

Annex 5

Vision2008
The Roadmap of the
Ministry of Environment
and Physical Planning





Foreword: Dialogue and Partnership

Dear Ladies and Gentlemen,

The fYR Macedonia is on its way to become member of the European Union. To prepare our country and its environmental sector for the challenges of the future, the Ministry of Environment has developed its vision. We call it Vision 2008. Vision 2008 is a comprehensive policy programme. It is a vision for fYR Macedonia in a unified Europe and with a healthy and clean environment.

Vision 2008 implies a clear agenda of activities. A guide for designing this agenda has been the EU environmental legislation, famous Acquis Communautaire. The Acquis Communautaire includes directives, regulations, decisions and strategies adopted by the EU to which every candidate country needs to adapt its laws and practices. In our case Acquis Communautaire needs to be adapted to and implemented in the Macedonian reality. Not least because the purpose of our joining the EU is to meet our citizens' expectations for a better quality of life in economic, social and environmental terms.

Vision 2008 is an agenda and it is a strategy. An agenda for our political undertakings and a strategy for finding the right way. Domestic and international experts have been jointly designing this ambitious reform programme.

Protection of the environment is everyone's responsibility. We cannot succeed without strong partners from the Macedonian local self government. They will carry out many of the new standards at the local level, including investments in environmental infrastructure. We cannot succeed without an economically justified industry that integrates environmental concerns into its technological renewal. We cannot succeed without other government institutions, non-governmental organisations and the general public.

One crucial part of this strategy will be dialogue. We do not just want to draft laws and decide upon them. Before we decide in the cabinet or forward these laws to the parliament we want to discuss them, change them where necessary and take into consideration the interests of our partners in the private sector as well as in the public sector. The many needed to renovate and modernize our laws and administration also needs explanation. Only if laws and regulations are really understood, they will be applied.

We believe that, assuming that the general economic and political situation in the country continues to improve, we will achieve our objectives with the support of the parliament and the government for our reform efforts, as well as continued support of our donors in terms of advice and funding.

Please accept this document as an invitation and a challenge to achieve the success together.

Ljubomir Janev, Minister of Environment and Physical Planning



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Chapter I MISSION

I.1.1 Our Mission

The rich natural resources, especially fresh water and biological and landscape diversity, represent an important opportunity for the development and quality of life of the present and future generations in FYR Macedonia. By integration of environment, nature and physical space in the concept of sustainable development, FYR Macedonia will secure a place and competitive position for its people, companies and the country itself in Europe of tomorrow by: reduction of pollution and threats to human health; improved quality of environment; preserved natural wealth enabling its sustainable use; coordinated spatial development; innovative technologies and solutions; all together providing a sound base for future economic and social development.

Physical planning, environmental protection and nature conservation are fundamental constitutional values of FYR Macedonia. Everyone has the right to healthy environment as well as responsibility to protect and improve it.

The Ministry of Environment and Physical Planning is the body of the Macedonian government charged by law to lead in providing conditions for citizens, companies and institutions of FYR Macedonia to fulfil their rights and responsibilities towards environment, nature and physical space. The Ministry plays this role by:

- Development and implementation of policy, legislation and programmes,
- Assessment and permitting of interventions in the environment and space,
- Physical planning at the national level,
- Securing environmental public services at the national level,
- Careful management of natural resources under its authority,
- Enforcement of the law,
- Information and education,
- Public participation,
- Investment of public funds and mobilization of others resources,
- Support for- and partnership with stakeholders, and
- International cooperation.

The Ministry works together with other ministries, institutions and local government; relies on the services of the environmental market; and fulfils the expectations of citizens with transparency, integrity and quality of its services.



1.1.2 Our objectives

The aim of the Ministry is to secure a healthy environment for FYR Macedonia as part of Europe and the World. To achieve this, the strategic objectives of the Ministry in the next five years are to:

- Achieve the EU standards for environment quality by developing and implement the framework law on environment, the physical planning law and the laws related to water, air, nature and waste management as well as related programmes and strategies.
- Develop the capacity of the environmental sector in FYR Macedonia - including local self government, industry, environmental service providers, government institutions and non-governmental organisations - to fulfil its responsibilities.
- Reduce the risks to human health and natural ecosystems by focusing on environmental solutions with the highest impact
- Develop open dialogue and partnership with all the stakeholders in the environmental field.
- Mobilize domestic and international funding needed for the environmental investments in the country by applying the polluter pays principle.
- Secure environmental information and access of the public to it.
- Raise awareness and educate the public about their environmental rights and responsibilities.
- Maintain an active role of FYR Macedonia in environmental cooperation with the EU, the neighbouring countries and in multilateral mechanisms.

1.1.3 Our principles

We are trying to contribute to sustainable development which meets the needs of the present without compromising the ability of future generations to meet their own needs. In other words sustainable development means at the same time achieving:

- social progress which recognises the needs of everyone,
- effective protection of the environment,
- prudent use of natural resources;
- and maintenance of high and stable levels of economic growth and employment.

As part of sustainable development, **high level of environmental protection** provides an important long term competitive advantage for the country and its economy.



According to the Macedonian Constitution, everyone has the right to healthy environment to as well as **responsibility** to protect and improve it. This means that environmental protection is a task and a responsibility of every citizen, company and institution, within their capacity and freedom to act. According to the **polluters pays principle**, the polluters are responsible for solving environmental problems resulting from their activities, including covering the costs of pollution control, monitoring, reporting, assessments, remediation, compensation for damage etc. Only in cases where the responsibility cannot be assigned directly (diffuse pollution sources, disappeared legal entities) or in case of urgency.

Access to environmental information is guaranteed to the public and all institutions in order to secure their democratic rights. The quality of decisions related to new legislation, policies, programmes and projects are improved by **public participation**, which is one of the fundamental mechanisms of democracy and environmental management.

In exercising its mandate, the Ministry respects the principle of **subsidiarity**, assigning the responsibility for dealing with a public matter to the lowest suitable level of government. According to the principle of **additionality** the Ministry takes over tasks only in cases when the same or equivalent task cannot be performed by the private sector or civil society and/or performance or it can perform the task much more cost effectively.

The Ministry looks for **cooperation** with all actors (government institutions, local communities, private sector, NGOs, individuals and others) who are obliged - and have the right - to cooperate in solving environmental problems within their respective responsibilities and powers. The Ministry is committed to **quality** through **transparency** and **integrity**, thus contributing to the **rule of law**, where decisions are governed by democratically adopted laws and not by interests of individual persons, and to **cost-effectiveness** in order to achieve maximum results with the limited resources available.



Chapter II Policy

II.1 FRAMEWORK OF ENVIRONMENTAL RESPONSIBILITIES

The Ministry pursues the modern approach of integrated environmental policy. Differently from the traditional view of protecting individual environmental media separately, we will achieve integrated environmental protection through general – sometimes also called “horizontal” – framework law on environmental protection, which addresses all environmental aspects in a general way and provides a framework of responsibilities for the entire field. It introduces common terminology, common procedures for environmental assessment and gives the framework for environmental monitoring. It introduces the concepts of environmental impact assessment, integrated environmental permitting, public access to environmental information and the possibility for the government to efficiently transpose the growing body of European legislation. The framework law is followed by sectoral laws on nature conservation, water, air and waste.

To do:

- Act on Environment
- Act on Physical and Urban Planning

The Law on physical and urban planning provides the framework for achieving sustainability in a preventive mode through carefully planning the use of space at the national and local level. This law also introduces the process of public participation in the process of developing and deciding upon the spatial plans.

II.1.1 Policy is Dialogue

As a result of common but differentiated responsibility for environment, dialogue and partnership with all the stakeholders related to environment in FYR Macedonia are of crucial importance. While preparing the laws, we take into consideration the interests and comments of all interested parties. By doing this the laws and regulations will be better quality, easier to implement and better accepted by those concerned.

To:

- Do National Environmental Action Plan (NEAP 2)
- Adopt National Physical Plan
- Do Air quality strategy
- Do Water quality strategy
- Do Waste management strategy
- Do Nature protection strategy

II.1.2 Decentralisation

Many services that are today performed by the national administration can (and many times should) be delegated to the local or regional authorities. Activities such as municipal services, urban planning, local monitoring and local regulations are in most countries performed by municipalities or some kind of regions. The benefits of decentralization are that the environmental problems are solved closer



to their origin and to the citizens. The Ministry can then focus more on the country and international level of policy.

To do:

- Delegate responsibilities to Municipalities
- LEAP s for those municipalities that do not have it
- Urban plans
- Capacity building of LSG
- Cooperation
- Communal services
- Environmental Infrastructure
- Effective and active cooperation with the LSG

The law on local self-government already stipulates in general that the municipalities are responsible among others for environment, municipal services and rural/urban planning. These provisions will have to be made operational by specifying the tasks and authority of municipalities in more detail by sectoral legislation. The law also provides the possibility for the state bodies to delegate some of the activities within their responsibility to the local self government with the provision of adequate resources.

To do this effectively, the local and regional authorities have to develop the capacity to deal with these issues. The development of such capacity is linked to human and financial resources, which are even more scarce at the local than at the state level. To enable the municipalities to implement the environmental management functions transferred to the local level, the Ministry will actively engage in cooperation with them, and will in different ways also support the cooperation among the municipalities themselves.

Several municipalities have already developed their Local Environmental Action Plans, which set their environmental priorities, support a functioning democratic system on local level and build motivation for change.

In the near future, municipalities will have to adjust their operations to the new environmental legislation, in the direction of realization of the process of decentralization, primarily to the new Law on physical and urban planning and to the other sectoral laws in the area of environment. They will have to improve the performance of their communal services including investments in infrastructure and they will be developing their own local environmental regulations. In order to help them in these efforts, the Ministry will support environmental forums on the local level involving municipalities, NGOs, Ministry services, industry, etc) establishment of associations between different LSGs for common initiatives such as regional landfills, a countrywide electronic information system for environmental sector, development of environmental consulting services market available to the local governments and training programs.

II.1.3 Clean technologies

Today many of the most successful and competitive industries in the world come from countries with the strictest environmental standards. In the process of joining the European Union, the economy will have to become competitive in the global market and generate the economic growth needed to secure an increasing living standard. In the process, the industry that includes several heavy polluters today, will have to upgrade its technology and improve its environmental performance i.e. reduce pollution. The high cost of investing in cleaner technologies could put at risk many workplaces, but on the other hand these



investments in cleaner technologies may even increase the profitability and viability of the industry due to lower consumption of energy and raw materials, less waste and better motivation of staff.

To do:

1. Privatisation respecting environmental liability
2. Polluters register
3. Approximation of limit values for emissions of polluting substances in all media (water, air, soil), in accordance with EU directives and international agreements
4. Delegation of responsibilities for companies for self-monitoring and reporting
5. Plans for compliance with prescribed norms for protection of environmental media
6. Environmental permits for Integrated Pollution Prevention and Control
7. Criteria for implementation of ISO 14000 and EMAS by the industrial installations
8. Strengthening of the Environmental Fund

It is expected that the privatisation will clearly assign the responsibility for management of the companies and their performance. Expected economic growth will also gradually generate the financial potential for new investments. Several elements of the new legislation are designed to motivate the companies to invest in new technologies and reduce their pollution. According to the legislation, they will be required to monitor their emissions and regularly report on them to the Ministry that will include them in a register. The MEPP will issue integrated environmental permits where limit values will be set on the basis of BAT, and a time schedule for achieving them. The Government will have the possibility to levy environmental charges related to pollution or certain products. The polluters will be able to prepare their own adjustment plans for negotiating their time schedule of achieving standards with the Ministry, in a form of adjustment permit. Funds will be made available from the Environmental Fund to support priority industrial investments in cleaner production, precisely through support of investments in BAT. The Ministry will support capacity building, exchange of information among the industries and development of services in relation to environmental management systems, ISO 14000 and EMAS. The Ministry will also support or even initiate the establishment of an environmental prize for the most environmental friendly companies as well as eco-labels for the environmentally friendly products.

II.1.4 Environmental market

More and more environmental services are provided on the market by companies, NGOs, and scientific institutions. Ministries and agencies contract out legal drafting, policy development, public relations and management of dialogue with the public, studies regarding specific environmental problems, monitoring, laboratory services, etc. Municipalities contract out provision of public utilities such as waste collection, water supply, waste water collection and treatment, provision of natural gas, development of urban plans and LEAPs, etc. According to the "polluter pays principles" the burden of self-monitoring, EIA studies, reporting, as well as services needed for pollution control should be taken by the polluters, i.e. industrial companies themselves.



In the developed countries the environmental services are one of the sectors generating the highest number of new jobs. Other benefits of the market of services are that it is more flexible, that the costs can be more easily allocated to the polluters and that the importance of environmental policy for the private sector increases.

Using market mechanisms requires adequate supply of quality services on the domestic and in many cases on the international market. But the supply will only develop if there is demand for services. In the initial stages, development of the environmental service market will require targeted intervention from the Ministry through mechanisms such as certification of companies qualified for specific activities and active but transparent procurement of priority services. Domestic environmental companies will also enjoy the opportunity to be engaged in international environmental project implemented in Macedonia.

II.1.5 Mobilisation of resources

In the next decade, substantial investments are necessary in order to meet the EU standards. These investments will generate even higher benefits in terms of improved health, preserved natural resources and improved competitiveness of the country. Therefore, the Macedonian Government needs to increase the public funds dedicated for financing of environmental protection.

To do:

- Strengthening of the Environmental Fund in order to become independent and objective
- Pollution charges
- Debt for Environment Swap

In the strife to protect the environment, everybody has a responsibility: the polluters – to reduce the pollution; the government - to mobilise the financial resources required for environmental investments. Investments in public infrastructure need to be financed first and is later repaid through service charges. Even though the Ministry will not be the investor in most cases, it is developing several mechanisms for mobilising the financial resources for environmental investments, including:

- Environmental fund that will allocate funds from the budget and pollution charges to priority investments, including project preparation and co-financing with other domestic and international founders. The fund will gradually develop into a high quality specialised financial institution that will provide a wide range of services to its clients;
- Economic instruments such as pollution charges that can be avoided if the polluter invests in pollution abatement;
- Capacity building, exchange of information and transparent programming process for international assistance with owners of investment projects such as municipalities, communal companies, industries and other environmental service providers; and
- Debt for Environment Swap that is being discussed with some donors would mean that some of the money FYR Macedonia owes to international creditors instead of being paid back



would be dedicated to environmental activities in the country.

II.1.6 Environmental awareness and education

Raising the public awareness about the environment, as well as the education in this area, are important steps towards achieving sustainable development. Environmental situation can only be improved if people recognise their power, their responsibilities and their capability to contribute towards improvement of the environment. Each of us should be involved in the process of planning and making decisions about which activities need to be undertaken in order to provide for protection and improvement of the environment.

Healthier environment can not be achieved by adopting new legislation, it can be only be achieved if the citizens understand and support this legislation and at the same time accept the individual responsibilities for protection and preservation of the environment.

To do:

- Awareness campaigns
- Integration of environment into school curricula
- Support and cooperation with LSG, NGOs, business sector.

The Ministry understands that the public environmental attitude very much depends on its actions and performance. This is why the Ministry will take the initiative in designing joint actions that will improve the quality of life and make the environment healthy place for future generations. In the current economic and social situation, these actions will have to be realistic in terms of expectations of contribution of individuals. The fact is, that many environmental actions cost little or no money and bring immediate benefits to those that practice them. These actions will result in direct achievements for practitioners, as well as for others.

The Ministry has started organizing public campaigns for specific environmental topics, and is training its staff for design and implementation of these campaigns, to improve the communication with the public and achieve best possible results. These campaigns are implemented through establishment of so-called RRR alliances between the Ministry, local self government, NGOs, economic entities, media and others. With these campaigns, the Ministry will:

1. Raise environmental awareness and level of environmental education;
2. Improve communication between the stakeholders;
3. Improve the culture and the attitude of producers and consumers;
4. Reinforce institutions and individuals in charge of environmental awareness raising;
5. Improve the efficiency and the positive results of the Ministry.

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For the awareness raising activities and provision of environmental information to the public, the Ministry operates a Sector for Public Relations. In order to be closer to the public, the Ministry uses the so-called "Eco Caravan", which is the mobile PR office.



II.1.7 International Cooperation

The strategic objective of FYR Macedonia is to join the European Union. The first step in this direction was made with the signing of the Stabilisation and Association Agreement in 2001, and the application for membership was submitted on 22 March 2004. The EU and its members states are also the biggest donors to Macedonia, among others supporting the process of environmental approximation and priority environmental investments. In the coming years, the first priority of the Ministry will be to deepen its cooperation with EU institutions including DG Environment, European Agency for Reconstruction (EAR) and the European Environment Agency (EEA). Together with other SEE countries, FYR Macedonia has already applied for the full membership in EEA.

To do:

- Create conditions for membership in EEA
- Cross border environmental projects,
- Participation in international activities

Stabilisation and cooperation in this region is of vital interest for the country and for Europe as a whole. Cross border environmental projects such as the Lake Ohrid Conservation Project offer an opportunity for building stronger relationship across the border and at the same time improving environmental situation. The Ministry will continue to play an active role in initiating and conducting cross border environmental projects with Albania, Bulgaria, Greece and Serbia especially in the area of lake protection, river basin management and nature conservation.

The Ministry will also continue to play an active role in the Regional Environmental Reconstruction Programme for South East Europe (REReP), which is a common initiative of the EU DG Environment and the Ministries of Environment in South East Europe. With this programme, exchange of experience and cooperation will be developed in the region that will serve as good experience in entering in the EU.

The FYR Macedonia is a member of numerous multilateral organisations with environmental component such as UN ECE, UNDP, UNEP, Council of Europe; processes such as Environment for Europe; as well as environmental conventions. By its participation, the country contributes its share to solving global and regional environmental problems. These processes also provide important opportunities for transfer of know how and capacity building for Macedonian experts and institutions.

II.1.8 Environmental Information

Environmental information is the starting point of any environmental activity. This can be information about the level of pollution, about its impact on human health or nature, about who is responsible for pollution, about funding sources for environmental purposes, or activities of environmental organisations.



To do:

1. Better Environmental Information System
2. Electronic network for environmental sector
3. National Monitoring Programme
4. Free access to environmental information
5. Digitalisation of spatial information
6. Accreditation of laboratories for environment

In order to manage the complexity of collection, processing, reporting and dissemination of environmental information, the Ministry has established the **Macedonian Environmental Information Centre (MEIC)**. According to the legislation MEIC collects all environmental information from national monitoring networks, self-monitoring of different institutions and other sources and makes them available to the public over its electronic information system, as well as through appropriate information material: brochures, reports, maps. The PRO through its two way communication is improving this process. In the coming years, the availability and quality of information will be further improved through investments in the information infrastructure, development of a pollutants release and transfer register, implementation of a national environmental monitoring programme and accreditation of environmental laboratories. With this, the MEIC will become an equal partner to other such centres in Europe that contribute to the information network of the European Environmental Agency EIONET.

At the same time the Ministry will start the process of standardisation and digitalisation of spatial information in Macedonia. With this it will become possible for users such as municipalities, urban planners, natural resource managers, developers of environmental impact assessments, NGOs, scientists and others to easily obtain and use information from databases related to physical space.

II.2 HEALTHY ENVIRONMENT

The primary aim of the Ministry is to secure a healthy environment for FYR Macedonia, including rational and sustainable use of physical space, clean air and waters, adequate waste management, preserved ecosystems and living species as well as sustainable use of other natural resources. On the basis of the environmental framework law and using its mechanisms, laws and secondary legislation dealing with more specific issues of different environmental media are also being drafted in line with EU legislation.

II.2.1 Air quality control

Clean air is needed for survival of every individual. Poor air quality is probably the main environmental threat to human health in FYR Macedonia. Air pollution from industries such as in Veles and the growing air pollution from traffic in all the cities require urgent attention. Our approach in air quality management again, follows the framework provided by EU legislation; in a new comprehensive air quality law we address all sources of air pollution, pollution from new and old installations and from cars. We will introduce European standards and limit values, taking into account that we need to adapt existing installations over time.



To:

- Adopt Air Quality Act
- Prepare National Air Quality Strategy and Plan
- Do air quality zoning
- Define air emission standards
- Do air quality monitoring

In the past decades, the EU countries have demonstrated that it is possible to significantly improve air quality. Our citizens also have a right to clean air although the economic problems of a country in transition make it hard to act quickly. With the phase out of lead from petrol, we are already demonstrating that some improvement can be achieved with very little cost. In relation to industrial pollution, it is clear that industry and the business sectors are responsible for their pollution and its reduction. Possibility of enforcement action in cases when they are breaking the law is not excluded, but because of the economic concerns, the primary model of solving these problems should be through self-monitoring, self-control, cooperation and a phased compliance programme that enables the company to integrate environmental investments into its technological renewal.

II.2.2 Water resource management

The FYR Macedonia is medium rich in water resources. These resources call for careful management and protection against pollution. The Ministry wants to achieve both: reasonable use of water and protection of its quality. The EU Water Framework Directive, with which we are harmonising our legislation, provides for modern policies as well as legal and institutional mechanisms. We will implement the Directive in a modern and forward-looking new water law covering water supply and water pollution control, as integrated segments of water management. The objectives of this Law will be:

1. to provide availability of sufficient quantities of safe and good quality water in conformity with the principle of sustainable use of water;
2. provide protection and conservation of waters;
3. to improve the state of aquatic ecosystems and water dependent ecosystems and to protect and improve the aquatic environment; and
4. to alleviate consequences resulting from harmful impacts from water and from water shortage.

Water management is not only the responsibility of the MEPP. We shall work actively with all those who share in the duties of protection and management of waters through the new mechanism of watershed management bodies that will also be established with the new law. These bodies will include all government institutions and other stakeholders that share responsibilities for the water



management.

To:

- Adopt Water Act
- Define water discharge standards
- Define water quality standards
- Do water quality monitoring
- Prepare national water quality strategy and plan
- Prepare river basin management plans

II.2.3 Physical Planning

The MEPP is responsible for conducting and monitoring the process of spatial planning. It should provide a sustainable spatial development by way of preparing and enforcing spatial plans.

The highest strategic document in this area is the Spatial Plan of the fYR Macedonia, which is the basis for organization, development and management of the space of the country. The Spatial Plan is at the same time an integral developmental project. It defines the spatial organization, the objectives and the concepts of spatial development, and the way of using the land, i.e. the elements that have a strategic dimension in the development and that are of long-term nature. It provides the basic developmental component of fYR Macedonia and all other developmental documents need to be adjusted to it.

The Spatial Plan coordinates the complex physical structures of the primary, secondary, tertiary and public activities and the location and allocation thereof in the space. All activities in the space require a joint interactive and harmonized functioning as well as continuous preservation, protection and improvement of the quality of the environment.

The majority of the management-related activities in this area are directed towards identification and resolution of the conflicts between various actors over the utilization of the natural resources, i.e. over the utilization of the built-up environment or of the natural resources.

- The Spatial Plan of fYR Macedonia is a starting point when developing spatial plans of regions and of other spatial units, as well as an instrument for obligatory adjustment of all other plans.
- The Spatial Plan proposes guidelines for developing the settlements, the foundations of the traffic and the other infrastructure and suprastructure, protection of the environment etc.
- The Spatial Plan elaborates on the mechanisms for managing the space and the environment, as well as the mechanisms for permanent monitoring of the conditions and of the changes in the space.

To:

- Prepare Physical Planning Act
- Implement the Spatial Plan of the fYR Macedonia
- Establish standards for spatial information



II.2.4 Waste management

To:

- Adopt Waste Management Act
- Prepare national waste management strategy and plan
- Regionalize waste management
- Construct sanitary landfills
- Prepare a National plan and an Ordinance for hazardous waste management
- Establish waste monitoring and data management
- Prepare a Waste List.

Following the guidance of the EU waste management legislation we are developing a comprehensive legal framework dealing with all types of wastes and all aspects of the waste management cycle. The most important objectives we want to achieve are waste prevention, recycling, as well as reducing the amounts of wastes generated. By doing so, we reduce environmental risks and we save resources. The new law reflects these priorities and together with its secondary legislation will improve the current situation in the waste management sector by introducing European standards in waste management:

- high level of environment protection
- avoiding of waste generation
- reuse and recycling of waste
- introduction of “polluter pays” principle
- introduction of system of deposit (obligation for citizen to return products or packaging to producer or distributors if they are recyclable)
- encouraging the composting of bio-degradable waste, etc.

The new Law will prescribe transitional provisions which will enable the industry and the municipalities to overcome the financial problems entailed by the new obligations stipulated in the Law on Waste.

II.2.5 Nature protection

It is widely recognized that fYR Macedonia is of outstanding natural beauty. Our natural heritage must be protected and our Ministry is committed to do so. Our protected areas also contribute to the European ecological networks by protecting the species which are under threat of extinction. The new law on nature protection reflects the EU standards and incorporates international agreements into our national legislation. It will protect species and their habitats through mechanisms such as strict natural reserves, national parks, natural monuments, nature parks, Biosphere reserves and protection of landscape. It emphasizes the need to protect biological diversity. The law makes provisions for establishing of the environmental network, which is to be compatible with the “Natura 2000” (European environmental coherent network), which gives new



opportunities for increasing and enhancing of the Macedonian biodiversity.

To:

- Adopt Nature Conservation Act
- Prepare national nature conservation strategy and plan
- Prepare management plans for protected areas
- Establish monitoring of nature

We believe that nature conservation will provide new opportunities for economic and social development in the countryside through sustainable resource management, eco tourism and visitor management services, marketing of nature based products. While some ecosystems require strict protection, some of the most important habitats in our country, such as dry meadows and high pasture, depend on their traditional use by people. Through the participatory development of management plans for the protected areas we are determined to find innovative and where possible self-sustainable models of protecting and managing the ecosystem for the benefit of the local population, the wider public in the country and for Europe as a whole.

Many important ecosystems such as the Ohrid, Prespa and Dojran lakes as well as several mountain chains are located on borders with our neighbours. The new law provides for the international cooperation in protection of natural heritage and especially cross border cooperation and we will continue to cooperate with neighbours, the EU and other international organisations.

Chapter III Management

III.1 IMPROVING OUR PERFORMANCE

III.1.1 Vision of the Ministry

With this document, we are presenting the vision of the MEPP that was developed in a process involving the management of the Ministry and international experts providing support for the approximation of Macedonian environmental law and institutions to the EU. By communicating this vision inside and outside the Ministry, we would like to set a clear direction and a set of achievable objectives for the environmental sector in FYR Macedonia and invite all our partners to join us in common effort to improve the environment and the quality of life in the country, and to bring the country closer to the EU.

By implementing this vision, the Ministry, which is the youngest Ministry in the country, will also undergo a process of development itself. In order to achieve success in meeting its objectives, also the Ministry needs to become a successful organisation. In designing the future organisational development we follow the experience of other Ministries in Europe and many successful organisations world wide.

To do:

- Vision 2008 ✓

III.1.2 Organisation that can meet the challenge

Several changes will be made to the organization of the Ministry in order to meet the challenge of implementing the Vision 2008. The new organizational setup will



support the new functions of the Ministry related to legislation and the process of EU approximation. To this end, the following division of functions is needed:

- Functions making the environmental policy;
- Functions related to administrative and expert tasks (to be implemented by bodies within MEPP and agencies as part of the public administration).

To do:

- Administration manual
- Job descriptions / systematization of work places

Organizationally, the Ministry will have:

1. **Sector for General Affairs** – responsible for the management of human resources, budget and facilities of the Ministry as a whole.
2. **Sector for environmental policy and development** – responsible for environmental policy-making at both national and local level, for supporting the future Eco fund, as well as for cooperation and partnership with the local self-government, the governmental institutions, the business sector and other stakeholders.
3. **Environmental Agency** – as executive body for environmental impact assessment, issuing of integrated environmental permits, management of the natural wealth, water management and nature protection.
4. **Accredited laboratory for environment** (within the Environmental Agency) – will provide impartiality and quality within service provision, monitoring and supervision.

The organisation itself will also be supported by the development of a manual on administrative procedures inside MEPP, which will secure more clarity and efficiency in working processes as well as transparency, integrity and quality assurance. The process of capacity building of the management and staff will continue through various opportunities offered by international cooperation and programmes targeted to the needs of the Ministry.



III.1.3 Motivated staff

We can only achieve the objectives of securing a healthy environment and meeting EU requirements with professional and motivated staff. In this sense, it is necessary to increase the capacities of the Ministry for human resources management, thereby providing for direct and personal accountability of every civil servant for the work he/she does, and at the same time they will be given opportunity to express their creativity and capability. The remuneration system will be building on this system. Remuneration will be based on the results achieved, which will surely provide motivation in civil servants. The development of the career in the Ministry will follow and complement the existing career system in the civil service of the FYR Macedonia.

To do:

- Human Resources Management System

Career at the MEPP will be supported with a modern human resource management system that will provide for transparency of individual and group responsibilities and performance. The system will be underpinned with numerous domestic and international capacity building opportunities in form of specific trainings and participation in international projects and processes. With its capacity building function, the Ministry will not just secure staff for its own functions, but serves as a career experience for people who may later work on environmental issues in the private sector, local government, NGOs and elsewhere in the country and abroad. This is another way how the Ministry strengthens the environmental sector in the country as a whole.

III.1.4 Information Technology

Responsible environmental policy and resource management requires a firm scientific basis for decision making in form of multidisciplinary information relating to present and historical conditions. Regarding to this, the goal of the Ministry is to develop, implement and maintain an Environmental Information System (EIS) in the framework of the Macedonian Environmental Information Centre (MEIC), which will provide a central archive of data and products for all departments and organisations related to the protection of Macedonian environment.

To:

- Continue with development of the Electronic Information System for Environment

The basic function of the Information System will be to establish relevant, properly processed (systematized and standardized), comprehensive, accurate, transparent and publicly accessible information on the state, quality and trends in all segments of the environment. The Information System will be based based on Internet/Intranet principles, in line with the model of modern international information centers.



The Center will exercise its basic function through:

- Use and channelling of data from other information centers and statistical systems: geographical, topographical, population, economic, etc.
- Collection, processing and presentation of specific information on the state, quality and trends in the environment (types, monitoring parameters, sources, providers, formats, methodologies for assessing the quality, equipment, hardware & software, databases, system structure, safety, etc.).

The Information System will enable easy access to environmental information to all users in the country.

III.1.5 Communication

In today's world communication and information sharing are among the most important factors of success for any organisation. This is true both for internal and external communication. The communication can only be successful when the internal and the external communication are complementing and supporting each other. The basis for quality communication will be availability of environmental information that will be secured by the Sector for Public Relations and available to everyone.

In communication, the ministry will focus on several target groups:

1. Municipalities, industry, environmental service providers and NGOs;
2. Ministries and other state administration bodies (legislative, juridical, etc.);
3. International institutions/organizations; and
4. Other users of the services of MEPP.

Each of these groups will be addressed through most adequate communication tools. Awareness raising campaigns and environmental education related to policy initiatives will be used to communicate to the general public. Partners in the environmental sector will be invited to participate in various types of capacity building partnerships, dialogues, information networks and joint programmes and projects. Clear division of responsibilities and establishment of inter-ministerial bodies will be used to develop a productive cooperation with other governmental institutions. Presence at international events, participation in international initiatives, providing information about environment in fYR Macedonia and leadership in cross border and regional programmes will be the tools used in international cooperation.

Information about services of the Ministry, such as environmental impact assessment and permit-issuing procedures, will be made available to the users in form of easily understandable user manuals and internet sites. To facilitate communication, a country wide electronic network will be developed for the entire environmental sector in the country modelled on several similar successful networks across Europe.

To do:

- Users' manual
- Web site
- Electronic network for connecting of the partners

**ABBREVIATIONS**

EEA	European Environmental Agency
EAR	European Agency for Reconstruction
EIS	Environmental Information System
LSGU	Local Self-Government Units
EU	European Union
SEE	South Eastern Europe
LEAP	Local Environmental Action Plan
MEIC	Macedonian Environmental Information Centre
MEPP	Ministry of Environment and Physical Planning
NGO	Non-Governmental Organisation
REReP	Regional Environmental Reconstruction Program
fYR	Former Yugoslav Republic
SPR	Sector for Public Relations