

ANNEX 1:

THE QUESTIONS AT A GLANCE

| | | |
|------|------------------------------------------------------|----|
| 1. | INTRODUCTION..... | 2 |
| 1.1. | OVERVIEW OF THE MUNICIPALITY..... | 2 |
| 2. | ENGAGE WITH STAKEHOLDERS..... | 3 |
| 2.1. | INSTITUTIONAL DEVELOPMENT | 3 |
| 2.2. | LEADERSHIP | 4 |
| 2.3. | KNOWLEDGE..... | 5 |
| 2.4. | MUTUAL ACCOUNTABILITY | 5 |
| 3. | ASSESS SITUATION AND DEFINE VISION AND MANDATE | 7 |
| 3.1. | INSTITUTIONAL DEVELOPMENT | 7 |
| 3.2. | LEADERSHIP | 7 |
| 3.3. | KNOWLEDGE..... | 7 |
| 3.4. | MUTUAL ACCOUNTABILITY | 8 |
| 4. | FORMULATE POLICIES AND STRATEGIES | 9 |
| 4.1. | INSTITUTIONAL DEVELOPMENT | 9 |
| 4.2. | LEADERSHIP | 9 |
| 4.3. | KNOWLEDGE..... | 10 |
| 4.4. | MUTUAL ACCOUNTABILITY | 10 |
| 5. | BUDGET MANAGE AND IMPLEMENT | 12 |
| 5.1. | INSTITUTIONAL DEVELOPMENT | 12 |
| 5.2. | LEADERSHIP | 13 |
| 5.3. | KNOWLEDGE..... | 13 |
| 5.4. | MUTUAL ACCOUNTABILITY | 13 |
| 6. | MONITOR AND EVALUATE | 14 |
| 6.1. | INSTITUTIONAL DEVELOPMENT | 14 |
| 6.2. | LEADERSHIP | 15 |
| 6.3. | KNOWLEDGE..... | 15 |
| 6.4. | MUTUAL ACCOUNTABILITY | 15 |
| 7. | ENABLING & CROSS-CUTTING ISSUES | 16 |
| 7.1. | PARTICIPATION IN USE OF IPA FUNDING..... | 16 |
| 7.2. | FINANCIAL ISSUES | 16 |
| 7.3. | TECHNICAL ASSISTANCE AND TRAINING NEEDS | 16 |
| 7.4. | PLANNING..... | 16 |
| 7.5. | INTERMUNICIPAL PARTNERSHIP | 16 |
| 8. | QUESTIONS STATISTICS | 17 |

1. Introduction

1.1. Overview of the Municipality

- 1.1.1. How many staff does the municipal administration employ?
- 1.1.2. Does the municipal administration have a policy and/or have rules in place to ensure an equal representation of women and men among its staff, as well as of persons belonging to minority groups and groups that are socially excluded?
- 1.1.3. What is the population in the municipality and estimated percentage of women?
- 1.1.4. Have there been any changes in the profile of the population in the municipality over the past five years?
- 1.1.5. What is the area of the municipality [km²]?
- 1.1.6. What is the budget of the municipality (excluding international donor funding)?
- 1.1.7. How is the municipality's budget made up (excluding international donor funding)?
- 1.1.8. Is the municipality subordinated to any of the following structures?
- 1.1.9. Has the municipal administration been subject to any restructuring in the past three years?
- 1.1.10. Is any restructuring of the municipal administration envisaged?
- 1.1.11. Is there a regional development agency in the municipality's region?
- 1.1.12. How many NGO are there operating in the municipality?

2. Engage with stakeholders

2.1. Institutional Development

- 2.1.1. Does the municipal administration have public consultation guidelines?
- 2.1.2. If there are public consultation guidelines/rules, do they give guidance on how to achieve equal participation of women and men in the consultations?
- 2.1.3. If there are public consultation guidelines/rules, do they give guidance on how to ensure participation of minorities in the consultations?
- 2.1.4. If there are public consultation guidelines/rules, to what extent are they implemented?
- 2.1.5. *To what extent does the municipal administration hold formal public consultation exercises on the following issues?*
- 2.1.6. To what extent does the municipal administration monitor/take note of how many women/minorities/other socially excluded groups that participate in public consultations?
- 2.1.7. Which departments in the municipal administration are responsible for public consultations?
- 2.1.8. How does your municipal administration undertake formal public consultations?
- 2.1.9. Does your municipal administration use any special methods to ensure that women are participating in public consultations?
- 2.1.10. Does your municipal administration use any special methods to ensure that minorities are participating in public consultations?
- 2.1.11. To what extent does your municipal administration consult the following stakeholders about strategies, action plans, and project proposals?
- 2.1.12. How does the municipal administration encourage stakeholders to participate in public consultation exercises on strategies, action plans, and project proposals?
- 2.1.13. Does the municipal administration's advertisements encourage women in particular to participate in the public consultations?
- 2.1.14. Does the municipal administration's advertisements encourage minorities in particular to participate in the public consultations?
- 2.1.15. To what extent does the municipal administration publish stakeholder feedback from public consultation exercises?
- 2.1.16. To what extent does the municipal administration provide stakeholders with information about how their feedback from public consultation exercises has been handled (i.e. how it has been taken into account, and if not, why not)?
- 2.1.17. How is stakeholder feedback from public consultations reviewed by the municipal administration?
- 2.1.18. Overall, how useful to the municipal administration is the feedback from public consultation on these issues?
- 2.1.19. In general, how useful to the municipal administration is the feedback provided by the following external stakeholders?
- 2.1.20. How many languages and/or dialects are used by the citizens of the municipality on a daily basis?

- 2.1.21. To what extent do any of the following constrain the municipal administration's ability to communicate with citizens in the municipality in the languages / dialects they prefer to use on a daily basis?
- 2.1.22. Overall, roughly what percentage of municipal citizens does the municipal administration communicate with in the languages they prefer to use on a daily basis?
- 2.1.23. In general, for day to day matters, how does the municipal administration communicate with external stakeholders, including the public?
- 2.1.24. For day to day matters, does the municipal administration have clearly defined lines of communication with external stakeholders, including the public?
- 2.1.25. If there are communication guidelines/rules, do they give guidance on how to ensure that information reaches women in particular?
- 2.1.26. If there are communication guidelines/rules, do they give guidance on how to ensure that information reaches minorities in particular?

2.2. Leadership

- 2.2.1. *Which of the following best describes decision making within the municipal administration?*
- 2.2.2. How many of the senior staff and managers in the municipal administration are women, belong to a minority group or are from a typically socially excluded group?
- 2.2.3. How are changes introduced within the municipal administration?
- 2.2.4. To what extent are internal stakeholders within your municipal administration encouraged to submit their views on strategies, action plans, project proposals, and project implementation?
- 2.2.5. Is there a resource person within the municipal administration, and/or a local council or similar which work on human rights and minority concerns that submit views on strategies, action plans, project proposals, and project implementation?
- 2.2.6. To what extent is the gender focal point or the person advising on gender within the municipal administration encouraged to submit views on strategies, action plans, project proposals, and project implementation?
- 2.2.7. To what extent is feedback from stakeholders on strategies, action plans, project proposals, and project implementation circulated within the municipal administration?
- 2.2.8. To what extent does feedback from stakeholders influence strategy, action plans, project proposals, and project implementation?
- 2.2.9. To what extent does your municipal administration hold special public events to launch new strategies, action plans and projects?
- 2.2.10. *In the context of IPA, which of the following are important strategic partners for the municipality?*
- 2.2.11. *In what areas has the municipality already undertaken joint actions (IPA and others) with one or more of these partners (including ongoing joint actions)?*
- 2.2.12. What issues are considered when deciding on the allocation of responsibilities between partners for the design and implementation of joint actions?

- 2.2.13. What are the key impediments to establishing partnerships?
- 2.2.14. What issues are important to the municipal administration when deciding which partners to work with in the context of IPA? (The answer options relate to potential partners - not to the municipality itself).
- 2.2.15. Which of the following best applies to the municipal administration regarding interaction with stakeholders on strategies, action plans and project proposals?
- 2.2.16. How do you rate the municipal administration's capacity to promote and publicise its strategies, action plans, and projects amongst the following groups?
- 2.2.17. How important is it for the municipal administration to promote and publicise its strategies, action plans, and projects amongst the following groups?

2.3. Knowledge

- 2.3.1. To what extent is information shared between different stakeholders within the municipal administration on the following issues?
- 2.3.2. If there are gender resource persons within the municipal administration such as focal points, advisors, councils, etc. - to what extent is information shared with them on the following issues?
- 2.3.3. If there are human rights and / or minority issues resource persons within the municipal administration such as focal points, advisors, councils, etc. - to what extent is information shared with them on the following issues?
- 2.3.4. How is information shared between departments within the municipal administration on these issues?
- 2.3.5. To what extent does the municipal administration disseminate information to the following external stakeholders?
- 2.3.6. How often does the municipal administration disseminate new information to external stakeholders on the following issues?
- 2.3.7. How does the municipal administration disseminate information to external stakeholders on these issues?
- 2.3.8. How do you rate the municipal administration's information dissemination infrastructure?

2.4. Mutual Accountability

- 2.4.1. In general, how easily can members of the public access information on the following.
- 2.4.2. To what extent does the municipal administration retain independent organisations and/or individuals to monitor its activities?
- 2.4.3. Is there currently any organisation representing women's interests and demands involved in the monitoring of the municipal administration's activities?
- 2.4.4. Is there currently any organisation representing minorities' interests and demands involved in the monitoring of the municipal administration's activities?
- 2.4.5. To what extent does the municipal administration make available results of independent monitoring to the public? *Choose one option only in each row.*
- 2.4.6. How often does the municipal administration seek the views of its clients on its activities?

Municipal IPA Absorption Capacity Assessment Questions

- 2.4.7. Does the municipal administration specifically seek the views of women among its clients on its activities?
- 2.4.8. Does the municipal administration specifically seek the views of minority groups among its clients on its activities?
- 2.4.9. To what extent are the results of client surveys made available to the public?

3. Assess situation and define vision and mandate

3.1. Institutional Development

- 3.1.1. Overall, how do you rate the municipal administration's ability to collect/generate statistical information to develop strategies, action plans, and projects?
- 3.1.2. Are the statistical information and data presented in strategies, action plans and projects disaggregated by sex (women and men)?
- 3.1.3. Are the statistical information and data presented in strategies, action plans and projects disaggregated by ethnicity?
- 3.1.4. *How do you rate the municipal administration's ability to analyse the available statistical information to develop strategies, action plans, and projects?*
- 3.1.5. How do you rate the municipal administration's ability to analyse the available statistical information from a perspective of women/minorities/other socially excluded groups needs and interests?
- 3.1.6. How do you rate the municipal administration's IT with regard to statistics?
- 3.1.7. How many staff in the municipal administration are working on statistical issues? Choose one option only in each column for 'All of their time' and again for 'Some of their time'.
- 3.1.8. How are these staff allocated?
- 3.1.9. How many staff have a formal qualification involving statistics?
- 3.1.10. What types of development activities does the municipal administration provide for staff working on statistical issues?
- 3.1.11. To what extent does the municipal administration provide training for staff involved in statistical activities on gender, age and ethnicity aspects of the collection, generation and analysis of statistical information?
- 3.1.12. How does the municipal administration identify development needs of staff involved in statistical activities?

3.2. Leadership

- 3.2.1. To what extent are the strategies, action plans, and projects of the municipality defined by the organisation itself rather than by other authorities (e.g. regional and/or national authorities).

3.3. Knowledge

- 3.3.1. *How familiar is the municipal administration with the following?*
- 3.3.2. Overall, how would you rate the quality of statistical information available to the municipal administration for developing strategies, action plans, and projects?
- 3.3.3. Overall, how would you rate the quality of statistical information available to the municipal administration for developing strategies, action plans, and projects from a perspective of women's needs and interests in particular?
- 3.3.4. Overall, how would you rate the quality of statistical information available to the municipal administration for developing strategies, action plans, and projects from a perspective of minorities' needs and interests in particular?

- 3.3.5. To what extent does the municipal administration utilise statistical information from these sources?
- 3.3.6. What is the main source of the municipal administration's statistical information?
- 3.3.7. To what extent does the municipal administration generate its own statistics?
- 3.3.8. If the municipal administration generates its own statistics, to what extent is it disaggregated by sex (women and men)?
- 3.3.9. If the municipal administration generates its own statistics, to what extent is it disaggregated by ethnicity?

3.4. Mutual Accountability

- 3.4.1. To what extent does the municipal administration invite stakeholders to comment on its analysis and interpretation of statistics?
- 3.4.2. To what extent does the municipal administration invite the following external stakeholders to comment on its analysis and interpretation of statistics?

4. Formulate policies and strategies

4.1. Institutional Development

- 4.1.1. *Does the municipal administration have a clear, unified planning system for strategies, action plans, and projects?***
- 4.1.2. What does the planning system cover?
- 4.1.3. How would you rate co-ordination within and between different departments / units within the municipal administration with respect to the development of strategies, action plans, and projects?
- 4.1.4. How clear are the roles and responsibilities of different actors within the municipal administration with respect to the development of strategies, action plans, and projects?
- 4.1.5. How would you rate the municipal administration's project design capacity?
- 4.1.6. How many staff have a formal qualification involving strategy, action plan, and project development?
- 4.1.7. How much training has the municipal administration had in these subjects?
- 4.1.8. What types of development activities does the municipal administration provide for staff working on strategy, action plan, and project development issues?
- 4.1.9. How does the municipal administration identify development needs of staff involved in strategy, action plan, and project development issues?
- 4.1.10. To what extent does the municipal administration utilise the services of external consultants to develop strategies, action plans, and projects?
- 4.1.11. If the municipal administration has implemented donor funded projects in the past three years, or is planning to implement donor funded projects, to what extent has the design of these projects been complimentary?

4.2. Leadership

- 4.2.1. *Is there a development plan or strategy for the municipality?***
- 4.2.2. If there is an adopted development plan for the municipality, is there a commitment to gender equality clearly articulated in it?
- 4.2.3. If there is an adopted development plan for the municipality, is there a commitment to human rights and integration of minority concerns clearly articulated in it?
- 4.2.4. If there is an adopted development plan for the municipality, when was its finalised?
- 4.2.5. If there is an adopted development plan, how frequently is it updated?
- 4.2.6. *If there is an adopted development plan for the municipality, is it being implemented on time?***
- 4.2.7. If there is an adopted development plan for the municipality, to what extent are the objectives likely to be achieved within the plan's timeframe?
- 4.2.8. *Does the municipality have a project pipeline?***
- 4.2.9. Are these projects eligible for IPA funding?

- 4.2.10. To what extent does the municipality carry out joint actions and projects with other stakeholders?
- 4.2.11. To what extent is the municipal administration able to achieve consensus amongst stakeholders on strategies, action plans, and project design?

4.3. Knowledge

- 4.3.1. How familiar is the municipal administration with the following?
- 4.3.2. *How would you rate the municipal administration's knowledge of IPA funding opportunities and procedures?*
- 4.3.3. *What are the main sources of the municipal administration's information about IPA funding?*
- 4.3.4. How useful is this information?
- 4.3.5. *In general, what are the most useful types of IPA information?*
- 4.3.6. How do you rate the information on IPA distributed in the country on the following criteria?
- 4.3.7. How does the municipal administration retain planning information in the medium/long term (i.e. 12 months or more after the information was developed)?
- 4.3.8. How does the municipal administration utilise planning information in the long term (i.e. 24 months or more after the information was collected)?

4.4. Mutual Accountability

- 4.4.1. *To what extent does the municipal administration consult the following when developing strategies, action plans, and projects?*
- 4.4.2. *How does the municipal administration encourage stakeholders to participate in public consultation exercises on strategies, action plans, and project proposals?*
- 4.4.3. Do the municipal administration's advertisements encourage women/minorities/other socially excluded groups in particular to participate in the public consultations?
- 4.4.4. Does the municipal administration have a consultation policy/strategy?
- 4.4.5. If the municipal administration has a consultation policy/strategy, does it include guidance on how to achieve equal participation of women and men in the consultations?
- 4.4.6. If the municipal administration has a consultation policy/strategy, does it include guidance on how to ensure participation of minorities in the consultations?
- 4.4.7. Is there an annual budget for public consultation (apart from staff salaries)? How much (in local currency)?
- 4.4.8. How many people are assigned to public consultation activities? Choose one option only in each column for 'All of their time' and again for 'Some of their time'.
- 4.4.9. How many of the staff assigned to public consultation activities belongs to a minority group?
- 4.4.10. How are the staff who are assigned to public consultation activities allocated?

- 4.4.11. Do these staff have clear job descriptions? Do they specify public consultation responsibilities? Is the value of making both women and men participating in public consultations stated in the descriptions?
- 4.4.12. What types of development activities does the municipal administration provide for staff working on public consultation activities?
- 4.4.13. How does the municipal administration identify development needs of staff involved in public consultation activities?
- 4.4.14. How many formal public consultation exercises has your institution started, or is planning to start?
- 4.4.15. Are these mainly the initiative of your own organisation, or are they mainly undertaken to comply with legal requirements?
- 4.4.16. How does your municipal administration collect stakeholder feedback during public consultations?
- 4.4.17. Does your municipal administration use any special methods to collect women stakeholder feedback during public consultations?
- 4.4.18. Does your municipal administration use any special methods to collect feedback from stakeholders belonging to minority groups during public consultations?
- 4.4.19. To what extent does external stakeholder feedback from public consultations influence strategies, action plans, and project proposals?
- 4.4.20. How is stakeholder feedback from public consultations reviewed by the municipal administration? Choose one or more options in each column. If 'Not sure' do not select any other options in that column.
- 4.4.21. To what extent does the municipal administration publish stakeholder feedback from public consultation exercises?
- 4.4.22. To what extent does the municipal administration provide stakeholders with information about how their feedback from public consultation exercises has been handled?

5. Budget manage and implement

5.1. Institutional Development

- 5.1.1. *How many projects has the municipality started in the past two years?*
- 5.1.2. *Overall, how do you rate the municipal administration's capacity to manage and implement donor-funded projects?*
- 5.1.3. *Are donor-funded projects implemented by the municipal administration according to schedule?*
- 5.1.4. *Has municipality assigned specific responsibilities related to donors' projects (EU and others)?*
- 5.1.5. How would you rate co-ordination within and between different departments / units within the municipal administration with respect to project management and implementation?
- 5.1.6. *How clear are the roles and responsibilities of different actors within the municipal administration with respect to project management and implementation?*
- 5.1.7. *How much training has the municipal administration had in these subjects?*
- 5.1.8. What types of development activities does the municipal administration provide for staff involved in project management and implementation?
- 5.1.9. How does the municipal administration identify development needs of staff involved in project management and implementation?
- 5.1.10. *How many staff are involved in managing and implementing donor-funded projects? How experienced are they in project management?*
- 5.1.11. How many of the staff involved in managing and implementing donor-funded projects have a working knowledge of English?
- 5.1.12. Do these staff have clear job descriptions? Do they specify project management and implementation responsibilities? Is the importance of striving to achieve equal representation and participation of women and men in all projects stated in the descriptions?
- 5.1.13. How are these staff allocated?
- 5.1.14. How many staff have a formal, nationally or internationally recognised qualification involving project management?
- 5.1.15. To what extent does the municipal administration provide training for staff involved in project management on gender mainstreaming?
- 5.1.16. To what extent does the municipal administration provide training for staff involved in project management on human-rights based approach to programming?
- 5.1.17. How many procurement experts does the municipal administration have in total?
- 5.1.18. How are they allocated? Choose one or more options. If 'Not sure' do not select any other options.
- 5.1.19. How many staff have a formal qualification involving public procurement?
- 5.1.20. *Overall, how would you rate the municipal administration's capacity in national and EU procurement legislation and rules?*

5.1.21. How do you rate the municipal administration's infrastructure with regard to project management?

5.1.22. Which of the following does the municipal administration find to be a constraint in implementing donor-funded projects?

5.2. Leadership

5.2.1. How do you rate co-operation and co-ordination with other stakeholders in implementing joint actions / projects?

5.2.2. How do you rate co-operation and co-ordination with stakeholders that represent women's/minorities'/other socially excluded groups?

5.2.3. How productive are joint actions / projects involving other stakeholders?

5.2.4. To what extent is the municipal administration able to link its projects to those of other organisations in related fields?

5.3. Knowledge

5.3.1. How many staff does the municipal administration have with expertise in EU procurement rules?

5.4. Mutual Accountability

5.4.1. To what extent does the municipal administration utilise the following structures to support project management and oversight?

5.4.2. To what extent are external stakeholders involved in these structures?

5.4.3. If you answered "Sometimes", "Rarely", or "Never" anywhere in the previous question, please indicate why external stakeholders are not more involved in these structures.

5.4.4. How often does the municipal administration inform stakeholders about the progress and achievements of strategies, action plans, and projects?

5.4.5. Which stakeholders are informed by the municipal administration about the progress and achievements of strategies, action plans, and projects?

6. Monitor and evaluate

6.1. Institutional Development

- 6.1.1. Does the municipal administration have a monitoring and evaluation policy/strategy?
- 6.1.2. If the municipal administration has a monitoring and evaluation policy/strategy, does it specifically mention the importance of gender-based indicators to measure changes in the development situation of women compared to men?
- 6.1.3. If the municipal administration has a monitoring and evaluation policy/strategy, does it specifically mention the importance of ethnicity-based indicators to measure changes in the development situation of minority populations compared to majority populations?
- 6.1.4. What does the monitoring policy/strategy cover?
- 6.1.5. What is the budget assigned to project monitoring and evaluation (in local currency)?
- 6.1.6. How many people in the municipal administration are assigned to monitoring and evaluation activities (include here staff that carry out monitoring and staff that manage contractors that carry out these tasks)?
- 6.1.7. How many of the staff assigned to public consultation activities belongs to a minority group?
- 6.1.8. How are these staff allocated?
- 6.1.9. Do these staff have clear job descriptions? Do they specify monitoring and evaluation responsibilities? Is the value of striving to achieve an equal representation and participation of women and men in all monitoring and evaluation activities stated in the descriptions?
- 6.1.10. How many staff have a formal qualification involving monitoring and evaluation?
- 6.1.11. How many evaluations has the municipal administration managed and/or carried out?
 - 6.1.11.1. Started in current financial year
 - 6.1.11.2. Started in previous financial year
- 6.1.12. Overall, how do you rate the municipal administration's capacity to monitor projects (either directly itself, or through contractors)?**
- 6.1.13. Overall, how do you rate the municipal administration's capacity to manage the evaluation of projects?
- 6.1.14. How much training has the municipal administration had in the following subjects?
- 6.1.15. What types of development activities does the municipal administration provide for staff working on monitoring and evaluation issues?
- 6.1.16. How does the municipal administration identify development needs of staff involved in monitoring and evaluation?
- 6.1.17. How do you rate the municipal administration's infrastructure with regard to project monitoring and evaluation?

6.2. Leadership

- 6.2.1. To what extent do the municipal administration's monitoring and evaluation activities influence strategies, action plans, projects, and general activities?
- 6.2.2. To what extent is the municipal administration able to achieve consensus amongst internal and external stakeholders on monitoring and evaluation?

6.3. Knowledge

- 6.3.1. How does the municipal administration retain monitoring and evaluation information in the medium/long term (i.e. 12 months or more after the information was collected)?
- 6.3.2. How does the municipal administration utilise monitoring and evaluation information in the medium/long term (i.e. 12 months or more after the information was collected)?

6.4. Mutual Accountability

- 6.4.1. To what extent does the municipal administration seek the views of the following stakeholders when it monitors and evaluates its strategies, action plans, and projects?
- 6.4.2. How does the municipal administration encourage stakeholders to participate in monitoring and evaluation of strategies, action plans, and projects?
- 6.4.3. Do the municipal administration's advertisements encourage women in particular to participate in monitoring and evaluation of strategies, action plans, and projects?
- 6.4.4. Do the municipal administration's advertisements encourage minorities in particular to participate in monitoring and evaluation of strategies, action plans, and projects?
- 6.4.5. How are stakeholder views collected when monitoring and evaluating strategies, action plans, and projects?
- 6.4.6. Is the municipal administration using any special methods to collect in particular women stakeholder feedback during public consultations?
- 6.4.7. Is the municipal administration using any special methods to collect in particular feedback from stakeholders belonging to minority groups during public consultations?
- 6.4.8. How is stakeholder feedback from monitoring and evaluation of strategies, action plans, and projects reviewed by the municipal administration?
- 6.4.9. How is stakeholder feedback on strategies, action plans, and projects handled?
- 6.4.10. To what extent does your municipal administration invite comments from stakeholders on monitoring and evaluation reports.
- 6.4.11. How does the municipal administration handle stakeholder comments on monitoring and evaluation reports?
- 6.4.12. To what extent does the municipal administration share, with external stakeholders, the findings of monitoring and evaluation of its strategies, action plans, and projects?
- 6.4.13. To what extent does the municipal administration share the findings of monitoring and evaluation of its strategies, action plans, and projects with the following stakeholders?

7. Enabling & cross-cutting issues

7.1. Participation in use of IPA funding

- 7.1.1. Do you believe that your municipality should be involved in the use of IPA funds?
- 7.1.2. *Generally, is your municipality prepared to benefit from IPA funds?*
- 7.1.3. *Which of the following are barriers to accessing and utilising IPA funding for the municipality?*
- 7.1.4. **What are the priority capacity enhancement needs for the municipality to be prepared to use effectively IPA funds?**

7.2. Financial issues

- 7.2.1. *Is the municipality capable of allocating funds for project preparation?*
- 7.2.2. *Is the municipality capable of allocating funds to co-finance projects?*

7.3. Technical assistance and training needs

- 7.3.1. Do you need technical assistance (support from external experts) to be able to use IPA funds?
- 7.3.2. *What are the priority needs of the municipality for technical assistance?*
- 7.3.3. How many representatives of the municipality have received specific training on using IPA?
- 7.3.4. How many representatives of the municipality need to be trained on using IPA?
- 7.3.5. *What are the priority topics for training in IPA project development and implementation?*
- 7.3.6. What type of training on IPA issues have municipality representatives received until now?
- 7.3.7. What type of training on IPA issues would you like to receive in the future?
- 7.3.8. In your view who is the most appropriate supplier of technical assistance and training for municipalities on IPA issues?
- 7.3.9. What is the most appropriate duration of the training on IPA for municipality representatives?

7.4. Planning

- 7.4.1. What would you recommend to improve municipal planning, incl. in relation to IPA?

7.5. Intermunicipal partnership

- 7.5.1. Do you agree with the statements below on the possible obstacles to intermunicipal interaction and partnership for strategic planning and project development and implementation?
- 7.5.2. Is your municipality a member of a regional association of municipalities?
- 7.5.3. If a regional association of municipalities is existing in your region, how do you rate its usefulness for the following tasks related to use of IPA?

8. Questions statistics

Total number of questions: 233

Introduction (overview of municipality) – 12

UNDP CAP related questions - 202

Enabling and cross-cutting issues –19

| | | Functional Capacities | | | | |
|-------------|---------------------------|-----------------------------------------------------|------------------------------------------------|---------------------------------------------|-----------------------------|----------------------|
| | | Engage and build consensus amongst all stakeholders | Assess situation and define vision and mandate | Formulate policies, strategies, and actions | Budget manage and implement | Monitor and evaluate |
| Core Issues | Institutional Development | 26 | 12 | 11 | 21 | 17 |
| | Leadership | 17 | 1 | 11 | 4 | 2 |
| | Knowledge | 8 | 9 | 8 | 1 | 3 |
| | Mutual Accountability | 9 | 2 | 22 | 5 | 13 |
| Total | | 60 | 24 | 52 | 31 | 35 |