FIRST ACTION PLAN FOR

OPEN GOVERNMENT PARTNERSHIP – LOCAL

MUNICIPALITY OF KISELA VODA

(2024-2025)

Skopje, December 2024

CONTENTS

LIST OF ABBREVIATIONS

AP- Action Plan

CSOs – Civil Society Organizations

LSGU – Local Self-Government Units

EU – European Union

ZMAI – Association for Research and Analysis

IRI – International Republican Institute

IT – Information Technology

LC – Local Community

MISA - Ministry of Information Society and Administration

NGO – Non-Governmental Organizations

IRM - Independent Reporting Mechanism

OGP – Open Government Partnership

1. INTRODUCTION

Statement by the Mayor of the Municipality of Kisela Voda, Mr. Orce Gjorgjievski, on the creation of the first Action Plan of the Open Local Government Partnership

Honorable,

It is with great honor and pleasure that we present the first Action Plan of the Municipality of Kisela Voda for the Open Government Partnership – OGP Local, a global initiative that sets new standards for transparency, accountability and active participation of citizens in decision-making processes.

Our municipality is strongly committed to the values and goals of the Open Government Partnership and has already proven its commitment through numerous successful projects. These initiatives have enabled citizens to not only be informed, but also to be actively involved in the creation of public policies that directly affect their lives. This is something we plan to build on, creating an even better and more open Municipality of Kisela Voda for all.

As the first municipality in Macedonia to develop such an action plan, we send a clear message that we believe in the need for open and accessible local government for all. We will always remain committed to our goal – the municipal administration to always be open to every stakeholder in our community.

Through transparency, we build trust. Through accountability, we strengthen capacities for responsible governance. Through participation, we enable citizens to be active creators of solutions for their priorities. Guided by these principles, we continue to advocate for even more dynamic development and strengthening of the partnership with our citizens.

The development of the first Action Plan is an important step, but it also represents the beginning of a long-term process of creating an open and inclusive local government. With strong hope and faith, we expect that the implementation of this plan will be the

basis for future actions and projects that will strengthen our vision of local government at the service of citizens.

Respectfully,

Orce Gjorgjievski

Mayor of the Municipality of Kisela Voda

2. EXECUTIVE SUMMARY

2.1. History of the Open Government Partnership (OGP) at the global level

" In 2011, government leaders and civil society representatives came together to create a unique partnership - one that combines these powerful forces to promote transparent, participatory, inclusive and accountable governance."

The Open Government Partnership (OGP) includes 77 countries and 150 local governments – representing more than two billion people – and thousands of civil society organizations.[1]

Open Government Partnership (OGP) began its activities in 2011 as a global initiative aimed at promoting transparency, accountability and citizen engagement in governments around the world in order to improve the accountability of governments through a more open, participatory and transparent approach to governance and to reduce corruption. The primary focus of the OGP is national governments, but as new substantial issues and needs evolve, local governments also play a key role in the lives of citizens.

Local governments are often the first point of contact for citizens seeking public services, justice and engagement from state institutions, therefore local governance needs to be included in the OGP framework to ensure that the values of transparency, accountability and participation are implemented at every level of government. The entire process results in the creation and development of a Local OGP Action Plan, designed to extend the principles of open government to cities and local authorities.

OGP initiative gained momentum in 2016 when the OGP Steering Committee recognized the potential impact that open governance could have on local communities. This year, 2016, marks the beginning of more focused discussions on expanding the scope of OGP to include local governments. In 2017, OGP officially launched its OGP Local Program, which invites cities and local governments to join global efforts to promote open government.

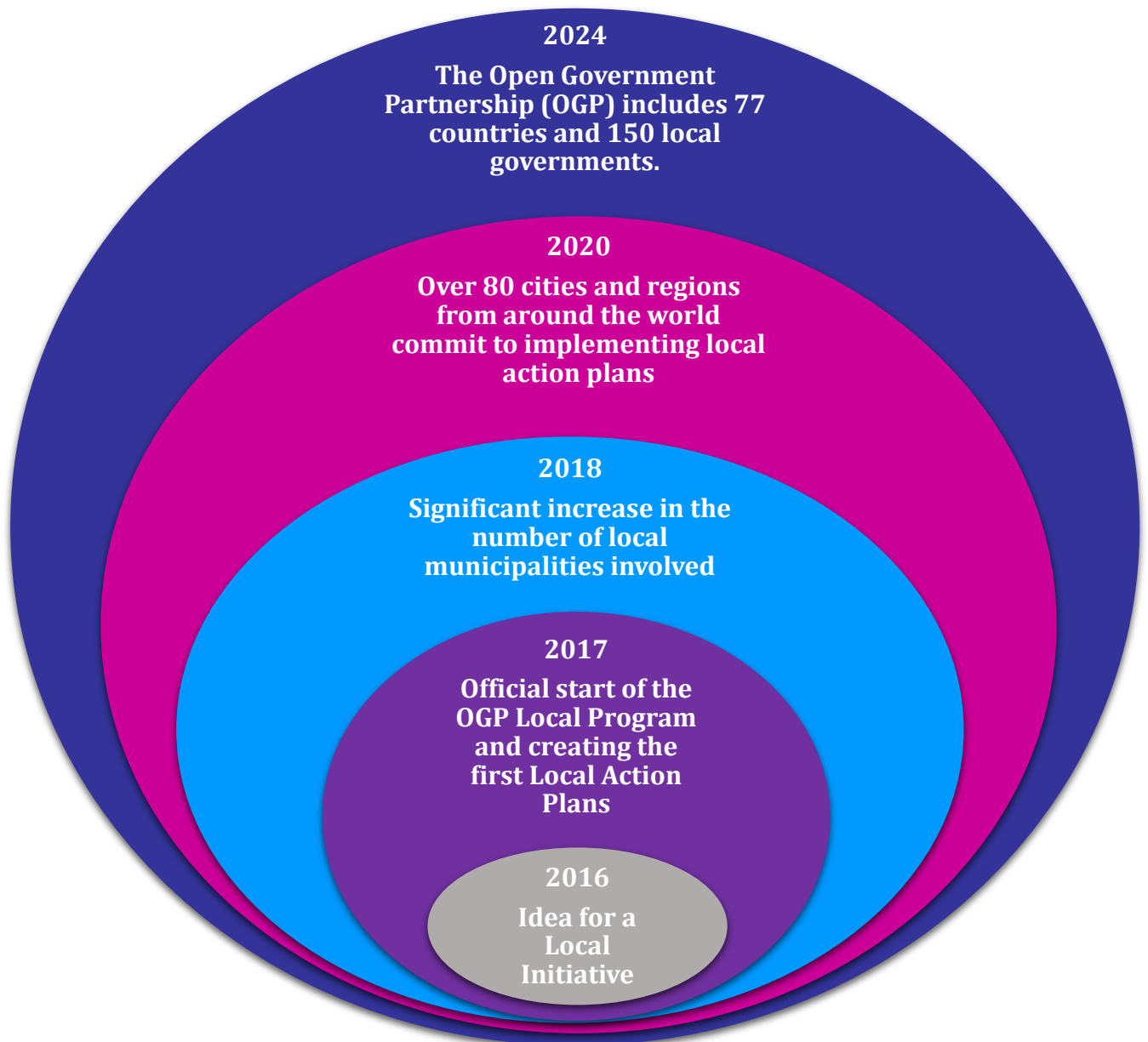[1] https://www.opengovpartnership.org/about/

The initiative aims to provide local governments with a platform to adopt their own action plans, aligning with the broader OGP framework, while addressing the specific needs and challenges faced by cities and regions.

The first years of the OGP Local Program focused on creating a framework for engagement, which included developing guidance documents, case studies, and tools to help local governments understand how to create and implement action plans that align with the OGP principles. Pioneering cities, such as Buenos Aires, Seoul, and Barcelona, were the first to develop and adopt OGP Action Plans and set the standards for design and implementation, thus became role models for other municipalities.

In 2018, the OGP Local initiative had significant expansion, with more cities and local governments around the world adopting the principles of open government. This period also marked the beginning of the development of the first official local OGP action plans, which set out concrete commitments and measurable goals to strengthen transparency, accountability and citizen participation in local government. These plans were created through an inclusive, participatory process, involving civil society organizations, community groups and residents to improve governance.

By 2020, the number of local municipalities involved in the OGP Local Program had grown significantly, with over 80 cities and regions around the world committing to implementing local action plans. Looking ahead, the future of OGP Local Action Plans is focused on further expanding their impact, serving as a powerful tool to address local challenges such as poverty, inequality, climate change and urbanization. By creating more transparent, accountable and participatory local governments, the OGP Local Program has the potential to strengthen democratic governance and improve public services for communities around the world.

2024

The Open Government Partnership (OGP) includes 77 countries and 150 local governments.

2020

Over 80 cities and regions from around the world commit to implementing local action plans

2018

Significant increase in the number of local municipalities involved

2017

Official start of the OGP Local Program and creating the first Local Action Plans

2016

Idea for a Local Initiative

Graphical representation of the development of the OGP Local Program

2.2. Macedonia's Membership in the Open Government Partnership (OGP)

Macedonia became a member of the Open Government Partnership (OGP) in 2011, aiming to promote transparency, accountability and citizen participation in government. Five action plans have been implemented so far, while the sixth is under implementation:

- ➢ First Action Plan (2012-2013)[2]
- ➢ Second Action Plan (2014-2016)[3]
- ➢ Third Action Plan (2016-2018)[4]
- ➢ Fourth Action Plan (2018-2020)[5]
- ➢ Fifth Action Plan (2021-2023)[6]
- ➢ Sixth Action Plan (2024-2026)[7]

2.3. Membership of the Municipality of Kisela Voda in the OGP Local

Local governments directly influence the daily lives of citizens through services, policies and community development. By joining the OGP Local, municipalities can unlock the potential for improving transparency, accountability and citizen engagement at the local level, which also was a key reason for the Municipality of Kisela Voda to join OGP.

Since Mr. Orce Gjorgjievski took office as mayor of the Municipality of Kisela Voda, according to the Active Transparency Index conducted by the Center for Civic Communications, a civil society organization from Skopje[8], the transparency of the municipality has increased:

- ➢ to 59.2% in 2021,
- ➢ to 85.5% in 2022,
- ➢ to 88.4% in 2023, and
- ➢ to 98.6% in 2024.

The Municipality of Kisela Voda is focused on implementing activities to increase transparency, inclusion, digitalization, accountability and openness in its work and relations with citizens.

---

[2] https://www.opengovpartnership.org/documents/macedonia-first-action-plan-2012-13/
[3] https://www.opengovpartnership.org/documents/macedonia-second-action-plan-2014-16/
[4] https://www.opengovpartnership.org/documents/macedonia-national-action-plan-2016-2018/
[5] https://www.opengovpartnership.org/documents/macedonia-action-plan-2018-2020/
[6] https://www.opengovpartnership.org/documents/north-macedonia-action-plan-2021-2023/
[7] https://www.opengovpartnership.org/documents/north-macedonia-action-plan-2024-2026-june/
[8] https://www.opendata.mk/Home/TekstualniDetails/129?Category=1

The first OGP Local Action Plan for the Municipality of Kisela Voda includes medium-term activities (2024-2025) aimed at promoting and strengthening the values and principles of good governance, contributing to the consolidation of a broader strategy that will undoubtedly continue in the years to come.

The selection of measures related to the principles of the OGP in order to build a dynamic, prosperous, supportive and open municipality are defined through two commitments of the Municipality of Kisela Voda:

1. Promoting digitalization in the operations of the municipality,
2. Transparency and open local government.

Medium-term results resulting from the efforts are:

➢ Promotion and introduction of digitalization measures and e-services for citizens,
➢ Increased participation of citizens in the processes of digitalization of the municipality,
➢ Strengthening the transparency and openness of the municipality through the participation of citizens in making decisions of their interest,
➢ Development of an inclusive, participatory and effective model of community participation.

The two commitments of the municipality of Kisela Voda are closely related - *there is no transparency without accessibility*.

3. METHODOLOGY ON DEVELOPMENT OF THE OGP LOCAL ACTION PLAN

The OGP Local brings together local governments, citizens, civil society organizations, academia and the private sector to promote more transparent, responsive, accountable and inclusive governance. OGP achieves its vision by recognizing the key role that local governments play in bringing the governance closer to the people they serve. Municipalities, cities, states, regions, provinces, counties and other jurisdictions provide key services that require effective and accountable local governments. OGP therefore

strives to support local government efforts in adopting innovative reforms. Collaboration, transparency and citizen participation are essential pillars for any modern, responsive and agile local government.

The methodology[9] for development of an OGP Action Plan is based on co-creation and collaborative management of the key elements of:

1. **Co-creation**: Local government and civil society organizations collaborate to develop an action plan that details the commitments that the local government is undertaking to improve transparency, accountability, and governance.

2. **Open Government Principles**: The OGP is based on key principles such as transparency, accountability, participation and the rule of law. These principles guide the commitments undertaken by the members.

3. **Country Action Plans**: Participating governments, in partnership with civil society, develop specific commitments within the framework of action plans. These plans are designed to implement the principles of open government, and they often include objectives such as improving access to information, improving government responsiveness, local government responsiveness or increasing citizen engagement;

4. **Independent Report Mechanism** (IRM): OGP uses an independent evaluation system to monitor and assess the progress of each country and local government's commitments. The IRM produces reports that are transparent and publicly available. This lays the foundation for accountability of governments and local governments in the process of achieving the goals defined in the OGP Action Plan.

5. **Inclusive and participatory process**: The OGP methodology emphasizes the involvement of a wide range of stakeholders in the process, including non-governmental organizations, citizens, and other entities. This participatory approach ensures that diverse opinions and perspectives are considered.

6. **Commitment to continuous improvement**: The methodology encourages countries to build on their previous commitments and continuously improve open government practices over time. This iterative process ensures that progress is

---

[9] https://www.opengovpartnership.org/ogp-local/ogp-local-key-materials/

made and that open government principles are integrated into everyday governance.

In short, the OGP methodology is focused on openness, inclusive creation, partnerships for collaboration, accountability and continuous improvement. Local government and civil society work together to create transparent, accountable and participatory management framework.

4. CO-CREATION AND PARTICIPATORY PROCESS IN ACTION PLAN DEVELOPMENT

A participatory process and co-creation in the development of an OGP Local Action Plan implies a collaborative approach designed to ensure inclusiveness, transparency and accountability in the development of government measures, reforms, policies and strategies. This process involves multiple stakeholders such as government institutions, civil society organizations (CSOs), citizens and other relevant actors, in the design and implementation of action plans aimed at improving the openness, transparency and accountability of local government.

Transformative and sustainable changes require the efforts of co-creators who are composed of different sectors and groups, including municipal departments, local civil society organizations, residents, academics, and the media. Public participation and participatory decision-making processes are a fundamental component and essential element of OGP.

In order to meet the standards of co-creation and participation, the Municipality of Kisela Voda implemented a series of activities:

1. Partnered with the International Republican Institute (IRI)[10] and the Center for Youth Activism - CYA for support in the action plan development process. [11];

---

[10] https://www.iri.org/
[11] https://www.krik.org.mk/

2. Established an OGP working group with representatives from relevant departments of the municipality and representatives from the partner organizations,

3. Facilitated a public consultation event with representatives from civil society organizations. The aim of the event was to obtain recommendations, suggestions and opinions regarding the work of municipal authorities on how the municipality can improve its performance in the areas of transparency and open local government and improving digital services for citizens.

In the area of Commitment 1. Improving Digital Services for Citizens, representatives were invited from:

➢ Metamorphosis Foundation[12],

➢ Center for Change Management - CUP[13].

In the area of Commitment 2. Increasing Transparency and Strengthening Open Local Government, representatives were invited from:

➢ Metamorphosis Foundation,

➢ Center for Civic Communications [14],

➢ Association for Research and Analysis - ZMAI [15],

➢ Center for Economic Analysis[16].

The first draft version of the Action Plan was sent to the partners and organizations whose representatives attended the public consultation meeting. Their suggestions, proposals and recommendations have been incorporated into the OGP Action Plan of the Municipality of Kisela Voda.

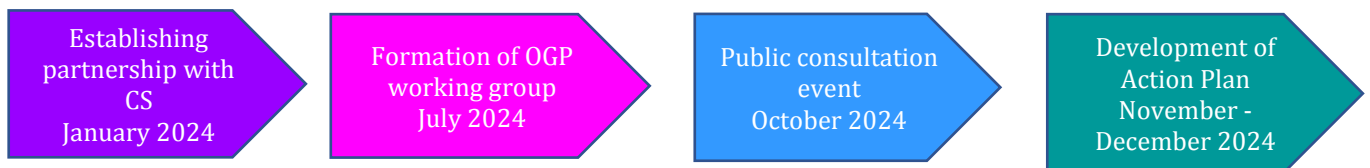The benefits of a co-creation and participatory approach of the OGP Action Plan are multiple:

---

[12] https://metamorphosis.org.mk/
[13] https://cup.org.mk/
[14] https://www.ccc.org.mk/
[15] https://zmai.mk/
[16] https://cea.org.mk/

- ➢ **Enhanced legitimacy**: When citizens and other stakeholders are involved in creating the action plan, they are more likely to trust and support the government's efforts because they feel that their voice is being heard,

- ➢ **Better policymaking:** Incorporating diverse perspectives helps create holistic, well-designed solutions that are more likely to effectively address real-world and community problems,

- ➢ **Increased accountability**: Local authorities that commit to stakeholder engagement are more accountable, as citizens and civil society perceive such authorities as transparent and open in fulfilling the commitments undertaken in the action plan,

- ➢ **Sustainability:** Co-created plans are more sustainable because they build broad support, making it easier to implement and maintain reforms over time,

- ➢ **Empowered citizens:** participatory processes help build stronger civic engagement and encourage citizens to be active participants in governance and policymaking.

| Establishing partnership with CS January 2024 | Formation of OGP working group July 2024 | Public consultation event October 2024 | Development of Action Plan November - December 2024 |

5. STRATEGIC VISION OF THE OGP LOCAL ACTION PLAN

The strategic vision of the OGP Local Action Plan focuses on creating a collaborative, transparent, inclusive and an open environment where citizens, civil society and local authorities are actively involved in decision-making, policy development and the delivery of public services.

The strategic vision serves as a compass for navigating operational planning, defining priorities and focus for the realization and achievement of long-term outcomes and identifying medium-term results.

Vision

(Long-term outcome)

By creating a culture of openness and communication between citizens and local authorities for opportunities to engage in decision-making process of their interest, and by facilitating the use of e-services, the municipality of Kisela Voda is creating long-term paths for changing the awareness and habits of its citizens towards accepting modern times, globalization and improving the quality of life of the entire community.

Mission

(Medium-term outputs)

Transparent operations, open local government and complete digitalization in the work of the municipality in terms of services to citizens and the community are the targets towards which the Municipality of Kisela Voda is directing its development to promote modern, effective, inclusive and efficient local self-government.
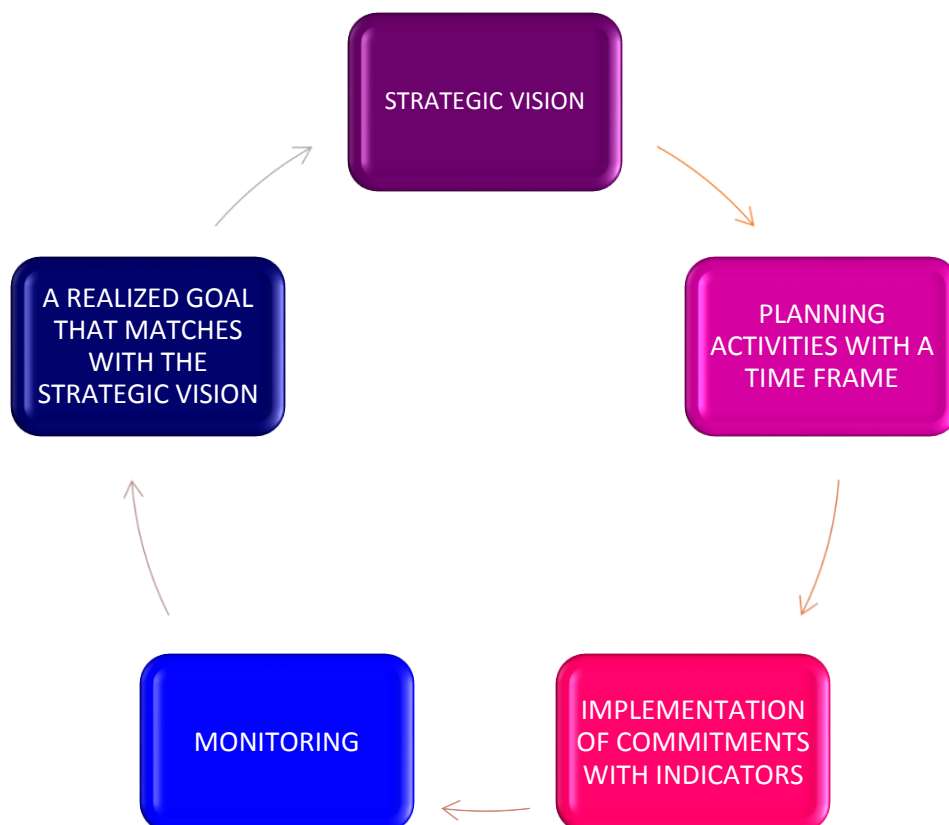
The first commitment of the Municipality of Kisela Voda is to promote digitalization in the operations of the municipality, that will transform the way the municipality operates and will offer new and innovative solutions for the delivery of services that benefit the end users - citizens.

As technology advances, younger generations naturally adapt to new digital tools, while older generations may face difficulties in using e-services. Among the older population, there is still a belief that the most reliable and trustworthy form of a document is the hard copy, no matter how much time and energy is spent to obtain it. According to the latest EU statistics, the participation of citizens in using local government websites to obtain information and services varies by age: among people aged 25 to 64 it is highest (47%), followed by 16-24 years (40%) and 65-74 years (36%).[17]

The process of intergenerational adaptation is crucial for the success of digital transformation, especially at the municipal level. Adapting to the digital world can be challenging, whether it's using online portals, navigating digital health systems, accessing information through social media, or using local government e-services.

The gap between these two groups can lead to inequalities in access to services, information and participation in the work and functioning of local government. The goal of Municipality of Kisela Voda is to increase awareness among all citizens equally about the benefits that arise from using e-services offered by the municipality and to facilitate access and the way in which e-services function.

The second commitment that is of great importance for the Municipality of Kisela Voda is transparency and open local government. This commitment encourages citizens to directly participate in the creation of activities as the next steps of the municipality and to define the priorities for action. This commitment creates an unbreakable connection between citizens and local authorities, as a cornerstone of good governance. By jointly defining the priority needs of the community, it is ensured that municipal activities,

---

[17] https://ec.europa.eu/eurostat/web/interactive-publications/digitalisation-2024#e-government

investments and use of resources are implemented in cooperation with citizens and the community. Active participation, open communication and joint responsibility between local authorities and citizens in the community are required in order to improve transparency.

Various organizational forms of citizen engagement, such as local communities (LCs), facilitate the flow of information from the community base to municipal authorities, thus promoting participation and the bottom-up approach. Local communities and community leaders are in the best position to understand the unique needs, concerns, and priorities of residents. When these voices are actively included in decision-making processes, it not only improves the quality of decisions, but also makes them more transparent and relevant to the people they affect.

The municipality's transparency and openness to cooperation fosters trust between local governments and their communities. In municipalities where transparency and openness are a priority, citizens are more likely to trust their leaders, knowing that local actions are based on clear principles and that their voices are heard. This trust is vital for the smooth functioning of local governments, as it encourages greater civic engagement, citizen participation, and support for local policies. Communities that feel that their concerns are being addressed, and their contributions are valued are more likely to cooperate with local governments.

By fostering public debate, citizen support, and building partnerships between open local government and community organizations, municipalities can create an environment where transparency is not only practiced but also embraced. When citizens feel empowered to participate and trust the system, they are more likely to engage positively with municipal initiatives, ultimately leading to better outcomes for all parties involved.

The relationship between local communities and the municipality in the field of transparency is symbiotic: citizens contribute to the transparent and open operation of local government, and in return, municipalities foster a sense of trust, cooperation and engagement with their citizens. As local governments strive for greater openness, they necessarily recognize the invaluable role of communities in achieving this goal.

Transparency and openness are not just a one-way flow of information from the municipality to citizens, but a joint effort that strengthens democratic values and improves the overall well-being of society.

6. COMMITTMENTS AND UNDERTAKEN OBLIGATIONS

6.1. FIRST COMMITMENT - ADVANCEMENT OF DIGITALIZATION IN THE OPERATIONS OF THE MUNICIPALITY

The increasing growth of digitalization and modernization is inevitably reshaping all societies globally. A series of laws and regulations on digitalization and e-government have been enacted and adopted, which is a clear sign of the increasing trend towards digital transformation: the US e-Government Act, which came into force in 2013 [18], the European General Data Protection Regulation, which came into force in 2018 [19], the Digital Services Act, an EU regulation adopted in 2022, which addresses illegal content, transparent advertising and disinformation [20].

At the national level, steps have been taken towards a modern information society and digitalization of government services at the central and local levels: a Decision of the Government of Macedonia was adopted to establish a National Council for the Digital Transformation of Society[21] , a separate Ministry for Information Society and Administration[22] was established, where several strategic documents and programs were adopted[23].

In May 2024, the Municipality of Kisela Voda promoted its new, modern and digitalized website[24]. The website contains information about current events and activities,

---

[18] https://www.whitehouse.gov/wp-content/uploads/legacy_drupal_files/omb/assets/egov_docs/fy_2013_e-government_act_implementation_report_final_03_01_2014_0.pdf

[19] https://gdpr.eu/tag/gdpr/

[20] https://digital-strategy.ec.europa.eu/en/policies/digital-services-act-package

[21] Official Gazette of the Republic of Macedonia No. 161/2024 of 05.08.2024

[22] https://www.mioa.gov.mk/

[23] https://www.mioa.gov.mk/documents-strategies432.nspx

[24] https://opstinakiselavoda.gov.mk/

information about the work of the Municipal Council and relevant sectors, strategic documents, programs and action plans.

Digital services of the municipalities is closely intertwined with citizen participation and represents an important aspect for improvement of governance and implementation of public services. Digitalization enables more fast and efficient delivery of services, while the participation includes the community in the decision-making and planning processes. Combining these two aspects can have a major positive effect on local governance:

1. Online platforms for submission of documents and requests – Citizens can apply for various services (permits, construction acts, property registration, etc.) through municipal websites.
2. Digital advisory platforms – Opportunity for citizens to participate in consultations and decision-making processes through online platforms.
3. E-services and automation – Automated systems for paying taxes, public services, or even for referendums and voting.

Establishing participatory mechanisms, citizens can have direct contact in decision-making processes. Examples of participatory mechanisms include:

1. Online voting for municipal projects – Citizens could vote which projects would have highest priority in the municipal budget.
2. Feedback platforms – Channels through which citizens could express their opinions on public policies or proposing projects.

The website of the municipality of Kisela Voda offers e-services through citizen participation:

➢ Application from CSOs for potential collaboration with the Municipality,
➢ E-notice board,
➢ Application to initiate an inspection procedure,
➢ Issuing a certificate of compliance with a local economic development strategy,

- ➢ Request for issuance of approval for excavation of a street, roadway, public or green area,
- ➢ Request for issuance of a land type certificate,
- ➢ Request for confirmation that agricultural land is being cultivated,
- ➢ Request for one-time financial assistance for a newborn,
- ➢ Permit for use of public areas,
- ➢ Request for one-time financial assistance,
- ➢ Reporting a problem,
- ➢ Request for issuance of a certificate for storage, treatment/or processing of waste,
- ➢ Request for access to public information,
- ➢ Application for entry in the registry of natural persons engaged in catering activities.
- ➢

Tabular presentation of the First Commitment

Commitment 1: Promotion on digitalization in the work on the municipality	
Responsible party	Municipality of Kisela Voda
Other stakeholders (public)	➢ International Republican Institute (IRI) ➢ CSO " Center for Youth Activism (CYA)
Other stakeholders (civil society)	➢ The civil society and the residents of the Municipality of Kisela Voda
Description on the commitment	
Description on the commitment and problems Nowadays, citizens rely more and more on the Internet and e-services for a lot of administrative procedures. The solutions for e-government offer a wide range of benefits both for the local authorities and for the citizens. The advancement of digitalization in municipal operations is a key element for improvement of efficiency, transparency and delivery of services in local self-governments. By adopting digital tools and technologies, the Municipality of Kisela Voda directs its internal processes in improving the services for the citizens. Through the municipality's website, citizens can receive information of their interest any time, while the digitalization allows them to access services online, such as payments, applying for permits, and requesting	

municipal services. This makes the administrative processes more convenient and accessible.

At the moment, the e-services for the citizens of the Municipality of Kisela Voda are not finalized: citizens can make payments electronically, submit requests, but cannot receive an electronic version of the final document due to the lack of an electronic seal of the municipality for document certification. To obtain the requested document, it is necessary to visit the relevant departments and units in the Municipality to finalize the process of issuing the necessary documentation. This makes the e-service incomplete: the request for a certain document can be submitted electronically, but the document cannot be issued online and received by e-mail. The collection of the issued documentation is an additional consumption of time and energy of citizens and reduces the value, efficiency and effectiveness of the e-services of the Municipality of Kisela Voda.

How the commitment contributes to solving the problem and meeting the citizens' needs?

The introduction of the electronic signature through the creation of an electronic seal will complete the process of e-services of the Municipality of Kisela Voda. After applying for a certain document online, citizens will also receive the requested document electronically, thus the whole process will be entirely digitalized. In this way, citizens will obtain the documents needed in a much faster and easier manner, and at the same time the efficiency of the municipality will be enhanced. Moreover, the public trust in the process will be increased and at the same time this will contribute to expanding the horizons of the community for the era of digitalization that is here, and that overcomes traditional ways of functioning.

Why is this commitment relevant to the OGP values?

The commitment for digitalization and e-services plays a key role in the resolution of problems and meeting citizens' needs through offering an array of benefits that improve the efficiency, the accessibility and the overall quality of life. The digitalization and e-services contribute to increased practicality and convenience; increase the efficiency and the speed of services; enable citizens to access municipal services at any time and from anywhere (24/7) overcoming the limitations of existing working hours;

enable geographical inclusivity: e-services ensure that people living in more remote areas have access to the same services as those in urban areas; offer effective solutions; improve transparency and accountability; promote the inclusion of people with disabilities and equal opportunities for all; strengthen the economic growth and the development of innovation and contribute to environmental protection.

The commitment for improving of digitalization in the work on the municipality directly complement the OGP values related to efficiency, transparency, inclusiveness and innovation. They represent an opportunity to improve service delivery, to direct local government operations to the benefit of citizens, and to better meet the needs of the community. All of this makes it a relevant and strategic priority.

Activities	Start date	Date of completion
1. Consultations with the already selected economic operator for the design and creation of an electronic seal	01.02.2025	31.03.2025
2. Implementation of the digital seal and upgrade of the website in the existing e-services section	01.04.2025	31.05.2025
3. Test period: a period in which the functioning of the electronic seal will be tested and potential non-functionalities will be adapted or eliminated.	01.06.2025	30.06.2025
4. Official start of the use of electronic seals when issuing documents through the e-services system of the Municipality of Kisela Voda	01.07.2025	31.08.2025

Indicators

1. Number of people who submitted requests for e-services by category during the testing period (01.06.2025 – 30.06.2025) ;

2. Number of documents issued with an electronic seal during the testing period, by e-service categories (01.06.2025 – 30.06.2025) ;

3. Number of people who submitted requests for e-services by category after the official start of use of electronic seal, by categories of e-services (01.07.2025 – 31.08.2025);

4. Number of documents issued with an electronic seal after the official start of use of the electronic seal, by categories of e-services (01.07.2025 - 31.08.2025);

Means of verification
1. Document issued by the Department for Human Resources Management and Information Technology, Information Technology Unit, with the number of persons who submitted requests for e-services by category during the testing period (01.06.2025 – 30.06.2025);   **2.** Document issued by the Department for Human Resources Management and Information Technology, Information Technology Unit, with the number of documents issued with an electronic seal during the testing period, by e-service categories (01.06.2025 - 30.06.2025);   **3.** Document issued by the Department for Human Resources Management and Information Technology, Information Technology Unit, with the number of persons who submitted requests for e-services by category after the official start of use of electronic printing , by categories of e-services (01.07.2025 – 31.08.2025);   **4.** Document issued by the Department for Human Resources Management and Information Technology, Information Technology Unit with the number of documents issued with an electronic seal after the official start of the use of the electronic seal, by categories of e-services (01.07.2025 – 31.08.2025)

Contact information (party responsible for the commitment)	
Position: Information Technology Advisor	Svetozar Velichkovski Email: svetozar.velickovski@kiselavoda.gov.mk

6.2. SECOND COMMITMENT: TRANSPARENCY AND OPEN LOCAL GOVERNMENT

The Municipality of Kisela Voda is one of the municipalities in the City of Skopje. The municipality covers an area of 46.86 km², occupies parts of the Skopje Valley on the right side of the Vardar River and is part of the Skopje Planning Region with a combined composition of an urban-rural municipality (57% urban part – 26.69 km² and 43% rural part – 20.17 km²). The Municipality consists of 11 settlements: Kisela Voda, 11 Oktomvri,

Cvetan Dimov, Cheshma, Birarija, Crniche, Przino, Pripor, Pintija, Drachevo and Usje, out of which two settlements are rural: the settlement of Drachevo [25] (which consists of Drachevo 1 with 1.22 km^2 which is an urban settlement and the village of Drachevo or Drachevo 2 with 14.77 km^2 which is a rural settlement)[26] and Usje[27] (with an area of 5.4 km^2) [28]. Fifteen local communities (LC) function on the territory of the Municipality as a form of citizens engagement and organization. This is a hallmark of the community through which the municipality is recognizable and is characterized by an exceptionally high level of democracy, accountability, transparency and visibility.

In accordance with the Statute of the Municipality, the highest body of the LC is the Council elected by the citizens. It is composed of 7 to 11 members with a mandate of 4 years. One member of the Council is elected as president. Each LC has a responsible officer from the Municipality's Local Community Department who works in a designated LC office. All detailed information about the location of the offices, the LC presidents and the officers can be found on the Municipality's website [29].

- LC "Rasadnik"
- LC "October 11-baraki"
- LC "11 October-BUILDINGS"
- LC "Crniche"
- LC "Przino"
- LC "Biraria"
- LC "Cvetan Dimov"
- LC "Kisela Voda"
- LC "Usje"
- LC "Pintija"
- LC "Village of Drachevo"
- LC "Boban Trpkov" Drachevo
- LC "Pripor"
- LC "Podstanica"
- LC "Staklara Kamenik"

---

[25] List of rural areas in the Republic of Macedonia, Government Decision of 04.07.2017
[26] Real Estate Cadastre Agency of the Republic of Macedonia
[27] List of rural areas in the Republic of Macedonia, Government Decision of 04.07.2017
[28] Real Estate Cadastre Agency of the Republic of Macedonia
[29] https://opstinakiselavoda.gov.mk/%d0%bc%d0%b5%d1%81%d0%bd%d0%b8-%d1%83%d1%8 0%d0%b1%d0%b0%d0%bd%d0%b8-%d0%b7%d0%b0%d0%b5%d0%b4%d0%bd%d0%b8%d1%86%d0%b8/

The organization and functioning of the Local Communities aim to constantly listen to the voice of citizens and their needs, which is facilitated by the existence of the local offices as contact points. Citizens submit their ideas and needs to the officials in the LCs, without the need to go to the Municipality. The LCs then collect and review the information and present it to the Municipality.

The goal of the Municipality of Kisela Voda is to meet the needs and implement the ideas of citizens and communities in a more transparent, open and efficient manner. The activities under this commitment will improve the already existing system of operation of the LCs, and in the long term will increase the participatory approach in decision-making of the Kisela Voda Municipality as a local self-government.

Commitment 2 : Transparency and openness of local self-government	
Responsible party	Municipality of Kisela Voda
Other stakeholders (public)	➢ International Republican Institute (IRI) ➢ Center for Youth Activism - CYA
Other stakeholders (civil society)	➢ Local Communities from the Municipality of Kisela Voda ➢ Citizens from the Municipality of Kisela Voda
Description on the commitment	
Description on the commitment The commitment for transparency and openness of the local government is a fundamental principle that guarantees that the activities performed by the Municipality of Kisela Voda are accessible, accountable and reflect the needs and the will of the community. The core focus of this commitment of the Kisela Voda Municipality is bringing the work on the local government closer to the public, in order to enable them to participate in the processes on decision-making and to nurture trust between residents and local public administration.	

Key elements of transparency and openness of local government are free access to information, public participation, accountability, open meetings, clear communication, adherence to ethical standards and integrity, and advocacy.

By embedding transparency and openness into the structure of local government, the Municipality of Kisela Voda promotes a high level of informed, engaged, and empowered citizens. This, in turn, fosters a more accountable and efficient local administration that truly reflects the values and priorities of the people it serves.

The Local Communities, as a form of organization of the citizens in the Municipality, represent a bridge of communication between the citizens and the local government. The activities under this commitment include a more intensive, two-way and purposeful communication between the LCs and the citizens: the residents of the Municipality will present their needs, priorities and ideas for their LC in a given period of time. The presidents and the LC officer will present the summarized data at a joint meeting with the Mayor of Kisela Voda Municipality and the heads of all departments. After full processing of the data collected from the field that will reflect the needs of the community, a measure (or several measures) will be selected for implementation, depending on the budget available and the timeframe for the implementation of the activities of the Action Plan.

How the commitment contributes to solving the problem and meeting the needs of the citizens?

The commitment for transparency and open local government plays a key role in meeting the needs of citizens in several ways such as increased accountability, increased civic engagement, improved decision-making, better public services, trust and social cohesion, preventing inequality and encouraging the development of innovative solutions.

The Municipality of Kisela Voda is working intensively on a transparent and open local government that strengthens democratic governance, aligns policies with the needs of citizens, and creates a constructive relationship between the local government and the public.

Why is this commitment relevant for the OGP values?

The commitment to transparency and open local government is deeply relevant to the OGP values, as these principles are central to fostering accountability, citizen engagement, and good governance at the local level.

The commitment to transparency and open local government is the foundation for the OGP values, as it supports accountability, civic engagement, trust-building, informed decision-making and cooperation as basic principles of effective and democratic governance for which the Municipality of Kisela Voda, in its operations, continuously advocates.

Activities	Start date	Date of completion
1. Preparations for implementing the commitment and establishing contacts with local communities and informing citizens: ➢ A notification to citizens will be published on the municipality's website and on social media[30]; ➢ The notification will also be published in a visible place in all local communities; ➢ The notification will include the working hours of the LC, the contact phone number of each LC and the contact email of each LC; ➢ Questionnaires will be developed through which citizens can express their requests and priorities[31]; ➢ The questionnaires will be published on the municipality's website in an electronic version. Hard copies of the questionnaires will be available in the LCs;	01.01.2025	31.01.2025

---

[30] A sample of the announcement is provided as Annex 1 to this document.
[31] A sample of the questionnaires is provided as Annex 2 to this document

➢ The completed questionnaires can be submitted electronically via email to the LCs (contact emails are listed in the notification); ➢ Citizens will be able to fill out the questionnaires in hard copy in the LCs; This will enable constant and unhindered access to the questionnaires, which will be available to citizens of all ages and at any time.		
2. Filling out questionnaires - citizens will submit their requests, needs, ideas, initiatives and priorities for the implementation to improve the quality of life and to promote a transparent and open municipality	01.02.2025	31.03.2025
3.1. Review and summary of the citizens' requests within the LCs. **3.2.** Joint meeting of the representatives of the Local Communities with the Mayor and heads of all relevant departments of the Municipality and presentation of the previously summarized requests of the citizens	01.04.2025	30.04.2025
4. After the meeting of all stakeholders involved in the implementation of the commitment for a transparent and open Municipality, priority measures will be selected out of the citizens' submissions that will be implemented in accordance with the	01.05.2025	31.05.2025

budget and time available. The number of selected measures will depend on the budget and the time for implementation.		
5. Implementation of the selected measure in accordance with the needs of the citizens.	01.06.2025	31.08.2025

Indicators
1. Number of citizens who submitted filled-out questionnaires electronically; per LC and total,   **2.** Number of citizens who submitted hard copy filled-out questionnaires; per LC and total,   **2.** Number of proposals and suggestions for implementing a specific project under a particular LC;   **3.** Number of people who participated in the meeting between the representatives of the Local Communities with the Mayor and heads of all relevant departments of the Municipality during which the previously summarized requests of the citizens will be presented;   **4.** Number of projects selected for implementation;   **5.** Number of implemented project/projects in accordance with the available budget and appropriate timeframe;   *Note: Through the processing of the questionnaires, information will be obtained how many citizens filled out questionnaires, from which local community, which age group and which sex.*

Means of verification
1. Report from the Department for Local Self-Government and Social Care, Unit for Local Self-Government, Non-Governmental Organizations and Social Care on the number of submitted proposals: ➢ Electronically to the LC (for each LC and total)   ➢ In hard copy to the LC (for each LC and total)   ➢ Per age and per sex.   2. Report from the Department for Local Self-Government and Social Care, Unit for Local Self-Government, Non-Governmental Organizations and Social Care on the proposals for implementation of a certain project per LC,

3. Report from the Department for Local Self-Government and Social Care, Unit for Local Self-Government on the number of people who participated in the meeting between the representatives of the Local Communities with the Mayor and heads of all relevant departments in the Municipality, 4. Report from the Department for Local Self-Government and Social Care, Unit for Local Self-Government on implemented project/projects in accordance with the available budget and appropriate timeframe;

Contact information (party responsible for the commitment)	
Position: Public Relations Advisor	Tanja Atanasovska – Ivanovska Email: contact@kiselavoda.gov.mk

7. MONITORING, REPORTING AND LESSONS LEARNED

INDEPENDENT REPORTING MECHANISM (IRM) IN THE OGP LOCAL

Monitoring, reporting and lessons learned from the implementation of the First Local OGP Action Plan of the Municipality of Kisela Voda will be done through Independent monitoring body[32] where the Independent Reporting Mechanism (IRM) will provide guidance to local jurisdictions in the monitoring and reporting process.[33]

For the Municipality of Kisela Voda this means a review of the results and impact of the specific commitments and obligations undertaken in the OGP Action Plan. The IRM will define valuable feedback and recommendations as guidelines for the local administration to improve its practices in the future.

The IRM report on the implementation of the OGP Action Plan of the Municipality of Kisela Voda will contain:

1. Inception assessment
The initial assessment aims to provide:
  ➢ Evaluation of the co-creation process,

---

[32] Independent monitoring body is composed of two monitoring and evaluation experts
[33] OGP Local Handbook, page 7, https://www.opengovpartnership.org/wp-content/uploads/2021/01/OGP-Local-Handbook-English.pdf

- Assessment of the quality of the design of the commitments and obligations set out in the Action Plan,
- Relevance of the Action Plan to the values of the OGP for transparency, accountability and public participation,
- Evaluation of the set medium-term results and long-term outcome;

2. **End-of-Commitment Assessment and Final Learning Lesons**

An assessment at the end of the implementation of the commitments and obligations set out in the Action Plan aims to ensure:

- Level of completion: an assessment of whether the commitments and obligations have been fully, partially or not implemented,
- Verification and detailed assessment of each of the commitments of the OGP Action Plan after the implementation of the activities through the set results indicators,
- Analysis of the impact of the results or changes resulting from the commitments and obligations and whether they positively impact governance, transparency and citizen engagement,
- Recommendations and suggestions for improving the OGP practices of the Municipality of Kisela Voda.

The implementation of the activities planned with the OGP Action Plan of the Municipality of Kisela Voda will end on August 31, 2025, according to the set timeframe.

The IRM report on the implementation of the OGP Action Plan of the Municipality of Kisela Voda will be prepared in the period from September 1, 2025, to September 30, 2025. The documents listed as verifiers will be part of the report.

Notification to the citizens of the Municipality of Kisela Voda on the implementation of the Action Plan of the Municipality of Kisela Voda for the Open Government Partnership Local Program

Commitment: Transparency and Open Local Government

Dear Sir/Madam,

The Municipality of Kisela Voda in 2024 became the first member from Macedonia of the global Open Government Partnership – OGP (Local program), a platform that aims to enable joint work of local governments and citizens to make municipalities and municipal governance open, inclusive and responsive to citizens' demands.

As part of the commitments defined in the first OGP Action Plan, which was created in partnership with the International Republican Institute (IRI) and the CSO "Center for Youth Activism- CYA ", the Municipality of Kisela Voda will implement an activity entitled "Transparency and Open Local Governance".

The questionnaires for the requests, ideas and suggestions of the citizens of the Municipality of Kisela Voda will be available in electronic form on the municipality's website (https://opstinakiselavoda.gov.mk/wp-content/uploads/2025/01/%D0%9F%D1%80%D0%B0%D1%88%D0%B0%D0%BB%D0%BD%D0%B8%D0%BA-%D0%B7%D0%B0-%D0%B2%D0%B5%D0%B1.docx).

All citizens of the Municipality of Kisela Voda can contact their local communities (LC) (working hours are from **8 am to 4 pm, from Monday to Friday)** for consultations and filling out questionnaires in hard copy. Completed questionnaires can **also be sent electronically** to each LC:

➤ LC "Rasadnik": phone : 078 849-629 Email: rasadnik @ kiselavoda . gov . mk
➤ LC "11 Oktomvri-baraki": phone: 071 391-176 Email: 11 oktomvribaraki @ kiselavoda . gov . mk
➤ LC "11 October-BUILDINGS": tel. 071 391-176 Email: 11 oktomvrizgradi @ kiselavoda . gov . mk
➤ LC "Crniche": tel. 070 292-984 Email: crnice @ kiselavoda . gov . mk
➤ LC "Przino": tel. 075 380-979 Email: przino @kiselavoda.gov.mk
➤ LC "Biraria": tel. 071 391-230 Email: biryarija @kiselavoda.gov.mk
➤ LC "Cvetan Dimov": Tel. 072 313-319 Email: cvetandimov @kiselavoda.gov.mk

- ➤ LC "Kisela Voda": tel. 071 391-177 Email: kiselavoda @kiselavoda.gov.mk
- ➤ LC "Usje": tel. 071 391-204 Email: usje @kiselavoda.gov.mk
- ➤ LC "Pintia": tel. 070 964-903 Email: pintija @kiselavoda.gov.mk
- ➤ LC "Selo Dracevo": tel. 070 987-409 Email: selodracevo @kiselavoda.gov.mk
- ➤ LC "Boban Trpkov", Drachevo: tel. 078 694-626 Email: bobantrpkov @kiselavoda.gov.mk
- ➤ LC "Pripor": tel. 071 262-883 Email: recommendation @kiselavoda.gov.mk
- ➤ LC "Podstanica": tel. 070 987-409 Email: substation @kiselavoda.gov.mk
- ➤ LC "Staklara Kamenik": tel. 070 964-903 Email: staklarakamenik @kiselavoda.gov.mk

The questionnaires will be available for completion between 01.02.2025 and 31.03.2025.

Thank you in advance for your interest in participating in this project.

Respectfully,

Orce Gjorgievski

Mayor of the Municipality Kisela Voda

LC " Rasadnik "

LC " Usje "

ANNEX 2 (template):

Questionnaire for the citizens of the Municipality of Kisela Voda for the implementation of the Action Plan of the Municipality of Kisela Voda for the Open Government Partnership OGP Local

Activity: Transparency and Open Local Government

QUESTIONNAIRE

For the needs of implementing the Action Plan of the Municipality of Kisela Voda for the

Open Government Partnership – OGP Local

Activity: Transparency and open local self-government

1. Local Community: _____

2. Age: _____

3. Gender: ☐ male ☐ female

4. Please list your ideas, requests or suggestions that you consider to be a priority in the Municipality of Kisela Voda or your local community:

_____

_____

_____

_____

_____

_____

Decision from the Kisela Voda Municipality Council on the acceptance of the First Partnership Action Plan for Open Local Government 2024-2026

Врз основа на член 22, став 3 од Законот за локална самоуправа и член 112 од Статутот на Општина Кисела Вода – пречистен текст („Службен гласник на Општина Кисела Вода" бр. 01/2020), а расправајќи по Првиот акциски план за партнерство за отворена локална власт на Општина Кисела Вода (2024-2025), Советот на Општина Кисела Вода на Четириесет и осмата пленарна седница одржана на 27 декември 2024 година, донесе:

З А К Л У Ч О К
за усвојување на Првиот акциски план за партнерство за отворена локална власт на Општина Кисела Вода (2024-2025)

1. Со овој Заклучок се усвојува Првиот акциски план за партнерство за отворена локална власт на Општина Кисела Вода (2024-2025).

2. Овој Заклучок влегува во сила со денот на донесувањето, а ќе се објави во „Службен гласник на Општина Кисела Вода".

3. Заклучокот да се достави до Секторот за локален економски развој и Градоначалникот на Општина Кисела Вода.

Број 09-11562/26
27 декември 2024 година
Скопје

ПРЕТСЕДАТЕЛ
на Советот на Општина Кисела Вода
Светлана Коларик

РД/СВ