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SIGMA

Support for Improvement in Governance and Management

A joint initiative of the OECD and the European Union, principally financed by the EU

PUBLIC MANAGEMENT PROFILES OF WESTERN BALKAN COUNTRIES:

FORMER YUGOSLAV REPUBLIC OF MACEDONIA

(as of December 2003)

THE SIGMA PROGRAMME

The Sigma Programme — Support for Improvement in Governance and Management — is a joint initiative of the Organisation for Economic Co-operation and Development (OECD) and the European Union, principally financed by the EU.

Sigma supports partner countries in their efforts to improve governance and management by:

- Assessing reform progress and identifying priorities against baselines which reflect good European practice and existing EU legislation (the *acquis communautaire*);
- Assisting decision-makers and administrations in building institutions and setting up legal frameworks and procedures to meet European standards and good practice;
- Facilitating donor assistance from the EU and other donors inside and outside Europe by helping to design projects, ensuring preconditions and supporting implementation.

Sigma's working partners are governments in:

- Most EU candidate countries — Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia and Turkey.
- Western Balkan countries — Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, and Serbia and Montenegro / Montenegro, Serbia and Kosovo.
- Russia (under OECD financing).

The Sigma Programme has set its priorities to support reform efforts of partner countries in the following areas:

- Design and Implementation of Reform Programmes
- Legal Framework, Civil Service and Justice
- External Audit and Financial Control
- Public Expenditure Management
- Policy-making and Co-ordination Capacities, including Regulatory Management
- Public Procurement

For further information on Sigma, consult our web site:

<http://www.sigmaweb.org>

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1. Political Background

Until 1991, Macedonia was a constituent Republic of the Socialist Federal Republic of Yugoslavia. During the disintegration of the federation in the early 1990s, the Republic of Macedonia elected its first democratic parliamentary assembly (the *Sobranie*) in November 1990. A referendum on independence was held on 8 September 1991. On the basis of this referendum, the *Sobranie* declared the independence and sovereignty of the Republic of Macedonia¹ on 17 September 1991. The *Sobranie* adopted a Constitution, establishing the foundations of parliamentary democracy, civil society, the rule of law and a market economy, on 17 November 1991.

The Republic of Macedonia was accepted as a member state of the United Nations on 8 April 1993. The Republic of Macedonia is a member of the OSCE (12 October 1995), the Council of Europe (9 November 1995), the NATO Partnership for Peace (15 November 1995), WTO (4 April 2003), and other international organisations and institutions. The Republic of Macedonia signed the Stabilisation and Association Agreement with the EU on 6 April 2001. After the ratification by all 15 EU member states, the SAA entered into force on 1 April 2004. On 22 March 2004 the Republic of Macedonia submitted its application for EU membership.

In 2001 armed conflict in the Republic of Macedonia began. The conflict was settled with the signing of the Ohrid Framework Agreement on 13 August 2001 by the four leading political parties (Union of Social-Democrats (SDSM), Internal Macedonian Revolutionary Organisation (VMRO-DPMNE), Party for Democratic Prosperity (PDP) and Democratic Party of the Albanians (DPA)). The Ohrid Agreement stipulates adoption and implementation of constitutional and other reforms which improve the rights of ethnic minorities, in accordance with international standards and principles.

After the constitution of the Republic of Macedonia was adopted, the first parliamentary elections were held in 1991. The most recent general elections took place on 15 September 2002 and the coalition called "Together for Macedonia" won.

The following table shows the composition of the *Sobranie* following these elections:

Political party	Number of seats
Coalition "Together for Macedonia"	60
Coalition VMRO-DPMNE – LP	33
Democratic Union for Integration	16
Democratic Party of the Albanians	7
Party for Democratic Prosperity	2
National Democratic Party	1
Socialist Party of Macedonia	1

On 1 November 2002, the *Sobranie* gave Branko Crvenkovski the mandate to constitute the new Government. The most prominent parties in the Government coalition are SDSM (Union of Social Democrats) and LDP (Liberal-Democratic Party), which participated together at the elections within the coalition "Together for Macedonia", and DUI (Democratic Union for Integration). The parties which entered the Government have 76 of the 120 deputies in the *Sobranie*.

The President of the Republic of Macedonia, Boris Trajkovski, was elected in the general presidential elections held in November 1999. Due to his tragic death in an air crash on 26 February 2004, the next early presidential elections were held 14 April 2004. In the second round of the elections (28 April) the Prime

1. The United Nations has decided that "the former Yugoslav Republic of Macedonia" be used as the provisional reference of the country in international relations. In order to respect the correct references for national documents and institutions cited in the text, the country is referred to, hereafter, as the Republic of Macedonia.

Minister Branko Crvenkovski was elected as President. Then, on 14 May 2004, Hari Kostov, the former Minister of Interior, has become Prime Minister in the otherwise unchanged Government.

The local elections are due in autumn 2004. The next parliamentary elections are due in autumn 2006.

2. The Constitutional Framework

2.1 Constitutional Bases

The Constitution (*Official Gazette of the Republic of Macedonia*, No. 52/91, and the amendments, Nos. 1/91, 31/98, 91/01) was adopted at the plenary session of the *Sobranie* on 17 November 1991. Since then, there have been three changes of the Constitution with 18 amendments.

Amendments I and II, adopted on 6 January 1992, supplement articles 3 and 49 of the Constitution stating that the Republic of Macedonia has no territorial claims towards any neighbouring state and will not interfere in their sovereign rights or in their internal affairs. Amendment III, adopted on 1 July 1998, supplements article 131 of the Constitution, thus fixing the duration of detention by court decision to a maximum period of 180 days from the first day of the detention. Amendments IV-XVIII adopted by the *Sobranie* on 16 November 2001 adapted the Constitution to the Framework Agreement (signed in Ohrid on 13 August 2001).

The Republic of Macedonia distinguishes between the following categories of legal instruments:

- Laws and decisions adopted by the *Sobranie*;
- Government decrees and decisions: the Government determines by decree the implementation of laws and other regulations of the *Sobranie*, and takes decisions regarding specific issues and measures for the implementation of laws;
- Guidelines, orders and instructions issued by ministers for the implementation of laws and government decrees;
- Regulations passed by local self-government bodies to settle affairs within their sphere of competence; and
- International agreements ratified by the Republic of Macedonia in accordance with the Constitution are also relevant legal instruments.

System laws are those voted by qualified majority (at least 81 — two-thirds — of the deputies). The rest of the laws are voted by simple or absolute majority.

According to the Constitution, the system laws are the following: the Law on the State Symbols of the Republic of Macedonia, the Law on Courts, the Law on Courts Procedures, laws which define the organisation and work of the state administrative organs and laws concerning the local self-government and defence of the Republic of Macedonia. Constitutional laws need a qualified majority of two-thirds for their adoption.

The Constitutional Court decides *inter alia* on the conformity of laws with the Constitution and on the conformity of collective agreements and other regulations with the Constitution and laws.

2.2 Nature of the State

The Constitution defines the Republic of Macedonia as a “sovereign, independent, democratic and social state” in which sovereignty derives from, and belongs to, the citizens. The fundamental values of the constitutional order include the basic freedoms and rights of the individual and the citizen; the free expression of national identity; the rule of law; the division of state powers; political pluralism and free, direct and democratic elections; the legal protection of property; freedom of the market and entrepreneurship; humanism, social justice and solidarity; local self-government, and respect for the excepted international law regulations. The Republic of Macedonia is a unitary and democratic parliamentary state.

2.3 Division of Powers

The division of state powers into legislative, executive and judicial branches is enshrined in the Constitution. These state powers are exercised by the *Sobranie*, the President of the Republic, the Government and by the courts.

The *Sobranie* is a unicameral representative body of the citizens, and the legislative power of the Republic is vested in it. The *Sobranie* adopts and changes the Constitution; adopts laws and the Budget of the Republic; ratifies international agreements; elects the Government; decides on questions of war and peace; and performs other activities determined by the Constitution.

The President of the Republic is the head of the state and represents the Republic. The President is Commander-in-Chief of the Armed Forces; nominates a mandator to constitute the Government; and appoints and dismisses by decree ambassadors and other diplomatic representatives of the Republic of Macedonia abroad.

Executive power is vested in the government. The Government determines the policy of the country; proposes laws, the Budget of the Republic and other regulations to be adopted by the *Sobranie*; is responsible for their implementation; and decides on the recognition of states and governments.

Article 114 of the Constitution guarantees the citizens the right to local self-government.

The courts exercise the judicial function. According to the Law on Courts (*Official Gazette of the Republic of Macedonia*, Nos. 36/95 and 45/95), there are 27 courts of the first instance, three courts of appeal and one supreme court. In addition, there is the Constitutional Court whose judges are elected by the *Sobranie*. The courts are autonomous and independent.

3. Head of State

3.1 Electoral Rules

The President of the Republic is elected in general and direct elections, by secret ballot, for a term of five years. His mandate is renewable. He may serve no more than two consecutive terms. A candidate for President can be nominated by a minimum of 10 000 votes or at least 30 deputies. The candidate must be a citizen of the Republic of Macedonia and 40 years of age at the day of the elections. A person may not be elected President if, on the day of the election, he has not been a resident of the Republic of Macedonia for at least ten years within the last fifteen years.

The President is held accountable for any violations of the Constitution in exercising his rights and duties. The procedure for determining the President's accountability is initiated by the *Sobranie* with a two-thirds majority vote of all Representatives. It is the Constitutional Court that decides on the accountability of the President by a two-thirds majority vote of all judges. If the Constitutional Court considers the President answerable for a violation, his mandate is terminated by the force of the Constitution.

3.2 Main Responsibilities

The President represents the Republic and is Commander-in-Chief of the armed forces. He is the President of the Security Council.

The President of the Republic of Macedonia:

- Nominates a mandator to constitute the Government of the Republic of Macedonia;
- Appoints and dismisses by decree ambassadors and other diplomatic representatives of the Republic of Macedonia abroad;
- Accepts the accreditation and letters of recall of foreign diplomatic representatives;
- Proposes two judges to sit on the Constitutional Court of the Republic of Macedonia;
- Proposes two members of the Republican Judicial Council;

- Appoints three members to the Security Council of the Republic of Macedonia;
- Appoints and dismisses other holders of state and public office determined by the Constitution and the law;
- Grants decorations and honours in accordance with the law;
- Grants pardons in accordance with the law.

The President of the Republic is obligated, within 10 days of the constitution of the *Sobranie*, to entrust the mandate for the formation of the Government to a mandator from the party or parties that enjoy a majority in the *Sobranie*.

The President reports to the *Sobranie* on issues within his sphere of competence at least once a year, and the *Sobranie* may request that the President give an opinion on issues in his sphere of competence.

The President of the *Sobranie* may convene a session at request of the President of the Republic.

3.3 Office of Head of State

The General Secretary manages the Office of Head of State. The Office of Head of State consists of: Defence and Security Department, Foreign Policy Department, Internal Policy Department, Constitutional Issues Department, Department for Legal and Organisational Issues. Also included in the Office of Head of State are: National Security Advisor, National Advisor — Spokesman and Public Relations Advisor.

3.4 Head of State in Legislative Process

The President of the Republic and the President of the *Sobranie* sign the promulgation of laws. If the President of the Republic decides not to sign the promulgation, the *Sobranie* has to reconsider the law. The President of the Republic is obligated to sign the promulgation if, after reconsideration, the law has been adopted by a majority of the total number of Representatives. The President has no right to refuse promulgation if the law has been adopted by a two-thirds majority of the total number of Representatives in accordance with the Constitution.

4. Parliament

4.1 Electoral Rules

The conditions and procedure for election of deputies in the *Sobranie* are determined by the Law on Electing Representatives in the Assembly of the Republic of Macedonia (*Official Gazette of the Republic of Macedonia*, No.42/02 and 50/02).

A total of 120 deputies are elected in the *Sobranie*, in proportional elections, with the territory of the Republic of Macedonia being divided into six constituencies, each electing 20 deputies. All citizens of the Republic of Macedonia have the right to stand for election as deputy, on condition they are over 18 years of age, have legal capacity and, at the moment of the elections, are not imprisoned on the basis of a criminal sentence. The mandate of the deputies is four years.

The candidates are proposed by submitting a list of candidates. The lists of candidates can be submitted by the registered political parties individually, two or more parties together, or as a group of voters. The list of candidates must be submitted to the Regional Election Commission at least 40 days before the day of the elections.

All Macedonian citizens over the age of eighteen and with legal capacity enjoy the right to vote.

4.2 Main Powers of Parliament

The *Sobranie* is the representative organ of the citizens in which the legislative power of the Republic is vested. The *Sobranie* is unicameral and, according to the Constitution, is comprised of 120-140 deputies elected at general, direct and free elections, by secret ballot. The current Law on Elections fixes the number of deputies at 120.

The *Sobranie* of the Republic of Macedonia:

- Adopts and changes the Constitution;
- Adopts laws and gives the authentic interpretation of the laws;
- Adopts the Budget;
- Ratifies international agreements;
- Decides on questions of war and peace;
- Decides on the changes of the borders of the Republic;
- Decides on association and disassociation from any form of union or community with other states;
- Issues notice of a referendum;
- Elects, appoints and dismisses other holders of public and other offices determined by the Constitution and law; and
- Proclaims amnesty.

The *Sobranie* elects judges to the Constitutional Court. It elects and dismisses judges, members of the judicial council and the ombudsman. The *Sobranie* decides on the immunity of judges and the members of the Judicial Council.

The *Sobranie* elects the Government and monitors and supervises the Government and the other public office holders responsible to the *Sobranie*. A group of at least five deputies may raise a written interpellation to any public office-holder, to the Government as a whole or individual ministers. Every Member of Parliament may ask a parliamentary question to the Prime Minister, any member of the Government or other official appointed or elected by the *Sobranie*. The *Sobranie* may adopt a motion of no-confidence in the Government. The vote of no-confidence must be initiated by at least 20 deputies and must be supported by a majority of all deputies. If the motion of no-confidence is passed, the Government must submit its resignation. The *Sobranie* may request that the President of the Republic gives an opinion on issues within his sphere of competence.

4.3 Internal Organisation

The organisation and functioning of the *Sobranie* are regulated by the Constitution and by the Rules of Procedure of the *Sobranie*. The *Sobranie* elects a President and up to two Vice-Presidents of the *Sobranie* for a four-year term. The Vice-Presidents are elected from different political parties. The *Sobranie* elects a General Secretary upon the proposal of the Commission on Elections and Appointments.

The *Sobranie* holds sessions chaired by its President, or the Vice-Presidents in his absence. The agenda for the session is proposed by the President, and is adopted by the *Sobranie* at the beginning of the session. The *Sobranie* takes decisions on all issues by public vote if the majority of the total numbers of deputies are present. The *Sobranie* takes decisions by the majority votes of the present deputies, (minimum one-third of the total number of deputies), unless the Constitution requires a qualified majority.

The sessions of the *Sobranie* are open to the public. A two-thirds majority may take a decision to exclude the public.

The *Sobranie* sets up permanent and temporary working bodies. It may set up commissions of inquiry for any domain or any matter of public interest. The permanent working bodies in the *Sobranie* are:

- Commission on Constitutional Issues
- Legislative Commission
- Commission on Political System and Inter-Ethnic Relations
- Commission on Defence and Security
- Commission on Foreign Policy

- Permanent Commission of Inquiry for the Protection of the Liberties and Rights of Citizens
- Commission on Supervision of the State Security Service
- Commission on the Budget and Public Finance
- Commission on Agriculture, Forestry and Water Management
- Commission on Traffic and Communications and Environment
- Commission on Education, Science and Sport
- Commission on Culture
- Commission on Health Care
- Commission on Labour and Social Policy
- Commission on Elections and Appointments
- Commission on Rules of Procedure, Mandates and Immunity
- Commission on European Issues

The chairpersons and the members of the working bodies and their substitutes are elected from the deputies in the *Sobranie* upon the proposal of the Commission on Elections and Appointments and based on the lists proposed by the parliamentary groups.

In the *Sobranie*, parliamentary groups are established consisting of at least five deputies belonging to one or more political parties. The parliamentary group selects a coordinator and one or more persons as his substitute. The coordinators of the parliamentary groups communicate with each other and if necessary coordinate their positions.

The expert advice and technical support for the needs of the *Sobranie*, the working bodies and the deputies is done by the Service of the *Sobranie*, which is managed by the General Secretary of the *Sobranie*. The Service of the *Sobranie* consists of the following:

- Cabinet of the President of the *Sobranie*
- Sector of the General Secretary;
- Sector for Legislation
- Sector for Sessions of the *Sobranie*
- Sector for Working Bodies of the *Sobranie*
- Sector for Research and Analysis
- Sector for International Cooperation of the *Sobranie*
- Sector for Documentation, Library and Information Technology
- Sector for Finance
- Sector for Administrative and General Matters

4.4 *Legal Status of Members of Parliament*

The position of a deputy is professional. Deputies enjoy immunity and cannot be revoked. The position of deputy is incompatible with conducting a business or other profitable activity, and with being member of a management board of public enterprises, public institutions, funds and in other legal entities.

4.5 *The Legislative Process*

The *Sobranie*, as a legislative organ, adopts laws at its sessions. Every deputy has the right to propose a law. This right is also given to the Government and to groups of at least 10 000 voters. An initiative for

preparation of a law can come from any citizen, group of citizens, institutions or associations. There are three stages to adopting a law, as follows:

Stage one (proposal for passing a law): The proposal for passing a law has to be submitted to the President of the *Sobranie* who, within 5 days, has to distribute it to the Members of the *Sobranie* and the competent working bodies. The proposal should include the constitutional basis; reasons for passing the law; basic principles and the content of the proposed law. It has to be accompanied by explanatory notes which should cover: an analysis of the status quo; the aim that is to be achieved with the proposed law; the possible impact of the regulation, including fiscal impact and budget resources necessary for the implementation of the law. The working bodies discuss the proposal and then submit a report to the President of the *Sobranie*, in which they state their opinion regarding the proposal. The Government is asked for an opinion if it has not proposed the law. The Legislative Committee should also provide report. Within 30 days, the President of the *Sobranie* has to enter the proposal for passing the law on the agenda of the plenary session. After a debate in the plenary, the *Sobranie* votes on the proposal. Within the conclusion for adopting the proposal for drafting a law, the *Sobranie* can point out the need for conducting consultations during the preparation of the draft law.

Stage two (draft law [first reading]): Within 45 days from adoption of the proposal for passing a law, the initiator is obliged to submit a draft of the law to the *Sobranie*. The draft law has to be submitted in a form in which laws are passed and has to be accompanied by comprehensive explanatory notes. Following the same procedures as for a proposal to pass a law, the draft is discussed by the relevant commissions and the Legislative Commission. The *Sobranie* may decide to carry out a public debate on the draft of broader interest. The draft is then debated at a session of the *Sobranie* and is adopted by the majority of votes of the present deputies (at least one-third of the total number of deputies). The *Sobranie* gives suggestions to be taken into account when drafting the revised version of the proposed law. The revised version of the draft has to be submitted to the *Sobranie* within 60 days after the decision on the first draft law.

Stage three (proposed law [second reading]): After the discussion on a draft, the proposed law is submitted (in the same form as that of the law, along with explanation and financial impact assessment). At this stage, amendments to the text of the proposed law are made by deputies, working bodies of the *Sobranie* and the Government. The proposed law is discussed by the relevant commission, by the Legislative Commission and at the plenary session. At a plenary session of the *Sobranie* any Member of Parliament may propose amendments. After the general and amendment debate, in a plenary session, the *Sobranie* votes to adopt the law. Laws, by rule, are adopted by majority vote of the attending deputies, with a minimum of one-third of the total number of deputies. The Constitution determines the exceptions, that is, laws which require a two-thirds majority of the total number of deputies.

If a law is not complex and large it may be passed summarily. As an exception, a law may be passed in an urgent proceeding (in accordance with article 175 of the Rules of Procedure of the *Sobranie*) if this is deemed necessary to avoid major disruptions in the economy or if required by the interests of security and defence or in cases of major natural disasters, epidemics or other states of emergency.

Laws are promulgated by decree, which is signed by the President of the Republic and the President of the *Sobranie*.

Laws which are passed in order to harmonise with European law, as well as those related to implementation of the Framework Agreement, have priority regarding other laws in the procedure of adoption.

5. The Central Executive

5.1 Legal Bases of Executive Authority and Administration

The status and the functioning of the central executive authority and the administration are regulated by the following legal acts:

- The Constitution, in particular articles 88-97, which regulate the work of the Government of the Republic of Macedonia and the basic principles of organisation of the state administration;
- Law on the Government of the Republic of Macedonia (*Official Gazette of the Republic of Macedonia*, No. 59/00);

- Law on Organisation and Work of the State Administrative Organs (*Official Gazette of the Republic of Macedonia*, No. 58/00);
- Law on Civil Servants (*Official Gazette of the Republic of Macedonia*, Nos. 59/00, 112/00, 34/01, 103/01, 43/02, 98/02, 100/02 and 17/03);
- Law on General Administrative Procedure (*Official Register of SFRY*, No. 47/86, *Official Gazette of the Republic of Macedonia*, Nos. 44/02 and 57/02);
- Law on Administrative Disputes (*Official Register of SFRY*, Nos. 4/77 and 36/77, *Official Gazette of the Republic of Macedonia*, No. 44/02).

5.2 Composition and Powers of the Government (Council of Ministers)

The Government of the Republic of Macedonia is composed of the President of the Government (Prime Minister), 14 ministers and three ministers without a portfolio. The *Sobranie*, with the majority of the total number of deputies, elects the Government on proposal of the mandator and on the basis of the programme.

The Prime Minister appoints deputies to the ministers.

At the invitation of the Prime Minister, for the purpose of participating in the discussion and stating opinions and proposals on the issues concerning them, the sessions of the Government may be attended, without the right to take decisions, by directors managing other organs of the governmental administration or administrative organisations, as well as representatives of public enterprises, civil associations and foundations, institutions and other legal entities. The President of the Republic may be present at sessions of the Government.

5.3 Division of Executive Power

Executive power is vested in the Government. The Prime Minister and the ministers cannot be Representatives in the *Sobranie*. The Prime Minister, deputy prime ministers and ministers are granted immunity. The Government and the Prime Minister oversee the work of the individual ministers. Ministers are responsible for the implementation of government policy.

The Government of the Republic of Macedonia:

- Determines the policy and is responsible for implementation of the laws and other regulations;
- Proposes laws, the Budget of the Republic and other regulations to be adopted by the *Sobranie*;
- Proposes decisions concerning the reserves of the Republic and sees to their execution;
- Adopts by-laws and other acts for the implementation of laws;
- Lays down principles on the internal organisation and work of the ministries and other administrative bodies, directing and supervising their work;
- Provides appraisals of drafts of laws and other acts submitted to the *Sobranie* by other authorised bodies;
- Decides on the recognition of states and governments;
- Establishes diplomatic and consular relations with other states;
- Makes a decision on opening diplomatic and consular offices abroad;
- Proposes the appointment of ambassadors and Representatives of the Republic of Macedonia abroad and appoints chiefs of consular offices;
- Proposes the Public Prosecutor; and
- Appoints and dismisses holders of public and other office determined by the Constitution and laws.

The Prime Minister represents the Government, manages its work, convenes sessions of the Government and chairs them. The Prime Minister signs regulations and acts approved by the Government and ensures their implementation.

The ministers have the right and duty to participate in the work of the Government, i.e. to initiate new legislation and other regulations in their area of competence; to propose policies and give comments and advice; and to initiate taking policy decisions in competence of the Government. Ministers manage their ministry independently and are held accountable for the work of the ministry, i.e. policy development, draft legislation, and the implementation of laws and other regulations.

The internal organisation of the Government is regulated by the Rules of Procedure of the Government and the Law on Government.

The organisational structure of the Government include: General Secretary, General Secretariat, Office of the Prime Minister, Secretariat for Legislation, permanent and temporary working bodies.

The Secretariat for Legislation ensures that proposed laws and other legal instruments are in accordance with the Constitution, national and international law. The head of the Secretariat may take part in discussions of the government, but has no right to vote in government meetings. The Secretariat may also take part in the sessions of the working bodies of the Government. The invitation for the sessions of the working bodies and the materials for the agenda are also delivered to the Secretariat for Legislation.

Proposals for passing a law, draft legislation and the accompanying documentation prepared by ministries have to be submitted to the Secretariat for Legislation for review and comments. Draft legislation or any other material prepared by specialised commissions, scientific institutions or by individual experts are sent by the Government to the appropriate ministries and the Secretariat for Legislation for review and comments. A government decision on the proposal should only be taken after the opinion of the Secretariat for Legislation has been submitted.

Permanent working bodies of the Government are the government commissions and special government commissions. The Government sets up expert councils as permanent consultative bodies, such as the legal council and the economic council.

The Government has set up the following permanent inter-ministerial working bodies (commissions):

- Commission on Political System
- Commission on Economic System and Current Economic Policy
- Commission on Human Resources and Sustainable Development

Special government commissions include:

- Commission on Privatisation
- Commission on Housing and Emigration
- Commission on Defence Production and Services
- Commission on Appointment

5.4 *The Office of the Government*

The Government appoints a General Secretary and a Deputy General Secretary of the Government. The General Secretary of the Government heads and manages the work of the General Secretariat. The General Secretariat is established for the purpose of carrying out the expert and other work for the needs of the Government, the Prime Minister, the vice Prime Ministers and the members of the Government.

The General Secretary of the Government assists the Prime Minister in the preparation and organisation of the meetings of the Government, in cooperation with the Sector for Preparation of Government Sessions; participates in the meetings of the Government without the right to vote; and performs other duties determined by the Rules of Procedure or assigned by the Government or the Prime Minister. The General Secretary is accountable to the Government.

The General Secretariat includes the following sectors:

- Sector for Preparation of Government Sessions;
- Sector for Analysis;
- Sector for Administrative and Personal Issues;
- Sector for Information;
- Sector for European Integration.

The General Secretariat has 100 employees, of which only the General Secretary and his deputy are politically appointed functionaries.

The Prime Minister appoints a Chief of Staff and cabinet counsellors. The counsellors, who are appointed on a political basis, together with the General Secretary of the Government, provide policy advice and assist in the inter-ministerial coordination required for the preparation of government meetings.

The institutional structure responsible for political and professional support to the Prime Minister and his deputies consists of the Cabinet of the Prime Minister and the legislative and economic councils.

5.5 Line Ministries

The Law on Organisation and Work of Administrative Organs determines the following ministries:

- Ministry of Defence
- Ministry of Interior
- Ministry of Justice
- Ministry of Foreign Affairs
- Ministry of Finance
- Ministry of Economy
- Ministry of Agriculture, Forestry and Water Management
- Ministry of Health
- Ministry of Education and Science
- Ministry of Labour and Social Policy
- Ministry of Local Self-Government
- Ministry of Culture
- Ministry of Transport and Communication
- Ministry of Environment and Urban Planning

The Law on Government (*Official Gazette of the Republic of Macedonia*, No. 59/2000) and the Law on Administrative Organs (*Official Gazette of the Republic of Macedonia*, No. 58/2000) determine the organisation of the ministries. The ministries are hierarchically organised into departments (*uprava*), sectors (*sektor*), divisions (*oddelenie*) and sections (*odsek*).

5.6 Central Non-Ministerial bodies

As independent organs of the public service the following are established:

- Commission on Relations of Religious Communities and Religious Groups
- Agency for Youth and Sport
- Agency for Emigration
- Agency for Information

- Agency for Development and Investment

The following administrative organisations have been established:

- Archive of the Republic of Macedonia
- State Geodetic Department
- State Statistical Office

All of these bodies enjoy a certain degree of independence. Usually, they report directly to the Prime Minister.

The Statistical Office collects and analyses data from administrative registers, censuses, companies, electoral registers and land registries. The Statistical Office prepares the statistical abstract and conducts a census every ten years.

The Republican Commission for Religious Affairs and the Republic Geodetic Department report to the Government.

The general services of the Government were established by a decision of the Government. They execute all support tasks for the Government, including operational, technical, administrative and accounting tasks. The head of the general services is directly responsible to the Prime Minister.

5.7 *Inter-ministerial Co-ordination*

The Law on Administrative Organs, the Law on the Government and the Rules of Procedure of the Government regulate inter-ministerial cooperation and coordination. Each ministry or administrative body, before submitting a proposal for decision by the Government, is obliged to consult with other ministries or administrative bodies that are interested in the respective issue. Unless the opinion of other relevant ministries and administrative bodies has been sought, the Government may not consider a proposal.

For the purpose of inter-ministerial cooperation, the Government forms inter-ministerial working bodies. The working bodies of the Government are established on a permanent or temporary basis. While reviewing issues within the area of competence of the Government, the working bodies cooperate with ministries and other administrative bodies.

The Board of State Secretaries is a special body established under the Rules of Procedure of the Government, whose basic task is to coordinate the preparation of the sessions of the Government, in particular to ensure that the materials and draft acts for the session of the Government are complete, that the relevant aspects are addressed, and the strategic priorities of the Government are met. The Board is chaired by the General Secretary, and, in his absence, the Deputy General Secretary. The Board of State Secretaries is composed of the State Secretaries of each ministry. They have sessions once a week, usually on Thursdays. The composition and the remit of the Board are closely regulated by the Rules of Procedures of the Board of State Secretaries.

5.8 *Governmental Preparatory Legislative Process*

Every ministry prepares and proposes laws within its competences. Every ministry has a legislative unit which has to prepare proposals for passing a law, draft legislation, and the required supporting documentation, i.e. explanatory note, etc. to be submitted to the Government for approval. The ministries, the other bodies of the state administration and the administrative organisations, send the proposals for passing a law, draft laws, secondary legal acts and other regulations to the Government for consideration and adoption.

The Secretariat of Legislation is asked to provide professional opinions on all the legal acts that are sent to the Government. The Secretariat submits its opinion with explanation to the Government and to the responsible minister or other responsible state official who heads the administrative organ that drafted the act. If the Secretariat for Legislation finds that the act or any part of it is incompatible with the Constitution, the law or with government regulations, it is obliged to advise the Government to reject the act.

The Commission for Political System, the Commission for Economic System and the Commission for Human Resources and Sustainable Development have to discuss and present opinions on proposals for passing a laws, draft laws, other regulations and general acts prepared by the ministries which are related to their respective area of competence.

The Board of State Secretaries is the body which provides expert assessment of the legal and substantive quality of proposals for passing laws submitted by the Government. The Board is the last instance before a proposal for adoption of a law is discussed at a Government session.

If the proposal for passing a law is accepted at the Government session, it is sent to the Secretariat for Legislation which is responsible for ensuring its legal quality, to submit its opinion to the government. The task of this Secretariat is to ensure the consistency of the legislative system and to give an expert opinion on the harmonisation of laws and other regulations with the Constitution of the Republic of Macedonia, with international agreements ratified in accordance with the Constitution and with European standards.

The proposal for rejecting a draft law is made by the Prime Minister or member of the Government, if he assesses the proposal as incompatible with the constitution, law or government regulations. The Government decides about the rejection of the draft. The proposer may take part in the session of the Government at which the rejection is discussed.

After the final approval of the proposal by the Government, the Government submits the proposal for passing a law, draft laws, regulations or general acts to the *Sobranie*. The proposal is adopted by the *Sobranie* in the form and procedure regulated by the Rules of Procedure of the *Sobranie* (see above).

Every proposal for passing a law has to address the degree of compliance of the draft law with the legislation of the EU.

The implementation of a law is within the competence of the relevant ministry which, within a given period (3, 6, or 12 months), must submit a report to the Government on the progress and of any problems in the implementation of the law. To implement the laws, the Government adopts regulations with the force of a law, decisions, directions, programmes, solutions, conclusions and other acts. The relevant minister has the authority to adopt acts within his area of competence.

5.9 Executive Budgeting Process

In accordance with the Law on Budgets (*Official Gazette of the Republic of Macedonia*, Nos. 35/01, 93/01, 46/02, 61/02 and 24/03), planning of the budgets is done on the basis of the macroeconomic policy and the projection of macroeconomic aggregates for the relevant year. The Minister of Finance is responsible for preparing the Budget proposal and submitting it to the Government.

Based on the determined priorities of the Government, the Ministry of Finance prepares a circular for the budget users that contains the main directions for planning the budgets. After coordination with the users, the Ministry of Finance prepares the Budget proposal and submits it to the Government at the beginning of October.

The proposal of the national Budget is discussed and approved by the Government and then submitted to the *Sobranie* to be adopted no later than mid–November; the Minister of Finance has to present and explain the Budget proposal to the *Sobranie*. The budget should be adopted no later than 31 December. A separate Law for the execution of the Budget has to be adopted with each annual national Budget.

5.10 Advisory and Consultative Arrangements

The Law on the Government and the Rules of Procedure of the Government provide for two expert councils — the Legal Council and the Economic Council — as permanent consultative bodies to the Government. Both councils, on request of the Government, other administrative bodies or on their own initiative, examine legal, economic and other questions and offer expert advice. Both the Legal Council and the Economic Council consist of a chairperson and six members. The Government determines membership among well-known academics and other experts.

The Government may also create *ad hoc* councils or committees. The Government decides on their remit and membership. The Government may, for the purpose of discussing certain issues and forming opinions, set up a body consisting of members of the Government.

The Prime Minister may organise a debate with the vice-Prime Ministers and the ministers of internal affairs, defence, foreign affairs, justice and finance, on certain issues within the competence of the Government which are of particular importance for security, defence and protection of state interests – to develop policies and explore and discuss opinions.

The Government has set up special working bodies whose task is to carry out and monitor activities geared to meet the strategic goals: joining the European Union and integrating into the collective defence systems.

6. Executive Linkages

6.1 The Executive and the Presidency

The executive role of the President of the Republic is limited. As noted above, the President represents the Republic and is Commander-in-Chief of the armed forces. Amongst his other powers, he appoints and dismisses ambassadors and other diplomatic deputies upon the proposal of the Government; and appoints and dismisses some high state officials, as determined by the Constitution and the law. Moreover, he decides on amnesty in accordance with the law.

The President of the Republic (in accordance with Article 70 of the Rules of Procedure of the Government) may convene a session of the Government. The President of the Republic or a representative nominated by the President may attend the Government meetings.

The Government exercises its rights and duties towards the President of the Republic in accordance with the Constitution, the Law and Rules of Procedure of the Government. The Government informs the President of the Republic and may request him to inform the Government of certain issues in their competence when carrying out executive power. The Government takes a position at the request of the President, that is, it provides an opinion on issues within the competence of the President of the Republic.

The Prime Minister reports to the President of the Republic on issues concerning the implementation of policy, implementation of laws and other regulations.

6.2 The Executive and Parliament

Communication between the Government and the *Sobranie* is regulated by the Rules of Procedure of the *Sobranie* and of the Government. The general authorisation to represent the Government in the *Sobranie* is vested in the Prime Minister. The Government appoints its representatives to participate in the work of the *Sobranie* and its working bodies. The Government has the obligation to provide information to the *Sobranie* and to answer its questions. The representatives of the Government answer questions posed by deputies of the *Sobranie*, addressed to the Government concerning its work.

A deputy and the Government may, after the session had been convened or during the session, prior to establishing the agenda, propose inclusion in the agenda of an issue, in case of an urgent necessity.

The *Sobranie* exercises political control and supervision over the Government within the framework and according to procedures regulated by the Constitution and Rules of Procedures of the *Sobranie*. A motion of no-confidence in the Government may be proposed by at least twenty deputies. A vote of no-confidence in the Government is adopted by a majority vote of all the Representatives. The Prime Minister may propose dismissal of a member of the Government. The *Sobranie* takes a decision upon this proposal on its first following session. If the Prime Minister proposes dismissal of more than one-third of the Government members, the *Sobranie* follows the same procedure as for the election of a new Government.

The *Sobranie* and deputies may submit an interpellation concerning the work of any public office-holder, the Government, any of its members, and other state bodies. An interpellation requires the support of at least five deputies. All deputies have the right to submit questions to the Government and other state bodies. The mode and procedures for submitting and debating on interpellations and parliamentary questions are regulated by the Rules of Procedure of the *Sobranie*. For the purpose of controlling the implementation of

public budgets, the *Sobranie* has established an independent State Audit Office. This Office reports to the *Sobranie*.

6.3 The Executive and Political Parties

There are no specific legal rules to regulate relations within the government coalition. All the previous governments in the Republic of Macedonia have been coalitions. It has been common practice that coalition parties reach an agreement which regulates the essential issues concerning the functioning of the coalition government.

The functioning of the political parties is regulated by the Law on Political Parties (*Official Gazette of Republic of Macedonia*, No. 41/94). This law stipulates that party funding may come from membership fees, donations, grants, profits, gifts, credits, legacies and from the Budget of the Republic. The law prohibits financial support from foreign governments, international organisations, organs and organisations of foreign states and other foreign persons; from domestic state bodies and local self-governments above the amount established by the Budget of the Republic of Macedonia. The law prohibits financial support from companies in public or state ownership, including those that are in the process of privatisation. The law limits the amount of individual gifts and donations and endowments to no more than 100 average salaries in the Republic. During elections, they are limited to no more than 200 average salaries.

The funds from the Budget of the Republic are distributed on the basis of electoral support and the number of seats in the *Sobranie*. Thus, 30 *per cent* of the total is equally shared between parties that have obtained at least 3 *per cent* of the vote, and 70 *per cent* is distributed proportionally to the number of seats.

A new draft Law for financing of political parties is currently in procedure in the *Sobranie* and is expected to be adopted in the middle of 2004.

A political party ceases:

- When the Constitutional Court of the Republic of Macedonia decides that the programme and/or statute of the political party is not in accordance with the Constitution; or
- When the party has been banned to act due to a decision by the court of the first instance at the proposal of the Public Prosecutor.

No party has had its activities banned in recent years.

6.4 The Executive and Civil Society

Within the scope of its rights and duties the Government may collaborate with civil associations and trade unions.

In accordance with the Constitution, the Law on the Government, the Law on Administrative Organs and the Rules of Procedure of the Government, the Government collaborates with companies, institutions, public services and other associations on issues which are of significance and interest for establishing the rights and duties of the Government and these organisations and associations. The Government considers their suggestions and initiatives and if necessary invites their representatives to sessions of the Government or its working bodies.

The Government may form commissions and other working bodies in agreement with such institutions to prepare legislation and other policy initiatives and to facilitate co-operation in general. The Government considers initiatives from the interested institutions and NGOs. If the Government considers it desirable, representatives of NGOs may be invited to participate in meetings of the Government or its working bodies.

The Government is one of the parties in the tripartite negotiations between the Government, the trade unions and the business chambers.

6.5 The Executive and the Media

It is the duty of the Prime Minister to ensure that the work of the Government is known to the public. The public is informed of the work of the Government, and in particular regarding decisions taken at Government meetings, by the Government spokesperson, and in some cases by the Prime Minister or responsible minister.

The Government also informs the public through press releases or bulletins about significant issues considered at the Government sessions, including its opinions and conclusions, and through press conferences for the written press, radio and television.

Electronic tools (e-mail and Internet) are being used for communication with the media and the public. Information about the Government, government bodies, members of the Government, documents, links, and national symbols is posted on the Government web site (<http://www.gov.mk>).

7. Deconcentration and Decentralisation

7.1 Deconcentrated State Administration

State administration is deconcentrated. There is no integrated regional state administration in the form of general-purpose central offices at the sub-national level. Instead, most ministries have their own regional units that are legally part of the respective ministry. Their legal basis is contained in the Law on Administrative Organs. Regional units work under the supervision of the corresponding ministry. The respective minister appoints the heads of the regional units, and they are obligated to act in accordance with the ministry's policy.

7.2 Regional Self-government

There is no regional government in the Republic of Macedonia.

7.3 Local Self-government

Local self-government is regulated by the Law on Self-government (*Official Gazette of the Republic of Macedonia*, No. 05/02). Macedonia has an one-level local government system. There are 123 municipalities, including the capital, the City of Skopje, which has a special status according to the Constitution. The functioning of the City of Skopje is regulated with a separate law that has been adopted in 2004. The main competences of municipalities include the following: urban planning (which includes urban and rural), issuing approvals for construction of objects of local significance established by the law, protection of the environment, local economic development, communal services, culture, social welfare, child care and education, and health care.

The Council and the Mayor are the organs of the municipality. The Mayor is elected in direct elections by secret ballot for a four-year term of office. The main responsibilities of the Mayor are: to represent the municipality; to control legality of the regulations of the council; and to propose the annual budget of the municipality. The main responsibilities of the Council are: to adopt the statute of the municipality and other regulations; to adopt the Budget of the municipality; to set up public services within the competence of the municipality and oversee their work.

The funding of the local self-government units is provided from: taxes, fees; supplemental income from the Budget of the Republic, in accordance with a special law; income from donations received from the state and from abroad; other income given to the local self-government units on various bases in accordance with the law, and raising loans from the budget of the Republic.

In working within their competence, municipalities may collaborate mutually. For the purpose of implementing common interests and carrying out common activities, they may join their resources and means, and form common public services in accordance with the law. For the purpose of carrying out certain functions, municipalities may also form common administrative bodies in certain fields, in accordance with the law.

8. Personnel Management in Public Administration

8.1 Legal Bases and Principles of Public Employment

The main legal bases for public employment are the Constitution, the Law on Administrative Organs, the Labour Relations Law, Law on Civil Servants; and the decisions of the Constitutional Court (No. 102/98, 4/99); collective agreements and decrees. The civil service is based on the principles of the rule of law, the protection of citizens' rights, the protection of the public interest, efficiency and rationality, objective and truthful decision-making, the right of appeal, and the depoliticisation of the public services.

At present, the law differentiates between public servants who are appointed by the Government, the Commission on Elections and Appointments in the *Sobranie*, and the President of the Republic on the one hand, and public employees employed by the administrative organs according to the provisions of the labour code on the other.

On the basis of Article 2 of the Law on Civil Servants, civil servants should perform their duties in accordance with the Constitution and the law, in a professional, politically neutral and impartial manner. Civil servants, apart from general and state secretaries, are recruited based on merit, through public announcement and open competition.

8.2 Personnel Management

The Republic of Macedonia has a Civil Service Law, which was adopted in 2000 (last amended in June 2003). On 30 September 2003 there were 10 834 civil servants in the Republic of Macedonia. The Civil Servants Agency, created by this law, has prime political responsibility for the development of personnel policy. The Agency is an autonomous body under the *Sobranie*. Its director is appointed by the *Sobranie* for seven years. The Agency has a wide range of tasks, which include drafting and adopting regulations based on Civil Servants Law, maintaining the central register of civil servants, proposing job descriptions, and developing policies on recruitment, promotion and dismissal as well as on salaries and allowances, job classification and discipline. The Agency is responsible for promoting efficiency in the civil service.

The development of personnel policy is centralised. The Law on Administrative Organs, collective agreements and decrees regulate appointments and promotions. Appointments are decided by the Government, on the proposal of the relevant minister or other high-level functionaries in administrative bodies. Promotions are decided by individual ministers or other high-level functionaries in administrative bodies.

The Agency for Civil Servants participates in the process of selection of candidates for civil servant positions. For that purpose the Agency prepares a list of five candidates based on the appraisal of their education and results of a specialised exam. The final selection is carried out by the relevant minister.

The Commission on Personnel Issues serves as one of the working bodies in the Government. This Commission examines questions connected with personnel policy and provides opinions and suggestions to the Government for appointments, promotions and dismissals of functionaries, management staff and managers of public companies appointed by the Government. As part of its responsibilities, it monitors the implementation of the conclusions of the Government on personnel policy, and it proposes contractual conditions to establish working relations with foreign or stateless persons in administrative organs.

There is no centralised training budget. Each ministry develops its own staff training programmes.

The civil servant must perform his duties impartially and without influence from political parties, must not be guided by his own political beliefs or personal financial interests, must not abuse the authority and status he has as a civil servant, and must protect the reputation of the institution. The civil servant must not participate directly in electoral campaigns or any other kind of public appearance of such character during working hours.

The system of salaries and allowances is based on the principles of legality, equality, transparency, predictability and fairness.

According to Article 34 of the Civil Servants Act, the salary of the civil servants consists of two components: a general component and an exceptional component. The general component is comprised of: basic salary, position supplement and career supplement. The exceptional component consists of: demanding job supplements and non-regular supplements (over-time work).

9. Administrative Oversight

9.1 Internal Oversight and Control

The main internal mechanisms for ensuring the legality of public administration are defined by the Constitution, the Law on Administrative Organs, the Law on General Administrative Procedure, and the Law on Administrative Audit (*Official Gazette of the Republic of Macedonia*, Nos. 29/79, 22/87, 23/90 and *Official Gazette of the Republic of Macedonia*, No. 12/93). Decisions may be changed or revoked by the higher administrative organ that supervises an administrative organ of the first instance.

In each ministry there is a special Unit for Inspection that is directly responsible to the minister. This Unit is responsible for conducting an internal oversight and control on the matters connected with every ministry activity.

The Proposal of a draft law for establishing the State Inspectorate, which should unite these units from the ministries in one unique body, was approved by the Government in October 2003.

Oversight of the work of the ministries is carried out by the Government. Oversight of the work of organs within the ministries is carried out by the ministries, and oversight of the other organs of the state administration is carried out by the ministry in charge of the administrative field for which the organ of the state administration was formed.

To decide on appeals against administrative decisions as second instance, the Government has established a total of 12 commissions, specialising in different areas of public administration. These commissions consist of the President of the Commission and two members. The presidents of the commissions are appointed from amongst the members of the Government or top level officials in the government services.

For the purpose of ensuring the legality of the public administration, the law also establishes an administrative inspection. Its work is organised on a regional level. The administrative inspection oversees enforcement of the Law on General Administrative Procedure and other laws and regulations that contain provisions for the administrative procedure of administrative organs. Each budget-holder is responsible for organising its internal inspection. The Ministry of Finance inspects the financial probity of public administration.

9.2 External Audit and Control

The highest external institution to carry out financial control and audit of the work of the public administration is the State Audit Office. It is an independent institution reporting to the *Sobranie*. The Government and the *Sobranie* have the right to decide on the allocation of budgetary resources for the State Audit Office. The total number of employees is 59 and the budget for the year 2003 was 650 457 euros. The *Sobranie* elects the General State Auditor and his deputy for a ten-year term of office. The power to dismiss these office-holders also lies with the *Sobranie*. The General State Auditor appoints authorised state auditors who manage different departments of the State Audit Office.

The State Audit Office submits an annual report on the conducted audits and its other activities to the *Sobranie*. The General State Auditor publishes the annual report on the activities of the State Audit Office on the web site of the State Audit Office.

The State Audit Office conducts independent audits of the financial reports of the following institutions: government bodies, bodies of local self-governments, general budget users, legal entities where the state is dominant shareholder, National Bank, Payment Operations Bureau and agencies, funds and other agencies and users of European and other international funds, according to the State Audit Law (*Official Gazette of the Republic of Macedonia*, Nos. 65/97, 27/00 and 31/01).

Subject to external audit are documents, papers and reports on performed internal control and internal audit, accounting and financial procedures and other records, the financial transactions, which involve government expenditures, regarding the legal and authorised spending of funds. The state audit also includes an assessment of the extent to which funds are spent economically, efficiently and effectively.

The State Audit Law sets forth the conditions and methods of conducting an audit of state public expenditures, financial statements/reports and financial transactions and other issues regarding the audit of the administrative bodies, bodies of the units of the local self-government, legal entities that are completely or partially funded out of the Budget of the Republic, the budget of the units of local self-governments and the budgets of the funds, legal persons in which the state is a dominant shareholder, the National Bank of the Republic, etc.

9.3 Public Redress

A citizen who is not satisfied with an administrative decision at the first level may lodge an appeal with one of the second level commissions within 15 days of receipt of the first level decision. During the appeal procedure the Commission reviews legality of the administrative act. If the appellant is not satisfied with the decision of the second level commission, the case may be brought before the Supreme Court. The appellant may also lodge a complaint to the Supreme Court if the second level commission does not come to a decision upon a complaint within 60 days. The Supreme Court has a specialised department dealing with administrative disputes.

Citizens may appeal to the Constitutional Court.

The first Law on Ombudsman was enacted in 1997 (*Official Gazette of the Republic of Macedonia*, No. 7/97), but a new improved text of the Law has been enacted in 2003 (*Official Gazette of the Republic of Macedonia*, No. 60/03). The Ombudsman is authorised to protect the legal rights and liberties of citizens when they are violated by the organs of the state administration and other organs and organisations with public authorities. The *Sobranie* appoints the Ombudsman for an eight-year term, with the right to one more term. The appointment and dismissal of the Ombudsman, his competence and method of work are regulated by the Law on Ombudsman and the Rules of Procedure of the Ombudsman (*Official Gazette of the Republic of Macedonia*, No. 10/98). The Ombudsman submits to the *Sobranie* a report of his work at least once a year. The report is published in the media.

In 2002 the Ombudsman acted upon 2 238 complaints lodged by over 3 000 citizens, which is an increase of 62.05 per cent in respect to the 1 107 complaints in the year 2001. In the majority of the claims the citizens demanded protection of their rights in the fields of urbanism and civil engineering (317 or 14.17 per cent), of judiciary (311 or 13.09 per cent) and of labour (292 or 13.05 per cent).

The Permanent Inquiry Commission on the Protection of the Liberties and Rights of Citizens is one of the working bodies of the *Sobranie*. Citizens may address complaints or questions to this Commission. They may also address their complaints or questions to the commissions for complaints and petitions established by the *Sobranie* and by the government. There is also the possibility for citizens to complain to the President of the Republic.

10. Specific Topics

10.1 Public Procurement

The methods and procedures for awarding public procurement contracts are regulated by the Law on Public Procurement (adopted in 1998 — consolidated text published in the *Official Gazette of the Republic of Macedonia*, No. 21/02). Public contracts may be awarded in the following procedures: an open tender, a limited tender, by collecting offers and by direct agreements. The national public procurement regime is decentralised.

The scope of the law includes the users of the funds of the state Budget, budgets of the units of local self-government, budgets of the republic's and community's out budget funds, as well as agencies and public institutions and other bodies and organisations founded by the Republic and public enterprises and companies owned by the State.

The procurement procedure is conducted by the Procurement Commission formed by the contracting institution. The Commission is composed of a chairman and at least two members and their deputies.

The procurement notices are to be published simultaneously in the *Official Gazette of the Republic of Macedonia* and in the media.

Public procurement can be realised through direct agreement when the value of contract is below the threshold of 2 600 euros. The contracting entity is obliged to obtain offers from at least three different suppliers and to negotiate directly the conditions of the contract.

A “bidder“ may be a domestic or a foreign legal entity or natural person. Public procurement law provides equal conditions for participation of domestic and foreign bidders. When procurement is awarded in an international tender, the contracting institution also publishes the invitation in the media abroad.

If a tenderer is dissatisfied with the choice of a most favourable bid, he can lodge a complaint to the Public Procurement Complaint Committee within eight days from obtaining the information on the selection of the most favourable bidder. The Complaint Commission is formed by the Government, it is composed of a Chairman and four members and their deputies coming from experts who are appointed and dismissed by the Government for a two-year term. Lodging of a complaint withholds the execution of the decision on contract award until the decision upon the complaint is made. The Public Procurement Complaint Committee has to decide on the complaint within 15 days from receiving the complaint.

According to the Law on Public Procurement, the Ministry of Finance carries out the supervision of public procurement. The inspection supervision is carried out by inspectors for supervision of the budget and public procurement within the Ministry of Finance.

The new public procurement law was adopted in March 2004 (published in the *Official Gazette* No. 19/04). The law replaces the old one. The new law fully enters into life in Autumn 2004.

The new Public Procurement Law is modelled on the EU procurement legislation. The Public Procurement Law covers governmental and other public institutions, and entities operating in the utilities sectors (water, energy, transport, telecommunication). The law does not apply to the purchase of weapons, ammunition and other military equipment. The law safeguards the basic principles of procurement system: transparency, fair competition, equal and non-discriminatory treatment of bidders. The following procurement procedures are provided: open tender, restricted tender, negotiated procedure, design contest and restricted tender for consultant procedures. The procurement notices are to be published in the *Official Gazette* of the Republic. The notices are also made available on the central procurement website. The new law establishes the Public Procurement Bureau — a central body responsible for implementation of the system. The Bureau is a state administrative body within the Ministry of Finance. Among the functions of the Bureau there are: monitoring of the functioning of the public procurement system; proposing the improvements to the legal framework; preparation of standard tender documents; maintaining of the public procurement register, and making the register available on the website; advising and assisting to contracting entities; organising training; elaboration of guidelines and manuals; appointment of experts to examine the correctness of the procurement procedure. The Bureau should become fully operational in autumn 2004. The law provides an independent Complaint Committee, nominated by the Government for a two-year period. Members of the Committee may be revoked before expiry of their term only in circumstances defined by the law. The Committee decides upon complaints filed by dissatisfied tenderers. The decision of the Committee may be appealed against before the courts. The law also provides for some penal provisions.

10.2 Combating Fraud and Corruption

In 2002 a Law on Prevention of Corruption was adopted (*Official Gazette of the Republic of Macedonia*, No. 28/02). In 2003 the Government designed a Strategy for Combating Corruption.

The State Commission for Prevention of Corruption was formed in 2002 and it is responsible for preventing and fighting corruption. The Commission is independent in its work. The members of the Commission are appointed and dismissed by the *Sobranie* with a mandate of four years. The Commission has seven members from whom a Chairman is elected with a one-year mandate, with no right to another mandate. In June 2003 the Commission established a State Programme for Prevention and Repression of Corruption. The State Commission prepares annual reports of its work and the measures and activities taken and

submits these to the President of the Republic, the *Sobranie*, the Government and the Supreme Court. The reports are published in the media.

Criminal offences related to corruption are regulated in the Criminal Code. According to official statistics of the Ministry of Interior, in the first nine months of 2003, 663 criminal cases related to corruption were investigated and 872 criminal charges were imposed.

Holders of public functions (elected or appointed officials, civil servants, public employees and responsible persons in a public enterprise and other legal entity managing state capital) have to fill in a questionnaire in which they report their incomes and possessions, within 30 days of taking up their duties. The questionnaires are submitted to the State Commission for Prevention of Corruption and to the Office for Public Income. Holders of public functions have to report every change in income or possessions to these organs.

10.3 Access to Public Information

The Constitution (Article 16) guarantees the freedom of speech, access to information and free establishment of institutions for access to information. The Constitution also guarantees free receiving and transfer of information as well as the right to reply in the media. Censorship is banned.

The Law on Protection of Personal Data (*Official Gazette of the Republic of Macedonia*, Nos. 12/94 and 4/02) regulates the protection of personal data which are subject to gathering, processing, keeping, using and exchanging in manual or electronic form. Databases containing personal data can only be established, run and maintained on the basis of a law or a written agreement with the person the data relate to.

10.4 Rights of Minorities

The rights of ethnic minorities are regulated by the Constitution, in particular by amendments IV-XVIII. In accordance with amendment VIII of the Constitution, the term "minorities" is replaced by the term "communities".

Within the Government there is a committee of ministers for monitoring and coordination of activities related to the just participation of the members of the ethnic communities in public administration and public enterprises. This committee is chaired by the Vice-Prime Minister for Minority Issues.

Members of the communities have the right to freely express, foster and develop their identity and community attributes, and to use their community symbols.

Members of all communities have the right to equitable representation in public bodies at all levels and also in other areas of public life.

For laws that directly affect culture, use of language, education, personal registries and use of symbols, the *Sobranie* takes decisions by a majority vote of the deputies attending; however, this majority vote must include a majority vote of the deputies registered as belonging to the communities not in the majority in the population of Macedonia.

Apart from the Macedonian language, any other language spoken by at least 20 per cent of the population is an official language.

The *Sobranie* established a Committee for Inter-Community Relations which considers issues of inter-community relations in the Republic and makes appraisals and proposals to the *Sobranie* for their solution.

10.5 E-Government

In June 2002 the Government adopted a Declaration for accelerated development of an information society and digital economy (*Official Gazette of the Republic of Macedonia*, No. 48/02). The Declaration stipulates that the Government forms a Commission for Information Technology, prepares a national strategy for development of an information society, establishes an institution for electronic certificates and digital signatures, prepares and submits to the *Sobranie* laws which would organise this area in more details.

Electronic information on the Government is available on the official Government web site (www.gov.mk).

At present it is not obligatory to publish official documents on the internet. It is not possible to conduct transactions with the public administration electronically.

11. Managing European Integration

11.1 The Institutional Framework of EU-Related Policy Making

With the signing of the Stabilisation and Association Agreement between the European Union and its member countries and the Republic of Macedonia on 9 April 2001 in Luxemburg, the process of European integration intensified.

The institutional infrastructure for the process of approximation of the Republic of Macedonia to the European Union is composed of the following:

- The Deputy Prime Minister responsible for European integration.
- The Committee for Euro-Atlantic Integration (CEAI) established by the Government as a special inter-ministerial committee (*Official Gazette of the Republic of Macedonia*, Nos. 62 and 63, 8 December 1997). The Committee is chaired by the Prime Minister and consists of the Vice-Prime Ministers and the Ministers of Foreign Affairs, Defence, Finance, the Interior, Justice, Economics, Agriculture and Urban Development. The CEAI has two working committees: the Working Committee for European Integration and the Working Committee for Integration into the Collective Defence Systems.
- The Working Committee for European Integration determines the global direction and coordinates the process of European integration in the Republic of Macedonia. On the request of the Working Committee all ministries have nominated a coordinator responsible for their ministry's activities in regard of European integration.
- The Sector for European Integration (within the Office of the Government) – competent for expert and administrative support of the organisation, coordination and synchronisation of the process of European integration. The Sector for European Integration is the central body that acts as a prime interface between EU institutions and the State.

11.2 Managing the Approximation of Laws

In April 2003 the Government adopted the third Programme for Approximation of the National Legislation to the Legislation of the EU. The primary responsibility for realisation of this Programme lies with the relevant ministries.

The following structures are directly responsible for coordinating the process of harmonisation of national laws with the EU legislation:

- Department for Approximation of the National Legislation to EU Legislation (as part of the Sector for European Integration) – responsible for supporting the coordination of approximation;
- The Subcommittee for Approximation of the National Legislation to EU Legislation – a central coordinative body composed of representatives from all ministries and from the Secretariat for Legislation. One of the basic functions of this body is the preparation of the Programme for Approximation of the Legislation and coordination of the working groups and subgroups for harmonisation and approximation with EU legislation;
- The Secretariat for Legislation – responsible for reviewing the compatibility of new legal acts with the Constitution and EU legislation;
- Working groups and subgroups for harmonisation with EU legislation – responsible for carrying out the activities planned in the Programme for Approximation of the National Legislation to EU Legislation. They are composed of representatives of the ministries and external experts from universities, the Economic Chamber, the economy and other institutions.

11.3 Implementing the Acquis Communautaire

In June 2003 the Government adopted the Action Plan for Implementation of the Recommendations, made in the Progress Report on the Stabilisation and Association Agreement of the European Commission.

All government activities of a legislative character whose realisation was planned for 2003 were scrutinised in relation to EU legislation, that is, they were reviewed in view of the *acquis communautaire* and the requirements which need to be taken into consideration when drafting the planned legal projects.

11.4 Managing Technical Assistance

The Sector for European integration consists of the following units:

- Department for Approximation to EU Legislation
- Department for Translation of Legal Acts of the European Union
- Department for Institutional Improvement
- Department for Support to the Working Committee for European Integration
- Department for Coordination of Foreign Aid
- Department for Coordination of the Implementation of the Framework Agreement
- Department for Information

12. Plans for Reform and Modernisation

In April 2000 the Government brought forth a Strategy for Reform of Public Administration. At present, the Department for Reform of Public Administration, which is part of the Ministry of Justice, provides technical and logistic support to the Commission for Reform of the Public Administration. The Commission was set up by the Government in 1998 and is responsible for the process of carrying out the reform of the public administration.

In accordance with the Strategy, in 2001 a Strategic Plan for Development of the General Secretariat of the Government and a Plan for its implementation were adopted. The Strategy includes reorganisation of the Secretariat and establishment of three new sectors: Sector for Strategy, Planning and Monitoring; Sector for Analysis of Policy and Coordination; and Sector for Reform of the Public Administration which should centralise the process of administration reform so that the Department for Reform of the Public Administration in the Ministry of Justice should become part of this Sector.

There is also a suggestion that the members of the Commission for Reform of the Public Administration include: the Vice-Prime Ministers, the Minister of Justice and the Minister of Local Self-government.

Part of the plans for reform and modernisation is to set up an inter-ministerial body for creating a concept for e-Government.

For 2004 the Government determined six areas, which have priority in the reform activities, namely:

- Implementation of the Framework Agreement;
- Decreasing poverty and unemployment;
- Integration in the European Union;
- Application for NATO membership;
- Combat against crime and corruption; and
- Reform of the public administration.

The reform activities in 2004 should include the adoption of the following laws:

- Law on Use of Languages of Communities;
- Law on Use of Symbols of Communities;
- Law on Financing Municipalities, which has been adopted in January 2004;
- Law on Territorial Division; which is currently (March 2004) on the *Sobranie* agenda;
- Law on Cooperation of Local Self-government Units;
- Law on Changes and Supplements of the Law on Local Elections;
- Law on Changes and Supplements of the Law on Prevention of Corruption;
- Law on Public Procurement (adopted in March 2004);
- Law on Fighting Terrorism;
- Law on Election of President;
- Law on Free Access to Information;
- Law on Changes and Supplements of the Law on Protection of Personal Data;
- Law on Conflict of Interest of Public Office Holders.

13. Key Statistics

13.1 Budgetary Data

Functional Classification According to International Standards
(in Macedonian denars; 1euro = 61.30 denars — National Bank of the Republic of Macedonia)

Budget for 2003			Total
			67 374 067 000
11	General Public Services		8 410 937 000
	111	Legislative and executive authority and services	1 420 476 000
	1	President of the Republic	55 409 000
	2	<i>Sobranie</i> — a part	437 850 000
	3	Constitutional Court	18 490 000
	4	Government	158 391 000
	5	Secretariat for Legislation	6 265 000
	6	Government services	539 871 000
	7	Secretariat for Information	107 659 000
	8	Ministry of Information	16 000 000
	9	Macedonian Information Agency	12 197 000
	10	Agency for Renewal and Development	33 176 000
	11	Public servants Agency	35 168 000
	112	Global planning fiscal and financial services	5 695 873 000
	1	Ministry of Finance - a part	4 797 673 000
	2	State Audit Office	39 808 000
	3	Ministry of Development	478 329 000
	4	Customs Administration	380 063 000

	113	External affairs and services	740 911 000
	1	Ministry of Foreign Affairs	740 911 000
	114	Fundamental and Scientific Research	238 054 000
	1	Ministry of Education and Science	106 702 000
	2	Science Institutes	131 352 000
	119	Other services of the Government (emigration statistics elections archives information.)	315 623 000
	1	Statistics Office	170 106 000
	2	Archives of the Republic of Macedonia	70 082 000
	3	Electoral activities	0
	4	Agency for Immigration	20 065 000
	5	Macedonian Academy of Arts and Sciences	55 370 000
12		Activities in connection with defence and services	5 889 129 000
	121	Military and civilian administration and operations	5 889 129 000
	1	Ministry of Defence	5 889 129 000
13		Public order and security	7 752 679 000
	131	Police	5 846 018 000
	1	Ministry of Interior	5 805 457 000
	2	Centre for Education of Security Experts	40 561 000
	132	Courts and court operations	1 554 679 000
	1	Ministry of Justice	309 992 000
	2	Judicial organs	1 234 207 000
	3	State Office of Judicial Expertise	10 480 000
	133	Prisons: administration and operations	224 029 000
	1	Prisons	224 029 000
	139	Other services in connection with the public order	127 953 000
	1	Intelligence Agency	127 953 000
21		Education and services	9 044 255 000
	211	Kindergarten primary high school and university	8 959 878 000
	1	Education	8 899 801 000
	2	Pedagogical Institute	60 077 000
	219	Other educational services	84 377 000
	1	Ministry of Education and Science	84 377 000
22		Medical services	332 646 000
	221	Public health and prevention services	137 323 000
	1	Programmes (441311-441318)	137 323 000
	222	Hospital services	132 677 000
	1	Programmes (441319-441322)	132 677 000
	229	Other hospital services	62 646 000
	1	Ministry of Health	56 646 000
	2	Blood Donation Programme (441023)	6 000 000

23	Social Welfare		16 875 366 000
	231	Social security	15 982 985 000
		1 War veterans	394 000 000
		2 Civil disabled persons	38 700 000
		3 Child allowance	572 000 000
		4 Income providers currently in military service	6 300 000
		5 Welfare programmes	3 062 000 000
		6 Structural change funds	4 082 000 000
		7 Pension and disability benefits	7 076 000 000
		8 Child protection	751 985 000
	232	Social assistance	892 381 000
		1 Accommodation of the elderly and disabled persons	161 127 000
		2 Refuges	445 873 000
		3 Payments to humanitarian organisations	70 000 000
		4 Social protection	215 381 000
24	Housing and maintenance of urban environment		381 099 000
	242	Water supply and sewerage systems	150 000 000
		1 Construction of municipality water supply pipelines	150 000 000
	243	Sanitary services and reduction of pollution	15 729 000
		1 River and Lake Water Protection Programme	5 729 000
		2 Environmental Project and Study Development	10 000 000
	249	Other services related to housing and environment	215 370 000
		1 Ministry of Environment	210 972 000
		2 Seismological Observatory	4 398
25	Recreation and cultural activities and services		1 427 863 000
	252	Sports and recreation services	101 461 000
		1 Ministry of Youth and Sport	101 461 000
	252	Cultural services	1 321 966 000
		1 Ministry of Culture	45 001 000
		2 Cultural activities	1 276 965 000
	254	Religious issues and services	4 436 000
		1 State Commission on Religious Communities and Religious Groups	4 436 000
31	Fuel and power related activities		5 000 000
	312	Generation transfer and distribution of electricity	5 000 000
		1 Village electrification equipment	5 000 000
32	Agriculture regulation and operations		936 494 000
	321	Prices of agricultural products administration activities and services	389 020 000
		1 Agricultural Investment Programmes	185 000 000
		2 Agricultural Production Promotion Programmes	204 020 000
	322	Other administrative services	547 474 000

		1	Ministry of Agriculture Forestry and Water Supply — a part	501 247 000
		2	Agency for Agricultural Development	46 227 000
33	Mining, industry and construction			134 059 000
	331	Mining services		20 000 000
		1	Geological research	20 000 000
	333	Construction regulation and co-ordination		114 059 000
		1	Urbanism and Construction - a part	114 059 000
34	Transport and communication activities and services			2 408 192 000
	341	Road transport and operations		1 655 000 000
		1	Road Programme	1 655 000 000
	342	Railroad transport		450 000 000
		1	Participation in railroad construction	450 000 000
	349	Other transport services		303 192 000
		1	Ministry of Transport and Communications - a part	303 192 000
35	Other services			2 507 507 000
	351	General economic/commercial services and tourism		2 360 779 000
		1	Working capital for Structural Reforms	1 558 386 000
		2	Touristic Propaganda	10 000 000
		3	Ministry of Economy - a part	357 557 000
		4	Bureau for Strategic Reserves	82 016 000
		5	Hydro-Meteorological Bureau	75 815 000
		6	State Geodetic Bureau	247 005 000
	352	Labour and industrial relations		146 728 000
		1	Ministry of Labour	146 728 000
41	Multifunctional expenses			406 104 000
	411	General transfer to local governments		164 460 000
		1	Ministry of Local Self-government	29 060 000
		2	Transfers to units of Local Self-government	135 400 000
	412	Different multifunctional costs and transfers		241 644 000
		1	Bureau of Under-Developed Regions	241 644 000

Statements by Users (Organisation Classification in Macedonian denars)	
Users	Budget 2003
President of the Republic of Macedonia	55 409 000
Intelligence Service	127 953 000
<i>Sobranie</i> of the Republic of Macedonia	437 850 000
State Audit Bureau	39 808 000
Constitutional Court	18 490 000
Government of the Republic of Macedonia	157 931 000
General Services of the Government	554 001 000
Secretariat for Legislation	6 265 000
Macedonian Information Agency — MIA	1 870 000
State Public Pravobranitelstvo	33 176 000
Agency for Development and Investments	12 197 000
Agency for Public Servants	35 168 000
Ministry of Defence	5 889 129.000
National Security Authority of RM in NATO context	460 000
Ministry of Internal Affairs	5 805 457 000
Centre for Education of Security Experts	40 561 000
Ministry of Justice	309 992 000
Ministry of Foreign Affairs	740 911 000
Ministry of Finance	366 907 000
Ministry of Finance — State functions	19 580 717 000
Customs Administration	478 329 000
Agency of Strategic Reserves	82 016 000
Public revenues administration	380 063 000
National Payment Card	1 872 000
Agency for blocked accounts	29 700 000
Ministry of Economy	392 557 000
Industrial Property Protection Bureau	
Seismological Observatory	
Ministry of Environment and Physical Planning	240 701 000
Ministry of Transport and Communications	553 251 000
Civil Air Navigation Directorate	
Telecommunications Bureau	

Ministry of Agriculture, Forestry and Water Supply	890 267 000
Agency for Agricultural Development — Bitola	46 227 000
State Hydro-Meteorological Bureau	75 815 000
Ministry of Labour and Social Policy	146 728 000
Social protection of children	1 323 985 000
Social Security	15 061 381 000
Ministry of Education and Science	9 226 630 000
Bureau for Educational Development	60 077 000
Agency for Youth and Sport	101 461 000
Ministry of Culture	45 001 000
Financing culture activities	1 276 965 000
Ministry of Health	332 646 000
Ministry of Local Self-government	29 060 000
Agency for Immigration	20 065 000
Agency for Information	107 659 000
State Commission on Religious Communities and Religious Groups	4 436 000
State Geodetic Administration	247 005 000
Statistical Bureau	170 106 000
Archives of Macedonia	70 082 000
State Office of Judicial Expertise	10 480 000
Macedonian Academy of Science and Arts	55 370 000
Agency of Under-developed Regions	241 644 000
State Judicial Council	11 318 000
Supreme Court	46 685 000
State Public Prosecutor's Office	13 305 000
National Ombudsman	21 543 000
Appeals Court-Bitola	32 849 000
Appeals Court-Skopje	62 302 000
Court Administration	15 681 000
Appeals Court-Stip	21 184 000
District Public Prosecutor-Bitola	8 058 000
District Public Prosecutor-Skopje	14 144 000
District Public Prosecutor-Stip	6 014 000
First Instance Court-Berovo	9 777 000
First Instance Court-Bitola	51 485 000
First Instance Court-Gevgelija	28 835 000
First Instance Court-Gostivar	30 590 000
First Instance Court-Debar	11 685 000

First Instance Court-Delcevo	11 787 000
First Instance Court-Kavadarci	24 711 000
First Instance Court-Kicevo	22 843 000
First Instance Court-Kocani	24 406 000
First Instance Court-Kratovo	7 725 000
First Instance Court-Kriva Palanka	16 420 000
First Instance Court-Krusevo	8 886 000
First Instance Court-Kumanovo	40 907 000
First Instance Court-Negotino	10 501 000
First Instance Court-Ohrid	33 399 000
First Instance Court-Prilep	41 267 000
First Instance Court-Radovis	18 249 000
First Instance Court-Resen	10 067 000
First Instance Court-Sveti Nikole	10 736 000
First Instance Court-Struga	24 989 000
First Instance Court-Strumica	39 420 000
First Instance Court-Tetovo	44 604 000
First Instance Court-Veles	30 215 000
First Instance Court-Stip	35 942 000
First Instance Court-Skopje 1	128 017 000
First Instance Court-Skopje 2	120 120 000
First Instance Court-Vinica	8 849 000
First Instance Public Prosecutor-Berovo	1 856 000
First Instance Public Prosecutor-Bitola	7 659 000
First Instance Public Prosecutor-Gevgelija	3 663 000
First Instance Public Prosecutor-Gostivar	5 246 000
First Instance Public Prosecutor-Debar	2 316 000
First Instance Public Prosecutor-Delcevo	2 150 000
First Instance Public Prosecutor-Kavadarci	5 367 000
First Instance Public Prosecutor-Kicevo	3 350 000
First Instance Public Prosecutor-Kocani	3 419 000
First Instance Public Prosecutor-Kriva Palanka	2 749 000
First Instance Public Prosecutor-Kumanovo	6 500 000
First Instance Public Prosecutor-Ohrid	4 493 000
First Instance Public Prosecutor-Prilep	6 440 000

First Instance Public Prosecutor-Radovis	2 700 000
First Instance Public Prosecutor-Resen	1 740 000
First Instance Public Prosecutor-Sveti Nikole	2 293 000
First Instance Public Prosecutor—Skopje	46 555 000
First Instance Public Prosecutor—Struga	3 627 000
First Instance Public Prosecutor-Strumica	6 014 000
First Instance Public Prosecutor-Tetovo	6 093 000
First Instance Public Prosecutor—Veles	4 828 000
First Instance Public Prosecutor—Stip	5 634 000
Penal and correctional institution-Idrizovo	99 300 000
Penal and correctional institution-Tetovo	17 626 000
Penal and correctional institution-Bitola	22 931 000
Penal and correctional institution-Gevgelija	7 204 000
Penal and correctional institution-Ohrid	12 608 000
Penal and correctional institution-Tetovo	7 264 000
Penal and correctional institution-Skopje	35 746 000
Penal and correctional institution-Struga	6 101 000
Penal and correctional institution-Stip	15 249 000

14. Useful Links:

President <http://www.president.gov.mk>

Parliament <http://www.sobranie.mk>

Government <http://www.gov.mk>

Ministry of Finance <http://www.finance.gov.mk>

Ministry of Economy <http://www.economy.gov.mk>

Ministry of Defence <http://www.morm.gov.mk>

Ministry of Agriculture <http://www.mzsv.gov.mk>

Ministry of Culture <http://www.gov.mk/kultura/>

Ministry of Education and Science <http://www.mofk.gov.mk>

Ministry of Environment and Planning <http://www.moe.gov.mk>

Ministry of Agriculture, Forestry and Water Management <http://www.mzsv.gov.mk>

State Statistical Office <http://www.stat.gov.mk>

Macedonian Customs <http://www.customs.gov.mk>

National Bank of the Republic of Macedonia <http://www.nbrm.gov.mk>

Macedonian Bureau of Employment <http://www.zvrm.gov.mk>

Ministry of Foreign Affairs <http://www.mnr.gov.mk>

Information Agency <http://www.sinf.gov.mk>

Public Revenues Department <http://www.ujp.gov.mk>

The Securities and Exchange Commission of the Republic of Macedonia <http://www.sec.gov.mk>

Macedonian Privatisation Agency <http://www.mpa.org.mk>