



REPORT

FROM MONITORING THE
MANAGEMENT STRUCTURES
IN PUBLIC INSTITUTIONS

Who governs the institutions?



IMPRESSUM

REPORT FROM MONITORING THE MANAGEMENT STRUCTURES IN PUBLIC INSTITUTIONS

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SUMMARY

This monitoring report was prepared within the framework of the project "Fostering Good Governance and Public Administration Reform" funded by the National Endowment for Democracy (NED).

The project "Fostering Good Governance and Public Administration Reform" generally focuses on monitoring the implementation of the commitments made by the Government of the Republic of North Macedonia to put good governance at the top of its political agenda, by including measures for good governance in all strategic policies, and with particular interest in the reform of the public administration as a prerequisite for creating a basis for good governance. The project monitors and analyzes the dynamics, effects and existing problems related to the implementation and efficiency of the Strategy for Public Administration Reform 2018-2022 (SPAR), in order to assess its success and impact in terms of promoting good governance practices, but at the same time it contributed by developing specific recommendations and new measures to improve management in institutions, which measures would potentially be part of the new Strategy for Reform in Public Administration for the period 2023-2030.

The subject of this report is the state of affairs and work of directors, management and supervisory bodies in public sector institutions that have complex forms of management. In addition, the report covers the procedures for the selection and appointment of directors and acting directors, if any, as well as the selection and appointment of the members of management and supervisory boards, commissions and councils. The report presents the current structure of the management bodies from a gender perspective, the level of education of the appointed persons, their compensation, their work, their accountability and transparency, as well as other quantitative and qualitative data on the work of the management bodies in the regulatory bodies, public institutions, public enterprises and state-owned trading companies.

The methodological framework of the research was composed of several elements. The tool provided by the Law Regarding Free Access to Public Information was primarily used¹ (LFAPI) and to the mentioned groups of institutions from the public sector, a unified request for free access to public information was sent. The request contained a total of 32 questions, some of which required specific answers, and some required the submission of documents and materials for the work of the institutions. The request was sent to 423 institutions from the public sector, and was answered by 252 institutions. A quantitative analysis was carried out from the specific data obtained, while a qualitative analysis was carried out from the received documents and materials about the operation of the management structures of the relevant institutions. In addition, an analysis was made of 23 laws regulating the management structure of regulatory bodies, public health institutions, public institutions in the field of culture, public institutions in the field of education, public institutions for social protection, administrative bodies, and administrative organizations and other public institutions, public enterprises and state-owned trading companies.

In order to verify the received data, but also to obtain additional data that was not provided by the institutions and establishments, a check and analysis of available documents and data on the websites of the institutions was carried out, and focus groups were held in which the findings were verified.

The data and information presented in this report are based on the analysis conducted on the data received from the institutions that responded to the requests, as well as the additional analysis of the laws, websites and findings from the focus groups. They may not reflect a specific situation in a given institution that did not act on the request for free access to public information. However, the aggregated data and key findings fully reflect the current trends and practices in the management of institutions and provide a precise picture of the conditions in the individual areas that were the subject of interest in this report.

¹ <https://aspi.mk/wp-content/uploads/2020/09/%D0%97%D0%90%D0%9A%D0%9E%D0%9D-%D0%97%D0%90-%D0%A1%D0%9F%D0%98-%D0%9F%D0%94%D0%A4.pdf>

GENERAL FINDINGS

From the monitoring process and the conducted analysis, it emerged that the institutions that were the subject of the monitoring do not have an identical management structure, even in those cases where we have identical types of institutions (regulatory bodies, public enterprises, public institutions and state-owned commercial companies). Thus, all regulators have a specific form of organization of management structures, that is, some of them are organized as agencies, some as commissions, and some of them as councils. Within public institutions, all institutions have directors and management boards, with the exception of penitentiary institutions, which only have directors. Some public institutions also have deputy directors. Public institutions in the field of social protection and public institutions, in addition to a director and a management board, also have a supervisory board. State-owned trading companies have the most complex management structure, so some have a manager and some a board of directors, all have a management board and supervisory board. All public companies have a director, management and supervisory board, but some also have deputy directors. (List of institutions that were the subject of the analysis - Annex 1)

In not one law (List of laws that were analyzed - Annex 2) is there a merit procedure for the selection of directors, deputy directors (where there are any), members of the management boards and members of the supervisory boards (where there are any). All laws contain minimum conditions for the appointment of directors, which usually boil down to possession of citizenship, criminal record, higher education, certain work experience and possession of an international certificate for knowledge of a foreign language. However, none of the analyzed laws contain criteria related to the efficient performance of the function by the directors.

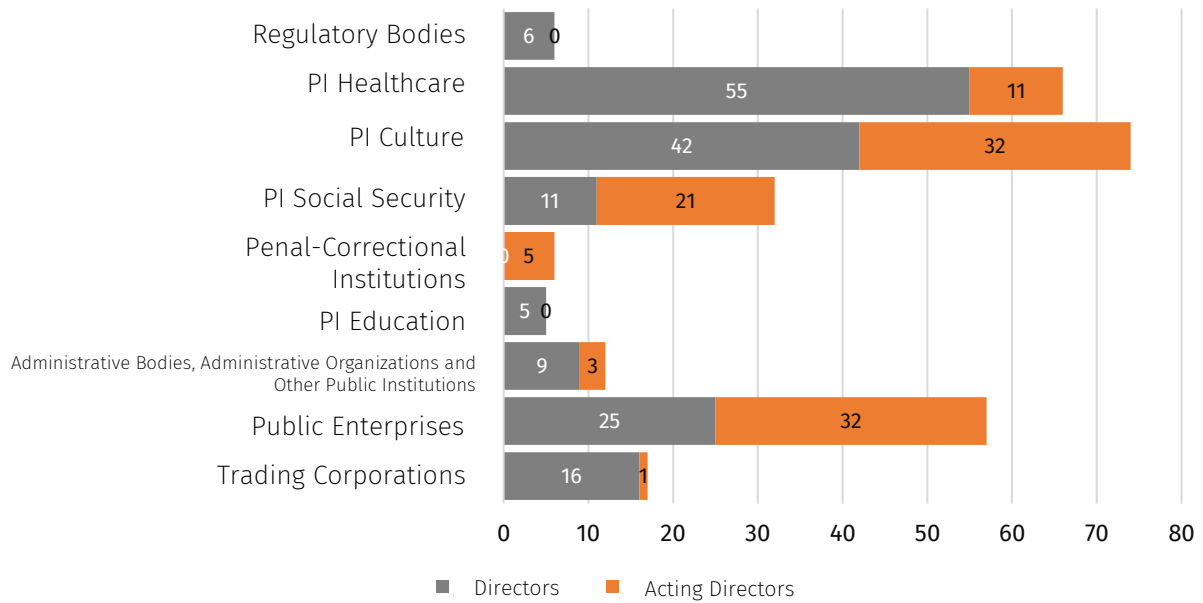
No law regulates the monitoring and evaluation of the work of the directors of the institutions and the management of their effect, that is, nowhere is there a regulated procedure for evaluating and imposing measures for excellent or poor performance, which is one of the most important tools for managing human resources.

The legal regulation of the conditions for the selection of members of the management and supervisory boards is even less regulated, and it has nothing to do with the competences that these structures should perform. The only exception is the Law on Public Enterprises² in which, with the amendments of 2022, certain criteria have been established that must be met by the members of the management and supervisory boards that are related to the board's competences.

The analysis of the obtained data shows that the institute "acting" is used in all areas of activity and in all types of institutions that were the subject of the analysis. Laws either do not allow or limit the appointment of acting directors to six months, but in practice this instrument is used much more often and for longer periods of time, contrary to the legal regulations.

² <https://economy.gov.mk/content/documents/Zakoni/Zakon%20za%20JP%20precisten%20tekst%20do%2089%2022.pdf>

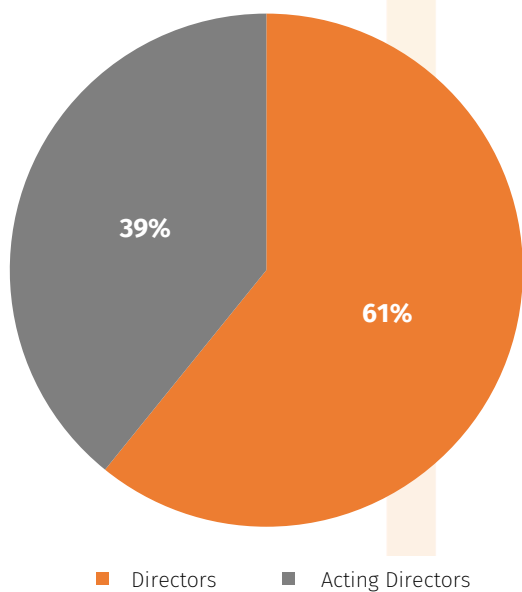
Graph no. 1 Demonstration of the number of directors and acting directors in public institutions, by district



In Graph 1 the data on the situation in public institutions is shown, in terms of the number of appointed directors and acting directors. As can be seen from the Graph 11 acting directors have been appointed in health care facilities, 32 acting directors in public cultural institutions, 21 acting directors in social welfare institutions, 5 acting directors in correctional facilities, 5 acting directors in administrative bodies, administrative organizations and other public institutions 3 acting directors, in public enterprises 32 acting directors and in state-owned trading companies 1 ACTING DIRECTOR.

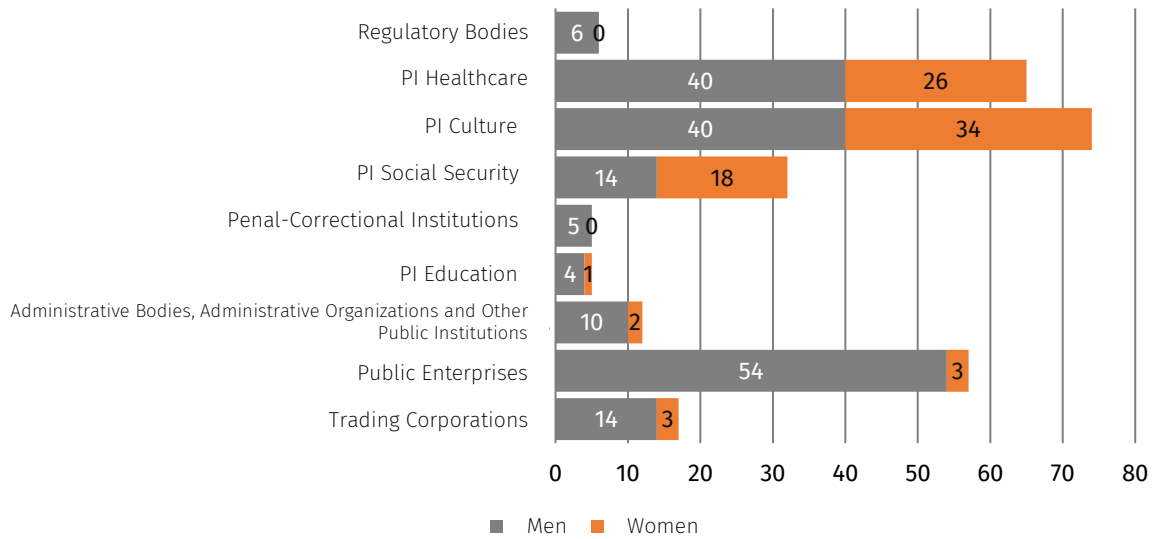
Graph 2 shows the same situation, but expressed in percentages. From the graph, it can be clearly seen that the percentage of acting directors in the institutions is 39%, which can already be interpreted as an established practice, more than a situation in which, due to a certain obstacle, the lack of a director in a certain institution is bridged by the appointment of an acting director.

Graph no. 2 Percentage of directors and acting directors in the institutions



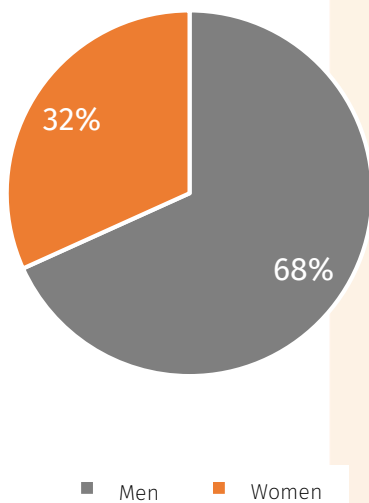
MOREOVER, IN THE APPOINTMENT OF ACTING DIRECTORS, THE CANDIDATES ARE NOT REQUIRED TO FULFILL THE MINIMUM CONDITIONS DEFINED IN THE LAW, BECAUSE THE EXECUTIVES ARE A TRANSITIONAL SOLUTION UNTIL THE SELECTION OF A DIRECTOR, AND THAT FOR AT MOST 6 MONTHS. Out of the total number of 274 directors and deputy directors, 105 have been appointed as ACTING DIRECTOR, which means that likely the minimum conditions stipulated in the law, which include citizenship, higher education, work experience, criminal record and an international certificate for knowledge of a foreign language, are bypassed.

Graph no. 3 Representation of men and women in the positions of directors, acting directors and deputy directors, by sector

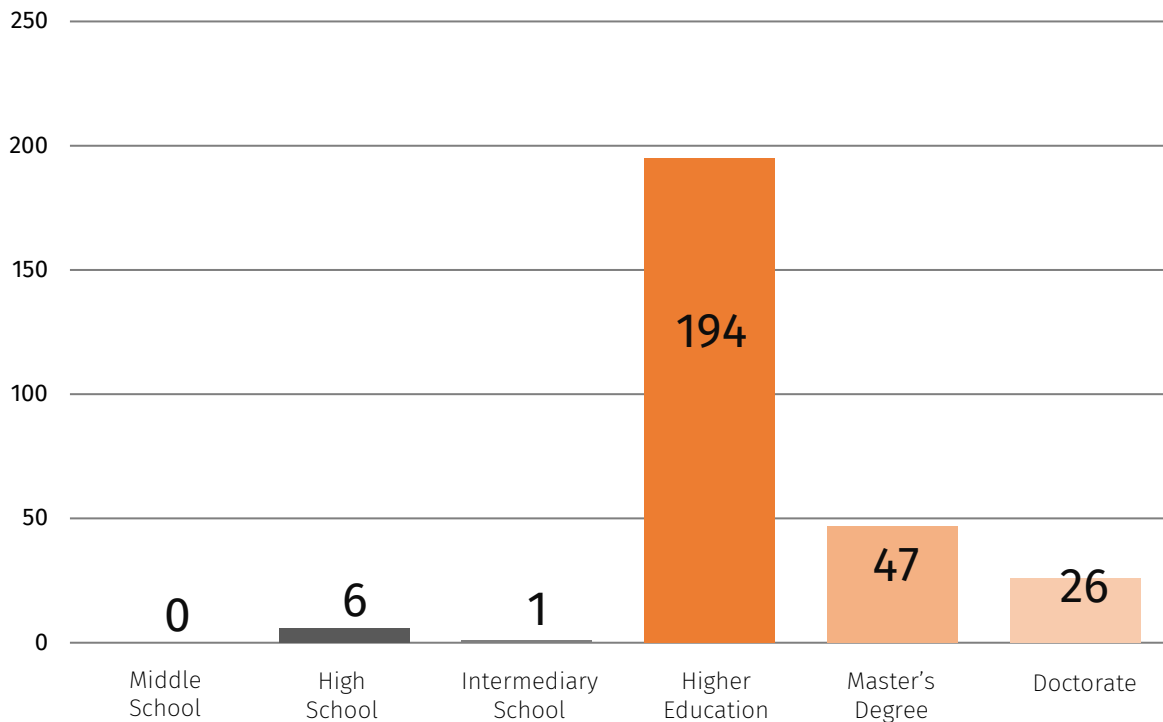


In relation to the representation of men and women in the places of directors, acting directors and the deputy directors (Graph 3), it can be concluded that in certain areas there is a satisfactory gender balance, while in other areas there is a large gender gap in favor of men. A huge gender gap, i.e. the complete absence of women in management positions in institutions, is observed in the regulatory bodies, where all directors are men, in penitentiaries, where all Acting directors are men, in the field of education, where 4 out of 5 directors are men, in public companies where 54 out of 57 directors are men, as well as at the trading companies where 14 out of 17 directors, ACTING DIRECTOR directors and deputy directors are men. The condition is better in the area a culture where 40 out of 74 executives are men and in the area of health where 40 out of 66 directors are men. Only public institutions in the field of social protection have a higher representation of women, where 18 out of 32 directors are women. In none of the analyzed areas, except in the area of social protection, are women represented equally, that is, in a greater number of the positions of directors, acting directors or deputy directors.

Graph no. 4 Total percentage of men and women in the positions of directors, acting directors and deputy directors



Out of a total of 274 directors, 187 (68%) acting directors and deputy directors are men, and 87 (32%) are women (Graph 4), which is an indicator that representation of women in management positions in public institutions is not satisfactory, especially within regulatory bodies, public enterprises, public institutions and state-owned trading companies. It is a characteristic example with regulatory bodies, in which management positions in the institution are one of the highest paid in the country, and not a single woman is appointed to them. The general conclusion is that the representation of women in management positions is lower and additional measures and commitments are needed to improve it at the level of all institutions.

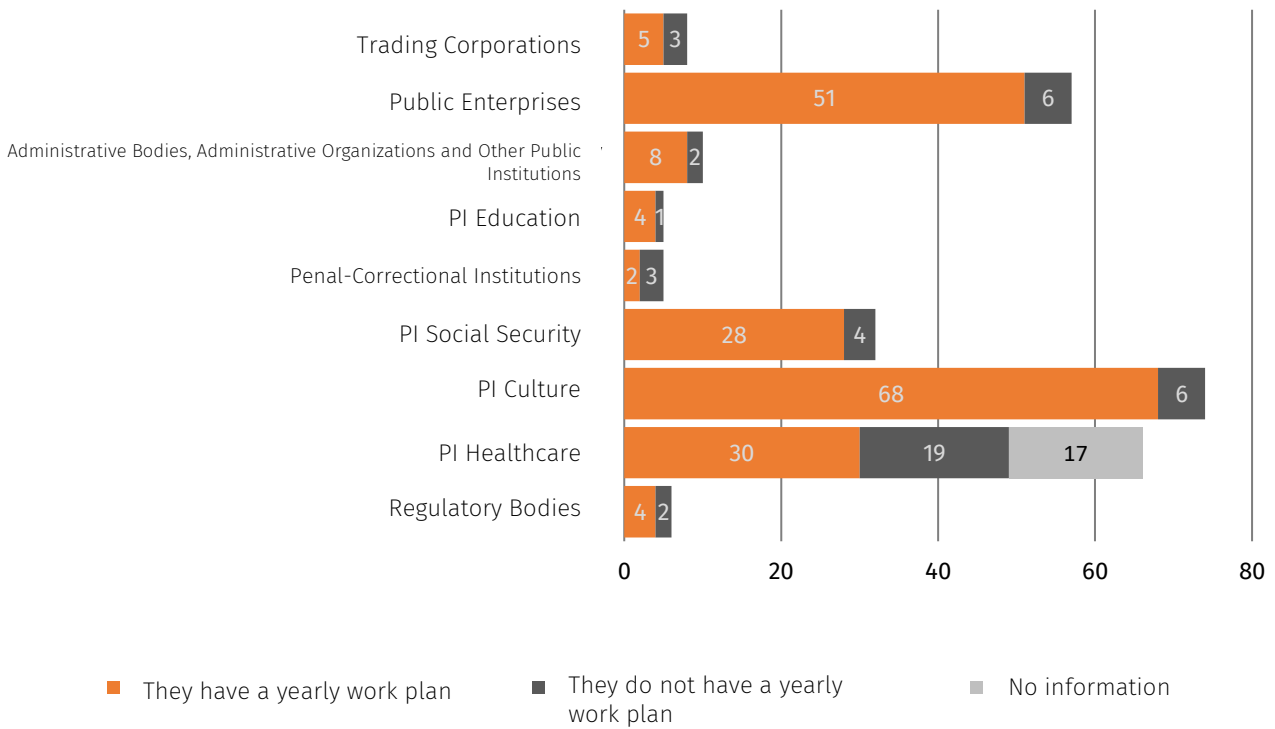
Graph no. 5 Level of education of directors, acting directors and deputy directors

According to the legal regulation, the minimum requirement for the election or appointment of the head of a public institution, among other conditions, is to have a higher education. However, as can be seen (Graph 5), this is not the case in all the institutions that were the subject of the analysis and which are presented in this report. Although most of the directors, acting directors or deputy directors have at least a higher education, the data shows that there are institutions in which the person in a management position does not meet the minimum requirements to be appointed.

Regarding the educational structure, the data shows that 6 Acting directors have a secondary education (4 in public institutions in the field of culture, 1 in a student dormitory and 1 in a public company), 1 has an intermediary education³ (institution for social protection). From the other directors, acting directors and deputy directors, 194 have a higher education, 47 are masters and 26 are doctorates (Graph 5). Given the fact that in all laws higher education is provided as a minimum requirement for appointing a director, that means we have 7 directors who are appointed without meeting the minimum legal requirements. 16 out of 25 doctors of science are appointed in public institutions in the field of health. At the regulatory bodies, all of the directors are either masters or doctors of science.

³ Intermediary education refers to the educational level between a high school education and College/University education with a duration of 2 years.

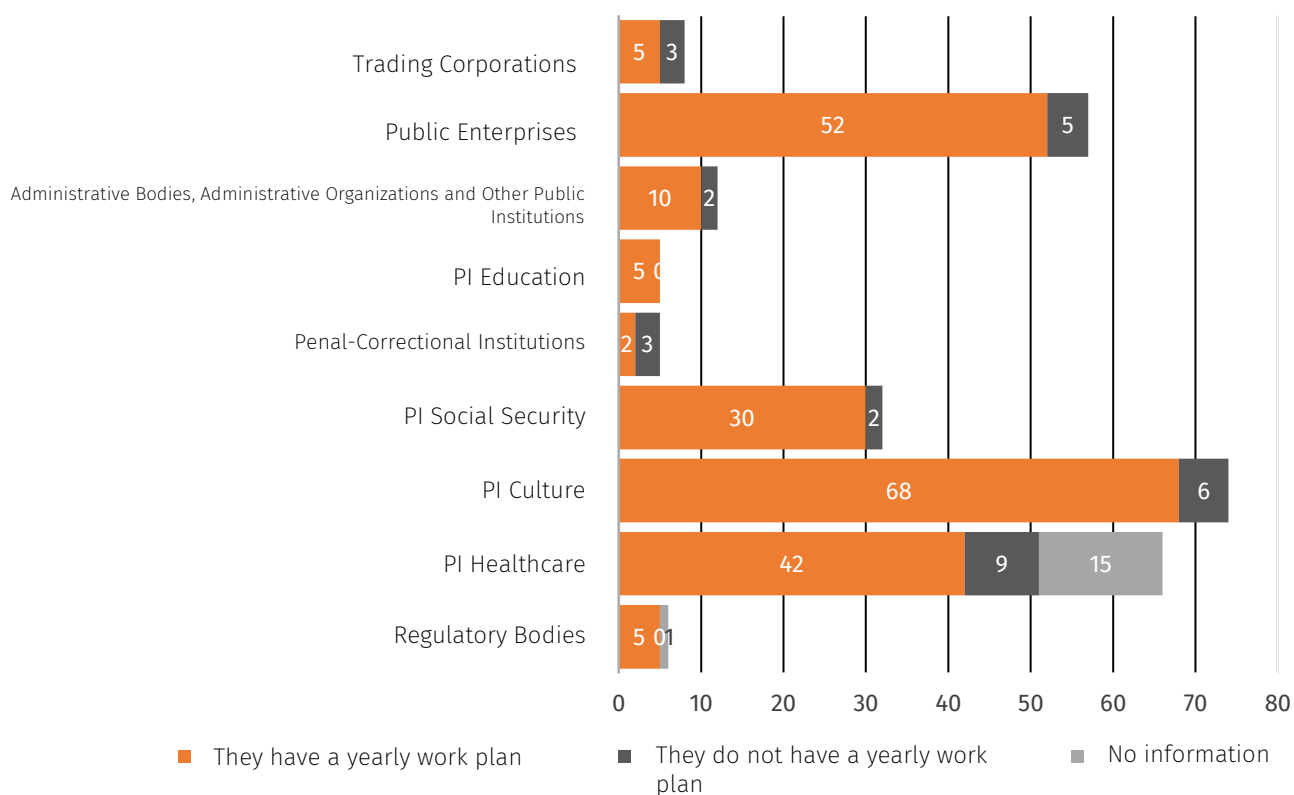
Graph no. 6 Number of institutions that have adopted a Work Plan



In terk planning, a total of 200 institutions adopted annual work plans, 46 have not, and 17 did not submit data. However, it is a legal obligation for all public institutions to prepare and adopt annual work plans. Data on the state of work planning is given in Graph 6.

Looking at districts, the data shows that 4 regulatory bodies adopted plans and/or work programs, and in 2 no such plans and programs were implemented. In the area of health, 30 public institutions have annual plans, 19 do not, and 17 health institutions did not provide data. Annual plans and programs have been adopted in 68 public cultural institutions, and 6 they have not. In 28 public institutions for social protection, work plans or programs have been adopted, and in 4 they haven't. In 2 work plans have been adopted in penitentiary institutions, and in 3 they haven't. 4 establishments from the field of education, have plans for work, and 1 does not. 8 administrative bodies, administrative organizations and other public institutions adopted an annual work plan, and 2 did not. 51 public enterprises have an annual work plan, and 6 do not, and finally, 5 state-owned commercial companies have annual plans, and 3 do not (Graph 6).

Graph no. 7 Number of institutions that have adopted a Work Report

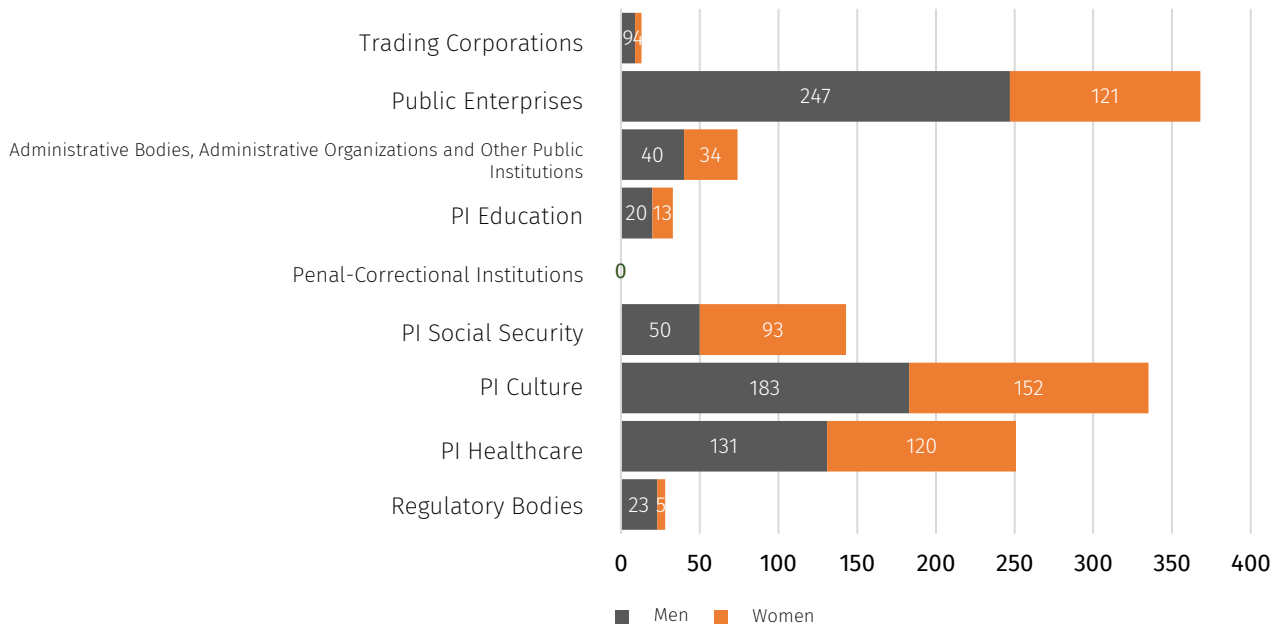


In terms of accountability, of the institutions that were included in the analysis and that submitted data, 219 institutions prepares annual reports, 30 institutions do not report on their work, and 16 institutions did not submit data regarding this parameter. Otherwise, it is a legal obligation for all directors and acting directors to prepare and submit annual work reports to the management board and the founder.

Looking individually, by area, the data shows that in 5 regulatory bodies there are annual work reports being prepared, and 1 regulatory body did not submit data. In the section of health institutions, 42 provided reports on their work on an annual level, 9 did not prepare such reports, and 15 health institutions did not provide data. Regarding the public health institutions, it should be taken into account that some of them have retained the positions of economic directors, whose basic competence is the economic management of the institutions and accountability, but despite that some of these institutions do not prepare and give reports on their work. 68 public cultural institutions have reports on their work, a 6 do not. 30 public institutions for social protection have work reports, a 3 do not. Out of a total of 5 penitentiary institutions, 2 prepare annual reports on their work, a 3 do not. In all 5 educational institutions included in the analysis, the directors prepare a report on their work. Out of a total of 12 administrative bodies, administrative organizations and other public institutions, 10 are accountable and 2 are not. 52 public enterprises have an annual report on their work, 5 do not, and finally 5 state-owned commercial companies are accountable, a 3 are not.

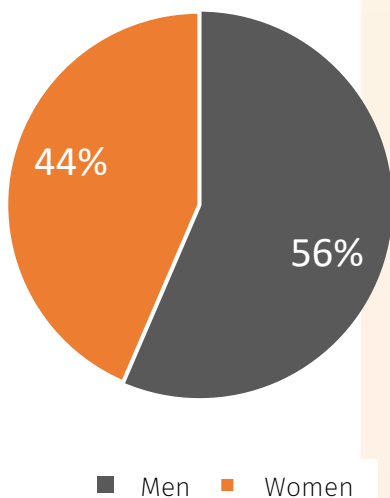
All the institutions that were the subject of research within the framework of this report, in addition to directors, have at least one other authority in the management structure, which is the management board. Additionally, certain institutions have a supervisory board. The general conclusion regarding the management and supervisory boards is that there is no merit procedure for the selection of the members. In most cases, there are no precise conditions or criteria for the members of these bodies, a situation that has changed for the better with the latest amendments to the Law on Public Enterprises.

Graph no. 8 Overview of the representation of men and women in management boards



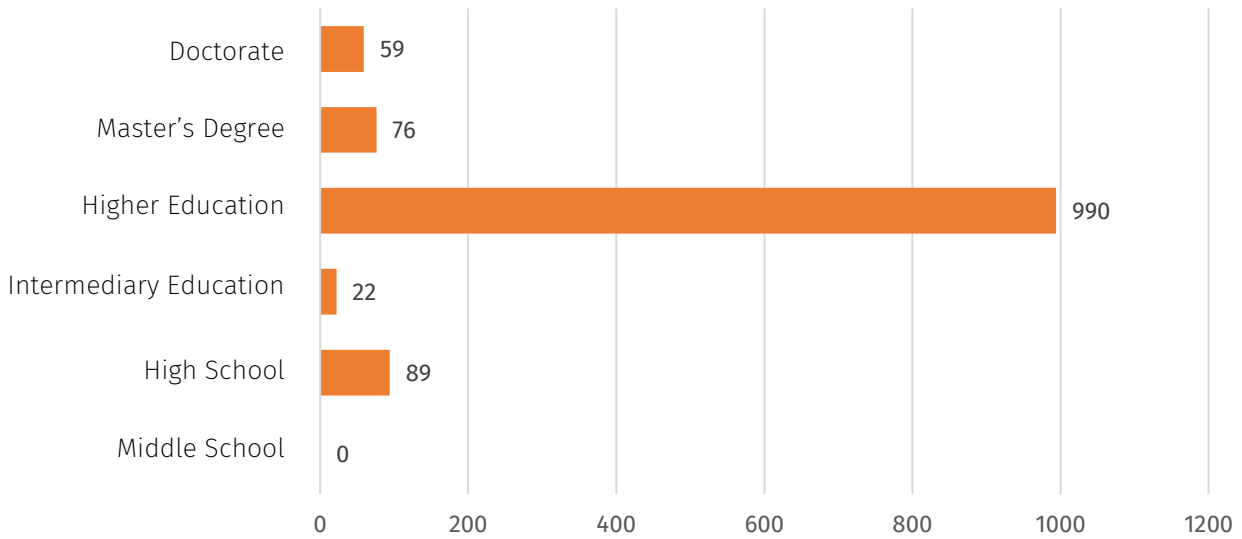
As for the representation of women and men as members of the management boards, here too only in public institutions for social protection are there more women (93) than men (50). In all other institutions covered by the analysis, the number of men is greater than the number of women, but in public health institutions and institutions in the field of culture, the gender balance is at a satisfactory level. In the management boards of the regulatory bodies there are 22 men and 5 women, in public health institutions there are 131 men and 120 women, in the public cultural institutions there are 183 men and 152 women, in the penitentiary institutions there is no Management Board, in the management bodies, management organizations and other public institutions, there are 40 men and 34 women in the management board, in public enterprises there are 247 men and 121 women and in state-owned commercial companies there are 9 men and 4 women.

Graph no. 9 Total percentage of men and women in the management boards



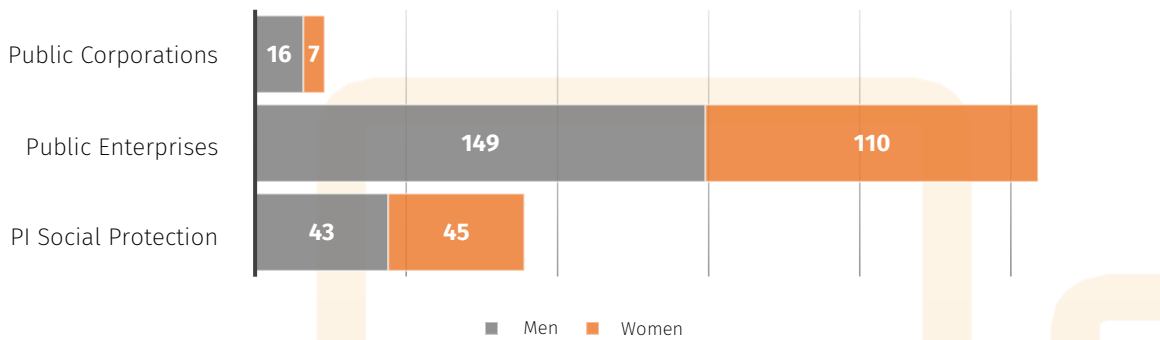
Out of a total of 1245 members in management boards, 703 (56%) are men, and 542 (44%) are women. The representation of women in management bodies is at a satisfactory level. The biggest gender gap is observed in the management bodies of public companies and regulatory bodies (positions that are also significantly higher paid, because they are professional). In general, the situation with the heads of the management boards also reflect the situation in the area with the representation of men and women.

Graph no. 10 Level of education of the members of the management boards

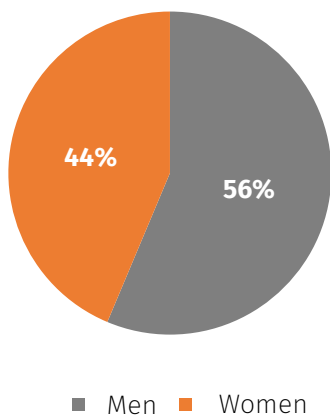


94 members have a high school education and 22 have an intermediary education. Considering the fact that a requirement for membership in the management boards is higher education or expertise and competence, it can be concluded that these 111 members with a high school and intermediary education do not meet the legal requirements to be appointed as members of the management bodies.

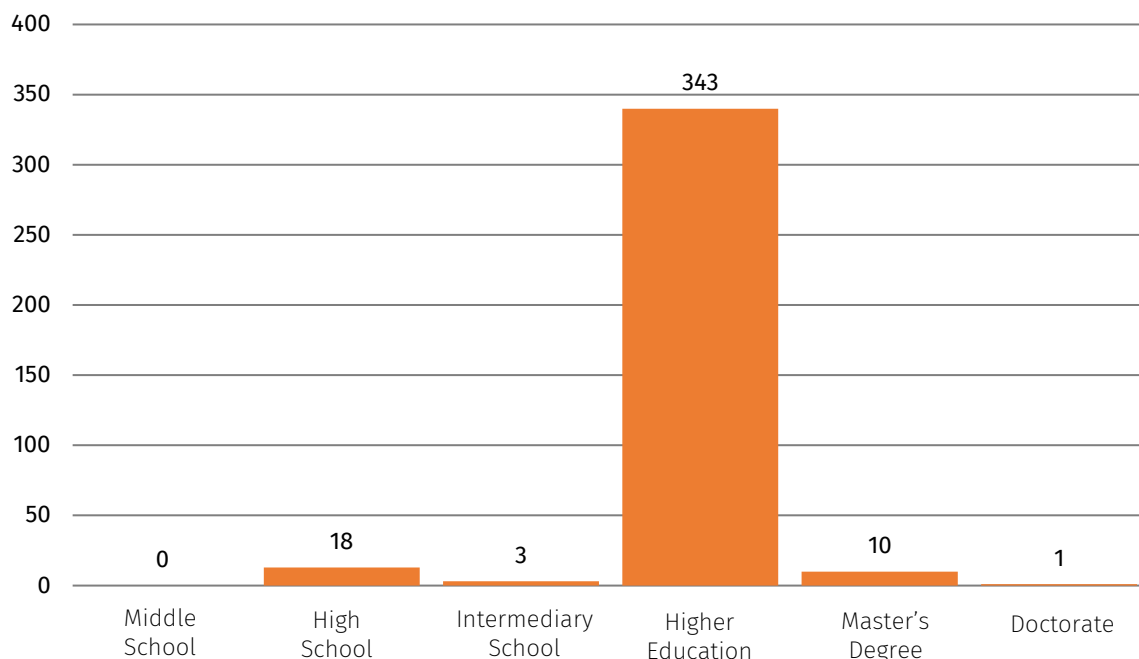
Graph no. 11 Representation of men and women in supervisory boards



Graph no. 12 Total number of men and women in supervisory boards



Of all the institutions that are the subject of the analysis, public institutions for social protection, public enterprises and state-owned trading companies have supervisory boards. In public institutions for social protection there are 45 women and 43 men who are members of supervisory boards, in public enterprises the number of male members of supervisory boards is 149, and the number of female members is 110, in state-owned trading companies there are 16 men and 7 women. It is noted that there is a significant gender gap in the supervisory structures in state-owned commercial companies and public enterprises. As can be seen from the graph, the percentage representation of men in the supervisory boards is 56%, and of women it is 44%.

Graph no. 13 Level of education of the members of the supervisory boards

Regarding the educational level of the members of the supervisory boards, the obtained data show that 18 members have a high school education, 3 have an intermediary education, 343 members have a higher education, 10 are masters and 1 is a doctor of science. Regarding the members of the supervisory boards, the laws are explicit and higher education is required everywhere, which means that 16 members of the supervisory boards were appointed without meeting the legal conditions for their appointment.

Regarding the remuneration of the members of the management structures, the obtained data show that there are no unified rules for the amount and type of remuneration received by the members of the management boards. Thus, some members receive a monthly lump sum, while others receive compensation per held session. Due to the absence of rules on when a meeting can be organized and how many items should be on the agenda at a minimum, there is the possibility of abuses in order to obtain a higher compensation for the members of the management boards. Namely, there are examples when the members of the management boards are paid per held session, to hold several sessions at which a small number of decisions are made. All this leads to inefficiency and uneconomical work of the management boards.

Based on the obtained data and the analysis of the legal regulation, the following general conclusions can be drawn:

1. There is no established identical management structure, even among the same type of institutions. Although there are generally three types of institutions (state authorities, public enterprises, including state-owned commercial companies and public institutions), each of them has a different management and management structure, although it would be logical for at least the same type of institutions to have an identical structure.
2. None of the analyzed laws contain adequate criteria\ and competences for selection and election, that is, appointment of directors, members of management bodies and supervisory bodies.
3. None of the laws regulate a merit selection procedure, in which the best candidate for director, i.e. member of the management or supervisory body, would be chosen based on expertise and competence.

4. Although most of the laws stipulate an obligation to prepare annual plans, it is not respected in a significant number of institutions.
5. Accountability of the institutions is also one of the problems indicated by the obtained data. Namely, a large number of institutions do not provide reports on their work at all, and even in those cases where reports are prepared, they have no link with the strategic goals of the institutions, with performance and efficiency monitoring and with possible measures to improve the work, except among managers in the field of health, where performance indicators that the director should achieve are determined in the management contracts.
6. There is a gender gap, both in director positions and in management and supervisory bodies. The gap is greater in institutions whose positions are more highly paid.
7. Disrespect for the already established minimum conditions for appointing directors, members of management and supervisory boards, especially regarding the level of education, can be observed.
8. A large number of director's positions are filled by acting officials, thus bypassing the minimum legal conditions that currently exist.
9. The number of institutions that do not act in accordance with the Law on Free Access to Public Information is significant, and even among those institutions that acted on the requests and submitted data, the number of those that provided incomplete data is significant.

In order to overcome the stated conditions, the following recommendations should be implemented:

1. Revision of the entire regulation in the direction of establishing clear conditions, criteria and competences both for director positions and for members of management and supervisory bodies.
2. Establishing a merit procedure for the selection of candidates for directors.
3. Strengthening the mechanism for strategic planning and accountability, by establishing a clear link between the set strategic goals, annual reports and measures for good and poor performance and efficiency of the institutions.
4. Strengthening the equal representation of men and women both in director positions and in management and supervisory boards.
5. Limitation of the possibility of using the instrument acting director.
6. Promotion of the application of the Law on free access to public information.

1. INTRODUCTION

This monitoring report was prepared within the framework of the project "Fostering Good Governance and Public Administration Reform" funded by the National Endowment for Democracy (NED).

The project "Fostering Good Governance and Public Administration Reform" generally focuses on monitoring the implementation of the commitments of the Government of the Republic of North Macedonia to put good governance at the top of its political agenda, by including measures for good governance in all strategic policies, and with particular interest in the reform of the public administration as a prerequisite for creating a basis for good management. The project monitors and analyzes the dynamics, effects and existing problems related to the implementation and efficiency of the Public Administration Reform Strategy 2018-2022 (SPAR), in order to assess its success and impact in terms of promoting good governance practices,

The report focuses on the activities related to the improvement of the transparency of the institutions, foreseen in the Priority Area 2: Public Service and Human Resources Management of the SPAR 2018-2022.

The subject of the monitoring and analysis presented in this report are the conditions and procedure for the selection and appointment of management structures in regulatory bodies, public institutions, public enterprises and commercial companies in full state ownership, their composition and their work. The data shown in this monitoring report covers 2019, 2020 and 2021 and is aggregated.

The functionality or non-functionality of management structures is an important indicator of the functionality of the institutions themselves, which are the subject of analysis. Bearing in mind the fact that the method of selection, i.e. the appointment of directors, as well as members of management and supervisory boards, is a chronic problem faced by the Republic of North Macedonia, which is noted in all relevant analysis and reports on the state of affairs, including the Report of the European Commission on the progress of the country⁴ in all the previous years, the subject of this analysis was the monitoring and the conditions in this particular area. In the mentioned reports of the EC, nepotism, cronyism and political influence in the process of employment in the public sector and in the process of appointing members of high management structures are noted as a problem whose overcoming is crucial for the integration of the state in the EU. At the same time, the revision of the management structures in these entities is part of all relevant strategic documents, primarily the Administration Reform Strategy 2018-2022⁵, in which the professionalization of senior management positions (senior civil service) is one of the special goals, or the National Strategy for the Prevention of Corruption and Conflict of Interest (2021-2025)⁶, adopted by the Assembly of the Republic of North Macedonia, in which regulation of the criteria for the selection and appointment of directors and members in supervisory and management boards in state authorities, public enterprises and state-owned joint stock companies is also one of the key elements in the fight against corruption.

The Center for Change Management (CCM) has as one of its priority areas of interest the reform in public administration in all its aspects. Over the past years, CCM has worked intensively on all the key areas that are covered in the SPAR: improvement of the system for strategic planning and policy creation, human resources management, accountability, transparency and responsibility of the institutions, as well as the provision of services and digitization of processes. Of the mentioned areas, the areas of reform of the human resources management system, as well as responsibility, transparency and accountability of the institutions, stimulate the greatest interest among citizens.

⁴ <https://www.sep.gov.mk/post/?id=5657#.Y8O6Ay8w3s0>

⁵ https://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/ap_srja_2018-2022_20022018_mk.pdf

⁶ <https://dksk.mk/wp-content/uploads/2021/01/Nacionalna-strategija-DKSK-KONECNA.pdf>

In 2018, CCM prepared an analysis, the subject of which were the persons who manage public institutions, the holders of public offices and other appointed and elected persons. The information about the number of elected and appointed persons who perform the management and supervision of public services, the structure of the management and supervisory boards, the costs that the state allocates for this compensation for this category, but also the way of their appointment without appropriate criteria caused a wide public debate for the effectiveness of the administration, but also for the expediency of the existence of this category of persons in such a large number in public sector institutions.

For that reason, and considering the importance of good management of institutions as a condition for their efficiency and effectiveness, CCM within the framework of this project initiated a monitoring process, and the findings and recommendations of the process are presented in this report.

2. CONTEXT

Regulatory bodies, public institutions, public enterprises and trading companies in full state ownership are legal entities that are of exceptional importance for the quality of life of citizens, as well as for the smooth functioning of companies and other stakeholders in the state, because their work is directly related with the delivery and/or regulation of public services. The quality of public services provided by citizens and companies is directly correlated with the efficiency of the functioning of these institutions. In the legal system of the country, there is no unique nomenclature and classification of these institutions, that is, most of them are established as institutions of the public sector, with the exception of state-owned commercial companies, which, although have public powers, according to the legal structure are managed as part of the private sector. However, what all of them have in common is that their work is directly related to the realization of public interests, which is why they are covered by this Report.

The work of these entities depends on the composition and expertise of the management structures in these entities, that is, on the quality of the public services they provide. This report aims, with facts and data collected in accordance with the Law on Free Access to Public Information ("Official Gazette of the Republic of North Macedonia" No. 101/2019), to give a general quantitative and qualitative overview of the conditions and the procedure for selecting and appointing the management structures in the regulatory bodies, public institutions, public enterprises and commercial companies in full state ownership, their composition and their work.

3. METHODOLOGY

In order to obtain objective and expedient results, the methodological framework of the report was composed of several elements. The tool provided by the Law on Free Access to Public Information (LFAPI) was primarily used and a unified request for free access to public information was sent to public sector institutions. The request (questionnaire) contained a questionnaire consisting of three parts, the first of which referred on the management structure of the institutions, the second part referred to the management boards (MB) and the supervisory boards (SB), while the third part referred to the financial management of the institutions. The request contained a total of 32 questions, part of which referred to specific answers, and part to the submission of documents and materials. The request was sent to 408 public sector institutions, and 252 responded institutions. The request was sent to public institutions, public enterprises and regulatory bodies, and they work in the areas of social protection, health, education, culture and communal activities. The report shows the data only for the institutions that responded to the request, that is, the data for 253 institutions.

A quantitative analysis was carried out from the concrete answers received, while a qualitative analysis was carried out from the received documents and materials about the operation of the management bodies of the relevant institutions.

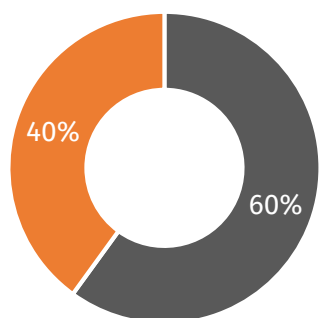
In addition, an analysis was made of 23 laws regulating the management structure of regulatory bodies, public health institutions, public institutions in the field of culture, public institutions in the field of education, public institutions for social protection, administrative bodies, administrative organizations and other public institutions. Institutions, public enterprises and trading companies. In order to verify the obtained data, but also to obtain additional data that were not provided by the institutions themselves, a check and analysis of available documents and data on the websites of the institutions was made, and focus groups were also organized for presentation and verifying research findings.

4. MONITORING FINDINGS AND DATA ANALYSIS



4.1. REGULATORY BODIES

Graph no. 14 Proceedings according to LFAPI by the regulatory bodies



- They acted according to LFAPI
- They did not act according to LFAPI

According to the Report from the Register of Public Sector Employees for 2021⁷ of the Ministry of Information Society and Administration, there are 10 regulatory bodies in the country, to which a request was made for access to public information for the needs of this analysis. After the submitted request, 6 regulatory bodies acted, while 3 regulatory bodies (the Agency for Regulation of the Railway Sector, the Agency for Supervision of Capital Funded Pension Insurance and the Securities Commission) did not act. A request could not be submitted to the Agency for Electronic Communications, that is, it was repeatedly rejected by their e-mail system.

i. MANAGEMENT STRUCTURE

The management structure of the regulatory bodies is heterogeneous and regulated by different laws, namely:

- In accordance with the Law on Audio and Audiovisual Media Services⁸ The Agency for Audio and Audio Visual Media Services is managed by a Director and a Council consisting of 7 members,
- In accordance with the Law on Postal Services⁹, the Postal Agency is managed by a director and a Commission consisting of 5 members,
- In accordance with the Insurance Supervision Law¹⁰, the Insurance Supervision Agency is managed by the Council of Experts, which is composed of 5 members, one of whom is the president,
- In accordance with the Aviation Law¹¹, the Civil Aviation Agency is managed by a director and a Board of Directors consisting of 3 members,
- In accordance with the Housing Law, the Housing Regulatory Commission is managed by a president and 4 members, and

⁷ https://mioa.gov.mk/sites/default/files/pbl_files/documents/reports/finalen-izveshtaj_2021_rabotna_30.03.2022.pdf

⁸ <https://avmu.mk/zakon-za-audio-i-audiovisuelni-medium/>

⁹ <https://ap.mk/mk/neoficijalen-precisten-tekst-zakon-za-postenskite-uslugi>

¹⁰ <https://aso.mk/wp-content/uploads/2020/02/zso-neoficijalen-precisten-so-173-2022.pdf>

¹¹ <https://www.caa.gov.mk/regulativa/natsionalni-zakoni/>

- In accordance with the Law on Energy, the Regulatory Commission for Energy and Water Services is managed by a president and 6 members.

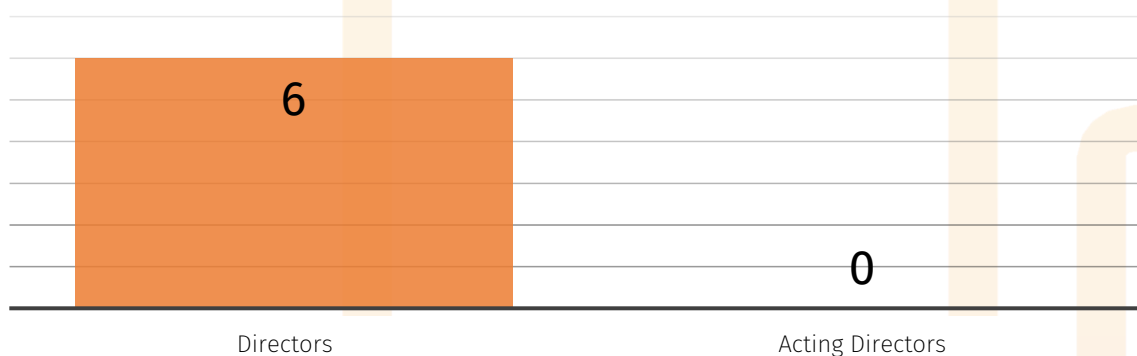
As can be seen, the organizational structure of governance is different in various regulatory bodies. What is common to all regulatory bodies, and which results from an analysis of the legal provisions, is the following:

- The laws stipulate conditions that must be fulfilled by directors and members of management bodies, which are reduced to possession of citizenship, lack of convictions at the time of election or appointment, completed higher education (VII/1 degree or 240 ECTS), work experience after graduation, possession of internationally recognized certificates or certificates for active knowledge of the English language and possession of a certificate of knowledge of programs for office work
- The laws provide for the mandatory publication of a public announcement in three daily newspapers during the election of directors and members of the management bodies
- Regulatory bodies do not have supervisory boards
- There is no regulated merit procedure for the selection of the directors and members of collective bodies, i.e. they are all appointed by the Assembly of the Republic of North Macedonia in a standard procedure for elections and appointments carried out by the Assembly, which means that the appointments are political (without knowledge checks, public hearings, rankings and any other elements of the merit selection procedure).

ii. MANAGING PERSONS IN THE REGULATORY BODIES

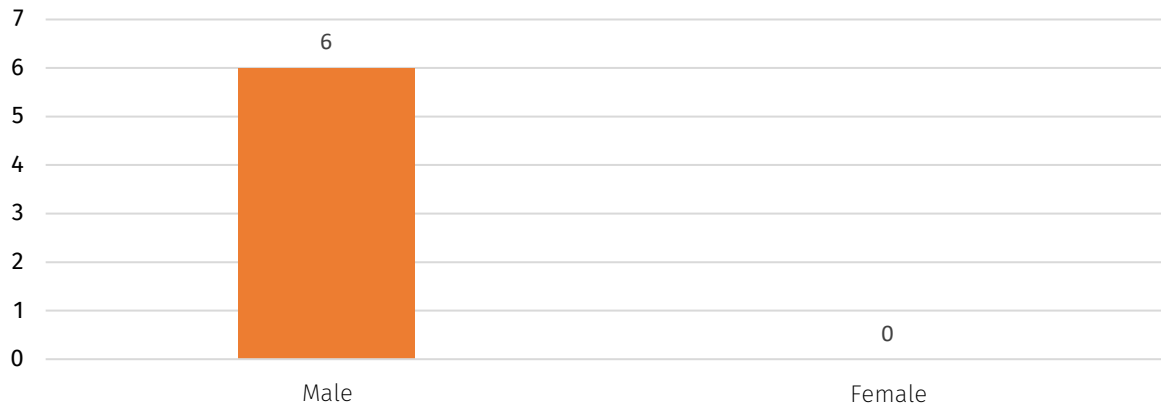
From the data obtained, it follows that all 6 managers in the regulatory bodies (directors and presidents) are mandated according to the law, that is, there is currently no acting official.

Graph no. 15 Method of appointing directors of regulatory bodies



Regarding the representation of men and women in management positions in regulatory bodies, the situation is as follows:

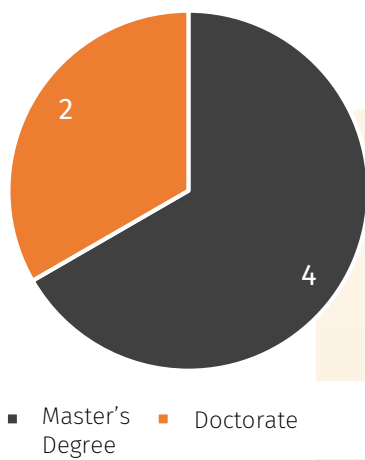
Graph no. 16 Overview of the representation of men and women in the positions of directors of regulatory bodies



As can be seen all 6 management positions in the regulatory bodies are filled by men. If you take into account the fact that these positions are one of the most important and best paid in the public sector, then this data can be of exceptional importance, because there is not a single woman in them.

The data regarding education show the following situation:

Graph no. 17 Overview of the educational structure of directors of regulatory bodies



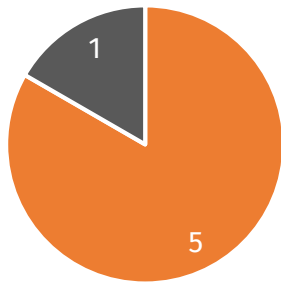
As can be seen, 4 masters and 2 doctors of science have been elected or appointed to management positions in the regulatory bodies, which indicates the fact that the people who will be elected or appointed have even higher qualifications than required, which is a rarity in the public sector.

None of the managers in the regulatory bodies who submitted data have established a management contract.

The procedure for the selection of managers in all regulatory bodies consists only of administrative selection, that is, verification of the fulfillment of the conditions established by law.

2 regulatory bodies answered that they do not have the data where the public announcements for the selection, that is, the appointment of managers, were published, while 2 regulatory bodies answered that they do not have any data at all regarding the number for the selection, that is, appointment decision. This is the result of the fact that these selection procedures, that is, the appointment of a director, are carried out by the RNM Assembly, and it indicates the absence of communication between the Assembly and the regulatory bodies.

In relation to the publication of decisions on the selection, that is, the appointment of managers, the situation is as follows:

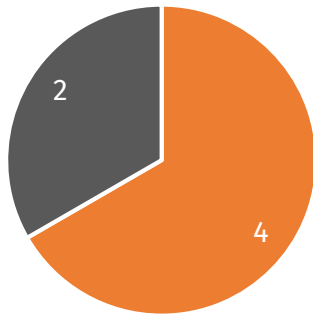


- Published Decision
- Unpublished Decision

Graph no. 18 Publication of selection/appointment decisions to the directors of the regulatory bodies

Out of 6 regulatory bodies, according to the received data, in 1 of them the decision to select or appoint a director has not been publicly announced.

In terms of making reasoned decisions for the dismissal of the managers, according to the received data, the situation is as follows:

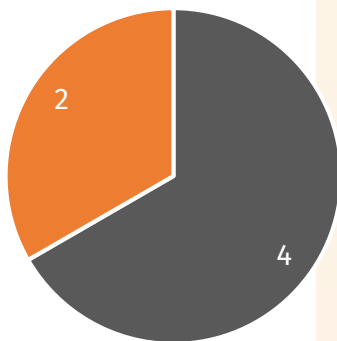


- Reasoned Decision
- Unreasoned Decision

Graph no. 19 Review of the adoption of reasoned decisions on the dismissal of directors of regulatory bodies

In 4 regulatory bodies no reasoned decision was made to dismiss the manager, while in 2 such a decision was made. In addition, only in 2 regulatory bodies was the decision for dismissal publicly published on the websites of the institutions.

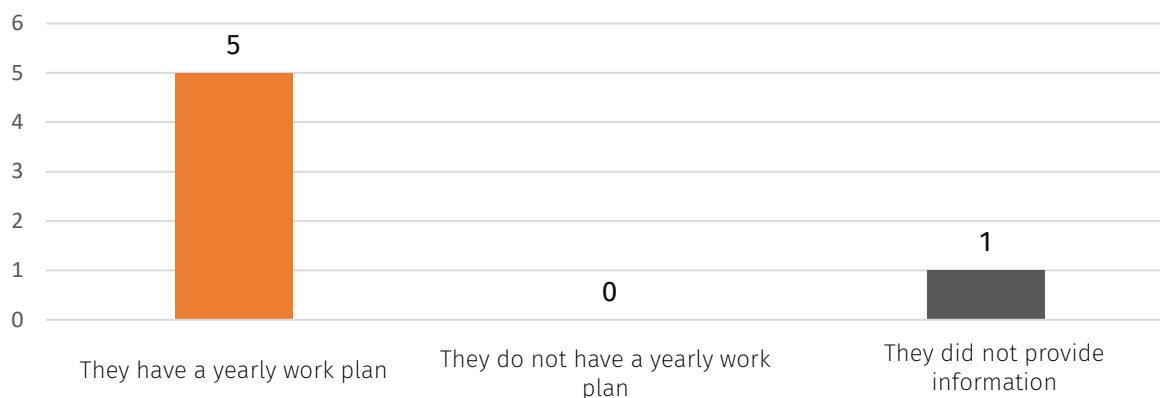
Regarding the strategic documents and the accountability of the institution's managers, the situation is as follows:



- They have a yearly work plan
- They do not have a yearly work plan

Graph no. 20 Review of adopted annual work plans of the regulatory bodies

4 out of 6 regulatory bodies that submitted data have an annual work plan. It is important to note that the adoption of an annual work plan is a legal obligation, and in this case, 2 directors acted contrary to the legal stipulations.

Graph no. 21 Review of the annual reports on the work of the regulatory bodies

In terms of accountability, 5 regulatory bodies prepare and publish annual performance reports, while 1 regulatory body has no information on this issue. In 3 regulatory bodies the annual activity reports are published on their websites, while in 1 it is not published.

Regarding the fees, according to the received data, the salary of the president of the Housing Regulatory Commission according to the received data amounts to MKD 49,000.00 in net amount, the salary of the director of the Postal Agency is MKD 89,000.00, while the salary of the director of AVMS is MKD 114,194.00. The other regulatory bodies have not submitted data regarding the salaries of the executives.

Failure to act in accordance with APRFAPI from the side of the Civil Aviation Agency (CAA)

CAA, upon receiving the request for free access to information of a public nature, refused to provide the data on the director's salary on the grounds that the Agency's Statute states that information related to employment rights is considered confidential/classified.

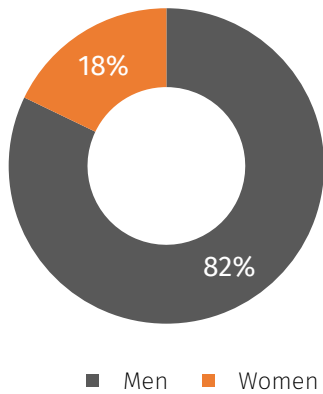
According to the Law on Classified Information, "classified information" is information which **relates to public security, defense, foreign affairs or security or intelligence activities of the state which must be protected from unauthorized access by law and is marked with an appropriate level of classification in accordance with this law.** At the same time, classified information with the grade "CONFIDENTIAL" is information whose unauthorized disclosure would cause serious damage to the important interests of the Republic of North Macedonia. Considering the above, it is clear that the CAA is misapplying the Classified Information Act only to hide the institutions salary data.

According to the laws by which they are regulated, the regulatory bodies are obliged to submit annual reports on their work to the Assembly, but the Assembly has neither a legal nor procedural obligation to review and adopt or reject these reports in a plenary session. From the data available on the website of the Parliament¹² it can be stated that all the reports from the regulatory bodies for 2021 have been received in the Parliament and given to the MPs, but there is no information about any reviewed and adopted report. Of all the managers, only the chairman of the Council of Experts in the Insurance Supervision Agency is evaluated for his work. Otherwise, no law stipulates an obligation to evaluate managers, nor any consequences for inadequate work.

¹² <https://www.sobranie.mk/materijali-parlament.nspx>

III. GOVERNING BODIES

In the five regulatory bodies that have submitted data to the management bodies (councils, commissions, management boards), a total of 28 persons have been elected, that is, appointed. Regarding the representation of men and women in the management bodies of the regulatory bodies, the situation is as follows:

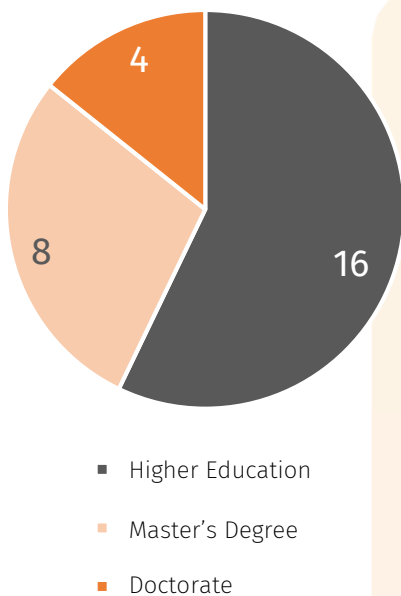


Graph no. 22 Representation of men and women in the governing organs of regulatory bodies

A huge imbalance can be observed in terms of the number of men and women in the governing organs of regulatory bodies. Namely, 23 out of a total of 28 people are men (82%), and only 5 are women (18%). If we add to this the data regarding the managers, this imbalance is even greater.

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 23 Overview of the educational structure of the members of the management bodies of the regulatory bodies



As you can see 16 members are with a higher education, 8 are masters and 4 are doctors of science. In addition, all 3 doctors of science have been appointed to the Council of Experts of the Insurance Supervision Agency.

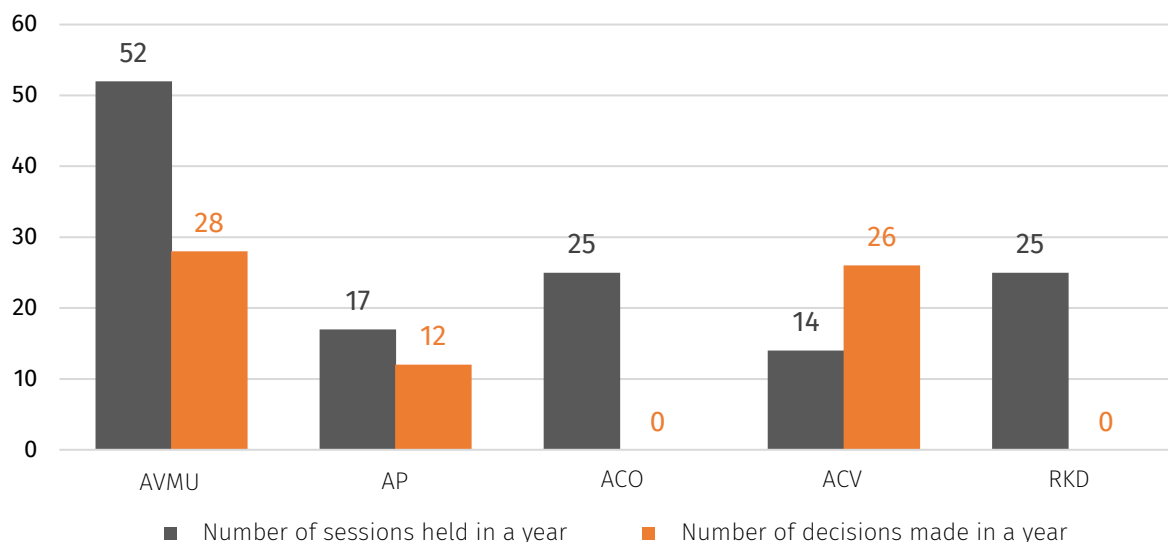
The procedure for the selection of members of the management boards consists only of an administrative selection, that is, a check of the fulfillment of the conditions established by law. The procedure is carried out by the Parliament through the Commission on Elections and Appointments.

2 regulatory bodies do not have any data on where the public announcements for the selection, that is, the appointment of members of the management bodies were published, nor do they have the decision on the selection, that is, the appointment. In addition, no regulatory body has minutes regarding the conducted selection procedures for the selection of members of the management boards, which is further proof of the absence of communication between the Assembly and the regulatory bodies.

4 regulatory bodies submitted data on the publication of decisions on the selection, that is, the appointment of members of the management board, while 1 regulatory body did not submit data regarding this issue. When dismissing members of the management bodies, 2 regulatory bodies do not make a reasoned decision on the dismissal, while 3 regulatory bodies did not submit information regarding this issue.

Regarding the number of sessions held annually, as well as the average number of decisions annually, the situation is as follows:

Graph no. 24 Overview of average sessions held and decisions made by the management bodies of the regulatory bodies



Council at the Agency for Audio and Audiovisual Media Services holds 52 sessions annually, and makes 28 decisions on average per year. The Council at the Agency for Audio and Audiovisual Media Services decided on:

- a change in the ownership structure of a broadcaster,
- by-laws,
- the general acts for the work of the Agency,
- the final account of the Agency,
- the annual work report for the previous year and the annual work program for the coming year of the Agency,
- the annual plan for program supervision,
- for establishing a list of events of great importance for the public of the Republic of Macedonia,
- approval for the adoption of the decisions of the director of the Agency for the disposal of the property, as well as for the adoption of the Annual Employment Plan in the professional service of the Agency,
- the implementation of the Agency's annual work program through the quarterly reports submitted by the Agency's director,
- for taking measures in accordance with this law in cases where there is a violation of the provisions of this law or of the regulations adopted on the basis of it and the conditions and obligations of the permits,
- for taking measures to temporarily limit the transmission and reception of audio or audiovisual media services from other countries on the territory of the Republic of Macedonia, and
- Other issues.

Commission at the Postal Agency holds an average of 17 sessions per year, and makes an average of 12 decisions per year, during which it decided on:

- adopts by-laws and other acts,
- general acts for the operation of the Agency, established in the Statute of the Agency,
- the value of the point for providing universal service based on an individual permit,
- determining the amount of the value of the point for calculating the basic salary of the Agency's employees, which is an integral part of the Agency's financial plan,
- the annual work report for the previous year of the Agency and the annual account,
- adoption of the Agency's annual work program for the coming year,
- monitoring the implementation of the Agency's annual work program through the quarterly reports submitted by the Agency's director,
- opinions, recommendations and proposals to the Assembly of the Republic of Macedonia and other state bodies and institutions in the field of postal traffic and
- other issues.

The Council of Experts at the Insurance Supervision Agency on average, holds 25 sessions per year, while there is no data regarding the average number of decisions. From the data obtained and the analysis made, it follows that the Council of Experts decided on:

- enactment of by-laws and other acts in the direction of prescribing conditions, methods and procedures for the implementation of supervision,
- issuing or revoking permits, giving or withdrawing consents, removing illegalities from conducted supervisions and other individual issues,
- pronounces measures against insurance companies, insurance brokerage companies, insurance representation companies and other legal and natural persons,
- adoption of financial reports and financial plan of the Agency,
- adopting and changing the Tariff,
- reports on the state of the insurance market and annual reports on the Agency's operations;
- the annual work plans of the Agency and
- other issues.

The Management Board of the Civil Aviation Agency on average, holds 14 sessions per year, and makes an average of 26 decisions, and decided on:

- The Statute and other acts of the Agency,
- adoption of an annual work and development program,
- adoption of an annual financial plan,
- adoption of an annual financial report with a final account,
- adoption of a report on the implementation of the annual work and development program,
- adopting and amending the general acts for internal organization and systematization of workplaces,
- adopting an amendment to the acts determining employees' salaries,
- adoption of tariffs and cost lists,
- reports, recommendations and proposals in the field of civil aviation and
- other issues.

The Housing Regulatory Commission on average, holds 20 sessions per year, and there is no data regarding the number of decisions they make. The commission decides on:

- for high-quality satisfaction of the housing needs of the population, in accordance with modern standards for quality of life, protection of the environment and nature,
- the amount for the special parts of the reserve fund, the lowest value thereof, as well as the type of expenses for which the funds from the reserve fund will be used, depending on the age of the building, the number of special parts in the building and the type of material from which the building is built,

- categorization of apartments and residential buildings,
- issuance, extension and revocation of licenses for manager for performing the activities of managing residential buildings,
- mediation in the resolution of disputes that arise between tenants, lessors, managers, presidents of communities of owners, owners of separate parts and third parties in the field of housing and proposes measures in relation to them,
- other housing related issues.

The Regulatory Commission for Energy and Water Services did not provide data regarding the number of sessions held during the year.

For their work, the members of the management bodies in the regulatory bodies are entitled to a salary, with the exception of the members who are not engaged professionally in the Council of Experts in the Insurance Supervision Agency, who are entitled to a monthly fee. No regulatory body submitted data regarding the amount of compensation (salary) received by the members of the management body, but the following was determined from the analysis of the legal provisions:

- the members of the Council of the Agency for Audio and Audiovisual Media Services have a monthly allowance in the amount of up to four average monthly salaries in the Republic of Macedonia according to data published by the State Statistics Office in accordance with the Statute of the Agency (about MKD 132,000.00, net), and
- the members of the Commission of the Postal Agency have a monthly allowance of up to two average monthly salaries in the Republic of Macedonia according to data published by the State Statistics Office in accordance with the Statute of the Agency (about MKD 66,000.00, net).

For the rest of the regulatory bodies, there is no data on the salaries of the members of the management boards, neither in the laws, nor on the websites of the institutions.

iii. FINDINGS

Based on the data obtained by the regulatory bodies, on the basis of the data obtained through their websites, as well as through the analysis of the legal regulation, the following conclusions can be drawn:

1. Regulatory bodies do not respect the Law on Free Access to Public Information. Namely, out of 10 regulatory bodies, only 6 of them (60%) responded to requests for free access to public information, and 4 did not act at all. Even those regulatory bodies that submitted data, did not submit complete data. According to the answers, they do not have some of the data available at all, although according to the law they should. Checking the data on the websites of the regulators shows that they are not in compliance with Article 10 of the Law on Free Access to Public Information.
2. From the analyzed data it appears that there is a huge gender gap between women and men in the management structures of the regulatory bodies. Thus, all 6 managers in the regulatory bodies who submitted data are men, while in the management bodies out of a total of 28 people, 23 are men. At the same time, one should take into account the fact that these positions are among the best paid positions in public sector institutions.
3. The level of education of the managers in the regulatory bodies is at a high level, that is, all of them are masters and doctors of science, and also the level of education of the members of the management bodies is in large part above the legal minimum.

4. The laws governing the work of regulatory bodies regulate minimum conditions that must be met by candidates for management and members of management bodies.
5. In no law is there a merit procedure for the selection of candidates for managers and members of management bodies, that is, the procedure is reduced only to administrative selection and political selection or appointment.
6. There is a lack of regular communication and cooperation between the RNM Assembly and the regulatory bodies, which is reflected in the fact that the regulatory bodies do not have information and data regarding the procedures for the selection and appointment of managers and members of the management bodies, which are implemented by the Assembly.
7. Of all the managers, only the chairman of the Council of Experts in the Insurance Supervision Agency is evaluated for his work. Otherwise, no law stipulates an obligation to evaluate managers, nor consequences for bad work.
8. The Assembly of the Republic of North Macedonia has neither a legal nor an operational obligation to adopt the annual reports on the work of the regulatory bodies, nor does it have any criteria through which the quality of the work of the regulatory bodies would be monitored.
9. The number of meetings of the management bodies per year is different for all regulatory bodies. At the same time, from the obtained data, it follows that the number of sessions in certain regulatory bodies is lower than the number of decisions that are made. However, this situation does not have significant fiscal implications due to the fact that the largest number of members of the management bodies are professionally engaged in the regulatory bodies and receive a salary for their work (the only exception is the members of the Council of Experts of the Insurance Supervision Agency who are not professionally engaged).

iv. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

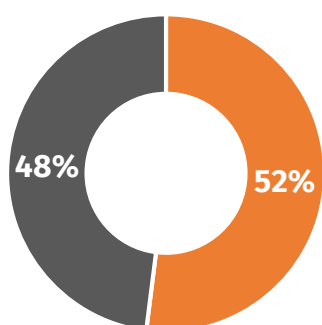
1. The RNM Assembly, as the founder of the regulatory bodies, and the authority to which they report, to take measures and activities to promote the application of the Law on Free Access to Public Information by the regulatory bodies themselves. In that direction, it is recommended that the Parliament insists that the regulatory bodies, within their regular annual reports, provide an account of the handling of requests for free access to information by the regulatory bodies and an account of the content of their websites and their compliance with this law.
2. The members of the RNM, as the founder, the body that selects and appoints the members of the management bodies, and the body to which they report, to take measures and activities to promote the equal representation of men and women in management positions in the regulatory bodies.
3. To approach amendments and additions to the laws that govern the work of regulatory bodies in the direction of regulating the merit procedure for the selection and election of candidates for managers and members of management bodies and reducing political influences during the selection and appointment of these persons.

4. The Assembly of RNM and the regulatory bodies to promote mutual cooperation and communication.
5. To establish a procedure for assessment or evaluation of the work of the managers, on which their further engagement will depend.
6. To consider the possibility of prescribing in the Rules of Procedure of the Assembly of the Republic of North Macedonia an obligation to review and adopt the annual reports on the work of the regulatory bodies, as well as to establish criteria through which the quality of the work of the regulatory bodies would be monitored.

4.2. PUBLIC INSTITUTIONS - HEALTH

According to the Report of the Register of Employees in the Public Sector for 2021 of the Ministry of Information Society and Administration, there are 110 public institutions in the field of health in the country, to which public information was requested for this analysis. 53 public health institutions (48%) acted upon the submitted request, while 57 public health institutions (52%) did not act in accordance with the Law on Free Access to Public Information.

Graph no. 25 Review of actions according to LFAPI by public institutions in the health sector



- Acting according to LFAPI
- Not acting according to LFAPI

I. MANAGEMENT STRUCTURE

The management structure of public health institutions is governed by the Law on Health Care¹³. According to this law, the management structure in public health institutions consists of:

- The director and
- The management board.

¹³ <http://zdravstvo.gov.mk/zakon-za-zdravstvenata-zashtita/>

In a health center with over 1,000 employees, a university clinical center, a university clinic, a clinical hospital, a university institute and an institute, two directors are appointed, an organizational director and a medical director, with the only difference in the conditions being in terms of work experience, i.e. for the medical director a minimum of five years of work experience in a health facility is required, and for the organizational director, a minimum of five years of work experience in economics, finance, law, management or the system and organization of health care and health insurance.

The managing authority in public health institutions is the director. The Law on Health Care contains minimum conditions and criteria for the selection/appointment of a director, which include:

- RNM citizenship,
- has no criminal record,
- higher education regardless of the type of education,
- a minimum of five years of work experience in a health care facility, that is, in economics, finance, law or management, or in the system and organization of health care and health insurance;
- offered the highest quality program for the work of the public health institution and
- an internationally recognized certificate or certificate of active knowledge of the English language, not older than five years.

When it is necessary to improve the work in health institutions through the transfer of skills and knowledge in the field of medicine and the management of health institutions, a foreigner who:

- has an orderly future in the country,
- is a citizen of an OECD member country,
- there is no final court judgment in the home state, in another OECD member state and in RN Macedonia,
- has completed abroad the first, second and/or third cycle of studies in the field of medical or dental sciences, i.e. pharmacy or higher education abroad in the field of economic or legal sciences, public health management or completed academic studies abroad, and
- at least five years of work experience in a health facility in an OECD member country in a management position.

The law also provides the opportunity to appoint executors who have to fulfill all legal conditions, except to offer a program. In doing so, the law allows the acting official to be appointed with a mandate of up to six months.

The rights and obligations between the director, the acting director and the employer are regulated by a management contract, which especially contains performance indicators that the director should achieve.

The law contains a basis for signing management contracts with directors.

The law does not regulate a merit procedure for appointing the directors of public health institutions, that is, there is no procedure for their appointment and for the evaluation of their biographies, qualifications and work programs. This means that the appointment of these directors is based on a political decision of the Minister of Health.

The public health institution is managed by a Board of Directors. The management board of the public health institutions from the specialist-consultative and hospital health care consists of 5 members, of which 2 representatives from among the experts and competent persons in the public health institution who are chosen by the expert body and 3 representatives of the founder.

The board of directors of public health care institutions of primary health care consists of 5 members, of whom 3 are representatives of the founder and 2 representatives from local self-government units, one of which is appointed by the council of the municipality in whose territory the headquarters of the public health care institution is located, and the other by the council of the municipality with the

largest number of inhabitants in the area covered by the health facility, not including the municipality in whose area the headquarters of the health facility is located if it has the largest number of residents. In the case of the city of Skopje, 2 representatives from the local self-government units in the public health institution that provides primary health care in the area of the city of Skopje are appointed by the Council of the City of Skopje.

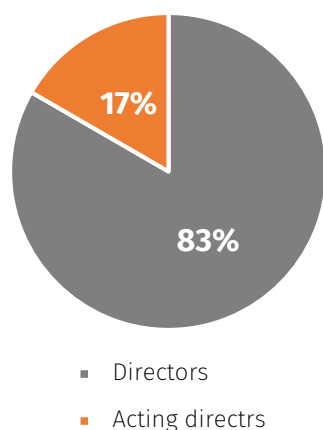
A person who has at least a higher education and has at least five years of work experience in the field of health, economics or law can be appointed as a member of the Management Board.

II. MANAGING PERSONS IN PUBLIC HEALTHCARE INSTITUTIONS

Out of 53 public health institutions that have submitted data, in 13 two directors (organizational and medical) are appointed, and in 40 institutions only one director is appointed. This means that the analysis covers a total of 65 directors.

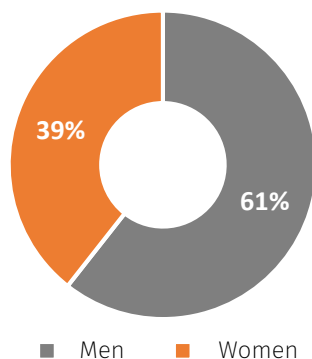
Regarding the way of appointing the directors, the situation is as follows:

Graph no. 26 Overview of the method of appointing directors in public institutions in the field of healthcare



Out of a total of 65 directors, 55 were appointed after a public call (84%), while 11 were appointed as acting directors (16%). As can be seen, the percentage of acting officials is large, which implies bypassing the public competition, openness and transparency of the procedure and preparation of the institution's work program.

Regarding the representation of men and women in the positions of directors in public health institutions, the situation is as follows:

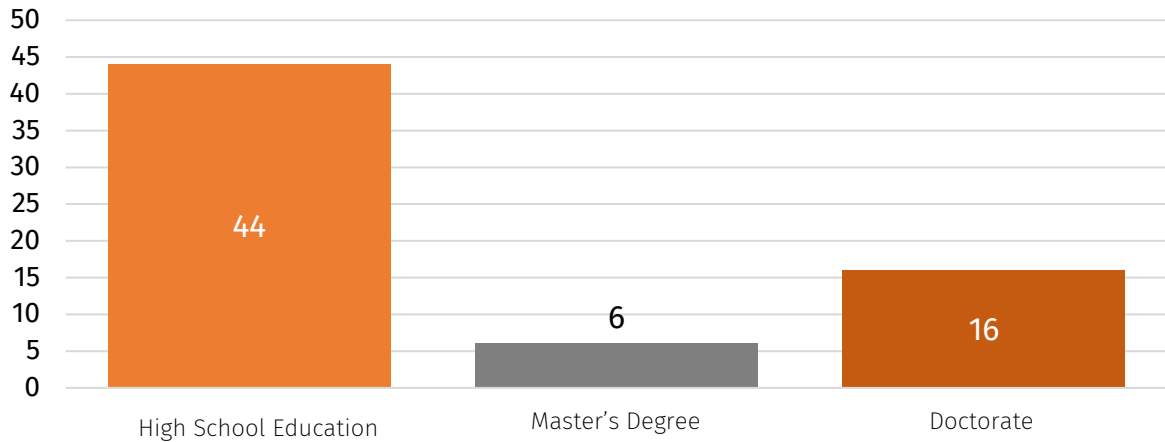


Graph no. 27 Overview of the representation of men and women in management positions in public health institutions

As can be seen out of 66 directors, 40 are men (61%), while 26 are women (39%). This indicates that there is not an equal representation of men and women in director positions in public health institutions, although it can be said that there is a satisfactory gender balance.

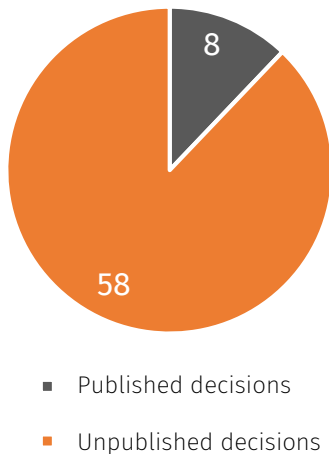
The data regarding education shows the following situation:

Graph no. 28 Overview of the educational structure of directors of public health institutions



As can be seen, 44 persons have completed a higher education, 6 masters and 16 doctors of science have been appointed as directors and acting directors in public health institutions.

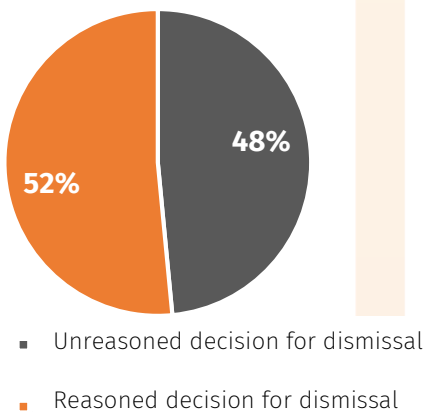
Regarding the publication of decisions on the appointment of directors, the situation is as follows:



Graph no. 29 Review of published decisions on the selection/appointment of managers in public health institutions

Out of 66 decisions on the appointment of directors and acting directors of public health institutions, 58 have not been published (87%), while only 8 decisions have been published (13%).

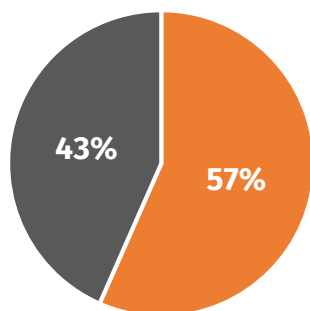
In terms of making reasoned decisions for the dismissal of the managers, according to the received data, the situation is as follows:



Graph no. 30 Review of reasoned decisions made for the dismissal of directors in public health institutions

In 34 cases, reasoned decisions on the dismissal of the directors were made (52%), while in 32 cases no reasoned decisions were made on the dismissal of the directors (48%).

Regarding the strategic documents and the accountability of the directors of the public health institutions, the situation is as follows:



Graph no. 31 Review of adopted annual work plans by public health institutions

Out of a total of 53 public health institutions that submitted data, 30 prepare and adopt annual work plans (57%), while 23 institutions do not have annual work plans (43%). As can be seen, the percentage of public health institutions that do not have annual work plans is large.

- They have a yearly work plan
- They do not have a yearly work plan

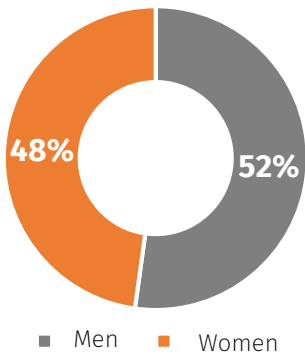
In terms of accountability, 41 public health institutions prepare an annual report on the work done (77%), while 12 institutions do not have annual reports (13%). The annual reports are submitted to the Pension and Disability Insurance Fund of the Republic of North Macedonia, but are not published publicly by the institutions.

The salary of directors of public health institutions ranges from MKD 59,021.00 in net amount to MKD 98,510.00, while the salary of those performing their duties ranges from MKD 59,185.00 to MKD 77,195.00. From the obtained data, a great variety of salaries of directors and acting directors in public health institutions can be observed.

Only 6 health institutions stated that the work of the director is evaluated, but there is no data on the evaluation. Otherwise, the law does not prescribe a procedure for evaluating the work of the directors, nor consequences for bad work, although according to the law, the management contracts concluded with the directors and acting directors set performance indicators that the director must achieve. This points to the fact that the key benefit, which should de jure be guaranteed by the management contracts, is not realized in practice, that is, the performance indicators of the directors determined by the management contracts are not followed in practice.

III. GOVERNING BODIES

A total of 251 persons have been appointed in 66 public health institutions that have submitted data for the management boards. Regarding the representation of men and women in the management bodies of public health institutions, the situation is as follows:

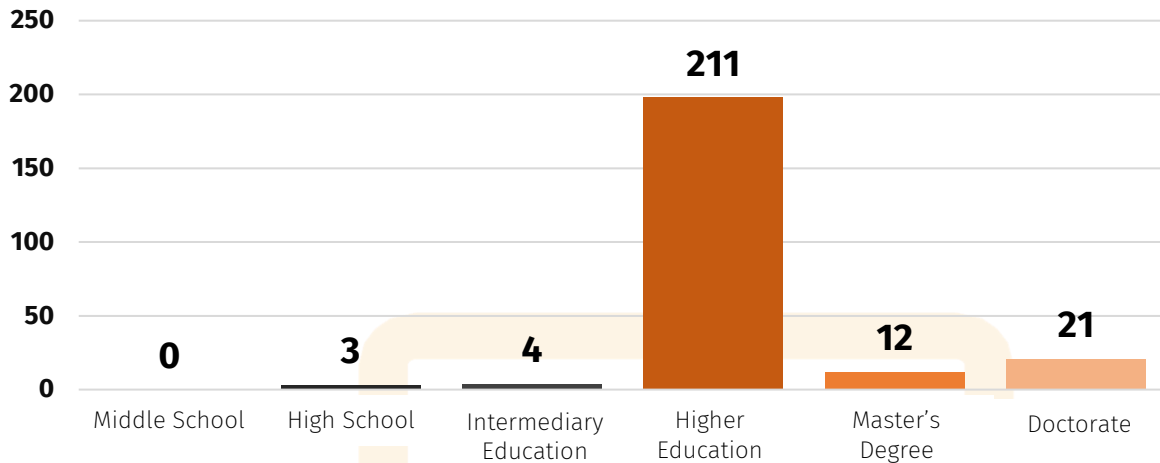


Graphs no. 32 Overview of the representation of men and women in the management bodies of public health institutions

In this segment, there is almost an equal number of men and women members of the administrative boards. Namely, 131 out of a total of 251 people are men (52%), and 120 are women (48%).

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 33 Overview of the educational structure of the members of the management bodies of the public health institutions



As can be seen (Graph 32), 3 members of the management boards in public health institutions have a high school education, 4 have an intermediary education, 211 members of the management boards have a higher education, 12 are masters, 21 are doctors of science, and for 13 there is no data. Taking into account the fact that according to the law a person who has at least a higher education and has at least five years of work experience in the field of health, economics or law can be appointed as a member of the board of directors, this means that there are currently 7 members of the board of directors who do not meet the legal requirements to be appointed.

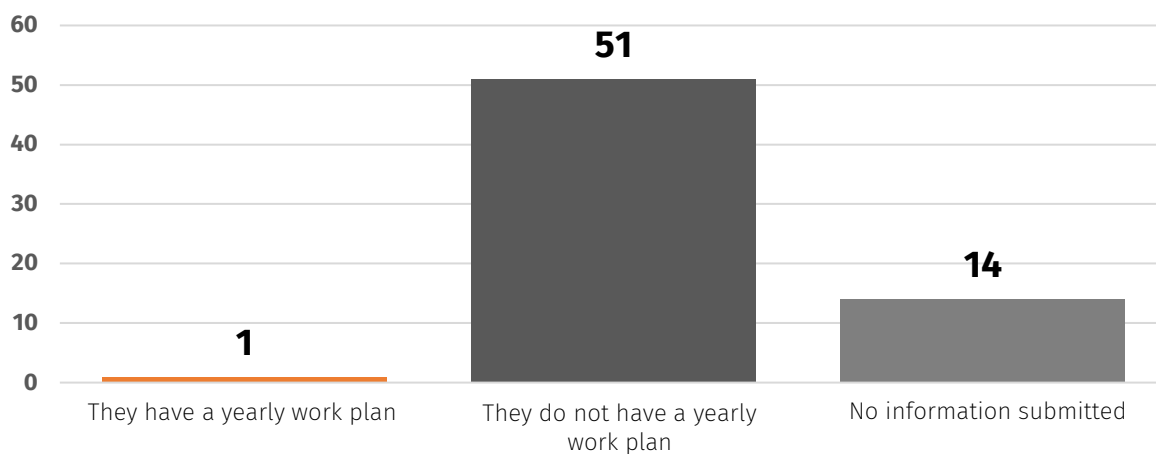
There is no procedure for the selection of the members of the management boards, that is, they are appointed on the proposal of the respective institutions.

33 public health institutions answered that the decisions for appointing members of the management boards were announced publicly, while 17 answered that the decisions were not published, and 16 public health institutions did not answer this question.

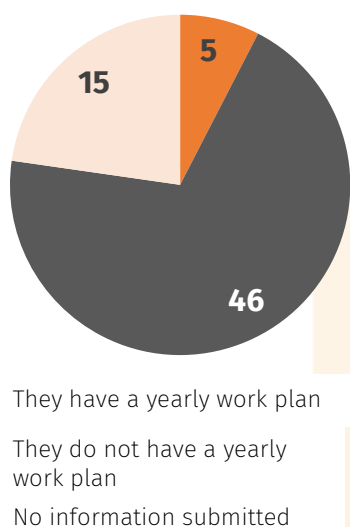
Regarding the dismissal of the members of the management boards, in 34 public health institutions reasoned decisions were made for the dismissal of members of the management boards, while in 17 health institutions no reasoned decisions were made, and 15 public health institutions did not answer this question.

Regarding the strategic documents and the accountability of the management bodies of the institution, the situation is as follows:

Graph no. 34 Overview of the annual plans of public health institutions



As can be seen (Graph 33), out of 66 management boards, as many as 51 do not have an annual work plan (78%), only 1 prepares and adopts such a plan (1.5%), and 14 public health institutions did not provide data regarding this issue (20.5%).



Graph no. 35 Review of annual reports of public health institutions

In terms of accountability, 5 management boards of public health institutions prepare and adopt such reports (8%), 46 management boards do not have such reports (70%), and 15 public health institutions did not provide data on this issue (22%).

The number of sessions of the management boards on an annual level ranges from at least 4 to a maximum of 24 sessions. A total of 595 meetings of the management boards were held annually in the public health institutions that submitted data, which means that the management boards hold 11 meetings per year on average. The number of decisions made by the management boards on an annual basis ranges from 4 to even 110 decisions. The total number

of decisions on an annual level is 1518, which means that an average of 3 decisions are made per session. This indicates that the management boards are not very efficient in their work, but this data is relative, because there are management boards that really worked and made decisions efficiently.

There is no uniform way of paying the fees of the members of the management boards, because 28 public health institutions stated that the members of the management boards receive a monthly lump sum regardless of the number of sessions, and 23 institutions stated that the fees are paid per session. And for this question, 14 public health institutions from those that acted on the request for free access to information of a public nature did not answer this question.

The amount of compensation for the members of the management boards is not the same either, and ranges from MKD 1,200.00 to MKD 8,000.00.

Due to the absence of rules regarding the number of meetings of the management boards and the payment of the members' fees, in certain cases concessions are observed to the detriment of the budget.

Thus, there is a Management Board in which the members receive a fee per session in the amount of MKD 8,000.00, it held 19 sessions, at which a total of 35 decisions were made, meaning less than 2 decisions per session were made. For these sessions, each of the members received MKD 152,000.00 (there are other such examples).

Contrary to this practice, there is a Board of Directors whose members receive compensation in the form of a monthly lump sum in the amount of MKD 7,000.00, which held 12 sessions at which 86 decisions were made, i.e. more than 7 decisions per session (Public Health Institution University Clinic for Pulmonology and Allergology - Skopje). In this case, the members of the Management Board received MKD 84,000.00 per year, even though they were much more efficient in their work. Or another positive example is the Management Board in which the members are also paid with a monthly lump sum of 6,500 MKD, and during the year they held 21 sessions and made 110 decisions, and for their involvement they received a total of MKD 78,000 per year.

In any case, the sums paid annually to the members of the management boards are serious. In the current conditions of the absence of clear rules, the efficiency and economy in the work of the management boards depends on the will of the directors, but above all on the conscience and responsibility of the members of the boards themselves.

As a rule, the presidents of the management boards have MKD 1,000.00 higher compensation than the members.

Otherwise, the management boards of public health institutions usually make decisions on the following issues:

- Adoption and amendment of statute and other general acts,
- Adoption of the financial plan
- Determining the budget
- Adoption of the final account,
- Adoption of a Program for work and investments,
- Review of the contracts with the Health Insurance Fund, for the type, scope, quality and deadlines for the implementation of health care,
- Adoption of the annual report on the institution's work,
- Announcement of competition for director,
- Election of permanent and temporary committees,
- Approval of business trips abroad and determines the duration of the trip,
- Bringing programs for professional development,
- Referral to specialization and sub-specialization and other employee education,
- The public procurement plan,
- Surplus income over the expenses incurred by the institution by performing the activity of patients who pay for the services with personal funds should be allocated to the development of health services and health activity,
- Annual program for monitoring and improving the quality of health care,
- Adoption of an annual report on the implementation of the activities determined by the program for monitoring and improving the quality of health care,
- and other questions.

FINDINGS

Based on the data obtained by the public health institutions, as well as on the basis of the data obtained through their websites, and through the analysis of the legal regulation, the following conclusions can be drawn:

1. Public health institutions do not comply with the Law on Free Access to Public Information. Namely, only 53 of them (48%) responded to requests for free access to public information, and 58 (52%) did not act at all. Even those public health facilities that submitted data, did not submit complete data. Checking the data on the web pages of public health institutions shows that most of them do not have web pages, and those that do, do not comply with Article 10 of the Law on Free Access to Public Information.
2. The law does not regulate merit procedure for appointing directors. In fact, the law does not provide for an appointment procedure, only the conditions for appointing a director of a public health institution are determined.
3. The law allows any profile on staff to be able to be appointed both as an organizational and as a medical director of a public health institution, regardless of the type of education, as a condition requires completed academic studies with at least 240 ECTS, i.e. at least VI B level in accordance with the National Framework of higher education qualifications. If the competencies of the medical director are taken into account, which include the determination of a calendar of activities for each health worker who provides specialist-consultative services in the health institution, a calendar of free appointments for the use of the medical equipment with which the health institution provides specialist-consultative services, determination of the duration of each surgical intervention without complications and with complications based on internationally accepted standards,
4. The percentage of public health institutions in which an acting official is appointed is high, which indicates the bypassing of the public competition, openness and transparency of the procedure and preparation of the institution's work program.
5. The data indicates that there is no equal representation of men and women in director positions.
6. There is no transparency in the work of public health institutions, that is, the preparation of reports on the work of the institution.

The accountability of the directors is not at an unsatisfactory level, nor is there an evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.
7. Although the Law on Health Care stipulates that a person who has at least a higher education and at least five years of work experience in the field of health, economics or law can be appointed as a member of the management board, currently there are 7 members of the management boards who do not meet the legal requirements to be appointed, that is, they are illegally appointed (3 members have a high school education, and 4 have an intermediary education).
8. There is no merit procedure for the selection of the members of the management boards, that is, they are appointed by way of nomination from certain institutions.

9. There are no unified rules for the amount and type of compensation received by the members of the management boards. Thus, some members receive a monthly lump sum, while others are paid per session. Due to the absence of rules on when a session can be organized and how many items should be on the agenda at a minimum, there is the possibility of abuses in order to receive a higher compensation for the members of the management boards. Namely, there are examples when the members of the management boards are paid per held session, to hold several sessions at which a small number of decisions will be made. All this leads to the inefficient and uneconomical work of the management boards.

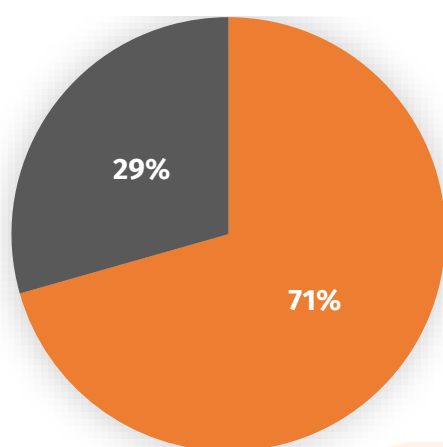
IV. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The Ministry of Health, as the founder of public health institutions, should take measures and activities to promote the application of the Law on Free Access to Public Information. In that direction, it is recommended that the ministry insists that public health institutions, within their regular annual reports, provide an account of the handling of requests for free access to information of a public nature and an account of the content of their websites and their compliance with this law.
2. To approach amendments and additions to the Law on Health Care in order to regulate the merit, fair and transparent procedure for the appointment of directors and for the selection of members of the management boards and to re-evaluate and better regulate the conditions for directors in public health institutions, which should correspond to the competences they will perform. In addition, it is necessary to limit the possibility of appointing acting officials, to regulate the accountability of directors and management boards by submitting mandatory annual reports on their work, to improve work planning by preparing mandatory annual plans, as well as to a procedure for evaluating, rating and managing the effect of the directors has been arranged.
3. To review the composition of all management boards in public institutions in relation to the fulfillment of the legal conditions by the appointed members, and to dismiss those members who do not meet the stipulated legal conditions.
4. To establish unified rules for the amount and type of compensation received by the members of the management boards, to arrange certain criteria for holding sessions of the management boards (number of items and decisions on the agenda that need to be decided), and to limits are determined in relation to compensations so that no abuses can be made, that is, members of management boards who made fewer decisions and were less efficient receive higher compensations.

4.3. PUBLIC INSTITUTIONS - CULTURE

Graph no. 36 Overview of actions under the LFAPI by the institutions of the culture sector



According to the Report from the Register of Public Sector Employees for 2021 of the Ministry of Information Society and Administration, there are 121 public institutions in the field of culture in the country, and public information was requested from 105 of them for this analysis. 74 public institutions from the field of culture (71%) acted upon the submitted request, while 31 institutions (29%) did not act in accordance with the Law on Free Access to Public Information.

- They acted according to LFAPI
- They did not act according to LFAPI

I. MANAGEMENT STRUCTURE

The management structure of public institutions in the field of culture is regulated by the Law on Culture¹⁴. According to this law, the management structure in public institutions in the field of culture consists of:

- The director and
- The management board.

The managing body in public cultural institutions is the director. The law on culture contains minimum conditions for appointing a director, which include:

¹⁴ https://kultura.gov.mk/wp-content/uploads/2019/01/Kultura_98.pdf

- citizenship,
- no criminal record,
- higher education determined by the statute of the institution,
- a minimum of five years of work experience in the field of culture or five years of work experience in works or projects in the field of culture based on concluded work contracts, and
- an internationally recognized certificate or certificate of active knowledge of the English language not older than five years.

The law provides the opportunity to appoint an acting director from among the employees. An acting director is appointed in the event that the director of a national institution has not been elected or his mandate has ended prematurely, the Minister of Culture immediately appoints an acting director, without public announcement. The acting director has all the rights and obligations of a director of a national institution. The acting director is appointed until the election of the director of the national institution, and for a maximum of six months. The Ministry of Culture for national institutions, that is, the mayor for local institutions, immediately after the appointment of an acting director, announces a public call for a director.

The governing body of the public institution in the field of culture is the management board. The management board consists of 5 representatives who are appointed and dismissed by the Minister of Culture in national institutions, i.e. the mayor in local institutions, of which 2 representatives are among prominent individuals in the field of culture, 1 is from the local self-government and 2 representatives from the employees of the establishment. In an institution with less than 10 employees, 1 member from the employees, 1 from the local self-government and 3 members from among distinguished individuals from the field of culture are appointed to the management board. The representative of the local self-government in the management board in the national institutions is proposed by the mayor of the local self-government unit where the seat of the institution is located.

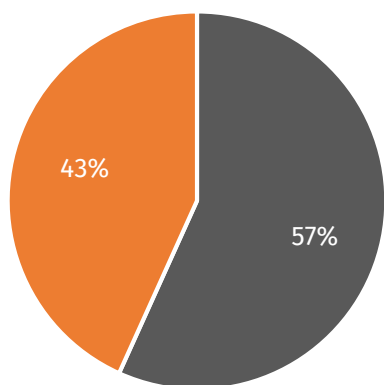
The president and members of the management board are appointed based on the principle of expertise and competence, for a period of four years and may be reappointed. The president and members of the Management Board can be dismissed before the end of the mandate if they work against the law or the institution does not fulfill its function.

The president and the members of the management board are entitled to an appropriate compensation determined by the Minister of Culture.

II. MANAGING PERSONS OF PUBLIC CULTURE INSTITUTIONS

Regarding the way of appointing the directors, the situation is as follows:

Graph no. 37 Overview of the method of appointing directors in public cultural institutions

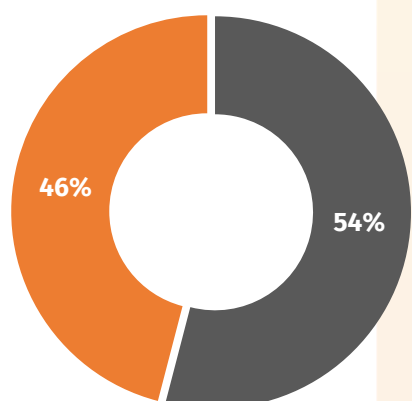


- Directors
- Acting Directors

Out of a total of 74 directors, 42 were appointed after a public call (57%), while 32 were appointed as acting directors (43%). As can be seen, more than a third of the directors are appointed as acting officials, which implies bypassing the public call, openness and transparency of the procedure and fulfillment of any conditions.

Regarding the representation of men and women in the positions of directors in public institutions in the field of culture, the situation is as follows:

Graph no. 38 Overview of the representation of men and women in the positions of directors of public cultural institutions

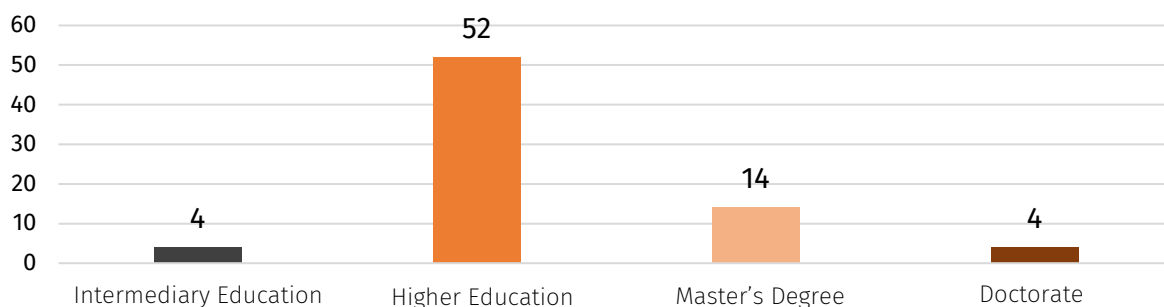


- Men
- Women

Out of 74 directors, 40 are men (54%), while 34 are women (46%). This data indicates that there is a good gender balance between men and women in institutions in the field of culture, that is, that women have relatively good access to management positions in institutions and to access to the possibility of making decisions.

The data regarding education shows the following situation:

Graph no. 39 Overview of the educational structure of directors in public cultural institutions



4 persons with intermediary education, that is, persons who do not meet legal requirements, have been appointed as acting directors in public cultural institutions, while of the remaining 71 directors and acting directors, 52 have completed higher education, 14 are masters and 4 are doctors of science.

Out of a total of 74 directors and Acting directors, only 2 have signed a management contract¹⁵. The Law on Culture does not regulate the conclusion of managerial contracts, but as in other areas, the Law on Labor Relations is applied in relation to this issue, which is not applicable to the directors of public institutions with what it has regulated.

In two institutions in the field of culture, the directors have concluded management contracts even though the law does not allow it.

Those being:

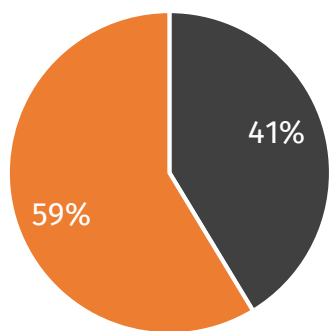
**Municipal institution Home of youth Shtip
&
NU National Theater Bitola**

The procedure for the selection of directors in public institutions in the field of culture consists only of administrative selection, that is, verification of the fulfillment of the conditions established by law.

Public competitions for directors in cultural institutions are published in three daily newspapers. Public announcements are not published for those acting on duty.

Regarding the publication of decisions on the appointment of directors, the situation is as follows:

¹⁵Municipal institution Home of Shtip Youth and National Theater of Bitola

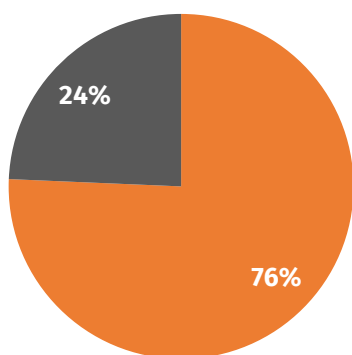


Graph no. 40 Overview of published decisions on the appointment of directors in public cultural institutions

Out of 74 decisions on the appointment of directors and acting directors of public cultural institutions, 44 have not been published (59%), while 31 decisions have been published (41%).

- Published Decision
- Unpublished Decision

In terms of making reasoned decisions for the dismissal of the managers, according to the received data, the situation is as follows:



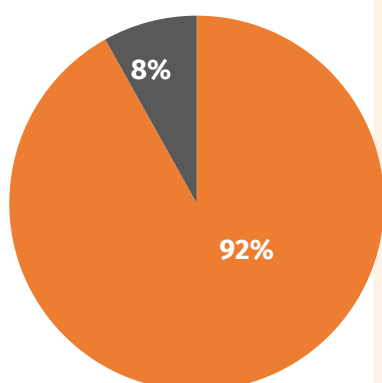
Graph no. 41 Review of reasoned decisions made for the dismissal of directors in public cultural institutions

Out of a total of 74 institutions, 56 responded that reasoned decisions are made to dismiss directors (76%), while 18 responded that reasoned decisions are not made to dismiss directors (24%).

- Reasoned Decision
- Unreasoned Decision

Regarding the strategic documents and the accountability of the directors of public institutions in the field of culture, the situation is as follows:

Graph no. 42 Review of adopted annual work plans of public cultural institutions



Out of a total of 74 institutions in the field of culture that submitted data, only 6 do not have an annual work plan (8%), while the remaining 68 have annual work plans (92%), which is also a legal obligation.

The situation is identical with the reports, that is, 6 institutions from the field of culture do not have annual reports, while the remaining 68 have reports, which is also a legal obligation. Otherwise, in 2 institutions (NU Tetovski Theater, the director, and LU Center for Culture Anton Panov – Strumica, acting director), neither an annual plan nor an annual report was adopted.

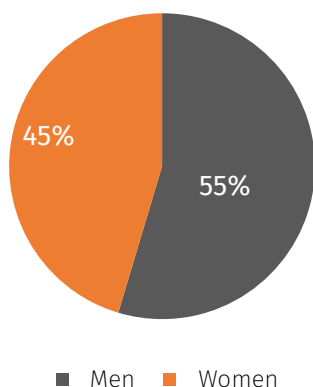
- They have a yearly work plan
- They do not have a yearly work plan

The salary of the directors of public institutions in the field of culture ranges from MKD 36,262.00, in a net amount to MKD 68,796.00, while the salary of those performing their duties ranges from MKD 37,068.00 to MKD 60,282.00. From the obtained data, it can be observed a great variety of salaries of the directors and Acting directors, which is partly due to the years of service, but also to the absence of clear rules for determining these salaries, and from the obtained data, it can be concluded that the salary of Acting directors is higher than the salary of directors.

Only 2 institutions stated that the work of the director is evaluated. Otherwise, the law does not prescribe a procedure for evaluating the work of directors, nor consequences for bad work.

III. MANAGEMENT BODIES IN PUBLIC CULTURAL INSTITUTIONS

A total of 335 persons have been appointed in 74 public institutions in the field of culture that have submitted data for the management boards. Regarding the representation of men and women in the management bodies of public cultural institutions, the situation is as follows:

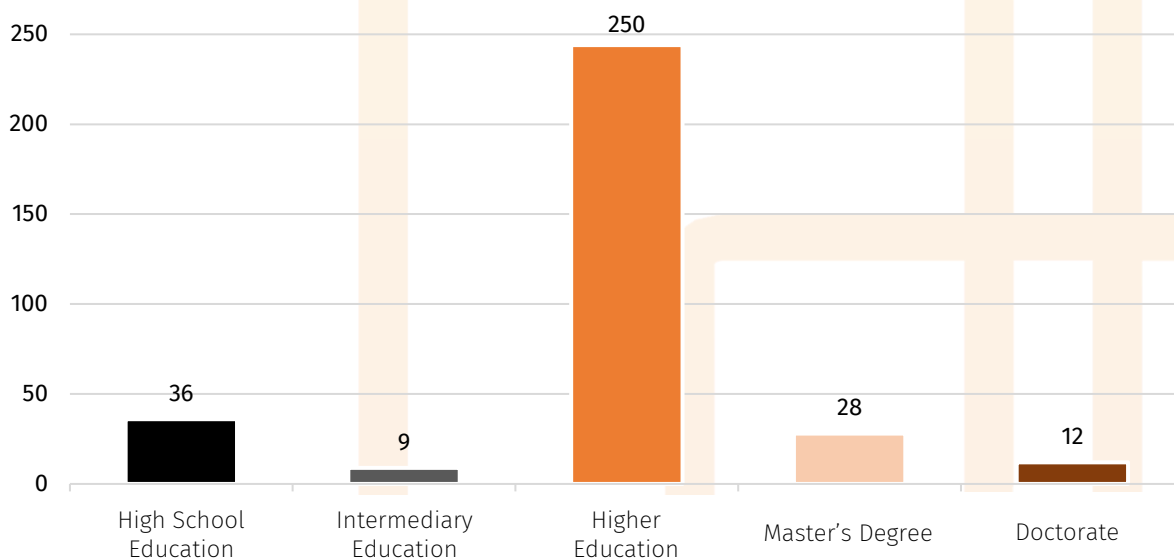


Graph no. 43 Overview of the representation of men and women in the management bodies in public cultural institutions

The number of men members of the administrative census is 183 (55%), while the number of women is 152 (45%), which indicates that there is a good gender balance.

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 44 Overview of the educational structure of the management bodies in public cultural institutions



As can be seen (Graph 44), 36 members of the management bodies in public cultural institutions have a high school education, 9 have an intermediary education, 250 members of the management boards have a higher education, 28 are masters and 12 are doctors of science. The law on culture has not established conditions regarding the members of the management boards, that is, the only thing established in the law is that the president and the members of the management board of a national institution are appointed based on the principle of expertise and competence. It is unclear what is meant by expertise and competence, that is, whether it refers to expertise and competence in the competences of the institution or in the competences of the management board.

Apart from the absence of precise conditions for appointment, the law does not regulate any procedure for the selection of the members of the management boards, that is, they are appointed on the proposal of the respective institutions.

Out of a total of 74 public cultural institutions, 17 responded that the decisions on appointing members of the management boards were announced publicly, while 60 responded that the decisions were not announced.

Regarding the dismissal of the members of the management boards, in 53 public institutions reasoned decisions were made for the dismissal of members of the management boards, while in 21 institutions no reasoned decisions were made.

The number of sessions of the management boards on an annual level ranges from at least 2 to a maximum of 17 sessions. A total of 428 meetings of the management boards were held annually in the public institutions in the field of culture that submitted data, which means that on average the management boards hold 6 meetings per year. The number of decisions made by the management boards on an annual basis ranges from 0¹⁶ to 35¹⁷ decisions. The total number of decisions on an annual level is 755, which means that a little less than 2 decisions are made per session, which indicates a low efficiency of the work of these bodies. This situation with the work of the management boards calls into question their need, that is, whether it is necessary for these management bodies to exist at all.

There is no uniform way of paying the fees of the members of the management boards, because 4 public institutions stated that the members of the management boards receive a monthly lump sum regardless of the number of sessions, and 70 institutions stated that the fees are paid per session held.

The amount of compensation for the members of the management boards is not the same either, so the monthly compensation ranges from 600.00 MKD to 12,600.00 MKD, while the compensation per session ranges from 500.00 MKD to 4000.00 MKD.

As a rule, the presidents of the management boards have MKD 300.00 higher remuneration than the members.

Otherwise, the management boards of public institutions in the field of culture usually make decisions on the following issues:

- Adoption and amendments to the statute;
- Consent to the draft annual program of the institution,
- Adoption of the annual report on the work of the institution,
- Giving consent to the act for work organization and systematization of workplaces at the institution;
- Adoption of the financial plan for the operation of the institution,
- Resolving appeals against acts of the director,

¹⁶YOU House of Culture "Lazar Sofianov" Kratovo

¹⁷NU Natural Science Museum

- Proposal for dismissal of the director,
- Adoption of acts for audition and re-audition and
- Other things.

IV. FINDINGS

Based on the data obtained by the public institutions in the field of culture, based on the data obtained through their websites, as well as through the analysis of the legal regulation, the following conclusions can be drawn:

1. Public institutions in the field of culture do not respect the Law on free access to public information. Namely, out of 105 public institutions in the field of culture from which public information was requested for this analysis, 74 public institutions (71%) acted, while 31 institutions (29%) did not act in accordance with the Law on Free Access to Public Information character. However, compared to the rest of the facilities and institutions covered by the analysis, the percentage of those acting according to the law is higher.
2. The law does not regulate merit procedure for appointing directors. In fact, the law does not provide for an appointment procedure, only the conditions for appointment are determined.
3. The law allows any staff profile to be appointed as the director of a public cultural institution, regardless of the type of education, as a condition that stipulates a minimum of five years of work experience in the field of culture or five years of work experience in works or projects in the field of the culture on the basis of concluded work contracts.
4. In addition to the absence of a merit procedure for the selection of directors in public institutions in the field of culture, the percentage of public institutions in which an executive officer is appointed is high, which implies bypassing the public competition, openness and transparency of the procedure and without fulfilling the minimum legal conditions for selection.
5. 5 persons with secondary education, that is, persons who do not meet the minimum legal requirements, have been appointed as acting directors in public cultural institutions.
6. In public institutions in the field of culture, there is no great disproportion in terms of gender representation.
7. Compared to other areas, transparency and accountability is greater, because 68 institutions have annual work plans, which is also a legal obligation. The number of directors who have annual work reports is identical.
8. There is no evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.
9. 36 members of the management boards in public cultural institutions have secondary education, 9 have higher education. This situation is the result of the fact that the Culture Law does not contain conditions for members of management boards.
10. There is no merit procedure for the selection of the members of the management boards, that is, they are appointed by way of nomination from certain institutions.
11. There are no unified rules for the amount and type of compensation received by the members of the management boards. Thus, some members receive a monthly lump sum, while others

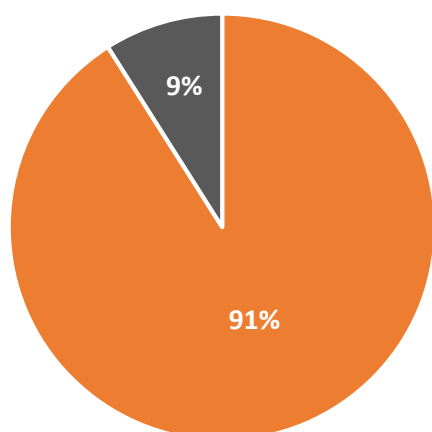
receive compensation per held session. Due to the absence of rules on when a meeting can be organized and how many items should be on the agenda at a minimum, there is the possibility of abuses in order to obtain a higher compensation for the members of the management boards.

V. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The Ministry of Culture and the local self-government units, as founders of the cultural institutions, should take measures and activities to promote the application of the Law on Free Access to Public Information. In that direction, it is recommended that the ministry insists that cultural institutions, within their regular annual reports, provide an account of the handling of requests for free access to information of a public nature and an account of the content of their websites and their compliance with this law.
2. To approach amendments and additions to the Law on Culture in order to regulate the merit, fair and transparent procedure for appointing directors and to reassess and better regulate the conditions for directors in cultural institutions, which should correspond to the competences that they will execute them. In addition, it is necessary to limit the possibility of appointing acting officials, to regulate the accountability of directors by submitting mandatory annual reports on their work, to improve work planning by preparing mandatory annual plans, as well as to arrange a procedure for evaluating, evaluating and managing the effect of directors.
3. Considering the overall work of the management boards (number of sessions, competences, profile of members, etc.), the need for their existence should be reconsidered.
4. If it is judged that there is a need for the management boards to survive, to reduce the number of members, to establish clear conditions and criteria that will guarantee the expertise of the members, to establish unified rules for the amount and type of remuneration received by the members of the management boards, to arrange certain criteria for holding sessions of the management boards.

4.4. PUBLIC INSTITUTIONS – SOCIAL PROTECTION



- They acted according to LFAPI
- They did not act according to LFAPI

Graph no. 45 Overview of the actions according to LFAPI by public institutions for social protection

According to the Report from the Register of Employees in the Public Sector for 2021 of the Ministry of Information Society and Administration, there are 41 public institutions in the field of social protection in the country, and for the purposes of this analysis up to 35 of them were requested to provide information of a public nature. After the submitted request, 32 public institutions from the field of social protection (91%) acted, while 3 institutions (9%) did not act in accordance with the Law on free access to information of a public nature.

I. MANAGEMENT STRUCTURE

The management structure of public institutions in the field of social protection is regulated by the Law on Social Protection¹⁸. According to this law, the management structure in public institutions in the field of social protection consists of:

- the director,
- The management board and
- Supervisory authority.

The managing authority in public institutions for social protection is the director. The Law on Social Protection contains minimum conditions for appointing a director, which include:

¹⁸ <https://www.mtsp.gov.mk/zakoni.nspix>

- citizenship,
- non-judgment,
- higher education determined by the statute of the institution depending on the nature of the activity of the public institution,
- at least five years of work experience after graduation,
- an internationally recognized certificate or certificate of active knowledge of the English language not older than five years, and
- prepared program for management of the institution.

The law provides the opportunity to appoint acting professionals from among the professional workers in the public institution, for a maximum of six months with the possibility of extension for another six months.

The governing body of the public institution for social protection is the management board.

In the public institution for non-family social protection, the management board is composed of 5 members appointed by the founder, of which 2 members are among the professional workers in the institution and 1 member is among the beneficiaries, i.e. their representatives/guardians, proposed by the Council of users and 2 members are representatives of the founder.

In a social work center the management board consists of 5 members, of which 1 member is an employee of the municipal administration who performs social protection work, proposed by the council of the municipality in whose area the headquarters of the center for social work is located, 1 member is an expert worker from the center for social work, 1 a member is from among the users, i.e. their representatives/guardians proposed by the Council of Users and 2 members are representatives of the founder.

In the center for social services established as an institution, the management board consists of 3 members, of which 1 member is a professional employee employed in the institution, 1 member is from among the users, i.e. their representatives/guardians proposed by the Council of Users and 1 member is a representative of the founder.

The members of the management boards in the institutions for social protection should have an appropriate education and at least two years of work experience after graduation. The law allows for a member of the management board to have the following education profiles:

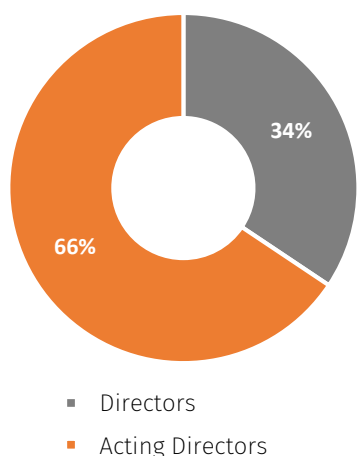
- higher education (graduate social worker, lawyer, graduate in public administration/public management, psychologist, pedagogue, special education specialist/special educator and rehabilitator, sociologist, economist, andragogue, speech therapist, doctor, special pedagogue for prevention, resocialization, health worker, educator, expert in gender issues, family specialist),
- intermediary education (educator, social worker, head nurse, physiotherapist, occupational therapist, statistician, lawyer, economist, health worker and other workers depending on the need of the activity), and
- high school education (educator, nurse, physiotherapist, instructor, system entry operator, statistician, housekeeper, laboratory technician, carer, paramedic health worker, geronto-housekeeper, social carer for children).

In order to perform internal control of the operation of social protection institutions, the founder establishes a supervisory authority. The supervisory body consists of 3 members appointed by the founder. Persons who do not have an established employment relationship in the institution, have a higher education and possess knowledge and experience in the activity of the institution can be appointed as members of the supervisory body. The members of the Supervisory Authority have the right to a monthly compensation in the amount of 1,000 MKD.

II. MANAGING PERSON OF THE PUBLIC INSTITUTION FROM THE FIELD OF SOCIAL AND CHILD PROTECTION

Out of 32 public institutions for social protection, 2 have deputy directors¹⁹.

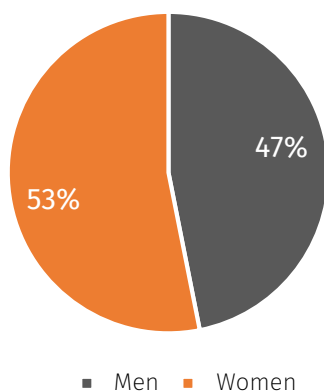
Regarding the way of appointing the directors, the situation is as follows:



Graph no. 46 Overview of the method of appointing the directors of public social institutions

Out of a total of 32 directors, 11 were appointed in a legally prescribed procedure (34%), which is not merit-based, while 21 were appointed as acting directors (66%), bypassing the minimum legal conditions for selection.

Regarding the representation of men and women in positions of directors in public institutions in the field of social protection, the situation is as follows:



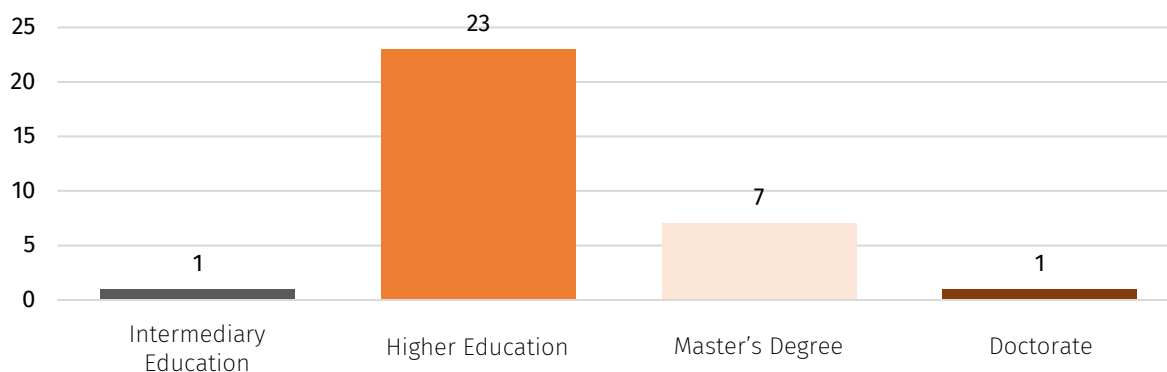
Graph no. 47 Overview of the representation of men and women in the positions of directors of public institutions for social protection

15 directors and acting directors are men (47%), while in 17 public institutions female directors and Acting directors are appointed (53%). 2 deputy directors are also men. Public institutions are the first type of institutions included in the analysis in which there is a slight advantage in the representation of women in relation to men.

¹⁹JU MCSR Valandovo and JU MCSR Strumica

The data regarding education shows the following situation:

Graph no. 48 Overview of the educational structure of directors of public social institutions



1 person with a intermediary education (3%), 23 people with a higher education (71%), 7 with a master's degree (23%) and 1 with a doctor of science (3%) have been appointed as acting directors in public institutions for social protection.

Although the law does not provide for such a thing, in three public institutions the directors concluded management contracts.

Conclusion of management contracts

JU MCSR Makedonski Brod
State University of MCSR Kichevo and State University of MCSR Kriva Palanka

Managerial contracts are governed by Article 54 of the Law on Labor Relations, according to which when an employment contract is concluded by business persons (managers), in the employment contract the parties can differently arrange the rights, obligations and responsibilities of the employment relationship, especially for: the conditions and limitations of the employment relationship for a fixed period of time, working hours, the provision of daily and annual holiday, the payment of the work and the termination of the validity of the employment contract. In public sector institutions, managers are not employed in accordance with this law, but are elected, appointed or appointed. Hence, the conclusion of such contracts under the Labor Relations Law is problematic. In addition, it is not clear who decides whether or not to enter into a management contract,

The procedure for the selection of directors in public institutions for social protection consists only of administrative selection, that is, verification of the fulfillment of the conditions established by law.

Public announcements for directors in social welfare institutions are published in at least two daily newspapers. Public announcements are not published for those acting on duty.

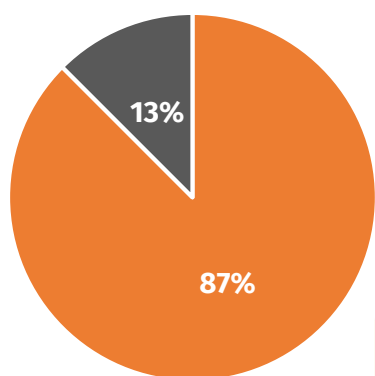
Regarding the publication of decisions on the appointment of directors, the situation is as follows:

Graph no. 49 Review of published decisions on the appointment of directors of public social institutions



Out of 32 decisions on the appointment of directors and acting directors of public institutions for social protection, none submitted data on the publication of the decisions on appointment.

In terms of strategic documents and accountability of public institutions in the field of social protection, the situation is as follows:

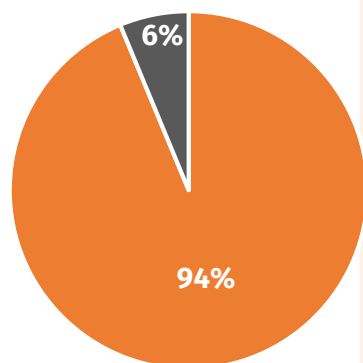


- They have a yearly work plan
- They do not have a yearly work plan

Graph no. 50 Overview of the annual work plans of public social institutions

28 public institutions in the field of social protection prepare and adopt annual work plans (87%), and 4 institutions do not have annual work plans (13%). Compared to other analyzed areas, the number of establishments that adopt annual work plans is higher.

Graph no. 51 Review of the annual reports on the work of public social institutions



- They have a yearly work report
- They do not have a yearly work report

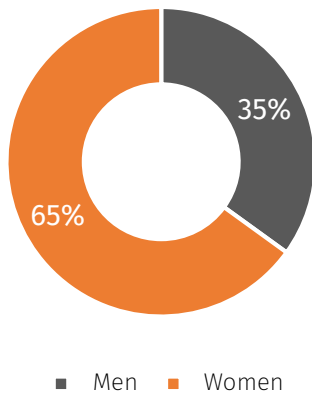
In terms of accountability, 30 directors and Acting directors prepare annual reports on the work done (94%), and only 2 directors do not have annual reports (6%). The annual reports are submitted to the founder (the Ministry of Labor and Social Policy for the institutions established by the RNM Government, ie the municipality for local institutions).

The salary of directors and acting directors of public institutions in the field of social protection ranges from MKD 35,513.00 in net amount to MKD 50,372.00. From the obtained data, a great variety of salaries of directors and Acting directors can be observed.

Only three institutions stated that the performance of the director is evaluated. Otherwise, the law does not prescribe a procedure for evaluating the work of directors, nor consequences for bad work.

I. GOVERNING BODIES

A total of 143 persons have been appointed in 32 public institutions for social protection that have submitted data for the management boards. Regarding the representation of men and women in the management bodies of public institutions for social protection, the situation is as follows:

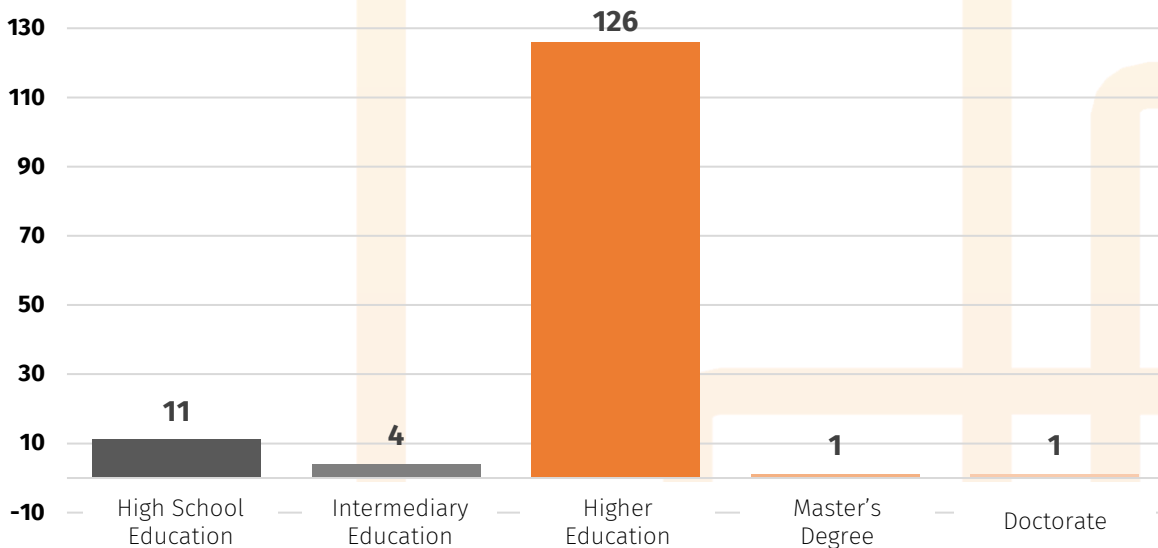


Graph no. 52 Overview of the gender structure of the management bodies of public social institutions

The number of male members of the administrative councils is 50 (35%), while the number of women is 93 (65%). This percentage actually reflects the situation with the representation of men and women in the field of social protection in general, which is also known as one of the "women's professions" from all the analyzed areas, only in the field of social protection and among directors and members of management boards women are represented in greater numbers than men. It is important to note that in the field of social protection, the salaries of the directors, as well as the fees of the management boards, are among the lowest in the entire public sector.

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 53 Overview of the educational structure of the management bodies of public institutions for social protection



As can be seen, 11 members of the management boards have a high school education, 4 have a intermediary education, 126 members of the management boards have a higher education, 1 has a master's degree and 1 is a doctor of science. In this case, the law allows a person with secondary and higher education to be appointed as a member of the management board.

Apart from the absence of precise conditions, the law does not regulate any procedure for the selection of the members of the management boards.

Out of a total of 32 public institutions for social protection, 22 responded that the decisions on appointing members of the management boards were announced publicly, while 10 responded that the decisions were not announced.

Regarding the dismissal of the management boards, in 11 public institutions reasoned decisions were made for the dismissal of members of the management boards, while in 21 institutions no reasoned decisions were made.

The number of sessions of the management boards on an annual level ranges from at least 2 to a maximum of 17 sessions. On average, a total of 120 meetings of the management boards are held annually in the public institutions in the field of social protection that submitted data, which means that on average the management boards hold 4 meetings per year. The average number of decisions made by the management boards on an annual level ranges from 2 to 50. The total number of decisions on an annual level is 454, which means that an average of four decisions are made per session. As can be seen, the management boards in public institutions in the field of social protection are not particularly efficient, so the possibility of their revision should be considered.

There is no uniform way of paying the fees to the members of the management boards, because 11 public institutions stated that the members of the management boards receive a monthly lump sum regardless of the number of sessions, and 20 institutions stated that the fees are paid per session held.

Nor is the amount of compensation for the members of the management boards identical and amounts to MKD 1,000.00. The presidents of the management boards have the same remuneration as the members.

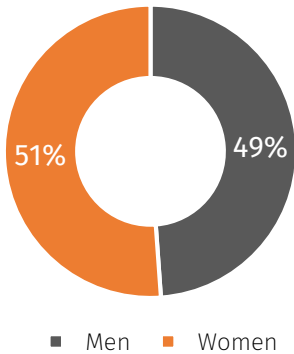
Otherwise, the management boards of public institutions in the field of social protection usually make decisions on the following issues:

- Adoption and amendments to the statute;
- Passing an act on internal organization and systematization of workplaces,
- Adopting an annual work program,
- Adoption of a report on the work of the public institution,
- Establishes a financial plan
- Adoption of the annual account,
- Announcing a public announcement for the election of a director and
- Other questions.

The very decisions made by the management boards also indicate the need to redefine their status, because the overall competence is reduced to the verification of acts and decisions in the institutions, without any essential competences.

II. SUPERVISORY AUTHORITIES

In 32 public institutions for social protection that have submitted data to the supervisory authorities, a total of 89 persons have been appointed. Regarding the representation of men and women in the supervisory boards of institutions in the field of social protection, the situation is as follows:

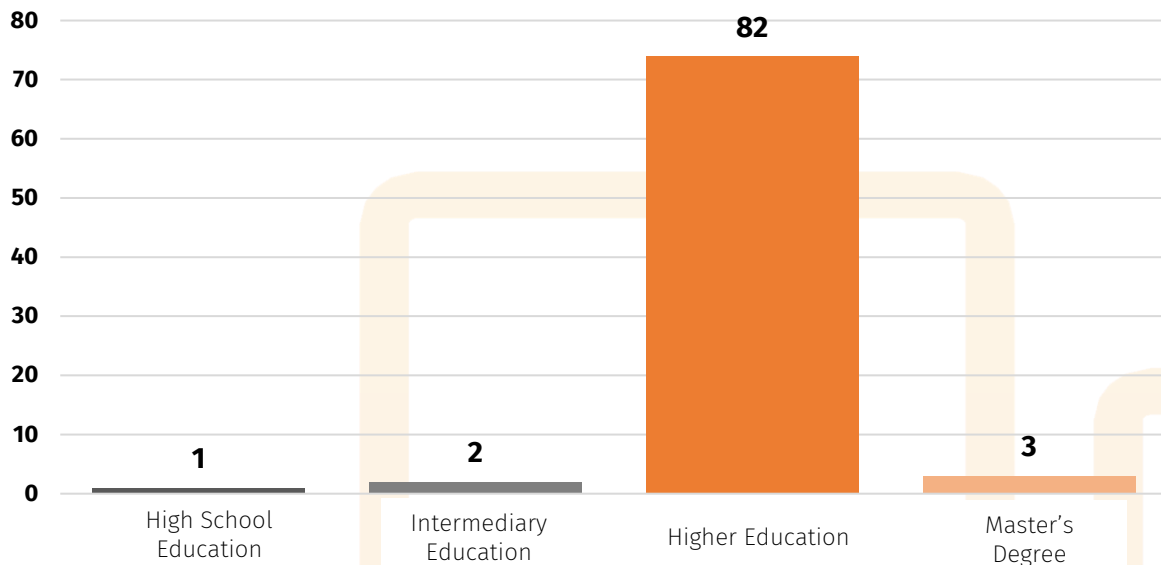


Graph no. 54 Overview of the representation of men and women in the management bodies of public institutions for social protection

The number of male members of the supervisory bodies is 43 (49%), while the number of female members is 45 (51%), which indicates a satisfactory gender balance.

Regarding the level of education of the members of the supervisory bodies, the situation is as follows:

Graph no. 55 Overview of the educational structure of the management bodies of public social institutions



As you can see, 1 member of the supervisory board has a high school education, 2 have an intermediary education, 82 members have a higher education and 3 are masters. Considering the fact that, according to the law, persons who do not have an established employment relationship in the institution, who have a higher education and possess knowledge and experience from the activity of the institution can be appointed as members of the supervisory authority, the appointment of these persons with secondary and higher education is illegal. If we take into account the fact that the supervisory authority should control the work of the institution, then it should be reconsidered whether even these conditions in the law are sufficient.

Apart from the absence of precise conditions, the law does not regulate any procedure for the selection of the members of the supervisory authorities who should control the work of the institution, for which they should have appropriate competencies and qualifications.

Out of a total of 32 public institutions for social protection, 22 answered that the decisions on appointing members of the supervisory bodies were published publicly, while 10 answered that the decisions were not published.

Regarding the dismissal of the members of the supervisory bodies, in 12 public institutions reasoned decisions were made for the dismissal of members of management boards, while in 20 institutions no reasoned decisions were made.

The number of sessions of the supervisory authorities on an annual level ranges from none²⁰, up to a maximum of 4 sessions. On average, a total of 41 sessions of the supervisory bodies are held annually in the public institutions in the field of social protection that submitted data, which means that on average the supervisory bodies hold 1.3 sessions per institution. The average number of decisions made by the supervisory authorities on an annual level ranges from none²¹ to 10. The total number of decisions on an annual level is 65, which means that an average of 1.5 decisions are made per session. From the obtained data, it can be concluded that there are supervisory bodies that have held sessions, but have not made any decisions.

There is no uniform way of paying the fees of the members of the supervisory bodies, because 11 public institutions stated that the members of the supervisory bodies receive a monthly lump sum regardless of the number of sessions, and 20 institutions stated that the fees are paid per session held. At the same time, 3 out of 5 supervisory bodies that held sessions and did not make decisions receive compensation per session, and 1 even held 4 sessions without a single decision.²²

Nor is the amount of compensation for the members and presidents of the supervisory bodies identical and amounts to MKD 1,000.00.

The supervisory authority is responsible for:

- control of the material and financial operation of the institution and
- the use and disposal of the institution's assets.

The data about the functioning and competences indicate the need to redefine the status of the supervisory bodies, that is, to make changes in order to make them functional or to abolish them.

III. FINDINGS

Based on the data obtained by the public institutions in the field of social protection, based on the data obtained through their websites, as well as through the analysis of the legal regulation, the following conclusions can be drawn:

1. Public institutions in the field of social protection do not fully comply with the Law on Free Access to Public Information, although a large number of them acted on the requests. Namely, out of 35 institutions, 32 responded to requests for free access to information of a public nature, and 3 did not act at all. However, compared to the rest of the facilities and institutions covered by the analysis, the percentage of acting according to the law is higher.

²⁰JU MCSR Ohrid and JU MCSR Berovo

²¹JU MCSR Ohrid, JU MCSR Berovo, JU MCSR Kumanovo, JU MCSR Krushevo and JU MCSR Sveti Nikole

²²JU MCSR Krushevo

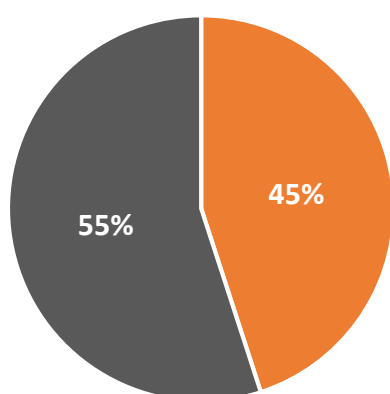
2. The law does not regulate merit procedure for appointing directors. In fact, the law does not provide for an appointment procedure, only the conditions for appointment are determined.
3. Out of a total of 32 directors, 11 were appointed after a public competition, while 21 were appointed as acting directors. This implies bypassing the already minimal legal conditions and procedures for the selection of directors.
4. 1 person with a high school education, 23 people with an intermediary education, 7 with a master's degree and 1 with a doctor of science have been appointed as acting directors in public institutions for social protection.
5. Public institutions are the first type of institutions included in the analysis in which there is a slight advantage in the representation of women in relation to men and in directorships, but also as members of management bodies.
6. Although the law does not provide for such a thing, in 3 public institutions the directors concluded management contracts.
7. 28 public institutions in the field of social protection have annual work plans, while 4 do not have an annual plan.
8. 30 public institutions in the field of social protection prepare and submit an annual report on their work to the founder, and only two do not report on their work.
9. There is no evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.
10. In public institutions from the field of social protection, 11 members of the management boards with secondary education and 4 with higher education have been appointed. In this case, the law allows for an article on management boards to appoint a person with secondary and higher education.
11. There is no merit procedure for the selection of the members of the management boards, that is, they are appointed by way of nomination from certain institutions.
12. Management boards in public institutions in the field of social protection are not particularly efficient in their work.
13. There is no uniform way of paying the fees of the members of the management boards, that is, 11 public institutions stated that the members of the management boards receive a monthly lump sum regardless of the number of sessions, and 21 institutions stated that and the fees are paid after the held session.
14. There is no merit procedure for appointing the members in the supervisory bodies, and the legal conditions for someone to be appointed as a member of a supervisory body do not correspond to the competences of these bodies.
15. Supervisory bodies are generally not efficient in their work, because the number of sessions they have and the materials they consider are small. At the same time, there are boards that do not meet at all, and there are also those that meet but do not make any decisions.

IV. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The Ministry of Labor and Social Policy and the local self-government units as founders of the public institutions for social protection to undertake measures and activities to promote the application of the Law on Free Access to Public Information.
2. To approach amendments and additions to the Law on Social Protection with the aim of regulating a merit, fair and transparent procedure for appointing directors and to reassess and better regulate the conditions for directors, which should correspond to the competences they will perform. In addition, it is necessary to better limit the possibility of appointing acting officials, to regulate the accountability of directors by submitting mandatory annual reports on their work, to improve work planning by preparing mandatory annual plans, as well as to arrange procedure for evaluating, rating and managing the effect of directors.
3. In view of the overall work of the management boards and supervisory bodies (number of sessions, competences, profile of members, etc.), the need for their existence should be reconsidered.
4. If it is judged that there is a need for the management boards and supervisory bodies to survive, to establish clear criteria that will guarantee the expertise of the members, a merit procedure for selection, i.e. appointment, to arrange certain criteria for holding meetings of the management boards, i.e. the same to make them fully functional.

4.5. PENAL AND CORRECTIONAL INSTITUTIONS



Graph no. 56 Overview of the educational structure of the management bodies of public social institutions

According to the Report from the Register of Public Sector Employees for 2021 of the Ministry of Information Society and Administration, there are 11 penitentiary institutions in the country, and public information was requested from all of them for the purposes of this analysis. 5 institutions (45%) acted upon the submitted request, while 6 institutions (55%) did not act in accordance with the Law on Free Access to Public Information.

- They acted according to LFAPI
- They did not act according to LFAPI

I. MANAGEMENT STRUCTURE

The Law on the Execution of Sanctions regulates the management structure of penal institutions²³. According to this law, the management structure in penal institutions consists of directors and deputy directors.

The director of the institution and his deputy are appointed and dismissed by the Government of the Republic of North Macedonia on the proposal of the director of the Administration for the Execution of Sanctions, which is an authority within the Ministry of Justice. The director of a penitentiary and educational institution and his deputy are elected by means of a public announcement that should be published in at least three daily newspapers.

²³ <https://www.pravda.gov.mk/Upload/Documents/3MC19.pdf>

A person who meets the following general and additional conditions can be appointed as director of the institution and his deputy:

- to be a citizen of the Republic of Macedonia;
- to actively master the Macedonian language;
- to be able to work and have general health ability;
- at the time of the appointment by a final court judgment, he has not been sentenced to a fine or misdemeanor sanction, prohibition to perform a profession, activity or duty;
- has acquired at least 240 ECTS credits or completed VII/1 degree;
- to have at least seven years of work experience, of which four years in the area of enforcement of sanctions or related matters, and
- knowledge of one of the three most commonly used languages of the European Union (English, French, German), which is proven by a certificate from a competent institution.

The law does not regulate the merit and competitive procedure for appointing the directors of the penitentiary institutions, which means that they are appointed politically.

II. MANAGING PERSONS IN PENAL CORRECTIONAL INSTITUTIONS

Regarding the way of appointing the directors, the situation is as follows:

Graph no. 57 Review of the method of appointing the management persons in penal institutions



All 5 managers in the penitentiary institutions are appointed as executors (100%), although the Law on the Execution of Sanctions does not allow the appointment of executors at all. In addition, in three of the five penitentiary institutions that submitted data, deputy directors have been appointed.

Regarding the representation of men and women in the positions of directors and deputy directors in penitentiary institutions, the situation is as follows:

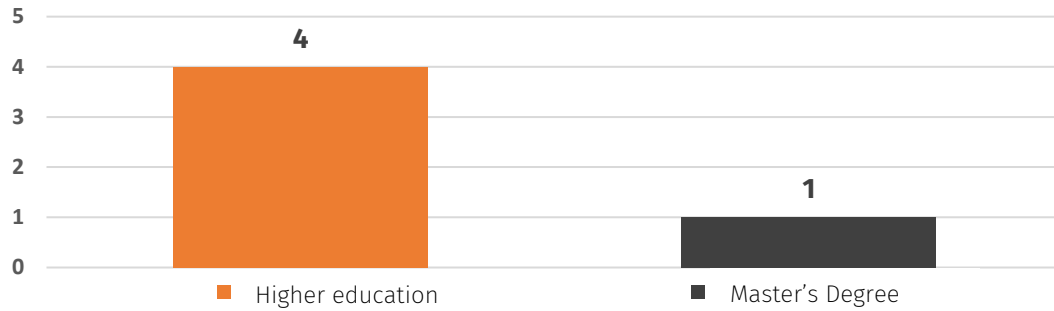
Graph no. 58 Overview of the representation of men and women in management positions in penitentiary institutions



Of the 5 Acting directors, all are men (100%), while the deputy director positions are filled with 2 men (66.6%) and 1 woman (33.4%). This indicates that penitentiaries are generally considered a male-dominated field or activity.

The data regarding education shows the following situation:

Graph no. 59 Overview of the educational structure of the managers in penal institutions



4 Acting directors have higher education, and 1 has a master's degree. All 3 deputy directors have higher education.

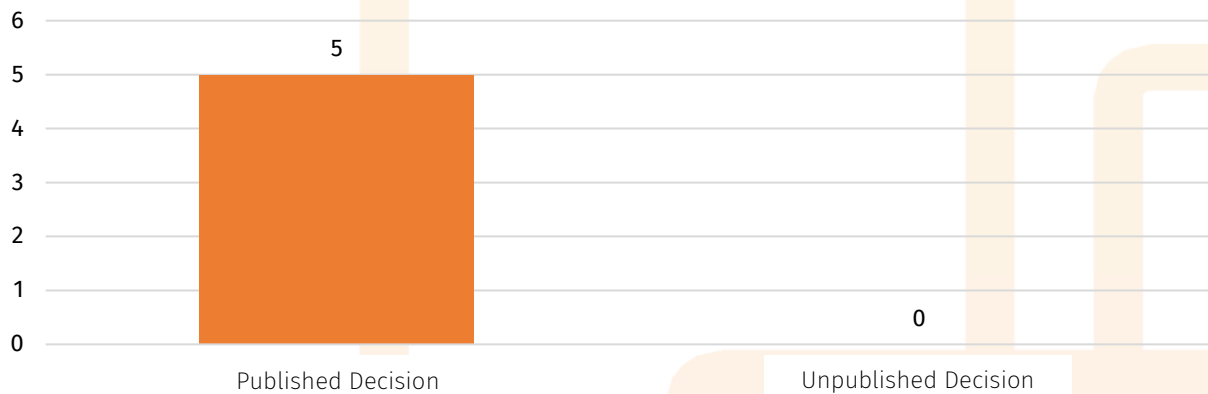
Acting directors and deputy directors in penitentiary institutions do not have management contracts.

The procedure for the selection of directors and deputy directors in penitentiary institutions consists only of administrative selection, that is, verification of the fulfillment of the conditions established by law. However, in a state in which all positions are filled with acting officials, this procedure for checking the minimum legal conditions is also absent.

Public advertisements for directors in correctional facilities should be published in three daily newspapers. Public announcements are not published for those acting on duty.

Regarding the publication of decisions on the appointment of directors, the situation is as follows:

Graph no. 60 Review of decisions on the appointment of managers in penal institutions



All five decisions on the appointment of acting directors of penitentiary institutions are publicly published in the "Official Gazette of the Republic of North Macedonia" (100%).

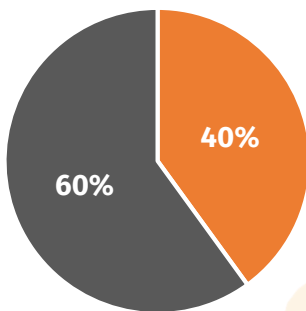
In terms of making reasoned decisions for the dismissal of the managers, according to the received data, the situation is as follows:

Graph no. 61 Review of reasoned decisions on the dismissal of managers in penitentiary institutions



Out of a total of 5 institutions, 3 answered that reasoned decisions are made for the dismissal of directors (60%), while 2 answered that no reasoned decisions are made for the dismissal of directors (40%).

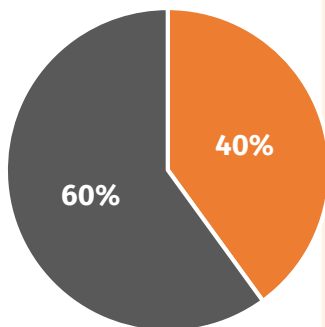
Regarding the strategic documents and the accountability of the directors of the penitentiary institutions, the situation is as follows:



- They have a yearly work plan
- They do not have a yearly work plan

Graph no. 62 Review of annual work plans in penitentiary institutions

Out of a total of 5 penitentiary public institutions, 2 have annual work plans (40%), while 3 institutions do not have annual plans (60%).



- They have a yearly work report
- They do not have a yearly work report

Graph no. 63 Review of annual reports on work in penitentiary institutions

The situation is identical with the reports, i.e. out of a total of 5 institutions, 2 have annual work reports (40%), while 3 have no reports (60%).

The salary of the acting directors of penitentiary institutions ranges from 53,169.00 MKD, in net amount to 57,443.00 MKD. From the obtained data, it can be observed that the salaries of the acting directors in the penitentiary institutions are approximately the same, and the small deviation may be the result of the seniority salary supplement.

measures of good and bad effect.

Directors are not evaluated for their work, nor are there

III. GOVERNING BODIES

Penitentiary institutions do not have management bodies

IV. FINDINGS

Based on the data obtained by the penal institutions, on the basis of the data obtained through their websites, as well as through the analysis of the legal regulation, the following conclusions can be drawn:

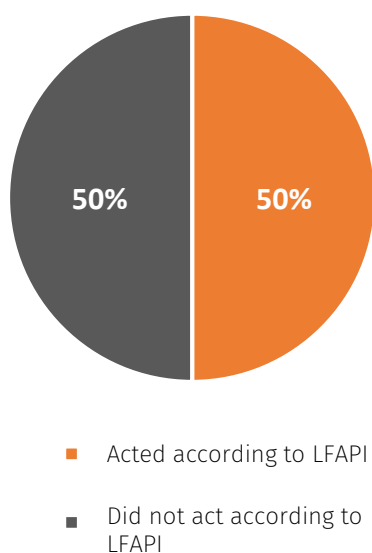
1. Correctional facilities do not comply with the Law on Free Access to Public Information. Namely, out of 11 public institutions from which public information was requested for this analysis, 5 public institutions (40%) acted, while 6 institutions (60%) did not act in accordance with the Law on Free Access to Public Information. At the same time, the quality and completeness of the provided data was not at the appropriate level.
2. The law does not regulate merit procedure for appointing directors. In fact, the law does not provide for an appointment procedure, only the conditions for the appointment of directors and deputy directors are established.
3. All 5 directors in the penitentiary institutions are appointed as acting officials (100%), which implies bypassing the public competition, openness and transparency of the procedure and without fulfilling any conditions.
4. Deputy Directors are appointed in penitentiary institutions, and out of 5 institutions that submitted data, 3 have appointed deputies.
5. The data indicate that this area is not considered a "male" profession. In all director positions, male acting directors have been appointed (100%), while out of 3 deputies, 2 men and 1 woman have been appointed.
6. Transparency and accountability are at a low level, because only 2 institutions have annual work plans and prepare and submit annual reports (40%), while 3 have no plans or reports (60%).
7. There is no evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.

v. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The Administration for Execution of Sanctions to undertake measures and activities to promote the application of the Law on Free Access to Public Information. In that direction, it is recommended that the Administration requires the penitentiary institutions within their regular annual reports to provide an account of the handling of requests for free access to public information and an account of the content of their websites and their compliance with this law.
2. To approach amendments and additions to the Law on the Execution of Sanctions in order to regulate the merit, fair and transparent procedure for appointing directors and to reassess and better arrange the conditions for directors in penal institutions, which should correspond to the competencies they will perform. In addition, it is necessary to limit the possibility of appointing acting officials, to regulate the accountability of directors by submitting mandatory annual reports on their work that will contain statistical data regarding planned and implemented activities, budget expenditures, employment and other relevant indicators. , to improve work planning through the preparation of mandatory annual plans, as well as to arrange a procedure for evaluating, evaluating and managing the effect of directors.
3. To reassess the need for deputy directors, and if the position that their existence is necessary is maintained, then to regulate all aspects regarding appointment, work, accountability and everything else, just like for directors.

4.6. PUBLIC INSTITUTIONS – EDUCATION



Graph no. 64 Overview of the actions according to the LFAPI by public educational institutions

This analysis covers school and student dormitories as public institutions in the field of education that have a complex internal management structure, which works with fees. Primary and secondary schools are not included in this analysis because school boards function on the principle of representativeness, and the members do not receive compensation for their work.

According to the Report from the Register of Employees in the Public Sector for 2021 of the Ministry of Information Society and Administration, there are 16 school and student dormitories in the country, of which 10 are state and 6 are local. Public information was requested from 10 of them (all public school and student dormitories) for the purposes of this analysis. After the submitted request, 5 public institutions from the field of education acted (50%), while 5 institutions (50%) did not act in accordance with the Law on Free Access to Public Information.

I. MANAGEMENT STRUCTURE

The management structure of school and student dormitories as public institutions in the field of education is governed by the Law on Student Standards and the Law on Student Standards²⁴. According to these two laws, the management structure in public institutions in the field of education responsible for accommodation of pupils and students consists of:

- The director and
- The management board.

²⁴ <https://mon.gov.mk/page/?id=2055>

According to the Law on Student Standards, the director is the governing body of the student dormitory and is responsible for legality in the work and for the material and financial operations of the dormitory. A person who:

- Meets the general requirements of the Law on Labor Relations,
- Meets the requirements for an educator and professional associate in educational work,
- Has a higher education and at least five years of work experience in an educational institution verified by the ministry,
- Has passed the exam for principal of a primary or public secondary school,
- With a final court verdict, he has not been sentenced to a fine or misdemeanor sanction prohibiting him from performing a profession, activity or duty, and
- Possesses an internationally recognized certificate or certificate of active knowledge of the English language not older than five years.

As an exception, if there is no registered candidate who has passed the director's exam, a person who has not passed the director's exam, but is required to pass it within one year from the day of the director's election, can be elected as a director. The law on student standards allows the appointment of an acting director from among the employees of the student dormitory who meets the conditions for a director, when the director is dismissed until the appointment of a new director, but not longer than six months from the day of his appointment.

According to the Law on the student standard, the director is the governing body of the student dormitory and is responsible for legality in the work and for the material and financial operations of the student dormitory. A person who:

- has citizenship,
- He has not been sentenced to a fine or misdemeanor sanction banning him from performing a profession, activity or duty,
- He has a higher education,
- He has at least five years of work experience
- Possesses an internationally recognized certificate or certificate of active knowledge of the English language not older than five years.

The Law on Student Standards also allows the appointment of an acting director from among the employees of the student dormitory who meets the requirements for a director, when the director is dismissed until the appointment of a new director, but not longer than six months from the day of his appointment. .

The governing body in the public dormitory is the management board. The board of directors in public student dormitories is composed of seven members, namely:

- two representatives from educators and professional associates,
- one representative from the parents, i.e. guardians of the students,
- three representatives from the founder and
- a representative from the ministry.

The representatives from the parents, that is, the guardians of the students, from the founder and from the ministry cannot be appointed from among the employees of the public student dormitory. The parents' representatives, that is, the students' guardians, are appointed and dismissed by the parents' council, the representatives of educators and professional associates are appointed and dismissed by the educators' council, and the representatives from the ministry are appointed and dismissed by the minister.

The governing body in the state dormitory is the management board. The management board of the state student dormitory is composed of seven members, namely:

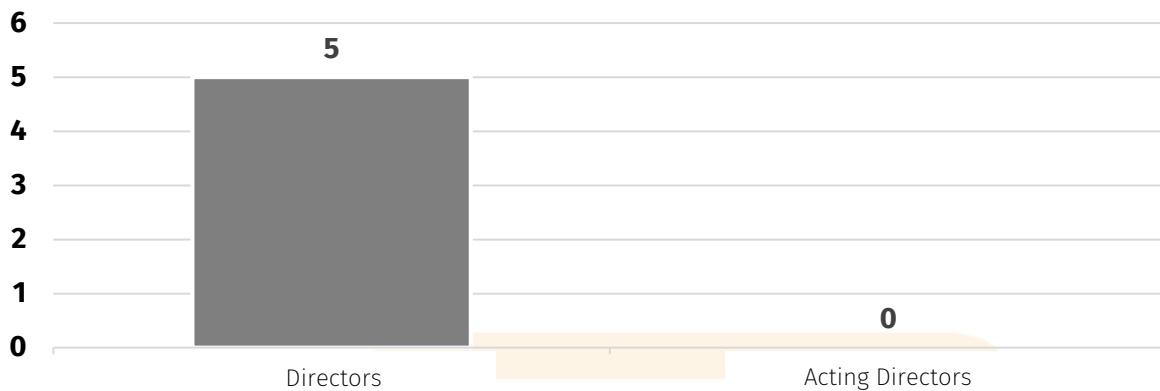
- three representatives from the founder,
- two from among the employees of the student dormitory,
- one representative from among the students, tenants in a state student dormitory and
- one representative from the university where the dormitory is an associate member.

The members are appointed based on the principles of expertise and competence. The members of the Management Board who are the representatives of the founder cannot be appointed from among the employees of the state student dormitory. The representatives of the founder for the state student dormitories are appointed and dismissed by the Government. The representatives of the employees, one representative from among the students, tenants in a state student dormitory and one representative of the university are elected and dismissed in a manner determined by the statutes of the student dormitories and universities. The representative from among the students, tenants in the state student dormitory nominates the council of tenants at the State student dormitory.

II. MANAGING PERSONS OF PUBLIC EDUCATIONAL INSTITUTIONS (SCHOOL AND STUDENT DORMS)

Regarding the way of appointing the directors, the situation is as follows:

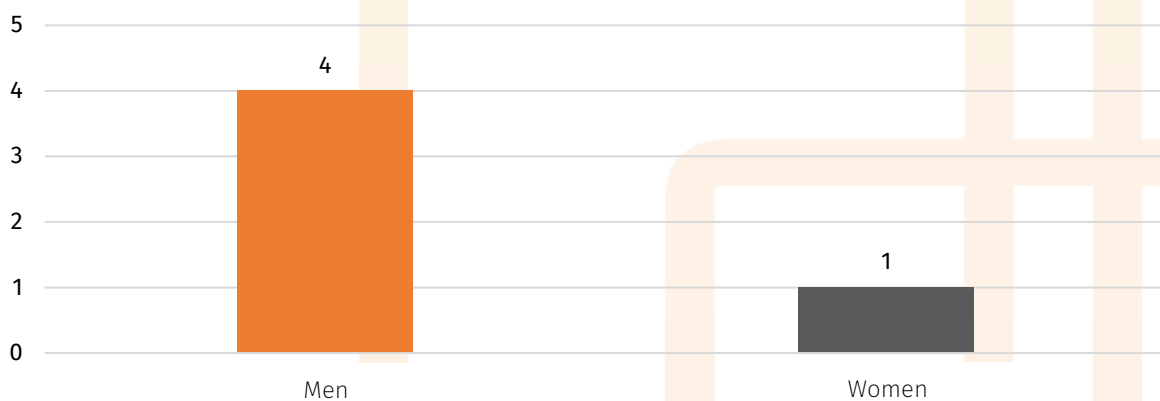
Graph no. 65 Overview of the way of appointing the managers in public educational institutions



All 5 directors have been appointed in a legal procedure, that is, at the moment there is not a single executive.

Regarding the representation of men and women in the positions of directors in public health institutions, the situation is as follows:

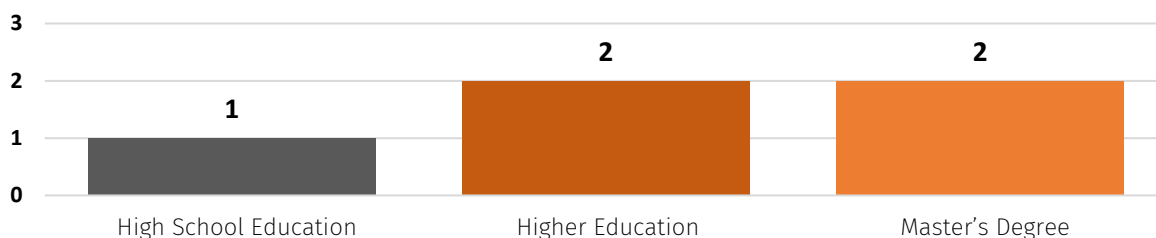
Graph no. 66 Overview of the representation of men and women in the positions of managers in public educational institutions



Out of 5 directors, 4 are men (80%), i.e. currently only 1 director is appointed (20%). This indicates that there is a large gender gap between men and women and their access to management positions in public educational institutions for the accommodation of pupils and students.

The data regarding education shows the following situation:

Graph no. 67 Overview of the educational structure of managers in public educational institutions



Although the law stipulates a high school education as one of the conditions for appointing a director of both female and student dormitories, at the moment there is 1 director with a secondary education²⁵, while from the remaining 4 directors, 2 have higher education, and 2 have master's degrees.

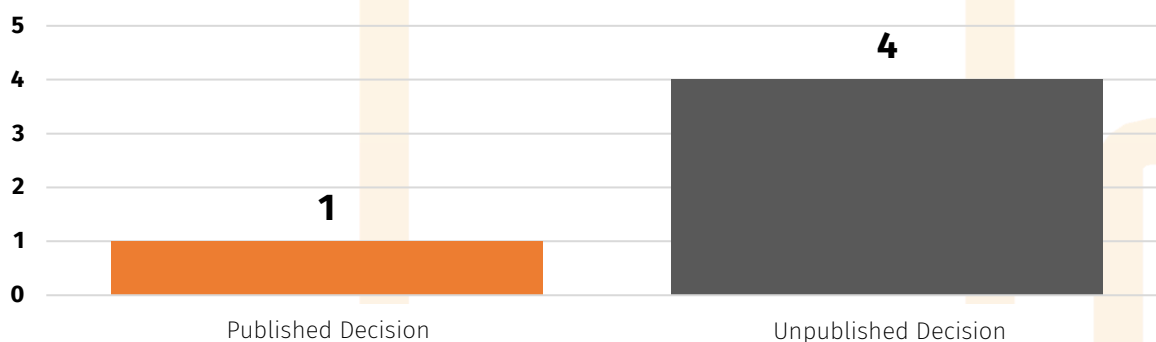
None of the existing directors have management contracts, and the laws do not allow it either.

The procedure for the selection of directors in the educational institutions subject to this analysis consists only of administrative selection, that is, verification of the fulfillment of the conditions established by law.

Public advertisements for directors are published in three daily newspapers. Public announcements are not published for those acting on duty.

Regarding the publication of decisions on the appointment of directors, the situation is as follows:

Graph no. 68 Overview of published decisions on the selection of managers in public educational institutions

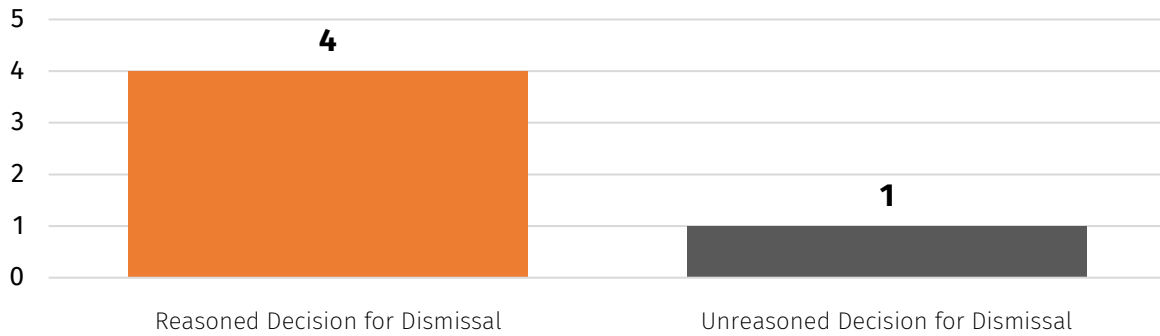


Out of 5 decisions on appointing directors, 4 have not been published (80%), while only 1 decision has been published (20%).

²⁵Tome Stefanovski Senic State Student Dormitory

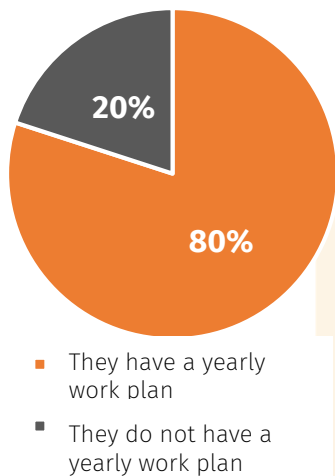
In terms of making reasoned decisions for the dismissal of the managers, according to the received data, the situation is as follows:

Graph no. 69 Review of reasoned decisions on the dismissal of managers in public educational institutions



Out of a total of 5 institutions, 4 responded that reasoned decisions are made for the dismissal of directors (80%), while 1 indicated that no reasoned decisions are made for the dismissal of directors (20%).

Regarding the strategic documents and the accountability of the directors of public institutions in the field of education, the situation is as follows:

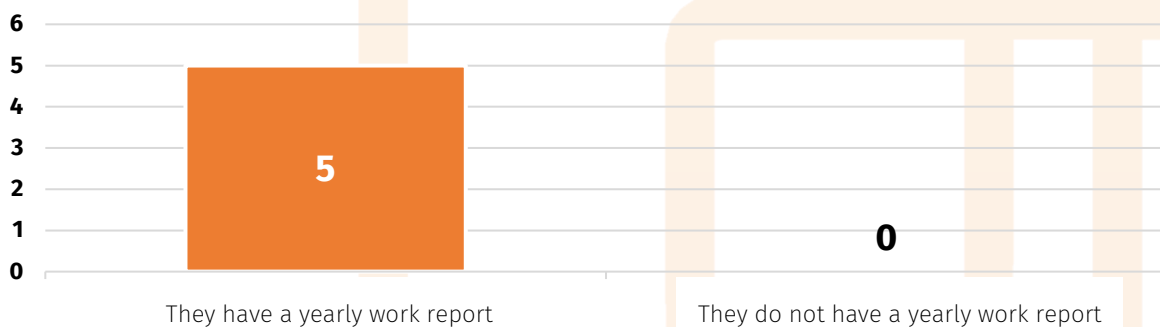


Graph no. 70 Overview of annual work plans in public educational institutions

Out of a total of 5 institutions, only 1 does not have an annual work plan (20%), while the remaining 4 have annual work plans (80%).

Regarding the annual work reports, the situation is better, that is, all 5 institutions prepare and submit annual work reports to the management boards and the Ministry of Education and Science.

Graph no. 71 Review of annual reports on work in public educational institutions

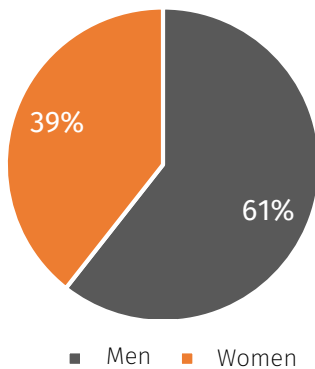


The salary of directors of public institutions in the field of education ranges from 47,742.00 MKD, in net amount to 65,684.00 MKD. From the obtained data, it can be observed a great variety of directors' salaries, which is partly due to the years of service, but also to the absence of clear rules for determining these salaries.

The directors of the female and student dormitories are not evaluated for their work, nor are there any measures of good and bad.

III. ADMINISTRATIVE BODIES IN PUBLIC EDUCATIONAL INSTITUTIONS (SCHOOL AND STUDENT DORMITORY)

In the five public institutions in the field of education that have submitted data on the management boards, a total of 33 persons have been appointed. Regarding the representation of men and women in the management boards of public educational institutions, the situation is as follows:

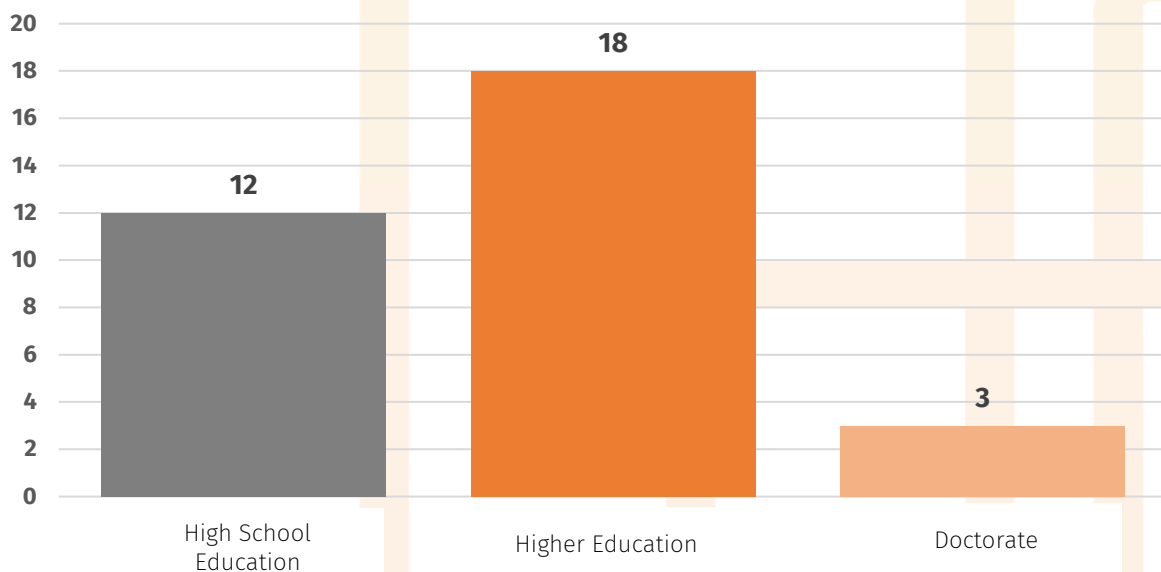


Graph no. 72 Overview of the representation of men and women in management bodies in public educational institutions

The number of men members of the administrative councils is 20 (61%), while the number of women is 13 (39%), which indicates the fact that the positions on which decisions are still made are reserved more for men than for women.

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 73 Overview of the educational structure of the management bodies in public educational institutions



12 of the members of the management boards have a secondary education, 18 have a university degree and 3 are doctors of science. The Law on Student Standards and the Law on Student Standards have not established conditions regarding the members of the management boards.

**STATE STUDENT HOSPITAL KOCHO RACIN BITOLA
TOME STEFANOSKI STATE STUDENT HOUSING - SENIC SKOPJE**

In both institutions, 5 members of the Management Board have only secondary education. According to the Law on Student Standards, members are appointed based on the principles of expertise and competence. Although the law does not stipulate the condition that the members of the Management Board have a higher education, the very fact that they should be chosen based on the principles of expertise and competence implies that they should have an appropriate education in order to be able to propose an annual plan, to propose a final account, to interview the candidates for the director implies not only a higher education, but also specific lines of education as well as previous experience in relation to these issues.

Apart from the absence of precise conditions, the law does not regulate any procedure for the selection of the members of the management boards, that is, they are appointed on the proposal of the respective institutions.

Out of a total of 5 public educational institutions, 3 responded that the decisions on appointing members of the management boards were announced publicly, while two responded that the decisions were not announced.

The situation is the same regarding the dismissal of the management boards, that is, 3 institutions answered that reasoned decisions are made for the dismissal of the members of the management boards, while 3 answered that such decisions are not made.

The number of sessions of the management boards on an annual level varies from at least 11 to a maximum of 21 sessions. A total of 73 meetings of the management boards were held annually in the public institutions in the field of education that submitted data, which means that on average the management boards hold slightly less than 15 meetings per year. The number of decisions made by the management boards on an annual level ranges from 22 to 39 decisions, with 2 educational institutions not submitting data on this issue²⁶. From the rest of the institutions, the data are as follows: The State Student Dormitory Kocho Racin from Bitola takes an average of 32 decisions in 11 sessions (less than 3 per session), the State Student Dormitory Orde Chopela from Prilep takes an average of 29 decisions in 14 sessions, i.e. 2 per session and the State Student Dormitory Tome Stefanovski Senic made 22 decisions in 12 sessions, i.e. slightly less than 2 decisions per session.

There is no uniform way of paying the fees of the members of the management boards, because 4 public institutions stated that the members of the management boards receive a monthly lump sum regardless of the number of sessions, and one institution stated that the fees are paid per held session.

The amount of compensation for the members of the management boards is not the same either, so the monthly compensation ranges from MKD 3,000.00 to MKD 10,000.00, while the compensation per session is MKD 1,000.00.

As a rule, the presidents of the management boards have MKD 1,000.00 higher compensation than the members.

²⁶State Student Dormitory Pelagonija Skopje and State Student Dormitory Skopje - Skopje

Otherwise, the management boards of public institutions in the field of education usually make decisions on the following issues:

- Adoption and amendment of the statute;
- Proposing an annual work program and submits a report on the work,
- Proposing an annual financial plan,
- Final bill proposal,
- Publication of a public announcement for the election of a director,
- Interviewing director candidates,
- From the registered candidates on the published public announcement for appointment, one candidate is proposed for appointment,
- Decides on objections and complaints of employees,
- Decides on complaints of pupils, students and their parents, i.e. guardians and
- Other things.

IV. FINDINGS

Based on the data obtained by the public institutions in the field of education (school and student dormitories), on the basis of the data obtained through their websites, as well as through the analysis of the legal regulation, the following conclusions can be drawn:

1. Public institutions in the field of education do not comply with the Law on Free Access to Public Information. Namely, out of 10 public institutions from which public information was requested for this analysis, 5 public institutions (50%) acted, while 5 institutions (50%) did not act in accordance with the Law on Free Access to Public Information.
2. The law does not regulate merit procedure for appointing directors. In fact, the law does not provide for an appointment procedure, only the conditions for appointing directors are determined.
3. The law allows that any staff profile can be appointed as a director of a student dormitory, regardless of the type of education.
4. All directors are appointed by public announcement, that is, there is not a single ACTING DIRECTOR.
5. In addition to the fact that the law stipulates at least a higher education for appointing a director of student dormitories, there is currently 1 director of a student dormitory with a secondary education, which is against the law.
6. The data indicate that there is no gender balance in director positions because out of 5 directors, 4 are men (80%), while 1 is a woman (20%).
7. 4 institutions prepare and adopt annual work plans, while 1 does not have such a plan.
8. 4 institutions prepare and submit annual work reports, while 1 institution does not report on its work.
9. There is no evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.

10. 12 members of the management boards in public educational institutions out of a total of 33 have secondary education. This situation is the result of the fact that the laws do not contain conditions for members of management boards.
11. There is no merit procedure for the selection of the members of the management boards, that is, they are appointed by way of nomination from certain institutions.
12. No management board has either an annual work plan or an annual report, although this is an explicit legal competence and obligation of the management boards.
13. There are no unified rules for the amount and type of compensation received by the members of the management boards. Thus, some members receive a monthly lump sum, while others are paid per session.
14. The number of decisions that are made at the meetings of the management boards is very small, because of which their efficiency is called into question, as well as the need for their existence.

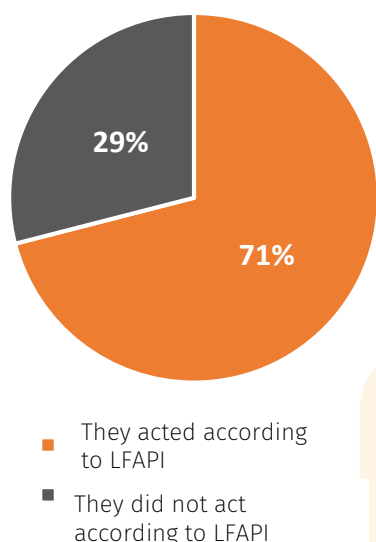
V. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The Ministry of Education and Science, as well as local self-government units as founders of educational institutions for the accommodation of students and children, to take measures and activities to promote the application of the Law on Free Access to Public Information. In that direction, it is recommended to the founders to insist that these institutions, within their regular annual reports, provide an account of the handling of requests for free access to information of a public nature and an account of the content of their web pages and their compliance with this law.
2. To approach amendments and additions to the Law on Student Standards and the Law on Student Standards in order to regulate the merit, fair and transparent procedure for appointing directors and to reevaluate and better regulate the conditions for directors in educational institutions, which should correspond to the competences they will perform. In addition, it is necessary to regulate the accountability of directors by submitting mandatory annual reports on their work, to improve work planning by preparing mandatory annual plans, as well as to arrange a procedure for evaluating, evaluating and managing the effect of directors.
3. Considering the overall work of the management boards (number of sessions, competences, profile of members, etc.) to reconsider the need for their existence.
4. If it is judged that there is a need for the management boards to survive, to establish clear criteria that will guarantee the expertise of the members, to establish unified rules for the amount and type of compensation received by the members of the management boards, to arrange certain criteria for maintaining meetings of the management boards.

4.7. ORGANS OF ADMINISTRATION, ADMINISTRATIVE ORGANIZATIONS AND OTHER PUBLIC INSTITUTIONS

In order to prepare the analysis, data were also requested from the Energy Agency, the Spatial Planning Agency, the Agriculture Support Agency, the Entrepreneurship Support Agency, the Tourism Promotion Agency, the Foreclosed Property Management Agency, the State Examination Center, the Agency for mandatory oil reserves, National Agency for European Education Programs and Mobility, Deposit Insurance Fund, Center for Vocational Education and Science, Central Registry, Pension and Disability Insurance Fund, Health Insurance Fund, Macedonian Academic Research Network, Academy of Judges and public prosecutors "Pavel Shatev" and the Employment Agency.



Graph no. 74 Overview of the actions according to the LFAPI by the administrative bodies, administrative organizations and other public institutions

Of the listed 17 institutions from the public sector, 12 institutions (71%) submitted data, namely: the Agency for Energy, the Agency for Spatial Planning, the Agency for the Support of Agriculture, the Agency for the Support of Entrepreneurship, the Agency for the Promotion of Tourism, the Agency for management of confiscated property, the State Examination Center, the Agency for Compulsory Oil Reserves, the National Agency for European Educational Programs, the Deposit Insurance Fund, the Center for Vocational Education and Science and the Central Registry.

I. MANAGEMENT STRUCTURE

The management structure of the administration bodies, management organizations and other public institutions, which are covered by this part of the report, consists of:

- The director (in some of them, a deputy director is also provided for) and
- The management board.

Different laws regulate all these institutions, while the conditions for a director in all these public sector institutions include:

- citizenship,
- non-judgment,
- high education,
- work experience after graduation and
- an internationally recognized certificate or certificate of active knowledge of the English language not older than five years.

None of the laws regulate a merit procedure for the selection of directors, that is, only a public announcement is prescribed for them, but there is no verification of the expertise of the candidates, there is no ranking of them, and there is no legal obligation to select and appoint the best ranked candidates.

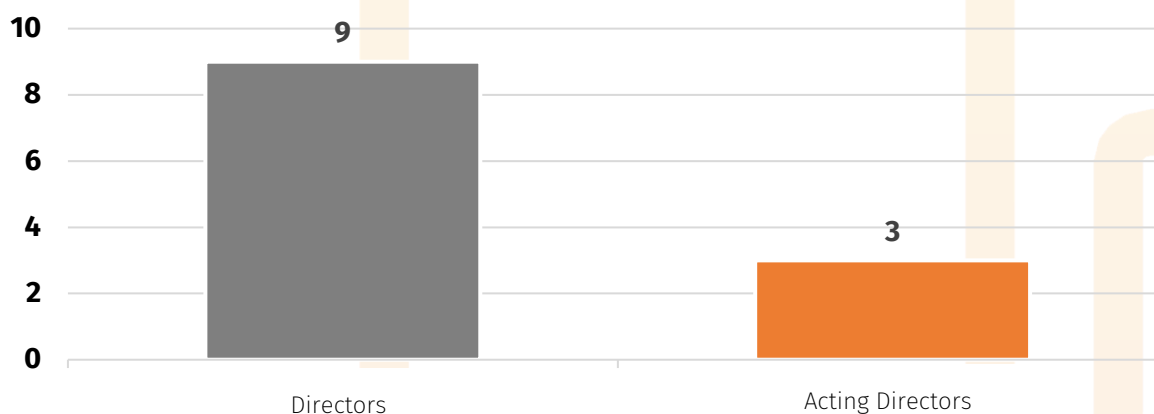
Regarding the conditions for members of the management boards, there is also no unification, that is, for each of these institutions, the laws prescribe different conditions for members of the management boards.

II. MANAGING PERSONS OF ADMINISTRATIVE BODIES, ADMINISTRATIVE ORGANIZATIONS AND THE OTHER PUBLIC INSTITUTIONS

In all the listed 12 institutions, the directors are foreseen as the governing body. In addition, deputy directors have been appointed in three institutions.

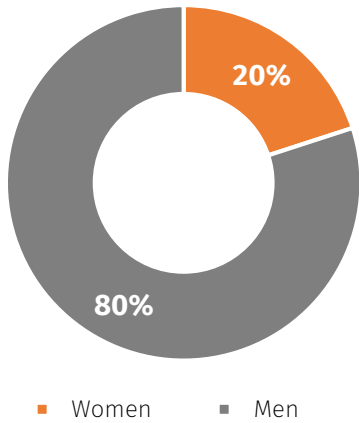
Regarding the way of appointing the directors, the situation is as follows:

Graph no. 75 Overview of the way of appointing the managers of the administrative bodies, administrative organizations and other public institutions



Out of a total of 12 director positions, 3 are filled with acting directors, while the remaining 9 directors are appointed in the legally prescribed procedures.

Regarding the representation of men and women in the positions of director in the mentioned institutions, the situation is as follows:

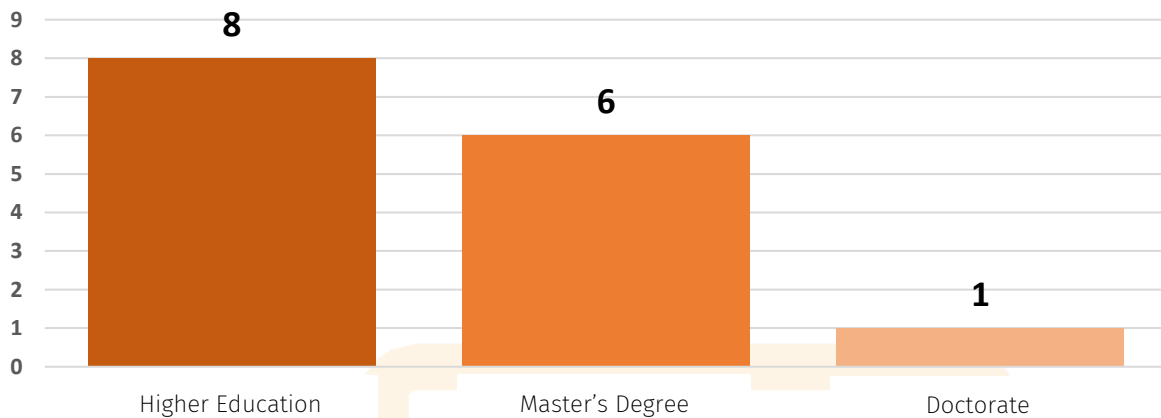


Graph no. 76 Overview of the representation of men and women in the management bodies of administrative bodies, administrative organizations and other public institutions

Out of a total of 15 directors, acting directors and deputy directors, 12 are men (80%), and 3 are women (20%). This indicates a strong gender imbalance in senior management and decision-making positions.

The data regarding education shows the following situation:

Graph no. 77 Overview of the educational structure of the managers of the administrative bodies, administrative organizations and other public institutions



As can be seen (Graph 77), out of a total of 15 directors, acting directors and deputy directors, 8 have a higher education (53%), 6 are masters (40%) and 1 is a doctor of science (7%) .

The director at the Agency for Entrepreneurship Support, as well as the director and deputy director at the Center for Vocational Education and Science have management contracts.

The procedure for the selection of directors in all 12 institutions subject to analysis in this part of the report consists only of administrative selection, that is, verification of the fulfillment of the conditions established by law.

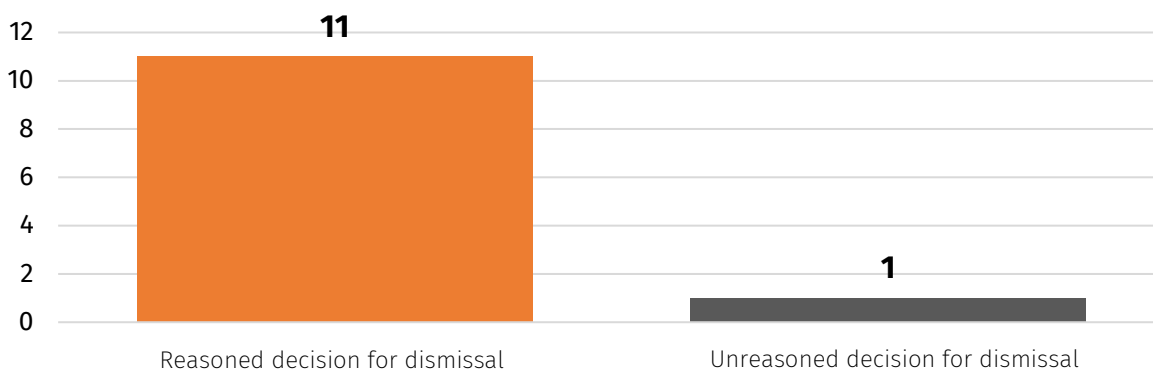
Public advertisements for directors are published in three daily newspapers. Public announcements are not published for those acting on duty.

Regarding the publication of decisions on the appointment of directors, the situation is as follows:

Decisions on the appointment of directors, acting directors and deputy directors in the analyzed institutions must be published in the "Official Gazette of the Republic of North Macedonia".

In terms of making reasoned decisions for the dismissal of the managers, according to the received data, the situation is as follows:

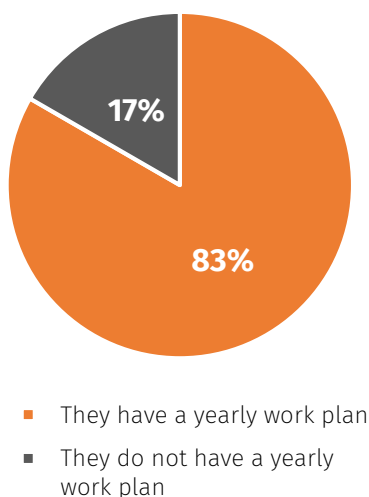
Graph no. 78 Review of the reasoned decisions made for the dismissal of the managers of the administrative bodies, administrative organizations and other public institutions



Out of a total of 12 institutions that submitted data, 11 answered that reasoned decisions are made for the dismissal of directors (91%), while 1 stated that no reasoned decisions are made for the dismissal of directors (9%).

Regarding the strategic documents and the accountability of these institutions, the situation is as follows:

Graph no. 79 Review of the annual work plans of the administrative bodies, administrative organizations and other public institutions



Out of a total of 12 institutions, 10 prepare an annual work plan (83%), and 2²⁷ they do not have an annual work plan (17%).

Regarding the annual work reports, all 12 institutions that submitted answers stated that they report to the Government, that is, the management board, that is, they have annual reports on their work.

The salary of the directors in the administrative bodies, administrative organizations and other public institutions ranges from 47,347.00 MKD in net amount to 68,000.00 MKD. From the obtained data, one can notice a great variety of salaries of directors, acting directors and deputy directors, which indicates the absence of clear rules for determining these salaries.

²⁷The Agency for Management of Confiscated Property and the Agency for Mandatory Petroleum Reserves.

Central register

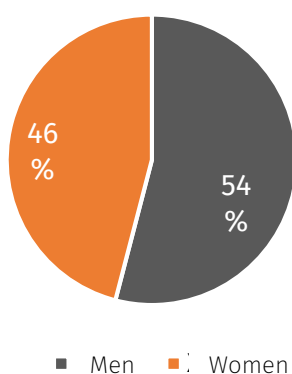
After a request was submitted for free access to information of a public nature, the Central Registry responded that it does not disclose the director's salary, because according to a harm test conducted by them, the information related to the salaries of the management structure of the Central Registry is part of a collection of personal data and the Central Registry cannot provide protective measures during their disclosure. In addition, the Central Registry adds that a large number of the institution's managers are published by name and surname on their website and by revealing the relevant information they can be easily identified, which is a violation of the Law on personal data and the personal reputation of the persons.

However, according to the Law on free access to information of a public nature, as information of a public nature it defines any information in any form created or with which the owner of the information disposes in accordance with his competences. Legal and natural persons exercising public powers established by law are defined as holders of information of a public nature. This means that all the information that the Central Registry creates during its work, including that of the director's salary, is public information, and not only should it be provided upon request, but must also be publicly available on the website of the Central Registry in accordance with article 10 paragraph (1) paragraph 3 of the law.

Directors are not evaluated for their work, nor are there measures of good and bad effect.

III. MANAGEMENT BODIES OF ADMINISTRATIVE BODIES, ADMINISTRATIVE ORGANIZATIONS AND OTHER PUBLIC INSTITUTIONS

The data obtained from the institutions indicate that there is no unified structure of the management boards, ie in 6 institutions the boards have 5 members, in 3 they have 7 members and in 3 institutions they have 9 members. The total number of members of the management boards in the 12 institutions covered by this part of the report is 74. Regarding the representation of men and women in the management boards, the situation is as follows:

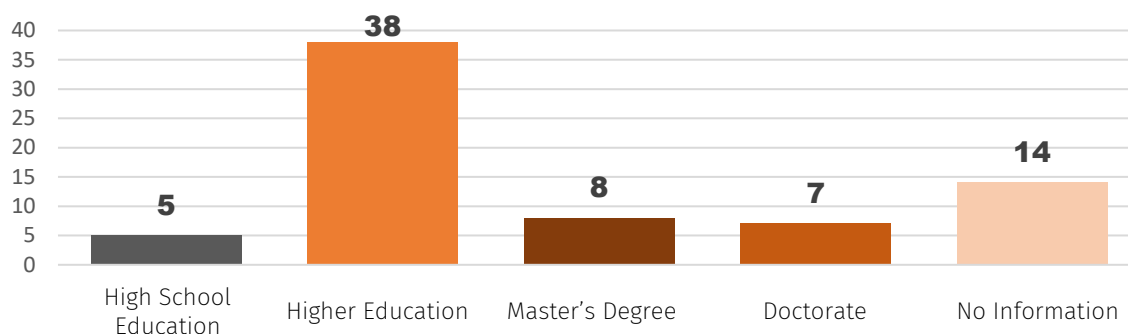


Graph no. 80 Overview of the representation of men and women in the management boards of management bodies, management organizations and other public institutions

The number of men members of the administrative census is 40 (54%), while the number of women is 34 (46%). This indicates an adequate gender balance, which is significantly different from the situation in relation to the managers of these institutions, where men predominate.

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 81 Overview of the educational structure of the members of the management bodies of the management bodies, management organizations and other public institutions



Out of a total of 74 members of management boards, 5 have secondary education, 38 have higher education, and 8 have master's degrees and 7 are doctors of science. What is noticeable is the large number of members with primary and secondary education. At the same time, it must be emphasized that the laws usually do not have clear criteria for members of the management boards, that is, they are appointed on the proposal of certain institutions.

Entrepreneurship Support Agency

The director is engaged under a management contract

Agriculture Support Agency

5 members of the Management Board have only secondary education

All 12 institutions responded that the decisions on appointing members of the management boards are publicly announced.

The number of sessions of the management boards on an annual level ranges from at least 4 to a maximum of 13 sessions. 2 institutions²⁸ they did not submit data regarding the number of meetings of the management boards. In total, 85 meetings of the management boards were held in the governing bodies, management organizations and other public institutions that submitted data, which means that on average, the management boards in the 10 institutions that submitted data hold 8.5 meetings per year. The number of decisions made by the management boards on an annual basis ranges from 4 to 29 decisions, with the same 2 institutions not submitting data on this issue as well.²⁹ The total number of decisions made by the management boards is 114, which means that 1.4 decisions are made per session, which calls into question the efficiency, as well as the need for their existence in general.

The method of payment for the members of the management boards is the same, that is, they all receive a monthly lump sum, which for the president is 12,000.00 MKD, and for the members it is 10,000.00 MKD.

²⁸ Foreclosed Property Management Agency and the Deposit Insurance Fund

²⁹ Foreclosed Property Management Agency and the Deposit Insurance Fund

Otherwise, management boards usually make decisions on the following issues:

- Adoption and amendment of the statute;
- Proposing an annual work program and submits a report on the work,
- Proposing an annual financial plan,
- Final bill proposal,
- Publication of a public announcement for the election of a director and
- Other things

IV. FINDINGS

Based on the data received by the administration bodies, management organizations and other public institutions, on the basis of the data received through their websites, as well as through the analysis of the legal regulation, the following conclusions can be drawn:

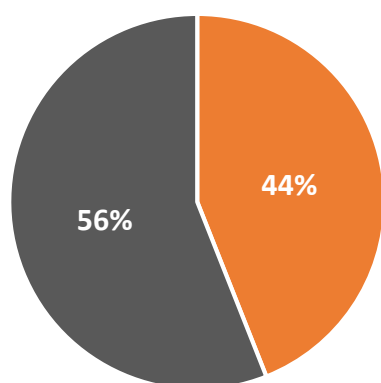
1. The administration bodies, administrative organizations and other public institutions do not comply with the Law on Free Access to Public Information. Namely, out of 17 institutions from which public information was requested for this analysis, 12 institutions (71%) acted, while 5 institutions (29%) did not act in accordance with the Law on Free Access to Public Information.
2. None of the analyzed laws regulates a merit procedure for appointing directors. In fact, the laws do not regulate the appointment procedure, only the minimum conditions that the person must have in order to be appointed as a director are established.
3. The laws allow any profile of staff to be appointed as a director, regardless of the type of education.
4. Out of a total of 12 directors, 9 are appointed as ACTING DIRECTOR.
5. Out of a total of 12 institutions, 10 have an annual work plan and report on their work through an annual report, while 2 institutions neither have an annual plan nor an annual report on their work.
6. There is no evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.
7. 5 members of the management boards in the administration bodies, management organizations and other public institutions have secondary education. This situation is the result of the fact that the laws do not contain conditions for the members of management boards.
8. There is no merit procedure for the selection of the members of the management boards, that is, they are appointed by way of nomination from certain institutions.
9. The number of decisions that are made at the meetings of the management boards is very small, which is why their efficiency and the need for their existence is called into question.

v. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The Government of the Republic of North Macedonia to require the institutions that are covered by this part of the report within their regular annual reports to provide an account of the handling of requests for free access to information and an account of the content of their websites and their compliance with this law.
2. To approach amendments and additions to all 12 laws that regulate the work of institutions in order to regulate the merit, fair and transparent procedure for appointing directors and to reevaluate and better regulate the conditions for directors, who should correspond to the competences they will perform. In addition, it is necessary to regulate the accountability of the directors through the submission of mandatory annual reports on their work that will contain statistical data regarding the operation of the institutions, to strengthen the accountability of the institutions, as well as to arrange a procedure for evaluation, assessment and management with the effect of directors.
3. Considering the overall work of the management boards (number of sessions, competences, profile of members, etc.) to reconsider the need for their existence.
4. If it is judged that there is a need for the management boards to survive, to establish clear criteria that will guarantee the expertise of the members.

4.8. PUBLIC ENTERPRISES



- They acted according to LFAPI
- They did not act according to LFAPI

Graph no. 82 Overview of the actions according to LFAPI by public enterprises

According to the Report from the Register of Public Sector Employees for 2021 of the Ministry of Information Society and Administration, there are 149 public enterprises in the country, and public information was requested from 101 of them for this analysis. 57 public utility companies (56%) acted upon the submitted request, while 44 companies (44%) did not act in accordance with the Law on Free Access to Public Information.

I. MANAGEMENT STRUCTURE

The management structure in public enterprises is regulated by the Law on Public Enterprises³⁰. According to this law, the management structure in public utility companies consists of:

- The director
- Deputy Director,
- the management board and
- the supervisory board.

The work of the public enterprise founded by the Government of the Republic of Macedonia is managed by a director who has a deputy who replaces him and leads the current operation of the public enterprise in his absence, who is chosen or dismissed by the management board. The director of the public enterprise established by the municipality, i.e. the city of Skopje, can appoint an employee who, in his absence, replaces him and leads the current operations of the public enterprise.

³⁰ <http://www.slvesnik.com.mk/content/pdf/Zakon%20za%20javnite%20pretprijetija-redakciski-precisten.pdf>

The Law on Public Enterprises contains minimum conditions for selecting or appointing a director and deputy director, which include:

- citizenship,
- non-judgment,
- higher education determined by the statute of the institution,
- minimum five years of work experience and
- an internationally recognized certificate or certificate of active knowledge of the English language not older than five years.

With the amendments to the Law on Public Enterprises from 2019 adopted on the proposal of a group of MPs, it is possible to appoint a deputy director only in public enterprises established by the RNM Government. In municipal public enterprises, the law does not allow the appointment of deputies.

The law provides the possibility to appoint acting officials. An acting director is appointed in the event that a director has not been elected or his mandate has ended prematurely, in which case the board of directors immediately appoints an acting director, without public announcement. The acting officer is appointed for six months only.

The board of directors of the public enterprise founded by the Government of the Republic of North Macedonia, the city of Skopje, the municipality in which more than 50,000 inhabitants live, as well as the board of directors of an inter-municipal public enterprise consists of 7 members.

The management board of the public enterprise established by the municipality in which up to 50,000 inhabitants live consists of 5 members.

The members of the management board of the public enterprise are appointed, that is, dismissed by the founder of the public enterprise.

A person who meets the following conditions can be appointed as a member of the management board of the public enterprise:

- is a citizen of the Republic of North Macedonia,
- has acquired at least 240 ECTS credits or completed VII/1 degree education and
- at the time of the appointment by a final court judgment, he was not sentenced to a fine or misdemeanor sanction, prohibition to perform a profession, activity or duty.

Apart from the stated conditions, the members of the management board in the public company should also have appropriate work experience, namely:

- two members of the management board should have at least five years of work experience in the field of public enterprise activity, in accordance with the National Classification of Activities published by the State Statistics Office,
- at least one member of the management board should have at least three years of work experience in the field of financial operations,
- at least one member of the management board should have at least three years of work experience in the field of legal affairs and
- at least one member of the management board should have at least three years of work experience in the field of technical sciences.

For the election of members in the management board of the public enterprise founded by the municipality and the city of Skopje, three months before the expiration of the mandate of the existing members, on the proposal of the mayor of the municipality, i.e. the mayor of the city of Skopje, the council of the municipality, i.e. the council of the city of Skopje, announces a public call for registration of interested persons, on its website and on the website of the public enterprise for which the public call was announced.

For the selection of members in the board of directors of the public enterprise founded by the municipality and the city of Skopje, on the proposal of the mayor of the municipality, i.e. the mayor of the city of Skopje, the Council of the Municipality, i.e. the Council of the City of Skopje, forms a Selection Commission composed of:

- president and his deputy, employed in the municipality, i.e. in the city of Skopje,
- one member and his deputy, employed in an organizational unit for human resources management in the municipality, i.e. in the city of Skopje, from which the public enterprise was founded and
- one member and his deputy, employees of the public company for which the public call has been announced.

The Law on Public Enterprises provides for the appointment of acting members of the board of directors, in the event that the mandate of the existing members has ended prematurely, until the election of new ones, but for no more than six months.

The procedure for the selection of members of the management board of the public enterprise consists of two stages:

- administrative selection and
- interview.

In order to control the material - financial operations of public enterprises, a supervisory board for the control of material - financial operations (hereinafter: supervisory board) consisting of 3 members is established.

A person who meets the following conditions can be appointed as a member of the supervisory board:

- is a citizen of the Republic of North Macedonia,
- has acquired at least 240 credits according to ECTS or completed VII/1 degree education in the field of legal sciences, economic sciences or in the field of public enterprise activity and
- at the time of the appointment by a final court judgment, he was not sentenced to a fine or misdemeanor sanction, prohibition to perform a profession, activity or duty.

Apart from the stated conditions, the members of the supervisory board of public enterprises should also have appropriate work experience, namely:

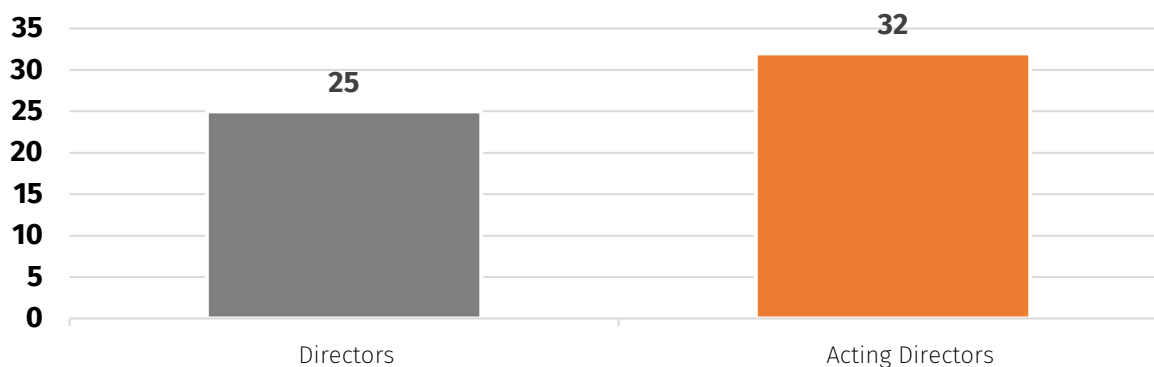
- one member of the supervisory board should have at least five years of work experience in the field of public enterprise activity, according to the National Classification of Activities of the State Statistics Office,
- one member of the supervisory board should have at least five years of work experience in the field of financial operations, and
- one member of the supervisory board should have at least five years of work experience in the field of legal affairs.

The procedure for selecting members of the supervisory board is identical to that for selecting members of the management board, and consists of an administrative selection and an interview. The provisions regarding the conditions and procedure for appointing members of the management and supervisory board were adopted in April 2022, with the amendments to the Law on Public Enterprises published in the "Official Gazette of the Republic of North Macedonia" no. 89/2022.

III. MANAGING PERSONS OF PUBLIC ENTERPRISES

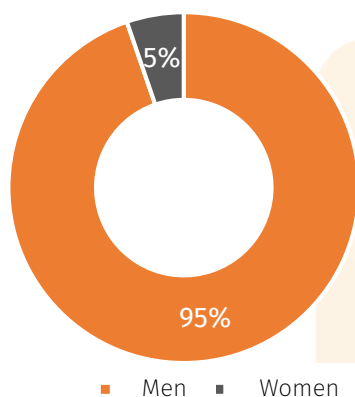
Regarding the way of appointing the directors, the situation is as follows:

Graph no. 8 Overview of the way of appointing the managers of public enterprises



Out of a total of 57 directors, 25 were appointed after a public competition (43%), while 32 were appointed as acting directors (57%). As can be seen, more than half of the directors are appointed as acting officials, which implies bypassing the public tender, openness and transparency of the procedure and fulfillment of any conditions.

Regarding the representation of men and women in the positions of directors in public enterprises, the situation is as follows:

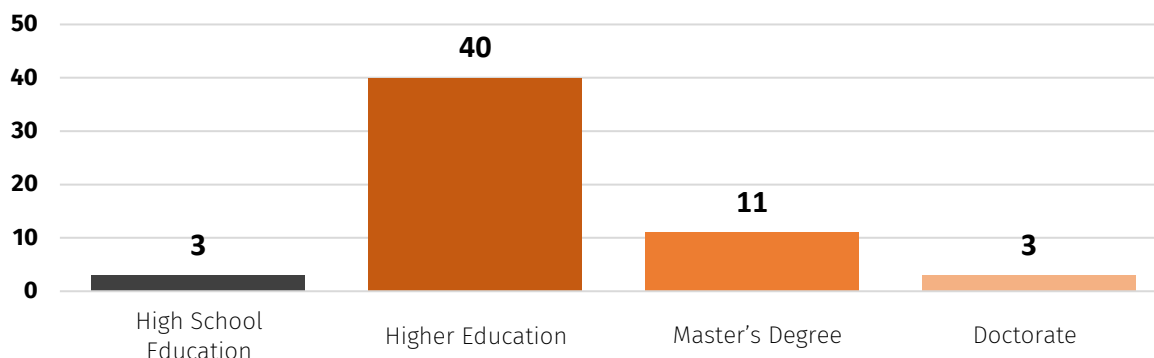


Graph no. 84 Overview of the representation of men and women in the management of public enterprises

Out of 57 directors and Acting directors, 54 are men (95%), while 3 are women (5%). These data are worrisome from the point of view that this situation shows that work, as well as the management of enterprises, is probably difficult to access or unattractive for women, but gender discrimination is also possible, for which it is necessary to further determine whether this is the case and what are the possible reasons for this condition.

The data regarding education shows the following situation:

Graph no. 85 Overview of the educational structure of managers of public enterprises



3 persons with a high school education, that is, persons who do not meet legal requirements, have been appointed as Acting directors in public companies, while of the remaining 54 directors and Acting directors, 40 have completed higher education, 11 are masters and 3 are doctors of science.

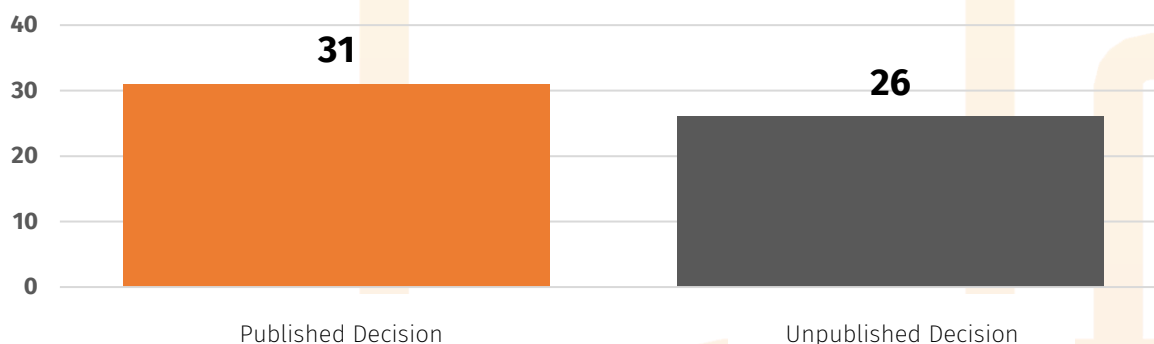
Out of a total of 57 directors and Acting directors, 2 have concluded a management contract³¹. The Law on Public Enterprises does not foresee the possibility of concluding such contracts. And in this case, the Law on Labor Relations is used, which is inapplicable to managers of public sector institutions.

The Law on Public Enterprises does not regulate a merit procedure for the selection and appointment of directors. What is surprising is that the law has a procedure for the selection of members of the management and supervisory boards, but there is no procedure for the selection of the directors, who in turn have the key executive role and who should have the appropriate expertise and competence to perform the function.

Public calls for directors in public companies are published in three daily newspapers. Public announcements are not published for those acting on duty.

Regarding the publication of decisions on the appointment of directors, the situation is as follows:

Graph no. 86 Overview of the published decisions on the appointment of managers of public enterprises

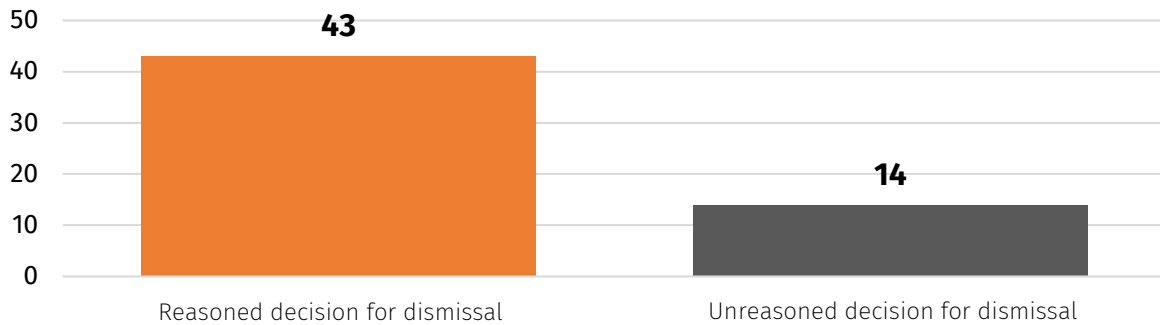


From 57 decisions on the appointment of directors and Acting directors of public companies, 31 have been published (54%), while 26 decisions have not been published (46%).

In terms of making reasoned decisions for the dismissal of the managers, according to the received data, the situation is as follows:

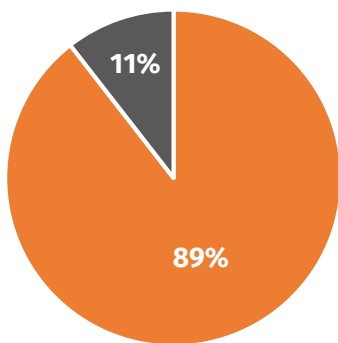
³¹Municipal institution Home of Shtip Youth and National Theater of Bitola

Graph no. 87 Overview of the published decisions on the appointment of managers of public enterprises



Out of a total of 57 companies, 43 responded that reasoned decisions are made to dismiss directors (75%), while 14 responded that no reasoned decisions are made to dismiss directors (25%).

Regarding the strategic documents and the accountability of the directors of public enterprises, the situation is as follows:

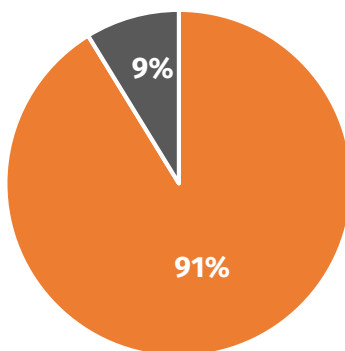


- They have a yearly work plan
- They do not have a yearly work plan

Graph no. 88 Review of annual work plans of public enterprises

Out of a total of 57 enterprises, only 6 do not have an annual work plan (11%), while the remaining 51 have annual work plans (89%), which is also a legal obligation.

The situation is similar with work reports, that is, 5 enterprises do not have annual reports (9%), while the remaining 52 (91%) have reports, which is also a legal obligation (work reports must be submitted every six months).



- They have a yearly work report
- They do not have a yearly work report

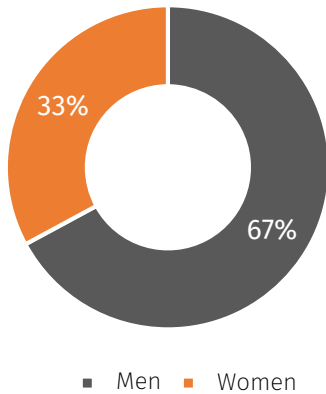
Graph no. 89 Overview of the annual reports on the work of public enterprises

The salary of directors and acting directors of public companies ranges from 90,921.00, while the salary of the acting staff ranges from 37,068.00 MKD to 84,251.00 MKD MKD. From the obtained data, it can be observed a great variety of salaries of directors and Acting directors, which is the result of the absence of systemic regulation of this issue.

Only 2 public companies stated that the performance of the director is evaluated. Otherwise, the law does not prescribe a procedure for evaluating the work of directors or consequences for bad work.

III. MANAGEMENT BODIES IN PUBLIC ENTERPRISES

A total of 368 persons have been appointed in 57 public companies that have submitted data on the management boards. Regarding the representation of men and women in the management boards, the situation is as follows:

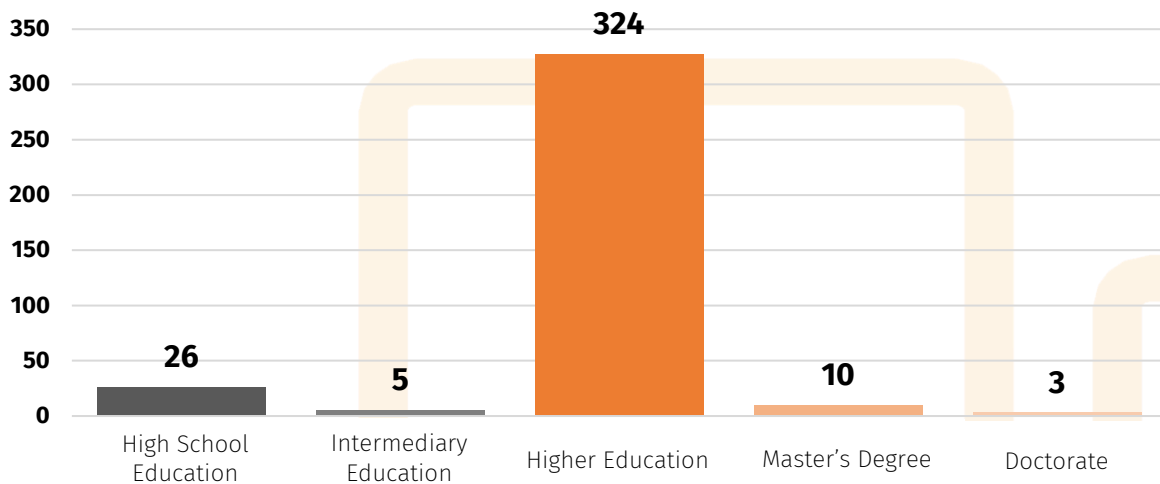


Graph no. 90 Overview of the representation of men and women in the management bodies of public enterprises

The number of men members of the administrative censuses is 247 (67%), while the number of women is 121 (33%), which again indicates a large imbalance in favor of men.

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 91 Overview of the educational structure of the management bodies of public enterprises



As can be seen, 26 members of the management boards have a high school education, 5 have a intermediary education, 324 members of the management boards have a higher education, 10 are masters and 3 are doctors of science. The Law on Public Enterprises has regulated conditions for members of the management boards, with higher education being one of those conditions. From the obtained data, it follows that 31 members of the management boards do not meet the legal requirements to be appointed.

PUBLIC UTILITY ENTERPRISE SHARI S. BOGOVINJE BOGOVINJE

Six members of the Management Board have only secondary education

PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES KOMUNALEC KICHEVO

Seven members of the Management Board have only secondary education

PUBLIC ENTERPRISE WATER SUPPLY AND SEWAGE MACEDONSKI BROD

Four members of the Management Board have only secondary education

Out of a total of 57 public companies, 37 responded that the decisions on appointing members of the management boards were announced publicly, while 20 responded that the decisions were not announced.

Regarding the dismissal of the management boards, in 40 public institutions reasoned decisions were made for the dismissal of members of the management boards, while in 17 institutions no reasoned decisions were made.

The number of sessions of the management boards on an annual level ranges from at least 3 to a maximum of 48 sessions. A total of 620 meetings of the management boards were held annually in the public companies that submitted data, which means that on average the management boards hold 10 meetings per year. The number of decisions made by the management boards annually ranges from 17³² to 320³³ decisions. The total number of decisions on an annual level is 2,806, which means that on average a little less than 5 decisions are made per session. This situation with the work of the management boards indicates that they are quite involved in the work of public enterprises and the need for their existence is not debatable.

There is no uniform way of paying the fees to the members of the management boards, because 37 public companies stated that the members of the management boards receive a monthly lump sum regardless of the number of meetings, and 20 institutions stated that the fees are paid per meeting held.

The amount of compensation for the members of the management boards is not the same either, so the monthly compensation ranges from MKD 1,000.00³⁴ up to 11,000.00 MKD³⁵, while the compensation per session ranges from MKD 800.00³⁶ up to 5000.00 MKD³⁷.

As a rule, the presidents of the management boards have 500.00 to 1,000.00 MKD higher remuneration than the members.

The absence of unique rules for determining the amount of the compensation, gives the possibility of abuses. The data provide clues to possible unjustified costs in terms of reimbursements. An interesting example is the PE for communal activities and improvement of natural resources and hygiene from Labunishta, in which the members of the management board receive 2,500.00 MKD per session, they hold 25 sessions per year, at which they make only two decisions. So each member receives an annual compensation of MKD 62,500.00. On the other hand, in the Prilep water and sewerage company, the members receive MKD 800.00 per meeting, hold 14 meetings per year and make 13 decisions per meeting. These members of the management board receive an annual compensation of MKD 11,200.00 each. These data indicate the inconsistency and irregularities that prevail in the area of compensation,

³²JP Kamena Reka from Makedonska Kamenica

³³PE for funeral services from Ohrid

³⁴JP Komunalec from Pehchevo

³⁵JP Lisice from Veles

³⁶JP Vodovod and sewerage from Prilep

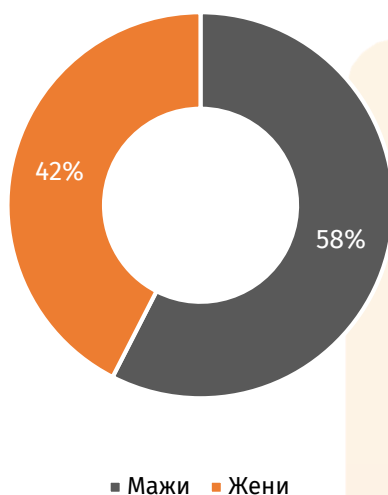
³⁷JP Komunalec from Struga

Otherwise, the management boards of public companies usually make decisions on the following issues:

1. Adoption and amendments to the statute;
2. Adoption of the program for work and development of the public enterprise,
3. Determination of business policy,
4. Deciding on the use of funds generated by the operation of the public enterprise and covering losses,
5. Making investment decisions,
6. Determining the prices of products and services,
7. Determination of the internal organization of the public enterprise,
8. Adoption of the act for determining the amount of the value of the point for calculating the salaries of the employees in the public enterprise;
9. Performing other tasks determined by the act of establishment and the statute of the public enterprise.

IV. SUPERVISORY AUTHORITIES

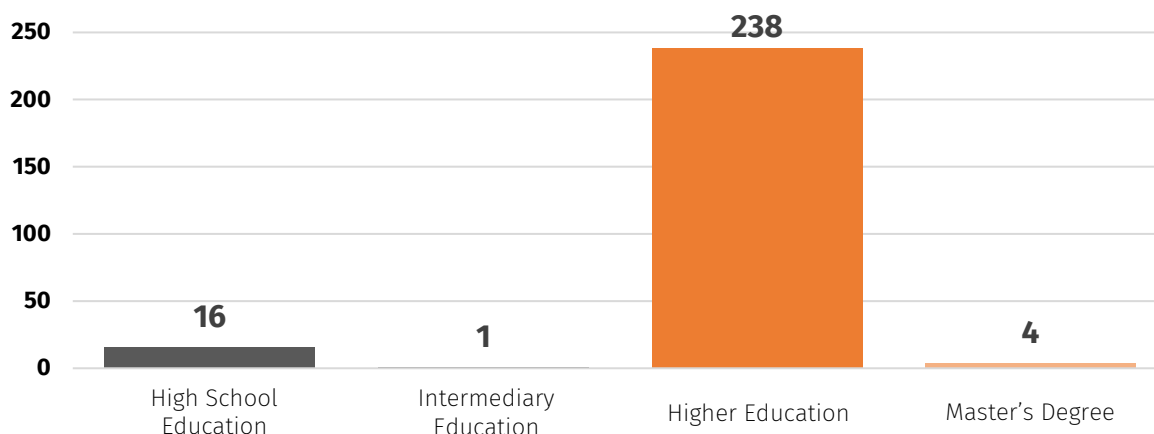
A total of 259 persons have been appointed in 57 public enterprises that have submitted data to the supervisory boards. Regarding the representation of men and women in the supervisory boards, the situation is as follows:



Graph no. 92 Overview of the representation of men and women in the supervisory bodies of public enterprises

The number of men members of the administrative censuses is 149 (58%), while the number of women is 110 (42%). Here, the data show that there is a gender balance and that women are more represented in these positions, in contrast to the situation in the management boards.

Regarding the level of education of the members of the supervisory bodies, the situation is as follows:

Graph no. 93 Overview of the educational structure of the supervisory bodies of public enterprises

As can be seen, 16 members of the supervisory boards have a secondary education, 1 has a higher education, 238 members of the supervisory boards have a higher education and 4 are masters. The Law on Public Enterprises has regulated conditions for members of supervisory boards, with higher education being one of those conditions. From the obtained data, it follows that 17 members of the management boards do not meet the legal requirements.

PUBLIC UTILITY ENTERPRISE SHARI S. BOGOVINJE BOGOVINJE

Five members of the NO have only secondary education

PUBLIC ENTERPRISE WATER SUPPLY AND SEWAGE MACEDONSKI BROD

Four members of the NO have only secondary education

The number of sessions of the supervisory boards per year ranges from at least 1 to a maximum of 19 sessions. A total of 292 meetings of the supervisory boards were held annually in the public enterprises that submitted data, which means that on average the supervisory boards hold 5 meetings per year. The number of decisions made by supervisory boards on an annual level ranges from 0³⁸ to 56³⁹ decisions. The total number of decisions on an annual level is 461, which means that less than 2 decisions are made per session on average, which indicates the need to reconsider the need for the existence of these boards.

There is no uniform way of paying the remuneration of the members of the supervisory boards, because 28 public companies stated that the members of the supervisory boards receive a monthly lump sum regardless of the number of meetings, and 18 companies stated that the fees are paid after the held session. 11 companies did not provide data regarding this issue.

The amount of compensation for the members of the supervisory boards is not the same either, so the monthly compensation ranges from MKD 1,000.00⁴⁰ up to 10,000.00 MKD⁴¹, while the compensation per session ranges from MKD 800.00⁴² up to MKD 7,000.00⁴³.

As a rule, the presidents of the supervisory boards have MKD 1,000.00 higher remuneration than the members.

³⁸PE for communal activities Vardar from Brvenica

³⁹JP Macedonian Radio Diffusion

⁴⁰JP Komunalec from Pehchevo

⁴¹PE for pasture management, PE Macedonian forests, PE Macedonian radio diffusion, PE Streževo, PE Railway infrastructure, PE Studenchica Kichevo, PE Water and sewerage,

⁴²JP Water and sewerage from Prilep, JP Komunalec Prilep, JP Plavaja Radovish and JP for urban plans Prilep,

⁴³JP Lisice from Veles

The absence of unique rules for determining the amount of the compensation gives the possibility of abuses. However, the small number of meetings of the supervisory boards of public enterprises in which the remuneration is per session does not indicate possible disproportionalities.

Otherwise, the supervisory boards control the material and financial operations of the enterprises.

V. FINDINGS

Based on the data received by the public companies, on the basis of the data received through their websites, as well as from the analysis of the legal regulation, the following conclusions can be drawn:

1. Public enterprises do not comply with the Law on Free Access to Public Information. Namely, out of 101 public companies from which public information was requested for this analysis, 57 public institutions (56%) acted, while 44 companies (44%) did not act in accordance with the Law on Free Access to Public Information. However, compared to the rest of the facilities and institutions covered by the analysis, the percentage of acting according to the law is higher.
2. The law does not regulate merit procedure for appointing directors. In fact, the law does not provide for an appointment procedure, only the conditions for appointment are determined.
3. Out of a total of 57 directors, 25 were appointed after a public competition (43%), while 32 were appointed as acting directors (57%). This implies bypassing the public competition, openness and transparency of the procedure and without fulfilling any conditions.
4. Out of 57 directors and Acting directors, 54 are men (95%), while 3 are women (5%). These are alarming data that even indicate possible discrimination of women in relation to men.
5. 3 persons with secondary education, ie persons who do not meet legal requirements, have been appointed as Acting directors in public enterprises.
6. There is no evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.
7. Out of a total of 57 directors and Acting directors, only 6 do not have an annual work plan (10%), while the remaining 51 have annual work plans (90%), which is also a legal obligation.
8. Out of a total of 57 directors and Acting directors, only 6 do not have a work report (10%), while the remaining 51 have reports (90%), which is also a legal obligation.
9. The Law on Public Enterprises is the only law among those covered by this analysis that establishes clear criteria for members of the management and supervisory boards, and which provides for a procedure for the selection of the members of the management and supervisory boards, which consists of two stages (administrative selection and interview).
10. 26 members of the management boards have secondary education, and 5 have higher education. The Law on Public Enterprises has regulated conditions for members of the management boards, with higher education being one of those conditions. From the obtained data it follows that 31 members of the management boards do not meet the legal requirements.
11. Out of 57 management and supervisory boards, even 56 do not have an annual work plan (98%), and only 1 prepares and adopts such a plan (2%).

12. In terms of accountability, the situation is identical to the one with the annual plans, that is, one management board and one supervisor prepare and adopt a report (2%), and 56 management boards and 56 supervisory boards do not have such reports (98%).
13. There are no unified rules for the amount and type of compensation received by the members of the management boards. Thus, some members receive a monthly lump sum, while others are paid per session. Due to the absence of rules on when a meeting can be organized and how many items should be on the agenda at a minimum, there is the possibility of abuses in order to obtain a higher compensation for the members of the management boards.
14. 16 members of the supervisory boards have a secondary education, and 1 has a higher education. The Law on Public Enterprises has regulated conditions for members of supervisory boards, with higher education being one of those conditions. From the obtained data, it follows that 17 members of the management boards do not meet the legal requirements.

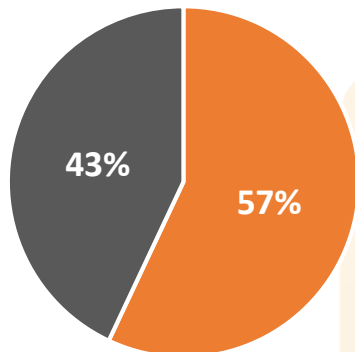
VI. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The founders of public companies should take measures and activities to promote the application of the Law on Free Access to Public Information. In that direction, it is recommended that the founders insist that the public enterprises, within the framework of their regular annual reports, provide an account of the handling of requests for free access to information and an account of the content of their websites and their compliance with this law.
2. To approach amendments and additions to the Law on Public Enterprises in order to regulate a merit, fair and transparent procedure for appointing directors and to re-evaluate and better regulate the conditions for directors in enterprises, which should correspond to the competences that will perform. In addition, it is necessary to better limit the possibility of appointing acting officials, to regulate the accountability of directors by submitting mandatory annual reports on their work, to improve work planning by preparing mandatory annual plans, as well as to arrange procedure for evaluating, rating and managing the effect of directors.
3. To improve gender representation when appointing members of the management boards.
4. Considering the overall work of the supervisory boards (number of sessions, competences, profile of members, etc.) to reconsider the need for their existence.
5. To arrange unified clear rules regarding the holding of the sessions of the management and supervisory boards, as well as rules for determining the fees that will depend on the volume of work.

4.9. STATE-OWNED COMMERCIAL COMPANIES

Trading companies are not part of the public sector, according to the classification contained in the Law on Public Sector Employees, which is why they are not part of the Report from the Register of Public Sector Employees of the Ministry of Information Society and Administration. However, these legal entities have public powers, have a complex management structure and are directly or indirectly related to the delivery of certain services for the state and citizens. But due to the fact that they are not part of the classic public sector, they are usually not the subject of research that covers the public sector. On the other hand, these entities have huge budgets and usually related to services in which the state has a monopoly. Otherwise, in continuity, there are reactions in the public regarding the way of appointing the management structures in state-owned commercial companies, as well as regarding abuses in employment procedures, especially due to the fact that the Law on Labor Relations is applied in these entities, which in turn does not contain merit hiring procedures. Due to the above, state-owned trading companies are included in the analysis, and the findings and recommendations for their operations are presented in this monitoring report.



- They acted according to LFAPI
- They did not act according to LFAPI

Graph no. 94 Review of actions according to LFAPI by state-owned commercial companies

For the need of this analysis, 14 state-owned trading companies were asked for information of a public nature, and 8 trading companies (57%) acted on the request, while 6 companies (43%) did not act in accordance with the Law on Free Access to Information from public character.

I. THE MANAGEMENT STRUCTURE

The management structure in state-owned commercial companies is regulated by the Law on Commercial Companies⁴⁴. According to this law, the management structure in state-owned commercial companies can be different. Namely, according to the law, the management of the company can be organized according to a one-level system (board of directors) or according to a two-level system (management board or manager and supervisory board). The company chooses the management system. By amending the statute, the one-level management system can be replaced by a two-level one and vice versa. The provisions on the assembly are accordingly applied both to companies with a single-level and to companies with a two-level system of management organization. The participation of employees in the management of the company is regulated by law.

Only natural persons who are capable of doing business can be elected as members of the management body, i.e. the supervisory board. As a member of the management body, i.e. the supervisory board, a person against whom a penalty has been imposed, i.e. a misdemeanor sanction, a ban on the performance of a duty from a certain occupation, which is partially or fully included in the subject of the company's operations while it lasts, cannot be elected prohibition.

A person who meets the following conditions can be selected as a manager of a company with dominant or full ownership of the state:

- To be a citizen of the Republic of Macedonia;
- To have acquired at least 240 ECTS credits or completed VII/1 degree education;
- At the time of the appointment by a final court judgment, he was not sentenced to a fine or misdemeanor sanction banning him from performing a profession, activity or duty;
- To have at least five years of work experience;
- To possess an internationally recognized certificate or certificate of active knowledge of the English language not older than five years.

A person who meets the following conditions can be elected as a member of the board of directors in a company with dominant or full ownership of the state:

- is a citizen of the Republic of Macedonia,
- has acquired at least 240 ECTS credits or completed VII/1 degree education,
- at the time of the appointment by a final court judgment, he has not been sentenced to a fine or misdemeanor sanction, a ban on performing a profession, activity or duty,
- has a minimum of three years of work experience.

A person who meets the following conditions can be elected as an executive member of the board of directors in a company with dominant or full ownership of the state:

- is a citizen of the Republic of Macedonia,
- has acquired at least 240 ECTS credits or completed VII/1 degree education,
- at the time of the appointment by a final court judgment, he was not sentenced to a fine or misdemeanor sanction, prohibition to perform a profession, activity or duty.
- has a minimum of five years of work experience.

A person who meets the following conditions can be appointed as president and member of the supervisory board in a joint-stock company with dominant or full ownership of the state:

- is a citizen of the Republic of Macedonia;
- has acquired at least 240 ECTS credits or completed VII/1 degree education;
- at the time of the appointment by a final court judgment, he has not been sentenced to a fine or misdemeanor sanction, prohibition to perform a profession, activity or duty;

⁴⁴ <https://www.economy.gov.mk/Upload/Documents/ZTD%20konsolidiiran.pdf>

- has a minimum of three years of work experience.

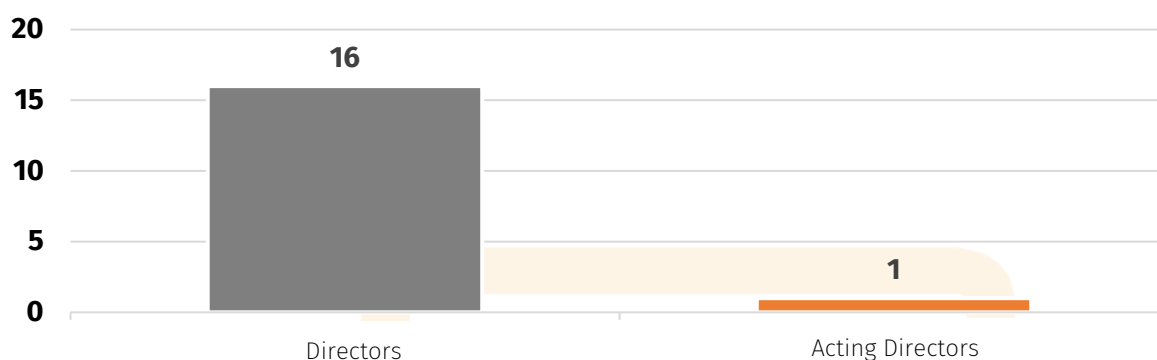
The law does not regulate the procedure for appointing these managers, nor the members of the management and supervisory boards. Otherwise, the law contains conditions for each of the management bodies.

As can be seen, the corporate structure of trading companies is much more complex than that of regulatory bodies, public companies and public institutions, but for the purposes of this analysis it will provide an overview of the data in terms of directors, management and supervisory boards.

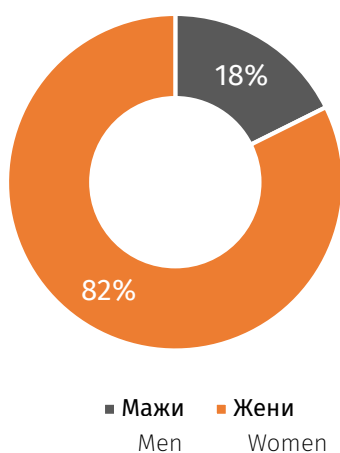
II. MANAGING PERSONS IN STATE-OWNED COMMERCIAL COMPANIES

In the 8 state-owned commercial companies that submitted data and are the subject of this analysis, 15 directors and 2 deputy directors were appointed. In addition, a company has a board of directors⁴⁵. Regarding the way of appointing the directors, the situation is as follows:

Graph no. 95 Overview of the method of appointing the management persons in state-owned commercial companies



Out of a total of 17 directors and deputies, only 1 was appointed acting (5%). The rest are appointed with a full mandate in accordance with legal procedures.



Regarding the representation of men and women in the positions of directors in state-owned commercial companies, the situation is as follows:

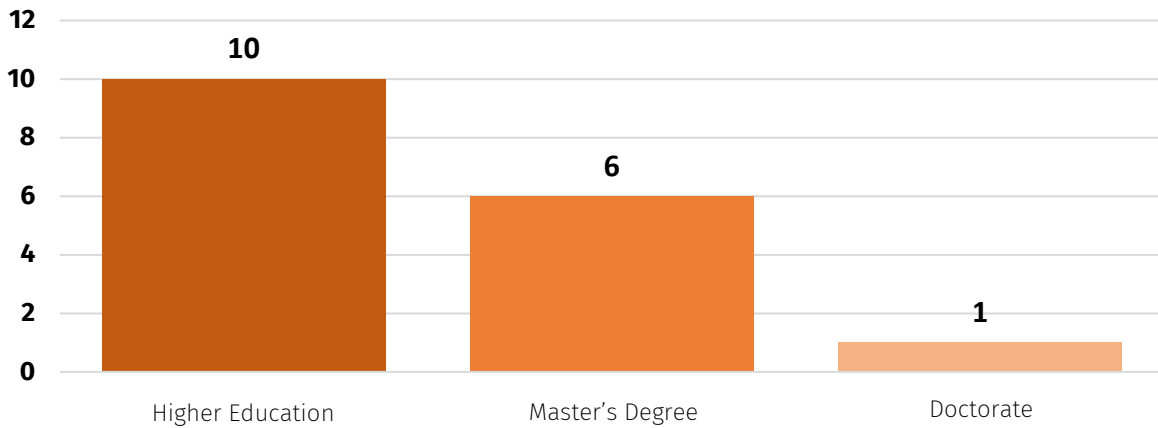
Graph no. 96 Overview of the representation of men and women in the management of state-owned companies

Out of 17 directors, acting directors and deputy directors, 14 are men (82%), while 3 are women (18%). And these data may indicate possible discrimination of women in relation to men.

The data regarding education shows the following situation:

⁴⁵AD for electricity production - Power plants of the Republic of North Macedonia

Graph no. 97 Overview of the educational structure of managers in state-owned commercial companies



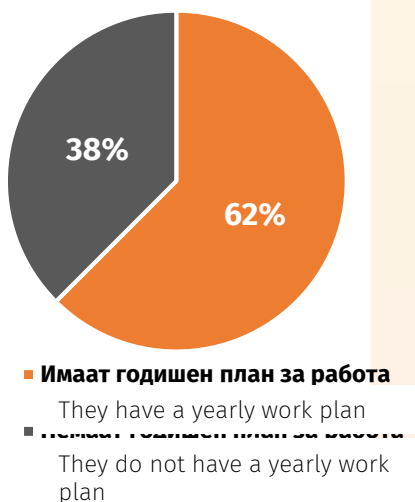
10 persons with completed higher education, 6 masters and 1 doctor of sciences have been appointed as directors, acting directors and deputy directors in the state-owned trading companies.

Out of a total of 17 directors, acting directors and deputies, 11 have signed management contracts.

The law on Commercial Companies does not regulate a merit procedure for the selection and appointment of directors.

Regarding the publication of the decisions on the appointment of directors, no commercial company has submitted any data, nor is there any data on whether reasoned decisions are made to dismiss the directors.

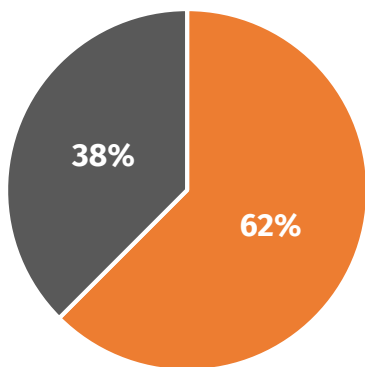
Regarding the strategic documents and the accountability of the directors of public enterprises, the situation is as follows:



Graph no. 98 Overview of the annual plans of state-owned commercial companies

5 out of a total of 8 state-owned commercial companies that submitted data have annual work plans (62%).

The situation with the work reports is identical to that of the annual plans, i.e. 5 companies have annual reports (62%), while the remaining 3 do not have reports (38%).



- They have a yearly work report
- They do not have a yearly work report

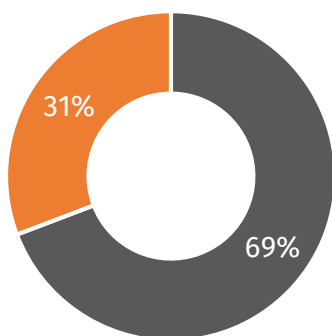
Graph no. 99 Review of the annual reports on the work of state-owned commercial companies

The salary of directors, acting directors and deputy directors ranges from MKD 50,310.00 to MKD 78,554.00 net. From the obtained data, it can be observed a great variety of salaries of the directors, acting directors and deputies, which is the result of the absence of systemic regulation of this issue.

Only 2 trading companies stated that the work of the director is evaluated. Otherwise, the law does not prescribe a procedure for evaluating the work of directors or consequences for bad work.

III. GOVERNING BODIES

Out of a total of 8 state-owned trading companies that submitted data, 5 have submitted data on the management boards, and a total of 13 persons are named in them. Regarding the representation of men and women in the management boards of state-owned companies, the situation is as follows:



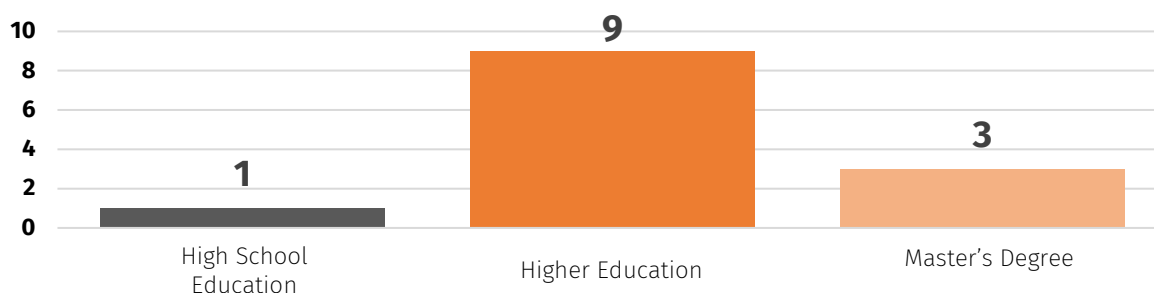
- Men
- Women

Graph no. 100 Overview of the representation of men and women in the management bodies of state-owned commercial companies

The number of men members of the administrative census is 9 (69%), while the number of women is 4 (31%), which again indicates an insufficient gender balance.

Regarding the level of education of the members of the management bodies, the situation is as follows:

Graph no. 101 Overview of the educational structure of the members of the management bodies of state-owned commercial companies



As can be seen, 1 member of the management board has a high school education, 9 have a higher education, and 3 have masters degrees.

Out of a total of 5 trading companies, 2 answered that the decisions on appointing members of management boards were announced publicly, while 3 answered that the decisions were not announced.⁴⁶

Regarding the dismissal of the management boards, in 1 trading company reasoned decisions were made for the dismissal of members of the management boards, while in 4 companies no reasoned decisions were made.

Regarding the strategic documents and the accountability of the management boards, all 4 trading companies that submitted data have annual work plans and prepare and submit annual work reports to the founder.

The number of sessions of the management boards on an annual level ranges from at least 11 to a maximum of 55 sessions. A total of 92 meetings of the management boards were held annually in 4 trading companies, which means that the management boards hold 23 meetings per year on average. The number of decisions made by the management boards annually ranges from 23⁴⁷ to 59⁴⁸ decisions. The total number of decisions on an annual level is 158, which means that an average of 7 decisions are made per session. This situation with the work of the management boards indicates that they are quite involved in the work of the trading companies and the need for their existence is not debatable.

All members of the management boards receive a monthly fee. The compensation ranges from MKD 5,000.00⁴⁹ up to MKD 9,000.00⁵⁰.

The management board manages the company and, within those frameworks, leads the operation of the company under its own responsibility. The board of directors has the broadest powers in the management of the company, i.e. in the performance of all matters related to the management of the affairs and current activities of the company and to act in all circumstances on behalf of the company within the scope of the company's operations, with the exception of the powers which are expressly given to the assembly and the supervisory board.

⁴⁶Company for the construction, management and rental of a multi-purpose hall Boris Trajkovski DOOEL has no information about any activities of the management board

⁴⁷AD for airport services "AERODROMI NA MACEDONIA" in state ownership

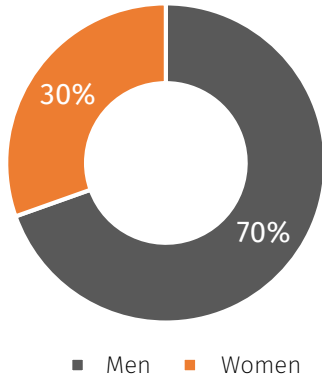
⁴⁸MACEDONIAN BANK FOR DEVELOPMENT SUPPORT – AD – SKOPJE

⁴⁹AD "Macedonian Information Agency AD" - Skopje, in state ownership

⁵⁰AD FOR PERFORMING ENERGY ACTIVITIES MACEDONIAN ENERGY RESOURCES SKOPJE in state ownership

IV. SUPERVISORY AUTHORITIES

Data on the supervisory boards have been submitted by 5 state-owned commercial companies, in which 23 members have been appointed. Regarding the representation of men and women on the supervisory boards, the situation is as follows:

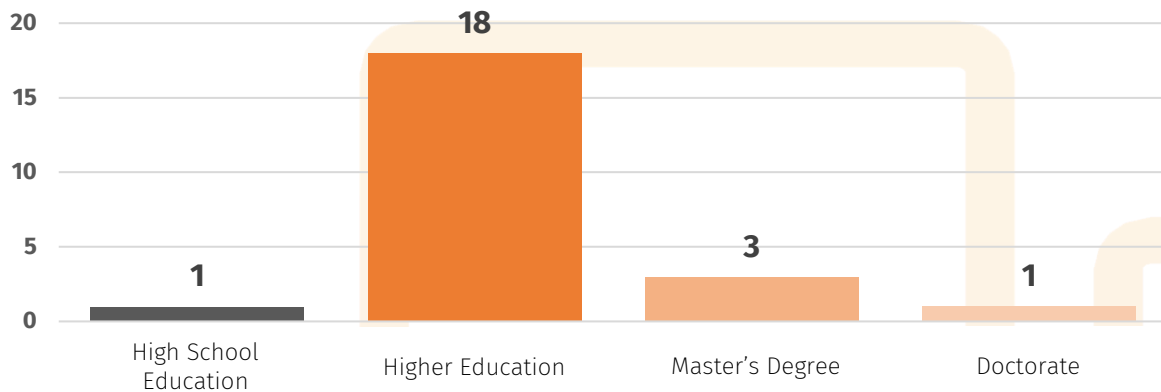


Graph no. 102 Overview of the representation of men and women in the supervisory bodies of state-owned commercial companies

The number of male members of the supervisory count is 16 (70%), while the number of women is seven (30%). Here, too, the data show an imbalance in favor of men.

Regarding the level of education of the members of the supervisory bodies, the situation is as follows:

Graph no. 103 Overview of the educational structure of the members of the supervisory bodies of state-owned commercial companies



As you can see, 1 member of the supervisory board has a high school education, 18 members of the supervisory boards have a higher education, 3 are masters and 1 is a doctor of science. The law on Commercial Companies has regulated conditions for members of supervisory boards, with higher education being one of those conditions. From the obtained data it follows that 1 member of the supervisory board does not meet the legal requirements.

In terms of strategic documents and accountability, 1 supervisory board has a work plan, 2 do not, and in terms of reports, 2 supervisory boards submit reports and 1 does not.

The number of sessions of the supervisory boards on an annual level ranges from 10 to a maximum of 15 sessions. A total of 40 meetings were held annually in the 3 trading companies that submitted data, which means that on average the supervisory boards hold 13 meetings per year. The number of

decisions made by the boards annually ranges from 6⁵¹ to 82⁵² decisions. The total number of decisions on an annual level is 95, which means that less than 7 decisions are made per session on average, which indicates the fact that the boards are important for the functioning and are efficient, so there are no doubts about the need for their existence.

All members of the management boards receive a monthly fee. The compensation ranges from MKD 6,000.00⁵³ up to 10,000.00 MKD⁵⁴.

As a rule, the presidents of the supervisory boards have MKD 2,000.00 higher remuneration than the members.

Otherwise, the supervisory boards control the material and financial operations of the trading companies.

V. FINDINGS

Based on the data obtained by the state-owned trading companies, on the basis of the data obtained through their websites, as well as through the analysis of the legal regulation, the following conclusions can be drawn:

1. State-owned trading companies do not comply with the Law on Free Access to Public Information. Namely, out of 14 trading companies from which public information was requested for this analysis, 8 (57%) acted, while 6 companies (43%) did not act in accordance with the Law on Free Access to Public Information.
2. Out of a total of 17 directors and deputies, only 1 was appointed acting (5%). The rest are appointed with a full mandate in accordance with legal procedures.
3. Out of 17 directors, acting directors and deputy directors, 14 are men (82%), while 3 are women (18%).
4. Out of a total of 17 directors, acting directors and deputies, 11 have signed management contracts.
5. Directors in 5 out of a total of 8 state-owned commercial companies that submitted data have annual work plans (62%).
6. The situation with work reports is identical to that of annual plans, that is, 5 directors have annual reports (62%), while the remaining 3 do not have reports (38%).
7. There is no evaluation and assessment of the work of the directors, nor is there a procedure for managing the effect of their work.
8. There is no merit procedure for the selection of the members of the management and supervisory boards.
9. The number of men members of the administrative census is 9 (69%), while the number of women is 4 (31%). The data show an imbalance in favor of men.

⁵¹AD "Macedonian Information Agency AD" - Skopje, in state ownership

⁵²MACEDONIAN BANK FOR DEVELOPMENT SUPPORT – AD – SKOPJE

⁵³AD "Macedonian Information Agency AD" - Skopje, in state ownership

⁵⁴AD FOR PERFORMING ENERGY ACTIVITIES MACEDONIAN ENERGY RESOURCES SKOPJE in state ownership

10. He has appointed persons with secondary education in the administrative and supervisory bodies, which is contrary to the Law on Commercial Companies.
11. Regarding the strategic documents and the accountability of the management boards, all 4 trading companies that submitted data have annual work plans and prepare and submit annual work reports to the founder.
12. The number of male members of the supervisory count is 16 (70%), while the number of women is seven (30%). Here, too, the data show an imbalance in favor of men.
13. In terms of strategic documents and accountability, 1 supervisory board has a work plan, 2 do not, and in terms of reports, 2 supervisory boards submit reports and 1 does not.
14. The management and supervisory boards are functional, and there are unified rules for the payment of fees, that is, fees are paid as a monthly lump sum everywhere.
- 15.

VI. RECOMMENDATIONS

Based on the data received and the analysis made, and in order to overcome the perceived problems and shortcomings, the following is recommended:

1. The founders of the commercial companies should take measures and activities to promote the application of the Law on free access to information of a public nature. In that direction, it is recommended that the founders insist that the trading companies, within their regular annual reports, provide an account of the handling of requests for free access to information of a public nature and an account of the content of their web pages and their compliance with this law.
2. To approach amendments and additions to the Law on Commercial Companies in order to regulate the merit, fair and transparent procedure for appointing directors and to reassess and better regulate the conditions, as well as the criteria for directors, which should correspond to the competences that they will execute them. In addition, it is necessary to regulate the accountability of directors by submitting mandatory annual reports on their work, to improve work planning by preparing mandatory annual plans, as well as to arrange a procedure for evaluating, evaluating and managing the effect of directors.
3. To establish a merit procedure for the selection of the members of the management and supervisory boards, as well as to arrange their accountability.

APPENDIX 1

Institutions	Answer
AUDIO AND AUDIOVISUAL MEDIA SERVICES AGENCY	ANSWERED
POST OFFICE AGENCY	ANSWERED
INSURANCE SUPERVISION AGENCY SKOPJE	ANSWERED
CIVIL AVIATION AGENCY SKOPJE	ANSWERED
REGULATORY COMMISSION FOR HOUSING SKOPJE	ANSWERED
MAVROVO NATIONAL PARK PUBLIC INSTITUTION, MAVROVI ANOVI, REPUBLIC OF MACEDONIA, MAVROVI ANOVI	ANSWERED
J.Z.U. INSTITUTE OF PUBLIC HEALTH OF THE REPUBLIC OF MACEDONIA SKOPJE	ANSWERED
PUBLIC HEALTH ORGANIZATION INSTITUTE FOR PREVENTION, TREATMENT AND REHABILITATION OF CARDIOVASCULAR DISEASES, OHRID	ANSWERED
PUBLIC HEALTH ORGANIZATION GOCE DELCHEV HEALTH CENTER P.O. DELCHEVO	ANSWERED
PUBLIC HEALTH ORGANIZATION HEALTH HOME KRATOVO KRATOVO P.O.	ANSWERED
PUBLIC HEALTH ORGANIZATION HEALTH HOME KRUSHEVO P.O.	ANSWERED
PUBLIC HEALTH INSTITUTION GERONTOLOGY INSTITUTE 13 NOVEMBER SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION INSTITUTE FOR HEARING, SPEECH AND VOICE REHABILITATION BITOLA	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME ACADEMIC PROF.D.D. DIMITAR ARSOV ACTING DIRECTOR KRIVA PALANKA	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME BITOLA	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME VINICA	ANSWERED
PUBLIC HEALTH INSTITUTION DEMIR HISAR HEALTH HOME	ANSWERED
PUBLIC HEALTH INSTITUTION DOM DR.	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME C.O. VALANDOVO	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME KOCANI	ANSWERED
PUBLIC HEALTH INSTITUTION MACEDONSKI BROD HEALTH HOME	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME NADA MIHAILOVA PROBISHTIP	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME NEGOTINO NEGOTINO	ANSWERED
PUBLIC HEALTH FACILITY HEALTH HOME P.O. RADOVISH	ANSWERED
PUBLIC HEALTH INSTITUTION PRIMARIUS PRIMARY HOME, DR. GEORGE GAVRILSKI, ST. NIKOLE	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME Strumica	ANSWERED
PUBLIC HEALTH INSTITUTION HEALTH STATION ZELEZARA SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION INSTITUTE FOR LUNG DISEASES AND TUBERCULOSIS C.O. SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION CLINICAL HOSPITAL DR. TRIFUN PANOVSKI-BITOLA	ANSWERED
PUBLIC HEALTH INSTITUTION CLINICAL HOSPITAL SHTP-SHTP	ANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL DR FERID MURAD GOSTIVAR	ANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL KICHEVO	ANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL KUMANOVO	ANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL OHRID	ANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL STRUGA	ANSWERED
PUBLIC HEALTH INSTITUTION PSYCHIATRIC HOSPITAL SKOPJE SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION SPECIAL HOSPITAL FOR LUNG DISEASES AND TUBERCULOSIS JASENOVO WITH FULL RESPONSIBILITY S. JASENOVO VELES	ANSWERED

PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF GASTROENTEROHEPATOLOGY - SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF DERMATOLOGY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF PHYSICAL MEDICINE AND REHABILITATION SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR ENDOCRINOLOGY, DIABETES AND METABOLIC DISORDERS SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF CARDIOLOGY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF CLINICAL BIOCHEMISTRY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF NEUROLOGY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF NEPHROLOGY - SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR PLASTIC AND RECONSTRUCTIVE SURGERY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF PULMONOLOGY AND ALLERGOLOGY - SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF RADIOTHERAPY AND ONCOLOGY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR EAR, NOSE AND THROAT SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF UROLOGY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF HEMATOLOGY - SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR DIGESTIVE SURGERY SKOPJE	ANSWERED
PUBLIC HEALTH INSTITUTION CENTER FOR PUBLIC HEALTH VELES	ANSWERED
PUBLIC HEALTH INSTITUTION - ZELEZNICAR SKOPJE HEALTH HOME	ANSWERED
PUBLIC HEALTH INSTITUTION-PSYCHIATRIC HOSPITAL NEGORCI, GEVGELIA	ANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL BORKA TALESKI PRILEP	ANSWERED
GEVGELIA GENERAL HOSPITAL	ANSWERED
POLYCLINIC OF "ST. KYRILL AND METHODISM" UNIVERSITY - SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA, PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR FACE, JAW AND NECK SURGERY - MAXILLOFACIAL SURGERY SKOPJE	ANSWERED
HOUSE OF CULTURE DIMITAR BEROVSKI P.O. BEROVO	ANSWERED
HOME OF CULTURE ZLETOVSKI RUDAR PROBISHTIP	ANSWERED
PUBLIC LOCAL LIBRARY ILINDEN DELCHEVO	ANSWERED
PUBLIC MUNICIPAL INSTITUTION LIBRARY FETKIN KAVADARCI	ANSWERED
PUBLIC MUNICIPAL INSTITUTION HOME OF CULTURE BRAND PETRUSHEV BOGHDANCI	ANSWERED
GOCE DELCHEV GEVGELIA PUBLIC MUNICIPAL INSTITUTION-LIBRARY	ANSWERED
PUBLIC MUNICIPAL INSTITUTION-HOUSE OF CULTURE LAZAR SOFIANOV C.O. KRATOVO	ANSWERED
PUBLIC INSTITUTION CHILDREN'S CULTURAL CENTER KARPOS-SKOPJE	ANSWERED
PUBLIC INSTITUTION ZOO OF THE CITY OF SKOPJE-SKOPJE REPUBLIC OF MACEDONIA	ANSWERED
PUBLIC INSTITUTION CULTURAL AND INFORMATION CENTER-SKOPJE, REPUBLIC OF MACEDONIA	ANSWERED
PUBLIC INSTITUTION YOUTH CULTURAL CENTER SKOPJE REPUBLIC OF MACEDONIA	ANSWERED
LOCAL MUSEUM-GALLERY KAVADARCI	ANSWERED
LOCAL ARCHAEOLOGICAL AND HISTORICAL MUSEUM TERRACOTTA VINICA	ANSWERED
GOCE DELCHEV VELES LOCAL LIBRARY	ANSWERED
LOCAL INSTITUTION-LIBRARY BLAGOJ JANKOV MUCHETO C.O. STRUMICA	ANSWERED
LOCAL INSTITUTION-VELES NATIONAL MUSEUM	ANSWERED
NATIONAL LIBRARY VANCHO PRKE C.O.VINICA	ANSWERED

NATIONAL INSTITUTION - INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND MUSEUM - STRUMICA	ANSWERED
NATIONAL INSTITUTION - HISTORICAL MUSEUM KRUSHEVO	ANSWERED
NATIONAL INSTITUTION FOR MANAGEMENT OF THE ARCHAEOLOGICAL SITE STOBIGRADSKO	ANSWERED
NATIONAL INSTITUTION MACEDONIAN NATIONAL THEATER SKOPJE	ANSWERED
NATIONAL INSTITUTION CENTER FOR CULTURE MARKO CEPENKOV PRILEP	ANSWERED
NATIONAL INSTITUTION CENTER FOR CULTURE TRAJKO PROKOPIEV KUMANovo	ANSWERED
NATIONAL INSTITUTION CENTER FOR CULTURE BELI MUGRI KOCANI	ANSWERED
NATIONAL INSTITUTION-INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND OHRID MUSEUM	ANSWERED
NATIONAL INSTITUTION-INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND PRILEP MUSEUM	ANSWERED
NATIONAL INSTITUTION-MUSEUM DR. NIKOLA NEZLOBINSKI STRUGA	ANSWERED
NATIONAL INSTITUTION-MUSEUM OF WESTERN MACEDONIA IN NOV KICHEVO	ANSWERED
NATIONAL INSTITUTION-NATIONAL THEATER BITOLA	ANSWERED
NATIONAL INSTITUTION-UNIVERSITY LIBRARY GOCE DELCHEV SHTIP	ANSWERED
NATIONAL INSTITUTION-CENTER FOR CULTURE ANTON PANOV STRUMICA	ANSWERED
NATIONAL INSTITUTION-CENTER FOR CULTURE ACO GJORCHEV NEGOTINO	ANSWERED
NATIONAL INSTITUTION-CENTER FOR CULTURE ACO SHOPOV-SHTIP	ANSWERED
NATIONAL INSTITUTION-CENTER FOR CULTURE GLIGOR PRVICEV OHRID	ANSWERED
NATIONAL INSTITUTION-CENTER FOR CULTURE KRIVA PALANKA	ANSWERED
MUNICIPALITY OF PEHCHEVO, MUNICIPAL INSTITUTION - HOUSE OF CULTURE JANE SANDANSKI PEHCHEVO	ANSWERED
MILADINOVCI BROTHERS MUNICIPAL PUBLIC LIBRARY, RADOVISH	ANSWERED
MUNICIPAL INSTITUTION FOR CULTURE HOME OF YOUNG PEOPLE	ANSWERED
MUNICIPAL INSTITUTION MUSEUM OF THE CITY OF KRATOVO KRATOVO	ANSWERED
MUNICIPAL INSTITUTION MUSEUM OF THE CITY OF NEGOTINO	ANSWERED
MUNICIPAL INSTITUTION NATIONAL MUSEUM OF SAINT NICOLE	ANSWERED
MUNICIPAL INSTITUTION-CENTER FOR CULTURE ACO KARAMANOV RADOVISH	ANSWERED
REPUBLIC OF MACEDONIA - NATIONAL INSTITUTION - NATIONAL GALLERY OF MACEDONIA SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION - ARCHAEOLOGICAL MUSEUM OF MACEDONIA SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION - VARDAR FILM CENTER MACEDONIA FILM - SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION DRAMA THEATER SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION CONSERVATORY CENTER-HOST	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION OF MACEDONIAN OPERA AND BALLET SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION MUSEUM KUMANovo	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION NATIONAL CONSERVATORY CENTER SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION MEMORIAL HOUSE OF MOTHER THERESA-SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION THEATER OF COMEDY SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION TETOVO THEATER-TETOVO	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION CENTER FOR CULTURE - BITOLA	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-LIBRARY KOCHO RACIN-TETOVO	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-MACEDONIAN PHILHARMONIA-SKOPJE	ANSWERED

REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-MANIFESTATION STRUGA POETRY EVENINGS STRUGA	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-MUSEUM GEVGELIA	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-MUSEUM OF CONTEMPORARY ART SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-MUSEUM OF TETOV REGION TETOVO	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-MEMORIAL HOUSE OF TODOR PROESKI KRUSHEVO	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-THEATER FOR CHILDREN AND YOUTHS-SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-CENTER FOR CULTURE ASNOM GOSTIVAR	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-CENTER FOR CULTURE ILJO ANTESKI SMOK TETOVO	ANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-CENTER FOR CULTURE-DEBAR	ANSWERED
REPUBLIC OF MACEDONIA - MUNICIPAL INSTITUTION HOUSE OF CULTURE DEAR TOZIA RESEN	ANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION - MUSEUM OF THE MACEDONIAN STRUGGLE FOR STATENESS AND INDEPENDENCE - MUSEUM OF THE INTERNAL MACEDONIAN REVOLUTIONARY ORGANIZATION AND MUSEUM OF THE VICTIMS OF THE COMMUNIST REGIME SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION-LIBRARY GRIGOR PRLICHEV OHRID	ANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION CINEMA OF MACEDONIA SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION CONSERVATORY CENTER-SKOPJE SKOPJE	ANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION CENTER FOR CULTURE JORDAN HAJI KONSTANTINOV GINOT VELES	ANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION - ENSEMBLE FOR FOLK GAMES AND SONGS DANCE SKOPJE	ANSWERED
STATE STUDENT HOSPITAL KOCHO RACIN BITOLA	ANSWERED
NATIONAL HERO ORDE CHOPELA PRILEP STATE STUDENT HOSPITAL	ANSWERED
STATE STUDENT HOUSING PELAGONIA SKOPJE	ANSWERED
STATE STUDENT HOUSING SKOPJE SKOPJE	ANSWERED
TOME STEFANOSKI STATE STUDENT HOUSING - SENIC SKOPJE	ANSWERED
NATIONAL INSTITUTION MUSEUM OF NATURAL SCIENCE	ANSWERED
GEOLOGICAL DEPARTMENT	ANSWERED
BITOLA PRISON BITOLA	ANSWERED
PRILEP JAIL PRILEP	ANSWERED
PUNISHLY REPAIRED HOME OF OPEN TYPE LATHE	ANSWERED
PENALLY CORRECTED HOME STICK	ANSWERED
PUNISHED - CORRECTIONAL INSTITUTION PRISON GEVGELIJA	ANSWERED
PENAL CORRECTIONAL INSTITUTION - TETOVO PRISON	ANSWERED
PUBLIC CARE INSTITUTION FOR CHILDREN WITH EDUCATIONAL - SOCIAL PROBLEMS AND DISORDERED BEHAVIOR SKOPJE	ANSWERED
PUBLIC INSTITUTION INSTITUTE FOR PROTECTION AND REHABILITATION BANJA BANSKO C.O. S. BANSKO STRUMICA	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK BEROVO	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK BITOLA	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK VELES	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK GOSTIVAR	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK KAVADARCI	ANSWERED

PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK KUMANovo	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK MACEDONSKI BROD	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK OHRID	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK PO KOCHANI	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK PO RADOVISH	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK PO STRUMICA	ANSWERED
DEPARTMENT OF SOCIAL ACTIVITIES	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK P.O. SHTP	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK PRILEP	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK SAINT NIKOLE	ANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK STRUGA	ANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK - RESEN	ANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK VALANDOVO	ANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK DEMIR HISAR	ANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK KRATOVO	ANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK KRUSHEVO	ANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK PROBISHTIP	ANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK-KICHEVO	ANSWERED
JU CHILDREN'S HOME 11 OCTOBER SKOPJE	ANSWERED
JU INTERMUNICIPAL CENTER FOR SOCIAL WORK GEVGELIA	ANSWERED
JU INTERMUNICIPAL CENTER FOR SOCIAL WORK OF THE CITY OF SKOPJE	ANSWERED
JU INTERMUNICIPAL CENTER FOR SOCIAL WORK NEGOTINO	ANSWERED
JU INTERMUNICIPAL CENTER FOR SOCIAL WORK TETOVO	ANSWERED
JU INTERMUNICIPAL CENTER FOR SOCIAL WORK-KRIVA PALANKA	ANSWERED
JU SPECIAL INSTITUTE DEMIR GATE DEMIR GATE	ANSWERED
PUBLIC UTILITY ENTERPRISE WATER SUPPLY BITOLA	ANSWERED
PUBLIC UTILITY ENTERPRISE WATER SUPPLY AND SEWERAGE PRILEP	ANSWERED
PUBLIC UTILITY ENTERPRISE WATER SUPPLY N. ILINDEN ILINDEN	ANSWERED
PUBLIC UTILITY ENTERPRISE GAZI BABA-2007 SKOPJE	ANSWERED
PUBLIC UTILITY ENTERPRISE DERVEN VELES	ANSWERED
PUBLIC UTILITY ENTERPRISE COMUNALEC DEMIR HISAR	ANSWERED
PUBLIC UTILITY ENTERPRISE COMMUNALEC PO PEHCHEVO	ANSWERED
PUBLIC UTILITY ENTERPRISE COMUNALEC PO SVETI NIKOLE	ANSWERED
PUBLIC UTILITY ENTERPRISE KOMUNALEC PRILEP	ANSWERED
PUBLIC UTILITY ENTERPRISE NIKOLA KAREV PROBISHTIP	ANSWERED
PUBLIC UTILITY ENTERPRISE PAZARI PRILEP	ANSWERED
PUBLIC UTILITY ENTERPRISE TETOVO C.O. TETOVO	ANSWERED
PUBLIC UTILITY ENTERPRISE SHARI S. BOGOVINJE BOGOVINJE	ANSWERED
PUBLIC ENTERPRISE WATER SUPPLY AND SEWAGE MACEDONSKI BROD	ANSWERED
PUBLIC ENTERPRISE WATER SUPPLY AND SEWERAGE-SKOPJE	ANSWERED
PUBLIC ENTERPRISE VODOVOD KUMANOVO WITH C.O. Kumanovo	ANSWERED
PUBLIC ENTERPRISE FOR STOCK EXCHANGE OPERATIONS AGRO-EXCHANGE SKOPJE	ANSWERED
PUBLIC ENTERPRISE FOR WATER SUPPLY STUDENCICA KICHEVO	ANSWERED
PUBLIC ENTERPRISE FOR WATER SUPPLY LISICE VELES	ANSWERED

PUBLIC COMPANY FOR STATE ROADS	ANSWERED
PUBLIC ENTERPRISE FOR RAILWAY INFRASTRUCTURE MACEDONIAN RAILWAYS - SKOPJE	ANSWERED
PUBLIC ENTERPRISE FOR EXECUTION OF WATER SUPPLY ACTIVITIES HS ZLETOVICA PROBISHTIP	ANSWERED
PUBLIC ENTERPRISE FOR CONSTRUCTION, MAINTENANCE AND USE OF SPORTS FACILITIES AND PUBLIC PARKING SPACES BILIJANINI ZORI OHRID	ANSWERED
PUBLIC ENTERPRISE FOR CONSTRUCTION, MAINTENANCE, RECONSTRUCTION OF LOCAL ROADS AND HYDROTECHNICAL FACILITIES CIVIL CONSTRUCTION OHRID OHRID	ANSWERED
PUBLIC ENTERPRISE FOR CONSTRUCTION, MAINTENANCE AND USE OF PUBLIC PARKING SPACES Strumica Strumica	ANSWERED
PUBLIC ENTERPRISE FOR PUBLIC PARKING LOTS CITY PARKING-SKOPJE	ANSWERED
PUBLIC ENTERPRISE FOR PUBLIC PARKING PARKS OF THE CENTER OF SKOPJE MUNICIPALITY	ANSWERED
PUBLIC ENTERPRISE FOR MUNICIPAL ACTIVITY OHRIDSKI KOMUNALEC OHRID	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES AND ENHANCEMENT OF NATURAL RESOURCES HYGIENE LABUNISHTA	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES AND ENHANCEMENT OF NATURAL RESOURCES EREMJA VEVCANI	ANSWERED
PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES KOMUNALEC GEVGELIA	ANSWERED
PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES KOMUNALEC KICHEVO	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES SWIMMING IN RADOVIS	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES ROSOMAN ROSOMAN	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL WORKS BOSHAVA C.O. DEMIR GATE	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL WORKS SOLIDARITY WITH FULL LIABILITY VINICA	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL WORKS SERVICE C.O. BEROVO	ANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL SERVICES KOMUNALEC C.O. KRIVA PALANKA	ANSWERED
PUBLIC ENTERPRISE FOR MUNICIPAL SERVICE WORKS KOMUNALEC C.O NEGOTINO	ANSWERED
PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES KOMUNALEC-POLIN STAR DOJRAN	ANSWERED
PUBLIC ENTERPRISE FOR SPATIAL AND URBAN PLANNING PRILEP	ANSWERED
PUBLIC ENTERPRISE FOR MANAGEMENT OF STATE FORESTS MACEDONIAN FORESTS P.O.-SKOPJE	ANSWERED
PUBLIC BUSINESS ENTERPRISE WITH ZAVENI BITOLA INDUSTRIAL ZONE	ANSWERED
PUBLIC ENTERPRISE FOR PASTURE FARMING SKOPJE	ANSWERED
PUBLIC ENTERPRISE FOR MANAGEMENT OF SPORTS FACILITIES PARK-SPORT VELES	ANSWERED
PUBLIC ENTERPRISE FOR MANAGEMENT OF OHRID CITY CEMETERY	ANSWERED
PUBLIC ENTERPRISE KAMENA REKA MACEDONSKA KAMENICA	ANSWERED
PUBLIC ENTERPRISE KOMUNALEC BITOLA P.O.	ANSWERED
PUBLIC ENTERPRISE MUNICIPAL CLEANLINESS BOGDANCI	ANSWERED
PUBLIC ENTERPRISE COMMUNAL STRUGA WITH C.O.	ANSWERED
PUBLIC ENTERPRISE MACEDONIAN RADIO DIFFUSION-SKOPJE	ANSWERED
PUBLIC ENTERPRISE STREZEVO BITOLA	ANSWERED
PUBLIC ENTERPRISE STREETS AND ROADS SKOPJE	ANSWERED
PUBLIC ENTERPRISE CHISTOTA AND ZELENILO-KUMANOVO	ANSWERED
COMMUNAL PUBLIC ENTERPRISE WATER SUPPLY KOCHANI	ANSWERED
MUNICIPAL PUBLIC ENTERPRISE NISKOGRADBA BITOLA WITH P.O.	ANSWERED
MUNICIPAL PUBLIC ENTERPRISE FOR PERFORMING COMMUNAL WORKS VARDAR S. BRVENICA	ANSWERED
AD FOR THE PRODUCTION OF ELECTRIC ENERGY STATE-OWNED POWER PLANTS OF MACEDONIA, SKOPJE	ANSWERED

OPERATOR OF THE ELECTRICAL TRANSMISSION SYSTEM OF MACEDONIA, STATE-OWNED POWER TRANSMISSION AND POWER SYSTEM MANAGEMENT AD, SKOPJE (AD MEPSO)	ANSWERED
AD "Macedonian Information Agency AD" - Skopje, in state ownership	ANSWERED
JOINT STOCK COMPANY for airport services "AERODROMI NA MACEDONIA" in state ownership	ANSWERED
JOINT STOCK COMPANY FOR EXECUTION OF ENERGY ACTIVITIES MACEDONIAN ENERGY RESOURCES SKOPJE in state ownership	ANSWERED
JOINT STOCK COMPANY FOR CONSTRUCTION AND BUSINESS WITH RESIDENTIAL SPACE AND BUSINESS SPACE OF SIGNIFICANCE FOR THE REPUBLIC - SKOPJE	ANSWERED
MACEDONIAN BANK FOR DEVELOPMENT SUPPORT – AD – SKOPJE	ANSWERED
COMPANY FOR CONSTRUCTION, MANAGEMENT AND RENTAL OF A MULTIPURPOSE HALL BORIS TRAJKOVSKI DOOEL	ANSWERED
CENTRAL REGISTER	ANSWERED
ENERGY AGENCY OF THE REPUBLIC OF NORTH MACEDONIA	ANSWERED
FOREIGN PROPERTY MANAGEMENT AGENCY	ANSWERED
NATIONAL AGENCY FOR EUROPEAN EDUCATIONAL PROGRAMS AND MOBILITY	ANSWERED
SKOPJE SPATIAL PLANNING AGENCY	ANSWERED
STATE EXAMINATION CENTRE	ANSWERED
AGRICULTURAL DEVELOPMENT PROMOTION AGENCY	ANSWERED
DEPARTMENT OF SOCIAL ACTIVITIES	ANSWERED
DEPOSIT INSURANCE AGENCY	ANSWERED
ENTREPRENEURSHIP SUPPORT AGENCY	ANSWERED
CENTER FOR VOCATIONAL EDUCATION AND SCIENCE	ANSWERED
TOURISM PROMOTION AND SUPPORT AGENCY	ANSWERED
AGENCY FOR MANDATORY OIL RESERVES	ANSWERED
ELECTRONIC COMMUNICATIONS AGENCY	UNANSWERED
RAILWAY SECTOR REGULATORY AGENCY SKOPJE	UNANSWERED
CAPITAL FUNDED PENSION INSURANCE SUPERVISION AGENCY SKOPJE	UNANSWERED
SECURITIES COMMISSION OF THE REPUBLIC OF MACEDONIA SKOPJE	UNANSWERED
REGULATORY COMMISSION FOR ENERGY OF THE REPUBLIC OF MACEDONIA SKOPJE	UNANSWERED
PUBLIC INSTITUTION NATIONAL PARK GALICICA OHRID REPUBLIC OF MACEDONIA	UNANSWERED
PUBLIC INSTITUTION NATIONAL PARK PELISTER BITOLA, REPUBLIC OF MACEDONIA	UNANSWERED
BEROVO HEALTH CENTER	UNANSWERED
HEALTH CENTER CO. PEHCHEVO	UNANSWERED
JU INSTITUTE FOR REHABILITATION OF CHILDREN AND YOUNG PEOPLE SKOPJE	UNANSWERED
PUBLIC HEALTH ORGANIZATION HEALTH HOME DR RUSE BOSKOVSKI S. ROSTUSHE-ROSTUSHE	UNANSWERED
PUBLIC HEALTH INSTITUTION - UNIVERSITY CLINIC FOR SURGICAL DISEASES ST. NAUM OHRID SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION INSTITUTE FOR PREVENTION TREATMENT AND REHABILITATION OF CHRONIC RESPIRATORY NON-SPECIFIC AND ALLERGIC DISEASES OTESHVO RESEN	UNANSWERED
PUBLIC HEALTH INSTITUTION INSTITUTE FOR REHABILITATION OF HEARING, SPEECH AND VOICE SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION INSTITUTE OF PHYSICAL MEDICINE AND REHABILITATION - SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME VEVCANI	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME VELES	UNANSWERED

PUBLIC HEALTH INSTITUTION HEALTH HOME GEVGELIJA	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME GOSTIVAR	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME DEBAR	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME KAVADARCI	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME KICHEVO	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME KUMANOVO	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME OF SKOPJE CO SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME OHRID	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME PRILEP	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME RESEN	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME STRUGA	UNANSWERED
PUBLIC HEALTH INSTITUTION HEALTH HOME TETOVO	UNANSWERED
PUBLIC HEALTH INSTITUTION INSTITUTE OF TRANSFUSION MEDICINE OF THE REPUBLIC OF MACEDONIA - SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION CLINICAL HOSPITAL TETOVO	UNANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL VELES	UNANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL GEVGELIJA	UNANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL DEBAR	UNANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL KAVADARCI	UNANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL KOCANI	UNANSWERED
PUBLIC HEALTH INSTITUTION GENERAL HOSPITAL STRUMICA	UNANSWERED
PUBLIC HEALTH INSTITUTION SPECIAL HOSPITAL FOR LUNG DISEASES AND TUBERCULOSIS LESHOK, REPUBLIC OF MACEDONIA, - S. LESHOK, TEARCE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF GYNECOLOGY AND OBSTETRICS - SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR CHILDREN'S SURGERY SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR CHILDREN'S DISEASES SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR STATE CARDIOSURGERY SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR INFECTIOUS DISEASES AND FEBRILE CONDITIONS SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR NEUROSURGERY SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR EYE DISEASES SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF PSYCHIATRY - SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF RADIOLOGY SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF RHEUMATOLOGY SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC OF TOXICOLOGY SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR THORACIC AND VASCULAR SURGERY SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY CLINIC FOR TRAUMATOLOGY, ORTHOPEDIC DISEASES, ANESTHESIA, REANIMATION AND INTENSIVE TREATMENT AND EMERGENCY CENTER - SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION UNIVERSITY DENTAL CLINICAL CENTER SAINT PANTELEMON SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION - CENTER FOR PUBLIC HEALTH KOCHANI	UNANSWERED
PUBLIC HEALTH INSTITUTION CENTER FOR PUBLIC HEALTH KUMANOVO	UNANSWERED
PUBLIC HEALTH INSTITUTION CENTER FOR PUBLIC HEALTH OHRID	UNANSWERED
PUBLIC HEALTH INSTITUTION CENTER FOR PUBLIC HEALTH P.O. STRUMICA	UNANSWERED
PUBLIC HEALTH INSTITUTION PUBLIC HEALTH CENTER PRILEP	UNANSWERED

PUBLIC HEALTH INSTITUTION CENTER FOR PUBLIC HEALTH SHTP	UNANSWERED
PUBLIC HEALTH INSTITUTION CENTER FOR PUBLIC HEALTH-SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION-CITY GENERAL HOSPITAL 8TH OF SEPTEMBER SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION-HEALTH STATION LIPKOVO S. LIPKOVO LIPKOVO	UNANSWERED
PUBLIC HEALTH INSTITUTION-INSTITUTE OF OCCUPATIONAL MEDICINE OF THE REPUBLIC OF MACEDONIA SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTE-INSTITUTE FOR PULMONARY DISEASES IN CHILDREN KOZLE, SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION-SPECIAL HOSPITAL FOR GYNECOLOGY AND OBSTETRICS MOTHER TERESA SKOPJE	UNANSWERED
PUBLIC HEALTH INSTITUTION-CENTER FOR PUBLIC HEALTH BITOLA	UNANSWERED
DEMIR HISAR PUBLIC HEALTH INSTITUTION PSYCHIATRIC HOSPITAL	UNANSWERED
PUBLIC INSTITUTION FROM THE FIELD OF HEALTH FOR THE NEEDS OF PUBLIC HEALTH INSTITUTIONS UNIVERSITY CLINIC, INSTITUTE AND EMERGENCY CENTER-SKOPJE	UNANSWERED
PHI SPECIAL HOSPITAL FOR ORTHOPEDICS AND TRAUMATOLOGY SAINT ERASMUS OHRID	UNANSWERED
PHI UNIVERSITY INSTITUTE FOR POSITRON-EMISSION TOMOGRAPHY OF THE REPUBLIC OF MACEDONIA	UNANSWERED
REPUBLIC OF MACEDONIA PUBLIC HEALTH INSTITUTION INSTITUTE OF NEPHROLOGY STRUGA	UNANSWERED
REPUBLIC OF MACEDONIA, PUBLIC HEALTH INSTITUTION CENTER FOR PUBLIC HEALTH TETOVO	UNANSWERED
MACEDONIAN ACADEMIC RESEARCH NETWORK SKOPJE	UNANSWERED
HOUSE OF CULTURE ILINDEN DEMIR HISSAR	UNANSWERED
PUBLIC LOCAL INSTITUTION LIBRARY SVETLINA S. PRELJUBISHTE-JEGUNOVCE	UNANSWERED
PUBLIC MUNICIPAL INSTITUTION CITY LIBRARY BORKA TALESKI PRILEP	UNANSWERED
PUBLIC MUNICIPAL INSTITUTION HOUSE OF CULTURE IVAN MAZOV-KLIME KAVADARCI	UNANSWERED
PUBLIC MUNICIPAL INSTITUTION HOUSE OF CULTURE MACEDONIA GEVGELIA	UNANSWERED
PUBLIC INSTITUTION HOUSE OF CULTURE KOCHO RACIN - SKOPJE	UNANSWERED
PUBLIC INSTITUTION MUSEUM OF THE CITY OF SKOPJE-SKOPJE	UNANSWERED
MILADINOVCI BROTHERS PUBLIC INSTITUTION-CITY LIBRARY SKOPJE REPUBLIC OF MACEDONIA	UNANSWERED
LOCAL LIBRARY STRASO PINJUR NEGOTINO	UNANSWERED
LOCAL INSTITUTION FROM THE AREA OF CULTURE CITY MUSEUM KRIVA PALANKA	UNANSWERED
ISKRA KOCANI PRIVATE LIBRARY	UNANSWERED
PRIVATE LIBRARY KOCHO RACIN PEHCHEVO	UNANSWERED
NATIONAL INSTITUTION INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND MUSEUM SHTPI	UNANSWERED
NATIONAL INSTITUTION CENTER FOR CULTURE MILADINOVCI BROTHERS STRUGA	UNANSWERED
NATIONAL INSTITUTION CENTER FOR CULTURE KOCHO RACIN KICHEVO	UNANSWERED
NATIONAL INSTITUTION-INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND BITOLA MUSEUM	UNANSWERED
NATIONAL INSTITUTION-UNIVERSITY LIBRARY OF ST. KLIMENT OHRID BITOLA	UNANSWERED
NATIONAL INSTITUTION-CENTER FOR CULTURE NIKOLA YONKOV VAPCAROV DELCHEVO	UNANSWERED
MUNICIPAL PUBLIC INSTITUTION ZOO BITOLA	UNANSWERED
MUNICIPAL INSTITUTION HOME FOR CHILDREN AND YOUNG PEOPLE BLAGOJ MUCHETO P.O. STRUMICA	UNANSWERED
MUNICIPAL INSTITUTION HOUSE OF CULTURE MACEDONIAN SHIP MACEDONIAN SHIP	UNANSWERED
MUNICIPAL INSTITUTION HOME OF CULTURE MIRKA GINOVA DEMIR GATE	UNANSWERED

MUNICIPAL INSTITUTION HOUSE OF CULTURE NAUM NAUMOVSKI-BORCHE KRUSHEVO	UNANSWERED
MUNICIPAL INSTITUTION HOUSE OF CULTURE JANE SANDANSKI S.NOVO SELO	UNANSWERED
MUNICIPAL INSTITUTION HOUSE OF CULTURE KRSTE MISIRKOV SAINT NICOLE	UNANSWERED
MUNICIPAL INSTITUTION HOUSE OF CULTURE TOSO ARSOV VINICA	UNANSWERED
NATIONAL INSTITUTION MUSEUM OF THE ALBANIAN ALPHABET BITOLA	UNANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION MUSEUM OF MACEDONIA SKOPJE	UNANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION ART GALLERY-TETOVO	UNANSWERED
REPUBLIC OF MACEDONIA NATIONAL INSTITUTION-OHRID SUMMER OHRID	UNANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION ALBANIAN THEATER SKOPJE	UNANSWERED
REPUBLIC OF MACEDONIA, NATIONAL INSTITUTION NATIONAL AND UNIVERSITY LIBRARY ST. KLIMENT OHRID SKOPJE	UNANSWERED
PUBLIC INSTITUTION ACADEMY FOR JUDGES AND PUBLIC PROSECUTORS PAVEL SHATEV	UNANSWERED
EMPLOYMENT AGENCY OF THE REPUBLIC OF MACEDONIA SKOPJE	UNANSWERED
STATE STUDENT HOSPITAL DONE BOŽINOV PROBISHTPIP	UNANSWERED
MILADINOVCI BROTHERS STUDENT HOSPITAL, STIP	UNANSWERED
STATE STUDENT HOUSING NIKOLA KAREV OHRID P.O.	UNANSWERED
PUBLIC STUDENT HOME KRSTE P. MISIRKOV KAVADARCI	UNANSWERED
MIRKA GINOVA PUBLIC STUDENT HOME BITOLA	UNANSWERED
KUMANOVO PRISON WITH OPEN DEPARTMENT IN KRIVA PALANKA S. K'Šanje Kumanovo	UNANSWERED
Strumica-Strumica Prison	UNANSWERED
PENAL AND CORRECTIONAL INSTITUTION PRISON SKOPJE SKOPJE	UNANSWERED
PENAL AND CORRECTIONAL INSTITUTION - IDRIZOVO PENAL AND CORRECTIONAL HOME WITH OPEN DEPARTMENT IN VELES	UNANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK DEBAR	UNANSWERED
PUBLIC INSTITUTION INTERMUNICIPAL CENTER FOR SOCIAL WORK PO DELCHEVO	UNANSWERED
PUBLIC INSTITUTION CENTER FOR SOCIAL WORK VINICA	UNANSWERED
JU INSTITUTE FOR SOCIAL ACTIVITIES-SKOPJE	UNANSWERED
PUBLIC ENTERPRISE FOR MUNICIPAL ACTIVITIES MAVROVO MAVROVI ANOVI	UNANSWERED
PUBLIC UTILITY ENTERPRISE STANDARD C.O. DEBAR	UNANSWERED
PUBLIC UTILITY ENTERPRISE BREGALINICA PO DELCHEVO	UNANSWERED
PUBLIC UTILITY ENTERPRISE VRAPCHISTE C.O S. VRAPCHISTE, VRAPCHISTE	UNANSWERED
PUBLIC UTILITY ENTERPRISE DOLNENI S. DOLNENI P.O.	UNANSWERED
PUBLIC UTILITY ENTERPRISE ZELENIKOVO STATION ZELENIKOVO ZELENIKOVO	UNANSWERED
PUBLIC UTILITY ENTERPRISE ILINDEN ILINDEN	UNANSWERED
PUBLIC UTILITY ENTERPRISE KLEPA CITY	UNANSWERED
PUBLIC UTILITY ENTERPRISE PROLETER CO RESEN	UNANSWERED
PUBLIC UTILITY ENTERPRISE SOPISHTE S. SOPISHTE	UNANSWERED
PUBLIC ENTERPRISE FOR ENERGY ACTIVITIES STRUMICA-GAS STRUMICA	UNANSWERED
PUBLIC ENTERPRISE FOR THE CONSTRUCTION OF INFRASTRUCTURE FACILITIES KUMANOVO-GAS KUMANOVO	UNANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITY DEBRCA BELCHISHTA	UNANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES AND INFRASTRUCTURE KRATOVO FROM KRATOVO	UNANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES AND ARRANGEMENT OF BUILDING LAND LOZOVO PO LOZOVO	UNANSWERED
PUBLIC ENTERPRISE FOR MUNICIPAL ACTIVITIES MUNICIPALITY KRUSHEVO	UNANSWERED

PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES NOVO SELO COMMUNE P.O.	UNANSWERED
PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES KOMUNALEC C.O. GUEST HOUSE	UNANSWERED
PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES KOMUNALEC C.O. STRUMICA	UNANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES LAKAVICA PO CONCHE	UNANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES OBLESEVO CHESHINOVO - OBLESEVO	UNANSWERED
PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES OGRAŽDEN P.O. Basil	UNANSWERED
PUBLIC ENTERPRISE FOR UTILITY ACTIVITIES TOPOLKA CAŠKA-MUNICIPALITY CAŠKA	UNANSWERED
PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES TURIA PO VASILEVO	UNANSWERED
PUBLIC ENTERPRISE FOR UTILITY WORKS KOMUNALEC KAVADARCI	UNANSWERED
PUBLIC ENTERPRISE FOR UTILITY-PRODUCTION AND SERVICE WORKS ISAR PO SHTP	UNANSWERED
PUBLIC ENTERPRISE FOR UTILITY-PRODUCTION AND SERVICE WORKS PLACHKOVICA KARBINCI	UNANSWERED
PUBLIC ENTERPRISE FOR MAINTENANCE AND PROTECTION OF HIGHWAY AND REGIONAL ROADS MACEDONIAPAT-SKOPJE C.O.	UNANSWERED
PUBLIC ENTERPRISE FOR PARKING SPACES AND PUBLIC LIGHTING KUMANOVO-PARKING KUMANOVO	UNANSWERED
PUBLIC ENTERPRISE FOR MANAGEMENT OF SPORTS FACILITIES OWNED BY THE REPUBLIC OF MACEDONIA-SKOPJE	UNANSWERED
PUBLIC ENTERPRISE FOR BUSINESS WITH SPORTS FACILITIES MITO HAJIVASILEV YASMIN KAVADARCI	UNANSWERED
PUBLIC ENTERPRISE FOR MANAGEMENT AND PROTECTION OF THE MULTIPURPOSE AREA JASEN SKOPJE	UNANSWERED
PUBLIC ENTERPRISE FOR MANAGING WHOLESALE AND RETAIL MARKETS CITY MARKET OHRID	UNANSWERED
PUBLIC ENTERPRISE FOR URBAN PLANNING, DESIGN AND ENGINEERING-BITOLA	UNANSWERED
PUBLIC ENTERPRISE COMMUNAL SERVICE VALANDOVO	UNANSWERED
PUBLIC ENTERPRISE MUNICIPAL HYGIENE-SKOPJE	UNANSWERED
PUBLIC ENTERPRISE PAZARI BITOLA	UNANSWERED
PUBLIC ENTERPRISE PAZARISHTA KUMANOVO WITH C.O	UNANSWERED
PUBLIC ENTERPRISE PARKS AND ZELENILO-SKOPJE	UNANSWERED
PUBLIC ENTERPRISE FUNERAL SERVICES OF SAINT NICHOLAS	UNANSWERED
PUBLIC ENTERPRISE OFFICIAL GAZETTE OF THE REPUBLIC OF MACEDONIA C.O.-SKOPJE	UNANSWERED
PUBLIC BROADCASTING ENTERPRISE MACEDONIAN RADIO AND TELEVISION SKOPJE	UNANSWERED
PUBLIC TRANSPORT COMPANY SKOPJE	UNANSWERED
MUNICIPAL PUBLIC ENTERPRISE FOR COMMUNAL ACTIVITIES PELAGONIA KRIVOGASHTANI	UNANSWERED
JSC FOR POSTAL TRAFFIC "MACEDONSKA POSHTA" - State-owned Skopje	UNANSWERED
AD FOR TRANSPORT MACEDONIAN RAILWAYS TRANSPORT AD - Skopje	UNANSWERED
JOINT STOCK COMPANY for organizing games of chance AD - Skopje, in state ownership	UNANSWERED
STATE-OWNED JOINT STOCK COMPANY FOR CARRYING OUT THE ACTIVITY OF AIR NAVIGATION SERVICE PROVIDER (M – NAV)	UNANSWERED
EVN Makedonija AD, Skopje-(The government is a shareholder) (the full name of the company is: EVN Elektrostopanstvo na Makedonija, Joint Stock Company for Distribution and Supply of Electricity, Skopje)	UNANSWERED
JOINT STOCK COMPANY GA - MA - Skopje	UNANSWERED

APPENDIX 2

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