

3. Enforcement of the Law on Construction Land
(Training according to the Law on Construction Land)

3 – Areas of Knowledge and an Indicative Training Content
This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Obtainment of an authorization for management of sale and lease proceedings of state-owned construction land of RM (The training is delivered according to municipal needs)</td>
</tr>
<tr>
<td>2</td>
<td>Additional Training on the Enforcement of the Law on Construction Land</td>
</tr>
</tbody>
</table>
4 – Duration
The Training will be delivered according to the provisions of the Law on Construction Land.

(5 – Traits; identified elements that do not repeat in each frame)
The Training is mandatorily delivered via funds provided for electronic information technology. As a result of the limited number of computer units, the maximum number of participants per training is 40.

XV. PROJECT TRAININGS

1. Local Leaders in South East Europe (LL SEE)
3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Training of Trainers</td>
<td>→ Generic Trainings</td>
</tr>
<tr>
<td></td>
<td>→ Specialized Trainings (2-5)</td>
</tr>
<tr>
<td>2 Training of Municipalities</td>
<td>→ Knowledge Transfer</td>
</tr>
</tbody>
</table>

4 – Duration
The duration of trainings, just like the modules of thematic sessions, will be determined by external regional experts.

(5 – Traits; identified elements that do not repeat in each frame)
Target group: Heads of departments in ULSGs and managers of PUCs.

2. Enhancement of Municipal Level Officials and Local Representatives’ Capacities for Gender Responsive Budgeting and Policies
3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Training for municipal level</td>
<td>→ Created modules by external experts</td>
</tr>
<tr>
<td>officials</td>
<td></td>
</tr>
</tbody>
</table>
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Training for municipal councilors → Created modules by external experts

4 – Duration
The duration of trainings is two days per group, of which one group is intended for municipal level officials and two groups for municipal councilors. The modules of thematic sessions will be determined by external experts.

(5– Traits; identified elements that do not repeat in each frame)
Target group: municipal level officials and municipal councilors.

3. Solid Waste Data Collection in SEE Countries

3 – Areas of Knowledge and an Indicative Training Content

This module will refer to the following training content:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Presentation of the SWIS Model (Solid Waste Information System Model) → Modules created by external experts</td>
</tr>
<tr>
<td>2</td>
<td>Presentation of CFM Tools (Cost and Financing Model in Solid Waste Management) → Modules created by external experts</td>
</tr>
</tbody>
</table>

4 – Duration
The duration of trainings is two days per group, and two groups of participants are envisioned. The modules of thematic sessions will be determined by external experts.

(5– Traits; identified elements that do not repeat in each frame)
Target group: administration officials in pilot ULSGs and pilot PUCs.