

## **CITY OF SKOPJE**

**Proposed by: Mayor of the City of Skopje**

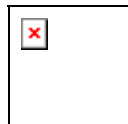
**Prepared by: Sector for Local Economic  
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**Support: SNV – Netherlands  
Development Organisation**

### **ACTION PLAN**

**For realization of the Local Economic Development Strategy  
of the City of Skopje  
for the period 2006 - 2009**



**CITY OF SKOPJE**



Connecting People's Capacities

**Skopje, October 2007**

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For realization of the Local Economic Development Strategy  
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## **INTRODUCTION**

The Action Plan is an integral part of the Local Economic Development Strategy of the City of Skopje for the period 2006 – 2009, brought by the Council of the City of Skopje, in December 2006.

This document is a continuation of the activities for realization of the strategic goals for the development of the city, defined by the existing Strategy for LED of the City of Skopje.

The activities undertaken with this project were determined by the process of decentralization, within which the planning of the local economic development is an inevitable component and the largest challenge that the units of local self-government in Republic of Macedonia face, as their delegated competence and obligation.

The Action Plan aims to enable the economic strengthening of the City of Skopje in the period 2006 – 2009, to build and strengthen the local authorities' capacity to manage the local economic development, to improve the business environment, to support the entrepreneurship, as well as to reduce the poverty and the social exclusiveness.

## **STRUCTURE OF THE ACTION PLAN**

The Action Plan 2006 – 2009 is prepared on the basis of the seven strategic goals, the Vision and the Mission, defined within the Strategy for Local Economic development, and the assets needed for its realization.

### **A) VISION**

The realization of the strategic goals should contribute to the realization of the **VISION for the City of Skopje**, stating:

- *A city in which the citizens will enjoy the high quality and standards of urban living;*
- *A city prepared to use the best global practice, to improve and upgrade the economic environment, to invest in its citizens – especially the youth – in order to provide for the prosperity of the community;*
- *A city – promoter of the business, of the investments, and of the creative industries; center of financial and non-financial services.*

### **B) MISSION**

The local self-government Mission to realize this Vision is:

***Devotion to creation and attaining the needs of rapid economic development of the City of Skopje, through:***

- *Involvement of the local self-government's organs, the public enterprises, the public institutions, the private and the civil sector, the non-governmental sector and the international community, and*
- *Continuous training and preparation of the local self-government organs to deliver high quality, standardized, business and citizens orientated services.*

### **C) STRATEGIC GOALS**

Strategic goals to be attained by the realization of the Action Plan address seven major segments of the local economic development, being: standards and quality of living, businesses and investments, employability, support for creativity, promotion of the potentials, inciting of competitiveness, support for financial and non-financial services.

The realization of the strategic goals is connected to the realization of the anticipated projects.

Hereinafter each strategic goal with number of projects/activities and results to be attained is presented.

#### **D) PARTNERSHIPS**

The Plan envisages that the building of partnerships for realization of the projects and the Action Plan strategic goals should be carried out on several levels:

- Cooperation with the Government and its ministries in order to procure adequate premises (construction sites and locations) to attract investors and to promote business and tourist potentials;
- Cooperation with the City of Skopje municipalities and public enterprises in providing for the necessary infrastructure, personnel, and managing system, in order to create a business environment that will increase the efficiency in realization of businesses;
- Cooperation with NGO-s and business sectors in providing for quality sources of financing, promotion of activities and increasing of the number of projects' beneficiaries;
- Cooperation with donors and investors in providing for quality sources of financing and establishment of high level of projects results' sustainability.

#### **E) PROJECTS AND ACTIVITIES**

The anticipated projects and the activities are presented in form of an MS Excel document, as an integrated part of the Action Plan. It summarizes the vision, the strategic goal, the results, the indicators, the partnerships, the projects/activities, the responsible subjects, the time frame, the sources of financing, and the necessary investments for their realization.

For the proposed Action Plan to be realized, the following investments (inputs) are needed: expert personnel for the preparation of projects' documentation; clean locations with completed infrastructure; information, technology, and know-how for projects' management.

## F) BUDGET FORECAST

The financial assets necessary for realization of the Action Plan amount to € 64,472,000.00. According to the Plan, these assets will be provided from the following sources: 6% from the City of Skopje; 8% from the Skopje municipalities; 34% from donors; and 52 % from other sources.

The Budget Review indicates the necessary financial assets for realization of each strategic goal separately:

No.	<i>Strategic Goal</i>	<i>Amount in Euros</i>
1.	Providing for high standards and quality of living for the citizens and an attractive environment for the businesses, the residents, and the tourists (22 projects/activities)	17,540,000.00
2.	Promotion of new businesses and investments (26 projects/activities)	42,301,000.00
3.	Using of the best global practices and investing in citizens, especially the youth (20 projects/activities)	2,324,500.00
4.	Affirmation and support of creative industries (2 projects/activities)	415,000.00
5.	Promotion of the City of Skopje as a regional center for development of businesses (5 projects/activities)	620,000.00
6.	Development of competitive economy (7 projects/activities)	570,500.00
7.	Developing as a center for financial and non-financial services (9 projects/activities)	701,000.00
	<b>TOTAL:</b>	<b>64,472,000.00</b>

## G) EXECUTION (IMPLEMENTATION) AND MONITORING (SUPERVISING)

The procedure of proposing and accepting project ideas was defined through the process of preparation and passing of the Action Plan. Model forms for elaboration of each project idea were also created.

Once the Action Plan is passed, the execution (implementation) of the accepted project will be carried out by the following steps:

1. Short justification of the project, according to the model-form "Description of the project idea";

2. Elaboration of the project, according to the project-planning patterns;
3. Preparation of project's financial documentation;
4. Applying and conducting negotiations with donors and investors for participation in the projects' financing;
5. Civil and business sector mobilization to support and participate in the projects.

The Action Plan for Realization of the Strategy for Local Economic Development of the City of Skopje's implementation requires forming of a monitoring body. All involved parties should participate in this body. The City of Skopje Sector for Local Economic Development shall provide the operational logistic.

**DETAILED ACTION PLAN FOR REALIZATION OF THE STRATEGIC  
GOALS FOR LOCAL ECONOMIC DEVELOPMENT OF THE CITY OF  
SKOPJE, 2006 - 2009**

Separate activities are defined for realization of each strategic goal, and most of the project ideas are elaborated.

The Detailed Action Plan comprises of time frame and sources of financing (budgets) for realization of each strategic goal and each project/activity separately, the responsible persons/sectors, as well as of the assets necessary for realization.

Also the descriptions of project ideas for 43 of 91 project activities are attached, allocated by strategic goals.

In accordance to the Detailed Action Plan implementation dynamics, descriptions of project ideas for the rest of the planned projects/activities will be completed and attached to the Action Plan.

<b>VISION:</b> A city in which its residents will enjoy the high standards and quality of urban living. A city prepared to use the best global practices, to improve and upgrade the economic environment, to invest in its residents, especially the youth, in order to provide for the progress (welfare) of the community. A city – promoter of the business, the investments, and the creative industries; center of financial and non-financial services.								<b>Time period 2006 - 2009</b>	
<b>Strategic Goal 1. Providing for high standards and quality of living for the citizens and attractive environment for the businesses, the residents, and the tourists.</b>									
<b>Results</b>					<b>Indicators</b>				
1. Organized retail markets 2. Realized promotional campaign; expanded tourist offer of the City of Skopje; Info-booths positioned 3. Revitalized localities <i>Matka</i> and <i>The Aqueduct</i> 4. Improved motor pool by ECO EU standards 5. System of communication with the citizens and procedure for legalization of the businesses 6. GIS and the underground cadastre completed 7. Completed sporting and recreational centers and revitalized Lake <i>Treska</i> 8. Waste managing system introduced, as well as 3 recycling sites 9. Completed welfare apartments					1. Space involved in ha. 2. Number of tourists 3. Number of new SME-s 4. Savings in the Budget 5. Space involved (in ha ) and the quantity of collected waste 6. Number of citizens involved.				
<b>Partnership strategy: Government, ministries, City of Skopje, municipalities, business(private) sector, public-private partnership</b>									
Activities/projects	Responsible person/ organ and/or partner/	Time frame		Sources of financing/budget (in euros )					Investments/ information/ people, technology/ resources
		Start	Duration	City of Skopje	Municipality	Donors	Other sources of financing (credits, bonds)	Total budget	
1.1. Organized used vehicles retail market in Gazi Baba Municipality	Gazi Baba municipality, City of Skopje	2007	2008	4,000	16,000			20,000	Equipment, people, finances

1.2.	Organized retail market in Shuto Orizari Municipality	Shuto Orizari Municipality, City of Skopje	2007	2008	4,000	16,000			20,000	Equipment, people, finances
1.3.	Organized market in Chair Municipality for retailers of: processed wood, processed and augmented building material, material processing machines and tools	Chair Municipality, City of Skopje	2007	2008	4,000	16,000			20,000	Equipment, people, finances
1.4.	Defining of the offer related to natural, archeological, and cultural monuments	Department of tourism, LED/City of Skopje, and Gyorche Petrov Municipality	2007	2009		9,000	21,000		30,000	Equipment, people, finances
1.5.	Promotion of the Skopje fortress <b>Kale</b> , aiming to transform it into a cultural, business, and tourist attraction of the city	Department of tourism, LED/City of Skopje	2007	2009	5,000		5,000	5,000	15,000	Experts, information, people
1.6.	Tourist promotion of the speleological objects: the caves <b>Ubava</b> (Beautiful) and <b>Vrelo</b> (a spring)	Department of tourism, LED/City of Skopje	2007	2009	5,000		20,000		25,000	Experts, information, people, finances
1.7.	Mountain climbing locality <b>Matka</b> : organization of climbers' directions and placing of modern security spots and information signs	Department of Tourism/LED/City of Skopje	2007	2009	50,000	5,000	50,000	20,000	125,000	Experts, information, people, finances
1.8.	Revitalization of the Aqueduct, as a cultural – historic monument, and its affirmation	Department of Tourism/ Sector LED/City of Skopje/Butel Municipality	2007	2009	20,000	50,000	1,000,000	1,000,000	2,070,000	

1.9.	Improvement of the PTS (Public Transportation Service) <b>Skopje's</b> motor pool by provision of new, ecological buses	Traffic Sector/City of Skopje	2007	2009	500,000			2,500,000	3,000,000	Equipment, people, finances
1.10.	Expending of the tourist offer in the City of Skopje and its surroundings	Department of Tourism/LED/City of Skopje	2007	2009	10,000		10,000		20,000	Experts, information, people
1.11.	Info-booths with information on the cultural and tourist offer in the city	LED Sector/City of Skopje	2008	2009	25,000		75,000,00	25,000,00	125,000,00	
1.12.	Revitalization of the Old Turkish Bazaar	Chamber of Craftsmen/City of Skopje/Chair Municipality	2007	2008	100,000		400,000	500,000	1,000,000	
1.13.	Promotion of monastery tourism	LED Sector / City of Skopje/ Butel municipality	2007	2009	5,000		25,000		30,000	
1.14.	GIS of Skopje and an underground cadastre	Municipalities/ City of Skopje	2007	2009	1,000,000	100,000	400,000		1,500,000	
1.15.	Renewable energy: system of street lights in GBM, generated by solar energy	Gazi Baba Municipality	2008	2009		15,000	20,000		35,000	
1.16.	Sporting and Recreational Center <b>Gazi Baba</b> : investment documentation	Gazi Baba Municipality/Chair Municipality	2007	2009		50,000	200,000		250,000	
1.17.	Sporting and Recreational Center <b>Hippodrome</b>	Gazi Baba Municipality	2007	2009		50,000	200,000		250,000	
1.18.	Revitalization of Lake <b>Treska</b>	Saray Municipality/PE and the City of Skopje	2008	2010	150,000	50,000		2,000,000	2,200,000	

1.19.	Welfare apartments	Shuto Orizari Municipality	2007	2009		5,000	3,000,000	1,500,000	4,505,000	
1.20.	Building of a park (using the City Park as a model) in the rural part of the municipality, introducing amusement and recreational contents	Aerodrom Municipality	2008	2009		100,000	400,000		500,000	
1.21.	Definition of the types of support for development of the rural tourism (infrastructure, types of technical and financial support)	LED Sector /City of Skopje/Gyorche Petrov Municipality	2007	2009	45,000	30,000	225,000		300,000	
1.22.	Realization of a fusibility study for green areas irrigation by underground wells	PE Water Supply and Sewage Systems	2008	2009	150,000		1,200,000	150,000	1,500,000	
<b>TOTAL</b>					<b>2,077,000</b>	<b>512,000</b>	<b>7,251,000</b>	<b>7,700,000</b>	<b>17,540,000</b>	
					11,84%	2,92%	41,34%	44%	100%	

## DESCRIPTION of the Project Idea

<b>Project No.:</b> 1.1	<b>Area:</b> trade
<b>Project:</b> <b>Organized market in Gazi Baba Municipality for used vehicles retailers</b>	<b>Strategic Goal:</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists
<b>Short description of the project:</b> Considering the large frequency of people on the territory of Gazi Baba Municipality, a specialized and up-to-date equipped used-vehicles market is necessary. All-seasons specialized facilities will be built for this purpose, including also counters for second-hand accessories and parts. This would also improve the appearance of the market premises, since the existing ones disrupt the urban image of both, the municipality and the city. The specialized market will also positively effect the local economic development.	
<b>Expected results:</b> - new municipal specialized market completed; - new employments; - positive effects on the local economic development; - revenues for the municipality and the City of Skopje; - urban and organized space; - control of the trade.	<b>Target groups:</b> - unemployed people; - local self-government; - individual salespersons; - inspection; - owners of small enterprises.
<b>Possible concerned parties (subjects):</b> - City of Skopje; - Gazi Baba Municipality; - the private (business) sector.	<b>Input factors:</b> - documentation, projects; - finances; - people; - equipment.
<b>Indicators:</b> - new organized market; - additionally engaged people; - increased municipality revenues.	<b>Starting date:</b> 2007  <b>Duration:</b> 2 years
<b>Anticipated budget:</b> €20.000 <b>Sources of financing:</b> Municipality budget: €16.000 City of Skopje: €4.000 Government _____, Donors _____ Credits/Bonds _____	

<b>Project No. 1.2</b>	<b>Area:</b> Trade
<b>Project:</b> <b>Organized retail market in Shuto Orizari Municipality</b>	<b>Strategic goal:</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists
<b>Short description of the project:</b> The everyday necessities implied all organized markets in the City of Skopje, beside the basic retail trade of agricultural products, to offer various commercial, specialized and other products, which led to	

congestion of the markets. The green markets became overcrowded, dysfunctional, and space-demanding. The tight urban space offers no possibility for expansion, thus limiting their development.

On the other hand, there is an actual necessity of organized market for trading with all hereinabove goods and products.

Also, there is a need for trade of used domestic products, as furniture, electric and electronic devices, etc.

The bearer of the project may be a public enterprise specially formed for that purpose, or it may be delegated to other subjects active in that area.

Finally, both, the decongested green market and the newly formed organized market would increase the municipality's revenues.

<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- sources of revenues for the city and the municipality;</li> <li>- decongestion of the organized green market in the municipality, so it can focus on agricultural products only;</li> <li>- decongestion of the municipality's main communication line, so the traffic may function normally;</li> <li>- forming of a municipal public enterprise.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- craftsmen;</li> <li>- trading companies and individual salespersons;</li> <li>- other participants in the commerce of products of non-agricultural origin.</li> </ul>
<p><b>Possible concerned parties (subjects):</b></p> <ul style="list-style-type: none"> <li>- City of Skopje;</li> <li>- Shuto Orizari Municipality;</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- equipment;</li> <li>- people;</li> <li>- training and finances.</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- decongested green market and new organized market;</li> <li>- improvement of the municipality's revenues.</li> </ul>	<p><b>Starting date:</b> 2007</p> <p><b>Duration:</b> 2 years</p>
<p><b>Anticipated budget:</b> €20.000</p> <p><b>Sources of financing:</b></p> <p>Budget of the City of Skopje: €4.000</p> <p>Municipality budget: €16.000,</p> <p>Government _____,</p> <p>Donors _____</p> <p>Credits/Bonds _____</p>	

<p><b>Project No.: 1.3</b></p>	<p><b>Area:</b> trade</p>
<p><b>Project:</b> Organized market in Chair Municipality for retailers of: processed wood, processed and augmented building material, material processing machines and tools</p>	<p><b>Strategic goal:</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists</p>
<p><b>Short description of the project:</b></p> <p>Organized market in Chair Municipality for retailers of: processed wood, processed and augmented building material, material processing machines and tools is a great necessity for the municipality and the City of Skopje. That will improve the urban appearance of the places anticipated for this kind of commerce.</p> <p>This type of market will also improve the municipality's revenues.</p>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- an urbanized and organized space;</li> <li>- new employments;</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- unemployed persons;</li> <li>- local self-government;</li> </ul>

<ul style="list-style-type: none"> <li>- revenues for the municipality;</li> <li>- positive effects on the local economic development;</li> <li>- control of the trade.</li> </ul>	<ul style="list-style-type: none"> <li>- individual salespersons;</li> <li>- owners of small enterprises;</li> <li>- inspection.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- City of Skopje</li> <li>- Chair Municipality</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- finances;</li> <li>- people;</li> <li>- equipment.</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- new organized market;</li> <li>- additionally engaged people.</li> </ul>	<b>Starting date:</b> 2007  <b>Duration:</b> 2 years
<b>Anticipated budget:</b> €20.000 <b>Sources of financing:</b> Municipality budget: €16.000 City of Skopje: €4.000 Government _____, Donors _____ Credits/Bonds	

<b>Project No.: 1.4</b>	<b>Area :</b>
<b>Project:</b> <b>Defining of the offer related to the natural, archeological, and cultural monuments</b>	<b>Strategic goal: 1</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists
<b>Short description of the project:</b> Defining of the offer related to natural, archeological, and cultural monuments is a significant step forward within each local self-government efforts to contribute to local economy, aiming to reduce the local unemployment, through affirmation and promotion of the existing potentials. The following localities which promise rich and abundant offer were spotted on the territory of Gyorche Petrov Municipality: <b>Golema Kula</b> , Dupche, Ushi, Tskrivishte, Devoyachki Kamen; There is a large number of churches and monasteries in the rural part of the municipality, out of which the Monastery Complex <b>St. Gyorgyiya</b> in the village of Kuchkovo stands out by its grandeur. The definition of the offer requires investments as: clean locations with appropriately defined infrastructure, expert personnel to plan the offer, as information, know-how, and management.	
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- defining of the possible archeological locations, natural and cultural;</li> <li>- training of the local population;</li> <li>- reduced local unemployment rate;</li> <li>- Increasing the local GDP;</li> <li>- new employments;</li> <li>- Awareness raising through cooperation of the local rural population with the fraternized municipalities and transfer of their positive experiences in the area of tourist offer.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- the local population, currently active farmers;</li> <li>- unemployed people of the rural parts of the municipalities.</li> </ul>
<b>Possible concerned parties (subjects):</b>	<b>Input factors:</b>
- <b>The community</b>	- <b>basic support, education of the residents, technical and administrative support;</b>
- <b>The business sector</b>	- <b>financial support</b>
- <b>Donors</b>	- <b>financial support</b>

- The City of Skopje	- financial support, technical and administrative support, information;
<b>Indicators:</b> - number of rural households; - number of visitors to the described locations; - number of informed citizens; - realized profit, amount of investment; - new employments; - Provided budget of € 30,000	<b>Starting date:</b> October, 2007;  <b>Duration:</b> 1 year;
<b>Anticipated budget:</b> €30.000 <b>Sources of financing:</b> Budget of the municipality: €9.000 Private sector _____ / _____, Government _____ / _____, Donors : €21.000	

<b>Project No. 1.6</b>	<b>Area:</b> Tourism
<b>Project:</b> <b>Tourist promotion of the speleological sites: the caves <i>Ubava</i> and <i>Vrelo</i></b>	<b>Strategic goal:</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists
<b>Short description of the project:</b>	
<p>The project's main objective is arrangement of the speleological sites – caves, placed in the Matka Canyon, which by their beauty and abundance of formations and minerals present a special attraction for the domestic and foreign tourists and visitors, as well as an opportunity to revive the tourist – recreational center <b>Matka</b>.</p> <p>This project will make the caves accessible, by construction of a new path and reconstruction of the existing one connecting the caves, that is construction of new safety fences and nets as protection from rockslides and similar accidents. Also, the caves will be illuminated, and boat visits will be organized, with trained guides who will introduce the tourists and the visitors to the beauties of the caves and with the sporting opportunities of Matka in general.</p> <p>Preparation of tourist propaganda material for promotion of the canyon and the caves is also anticipated.</p>	
<b>Expected results :</b> -arranged and illuminated caves; -safe and access paths; -tourist guide; -prepared propaganda material.	<b>Target groups:</b> - domestic and foreign tourists; - domestic and foreign speleologists; - local population.
<b>Possible concerned parties (subjects):</b> - City of Skopje; - Speleological Association <b>Peons</b> ; - The Center for Expert Training at the Federation of Mountain Climbing Sports of Macedonia; -Agency of Youth and Sport.	<b>Input factors:</b> - finances; - training; - people; - equipment; - experts; - information.
<b>Indicators:</b> - completed modern speleological park, that is arranged caves; - revitalized tourist-recreation center <b>Matka</b> ; - increased number of visitors ad tourists (domestic and foreign);	<b>Starting date:</b> 2007  <b>Duration:</b> 2 years

<ul style="list-style-type: none"> <li>- increased revenues;</li> <li>- new employments.</li> </ul>	
<p><b>Anticipated budget: €25.000</b></p> <p><b>Sources of financing:</b></p> <p>Municipality budget:</p> <p>City of Skopje: € 5.000</p> <p>Government:</p> <p>Donors: €20.000</p> <p>Credits/Bonds</p>	

<b>Project No. 1.7</b>	<b>Area:</b> Tourism
<b>Project:</b> <b>Mountain climbing locality <i>Matka</i>: organization of climbers' directions and placing of modern security spots and information signs</b>	<b>Strategic goal:</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists
<b>Short description of the project:</b>  Main objective of the project activity is presentation of the mountain climbing locality <i>Matka</i> as a tourist destination. It is especially important to emphasize the opportunities that the locality offers regarding the adventure tourism. The specific micro climate makes the climbing of the rock possible throughout the year, which makes it very interesting for training, preparations, and mountain climbing alternative tourism. The natural rarities, along with the large number of cultural-historic monuments, attract numerous domestic and foreign tourist and sport and recreation devotees. Appropriate positioning of the climbing directions and provision of safety wedges will open the locality to tourists interested in alternative climbing tourism.	
<b>Expected results :</b> - positioned climbing directions, safety spots and informative boards; - promotion of the tourist – recreational locality <i>Matka</i> and increased number of tourists; - completed printed and video material on the mountain climbing; - new employments, especially for instructors who will train inexperienced mountain climbers; - new employments, especially for the local population.	<b>Target groups:</b> - citizens of Skopje; - residents of the surrounding settlements; - domestic and foreign tourists; - the city youth, - domestic and foreign mountain climbers
<b>Possible concerned parties (subject):</b> - Skopje; - The Center for Expert Training at the Federation of Mountain Climbing Sports of Macedonia; - the organs of the international mountain climbers' association, with the Republic of Macedonia's professional rescue service; - Agency for Youth and Sport.	<b>Input factors:</b> - finances; - training; - people; - equipment; - experts; - information.
<b>Indicators:</b> - Establishment of a modern mountain climbing center; - trained mountain climbers; - increased number of domestic and foreign tourists; -increased revenues; - the number of new employees.	<b>Starting date:</b> 2007  <b>Duration:</b> 3 years
<b>Anticipated budget:</b> €125.000 <b>Sources of financing:</b> Municipality budget: € 5.000 City of Skopje: € 50.000 Donors: € 50.000 Credits/Bonds:€ 20.000	

<b>Project No. 1.8</b> <b>Project:</b> <b>Revitalization of the Aqueduct, as a cultural-historic monument, and its affirmation</b>	<b>Area:</b> Tourism <b>Strategic goal 1:</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists
<b>Short description of the project:</b> Revitalization of the aqueduct, its restoration, infrastructural arrangement of the surrounding premises, contraction of access roads, illumination. Staging of cultural manifestations, parties, promotions...	
<b>Expected results:</b> <ul style="list-style-type: none"> <li>- revitalization of the Aqueduct;</li> <li>- economic growth;</li> <li>- increased number of tourists;</li> <li>- clean environment;</li> <li>- appropriate infrastructure.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- the citizens;</li> <li>- domestic and foreign visitors.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- LED;</li> <li>- City of Skopje.</li> </ul>	<b>Input factors:</b>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- increased revenues;</li> <li>- increased number of cultural manifestations;</li> <li>- increased number of tourists.</li> </ul>	<b>Starting date:</b>  <b>Duration:</b> 2007-2009
<b>Anticipated budget:</b> <b>Sources of financing:</b> <b>Municipality budget:</b> <b>Private sector:</b> <b>Government:</b> <b>Donors:</b> <b>Credits/Bonds:</b>	

<b>Project No.: 1.11</b>	<b>Area:</b> Tourism <b>Strategic goal: 1</b>
<b>Project:</b> <b>Positioning of plain and electronic information boards and info-booths</b>	Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists
<b>Short description of the project:</b>  Positioning of a new, contemporary and sophisticated information system for the citizens, the visitors, and the tourists (plain and electronic informative boards and info-booths), which will feature the municipality symbol and a map of all significant cultural-historic monuments, important business facilities, accommodation sites, various services, events, beautiful natural sites, as well as various tourist offers. Beside the orientation directions, these informative boards and booths will provide for better information, tourist promotion of the City of Skopje, and by all that for attracting more tourists and visitors.	
<ul style="list-style-type: none"> <li>- <b>Expected results :</b></li> <li>- Better access to more information on cultural and historic monuments and other objects in the City of Skopje;</li> <li>- Increased number of tourists;</li> <li>- Increased revenues;</li> <li>- Increasing the awareness and the interest for the more specific kinds of tourism and affirmation of less known objects and localities;</li> <li>- Better opportunity for presentation of the tourist, economic, and other resources.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- Domestic and foreign tourists and visitors;</li> <li>- The citizens;</li> <li>- Participants on various scientific excursions, seminars.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- City of Skopje;</li> <li>- IT services;</li> <li>- Economic, catering, and tourist organizations;</li> <li>- Science, education, health, and other institutions.</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- finances;</li> <li>- training;</li> <li>- people (electronic boards operators)</li> <li>- equipment;</li> <li>- experts;</li> <li>- information.</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- positioned informative plain and electronic boards, info-booths;</li> <li>- fast access to all needed information and faster access to the localities;</li> <li>- increased number of tourists;</li> <li>- increased revenues from tourism..</li> </ul>	<b>Starting date:</b> 2008  <b>Duration:</b> 2 years
<b>Anticipated budget:</b> €40.000 <b>Sources of financing:</b> Municipality budget: City of Skopje: €5.000 Donors: €35.000	

<b>Project No. 1.12.</b>	<b>Area:</b> Reinstating the craftsmanship in the Old Turkish Bazaar	
<b>Project:</b>  <b>Revitalization of the Old Turkish Bazaar</b>	<b>Strategic goal:</b> Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists	
<p><b>Short description of the project:</b></p> <p>The project <i>Revitalization of the Old Turkish Bazaar</i> aims to incite concrete and necessary measures to enrich and revitalize the Old Turkish Bazaar. It anticipates establishing of a fund, which would cover the rents for old crafts' premises – vanished or in a process of vanishing, taxes exemption, and inclusion to the City of Skopje's tourist offer, which will bring revenues and will serve as an attraction and promote our tradition and culture. Reintroduction of the traditional craftsmanship alleys, as the goldsmiths' alley, the filigrees' alley, the dressmakers and linen makers' alley, etc. Passing of legislation on the Old Turkish Bazaar which will restrict the economic activity within the Old Turkish Bazaar to craftsmanship, without commercial activities. Providing beneficial conditions for craftsmen who intertwined the old and traditional with the new and modern. Introducing measures to prevent the grey economy on the Bit Bazaar, in order to help the craftsmen. Introducing measures which will improve the quality of the old, traditional products and services. Preparation of rules of conduct for the craftsmen, rules for the exterior appearance of the shops, for the bags and packing of the products, which will contribute to the establishing of a strong and unique brand of the Old Turkish Bazaar. The promotion of the traditional crafts, homemade and artistic handicraft, and traditional pastry and cuisine will contribute to better promotion of our multiethnic culture and cuisine. Along with the hereinabove ones, other measures will also be introduced, all in order to preserve the values and, at the same time, contribute to the local economic development.</p>		
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- revitalization and cherishing of the old, vanished, and traditional crafts;</li> <li>- increased sales, through improvement of the image and the quality of the products and the offer;</li> <li>- enriched tourist offer through presentation of the craftsmanship as recognizable symbol and brand;</li> <li>- inciting the self-employment as a way to reduce the unemployment;</li> <li>- revitalization of the Old Turkish Bazaar.</li> </ul>	<p><b>Target groups:</b></p> <p>The craftsmen of Republic of Macedonia, as well as:</p> <ul style="list-style-type: none"> <li>- the old vanishing crafts;</li> <li>- the old crafts which intertwine the old and traditional with the new and contemporary;</li> <li>- crafts with economically sustainable development, and</li> <li>- crafts related to traditional pastry and cuisine.</li> </ul>	
<b>Possible concerned parties ( subjects)</b>	<b>Input factors:</b>	
- City of Skopje with the municipalities;	- technical and administrative support, information, financial support, expertise;	
- the business sector and the craftsmen's shops;	- financial support / openness to cooperation;	
- public enterprises;	- public and communal services;	
- ministries and governmental agencies;	- technical, administrative, and organizational support;	
- non-governmental organizations;	- technical, administrative, and organizational support;	
- financiers /investors;	- financial support;	
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- number of newly opened and revitalized shops;</li> <li>- increase of the shopkeepers' gross turnover for at least 10%;</li> <li>- increased number of domestic and foreign tourists for at least 20%;</li> <li>- increased municipal revenue from personal taxes for at least 2%;</li> <li>- raise of the local and national GDP and raise of the municipal revenues;</li> </ul> <p>number of new employments.</p>	<p><b>Starting date:</b></p> <p><b>Duration:</b> 2007-2008</p>	
<p><b>Anticipated budget: €1,000,000</b></p> <p><b>Sources of financing:</b> Budget of Republic of Macedonia € 500,000, City of Skopje €100.000, donors €400.000</p>		

<b>Project No. 1.12/1</b>	<b>Area:</b> <b>Strategic goal: 1</b> <b>Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists</b>
<b>Project:</b> <b>Paving of the Bitpazarska Street</b>	
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- paving elements from the Murat Pasha Mosque to the Skender Beg monument, total of 2,000 m<sup>2</sup>;</li> <li>- paved square between the <i>Ilinden</i> Shopping Mall and the shops, total of 500m<sup>2</sup>;</li> <li>- revival of the Bitpazarska Street's authentic look, as part of the efforts to reanimate the OTB.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- the citizens of City of Skopje;</li> <li>- the local businessmen;</li> <li>- visitors and tourists.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- Chair Municipality</li> <li>- City of Skopje</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- projects;</li> <li>- supervision;</li> <li>- expert personnel;</li> <li>- finances.</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- increased attendance of the OTB;</li> <li>- increased revenues.</li> </ul>	<b>Starting date:</b> 2007  <b>Duration:</b> 2008
<b>Anticipated budget:</b> €273.000 <b>Sources of financing:</b> Municipality budget _____ Private sector _____ Government _____ Donors _____ Credits/Bonds _____	

<b>Project No.: 1.14</b>	<b>Area:</b> Geographical Informative Systems
<b>Project:</b> <b>Introducing the City of Skopje GIS</b>	<b>Strategic goal:</b> <b>Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists.</b>
<b>Short description of the project:</b> Introducing GIS by using Internet / intranet technology through a client / server infrastructure which will provide fast and simple access to spatial data by GIS applications and Internet browser to large number of users.  The spatial data will be collected in a data server, and the applications' programming will be designed by the City of Skopje's unique needs.  The GIS Internet / intranet server will provide access to the spatial data, by a simple internet browser, from any computer in the local network.	

<p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>- improvement of the operation and the cooperation between the sectors of the City of Skopje administration;</li> <li>- construction of a GIS adopted to the City of Skopje's needs, with upgrading options;</li> <li>- providing and managing of prompt and quality spatial data of Skopje, which will be used by all sectors of the City of Skopje administration,</li> <li>- PE-s established by the City of Skopje, private firms with infrastructural and spatial data, institutions on national level, and the municipalities in Skopje;</li> <li>- eliminating or reducing doubling of the spatial data within the City of Skopje, by posting all data on one place (Enterprise GIS);</li> <li>- building of the City of Skopje's image and attracting foreign and domestic investments;</li> <li>- open Internet access for the citizens and the public to a part of the spatial data, which doesn't endanger the privacy of the citizens, and to the business data;</li> <li>- open system which will provide for exchange of information and cooperation between the institutions on local and national level;</li> <li>- complying to the existing industrial standards.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- all sectors of the City of Skopje administration;</li> <li>- GIS subjects in the City of Skopje;</li> <li>- The public and citizens of Skopje.</li> </ul>
<p><b>Possible concerned parties (subjects):</b>  City of Skopje, the municipalities of Skopje, the public enterprises established by the City of Skopje: PE <b>Parks and Green Areas</b>, PE <b>City Parking</b>, PE <b>Streets and Roads</b>, PTE <b>Skopje</b>, PE <b>Communal Hygiene</b> and PE <b>Water Supply and Sewage System</b>, the Ministry of Transport and Communication, the Ministry of Interior, the State Institution for Geodetic Operations, The State Institution of Statistics, the Central Register, GAMA and private companies, holders of geo-information, as the <b>Macedonian Telecommunications</b>, the <b>Heating – Skopje</b>, the <b>EVN</b>.</p>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- Strategic plan of the City of Skopje 2006 - 2009;</li> <li>- An analysis of the needs and system design of the City of Skopje GIS;</li> <li>- Spatial data on Skopje</li> </ul>
<p><b>Indicators:</b>  Introduced GIS, effective for the City of Skopje administration;</p> <ul style="list-style-type: none"> <li>- Constructed address model of Skopje, exact and prompt, which will solve the problems of the automatic filing of the names and numeration of the streets, the squares, the bridges, and other infrastructural objects; issuing documents to the citizens of Skopje with correct addresses.</li> </ul>	<p><b>Starting date:</b>  November 2007</p> <p><b>Duration:</b>  2007 -2008 phase one  2008-2009 phase two</p>
<p><b>Anticipated budget:</b> €78,000.00 for phase one  <b>Sources of financing:</b>  Budget of the City of Skopje: €78,000.00 for phase one</p>	

<b>Project No. 1.16</b>		<b>Area:</b>	
<b>Project:</b> <b>Sporting and Recreational Center Gazi Baba</b>		<b>Strategic goal: No.1 Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists</b>	
<p><b>Short description of the project:</b> The locality defined for construction of the Sporting and Recreational Center <b>Gazi Baba</b> by its positioning belongs to the Chair Municipality, on the slopes of the Park Forest <b>Gazi Baba</b>, in the Senic area. The locality is near a residential area, and only 4 kilometers from the center of the city. Within the program-based determination to build a sporting and recreational center, the following purposes were defined: sporting and recreational terrains and catering and commercial facilities, parking space, pedestrians' paths, and green areas. According to the plan, the recreational center will be a complete sporting and recreational complex, with all necessary contents.</p> <p>On the area of 0.9 ha five terrains for soccer, basketball, and handball are anticipated, some of which are already constructed. Also, locations for three catering and service enterprises are defined.</p> <p>The program-based contents of the locality are intended to increase the quality of living of the entire population, especially the youth, by providing for an adequate, organized and conceptually equipped recreational space.</p>			
<p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>- urban-wise arranged space of 0.9 ha;</li> <li>- 5 sporting terrains defined;</li> <li>- 3 MSP locations defined;</li> <li>- expert management team selected;</li> <li>- signed agreement for private-public partnership.</li> </ul>		<p><b>Target groups:</b></p> <p>Direct:</p> <ul style="list-style-type: none"> <li>- Business subjects;</li> <li>- Domestic and foreign investors;</li> </ul> <p>Indirect:</p> <ul style="list-style-type: none"> <li>- The unemployed;</li> <li>- Local population.</li> </ul>	
<b>Possible concerned parties (subjects)</b>		<b>Input factors:</b>	
- The community		- basic support , cooperation with the local unit;	
- City of Skopje		- Technical and administrative support;	
- Chair Municipality		- Financial support;	
- the business sector		- Technical, administrative, and organizational support;	
- a private partner		- Financial assets;	
- public enterprises		- Project and expertise;	
- financiers/investors		- Financial support;	
<b>Indicators:</b>		<b>Starting date:</b>	
<ul style="list-style-type: none"> <li>- number of sporting terrains;</li> <li>- GDP raise on local level;</li> <li>- increased municipality revenues;</li> <li>- reduced unemployment rate.</li> </ul>		2007- 2009	
<p><b>Anticipated budget: €60. 000</b></p> <p><b>Sources of financing:</b></p> <ul style="list-style-type: none"> <li>- Municipality budget;</li> <li>- City of Skopje;</li> <li>- Donors.</li> </ul>			

Municipality Project Coordinator: Sonya Gyorgyievska

<b>Project No.: 1.19</b>	<b>Area: LED</b>
<b>Project:</b> <b>Welfare apartments – Shuto Orizari</b>	<b>Strategic goal: 1</b> <b>Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists</b>
<p><b>Short description of the project:</b> The Shuto Orizari Municipality is an integrated part of the City of Skopje, characteristic by its majority Roma population. It occupies the northern peripheral part of the city, with total area of 670 ha. It has the largest unemployment rate, with large number of welfare cases, living on the brink of existence. One third of all households are welfare beneficiaries or, more precisely, 1,300 households. The necessity of construction of welfare apartments is an inevitable process, which must begin during the following period. The project proposal anticipates construction of 50 welfare apartments.</p> <p><u>Location:</u> The north-eastern part of the municipality, that is on location anticipated for residential apartments by the Detailed Urban Plan for the A locality of Shuto Orizari Settlement.</p> <p><u>Description of the problem</u> Due to the residents' low standard of living and the fact that 30% of them live in substandard housing objects, built with low quality construction materials, instable and offering bad hygienic conditions, and the additional fact that traditional Roma households are consisted of several families of 5 – 15 members with a living space of 5 – 10 m<sup>2</sup> per family member, the necessity of welfare apartments becomes pretty obvious. This initiative is relevant, and inevitable, for a longer period.</p> <p><u>Anticipated solution.</u></p> <ul style="list-style-type: none"> <li>- preparation of draft-location, with all necessary data on the cadastre parcel;</li> <li>- the Ministry of Transport and Communications should grant the land for the construction site;</li> <li>- preparation of the project documentation;</li> <li>- the Shuto Orizari Municipality Council and the City of Skopje should pass a resolution exempting the construction from the communal and utilities taxes and duties.</li> <li>- construction of the infrastructure;</li> <li>- construction of a residential building with welfare apartments;</li> <li>- allocation of the welfare apartments to welfare beneficiaries who will fulfill the predetermined conditions.</li> </ul>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- improving of living standards of the welfare cases in the settlement;</li> <li>- establishing a positive example for quality solution of the residents' accommodation problems;</li> <li>- attaining a higher quality urbanization of the settlement;</li> <li>- inciting the private sector to build collective households in the settlement.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- the local community;</li> <li>- Shuto Orizari Municipality;</li> <li>- The Government of Republic of Macedonia.</li> </ul>
<p><b>Possible concerned parties (subjects):</b></p> <ul style="list-style-type: none"> <li>- Shuto Orizari Municipality;</li> <li>- City of Skopje;</li> <li>- Government of republic of Macedonia</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- Human resources and finances;</li> <li>- Human resources and finances;</li> <li>- Human resources and finances.</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- number of constructed welfare apartments;</li> <li>- increased revenues per resident;</li> <li>- increased revenues in the municipality.</li> </ul>	<p><b>Starting date:</b> December 1, 2007</p> <p><b>Duration:</b> 2007-2010</p>
<p><b>Anticipated budget: €1.500.000</b></p> <p><b>Sources of financing:</b> Municipality budget: €250.000 Private sector ( <i>cannot be predicted</i> ), Government ( <i>cannot be predicted</i> ), Donors: €1.250.000</p>	

<b>Project No.: 1.21</b>	<b>Area</b>
<b>Project:</b> Definition of the types of support for development of the rural tourism (infrastructure, types of technical and financial support)	<b>Strategic goal: 1</b> <b>Providing for high standards and quality of living of the citizens and an attractive environment for the businesses, the citizens, and the tourists</b>
<b>Short description of the project:</b> Development of the business sector, new employments and investments are Gyorche Petov Municipality's strategic goals. The municipality, especially its rural part, disposes of enormous potential for development of the rural, alternative, and eco tourism. The main problem that the municipality faces is the local population's insufficient knowledge of the rural environment's potential. Each engagement in that direction, especially in the field of education and public awareness raising on the opportunities arising from the rural tourism, as well as the investing in the existing capacities, may significantly contribute to long term reducing of the unemployment rate. We think that once the strategy for Gyorche Petrov Municipality's LED is completed and the priorities are located, this potential will be given a significant consideration, meaning investments in the existing localities, in the accompanying infrastructure for easier access to the localities and archeological sites, as well as aggressive promotion of the rural tourism. We consider the investing in the infrastructure - which is currently virtually inexistent - in the potential areas for rural tourism, is crucial and a starting point of the development of the rural tourism planning process.	
<b>Expected results :</b> - defining of the existing localities; - renovation and adaptation of the existing objects; - realization of a promotional campaign; - training the residents on the opportunities disposed by the rural tourism; - reduced local unemployment rate; - increasing the local GDP; - new employments; - raising of the rural population's awareness.	<b>Target groups:</b> - the current population of the municipality's rural parts; - unemployed residents of the rural parts.
<b>Possible concerned parties (subjects):</b>	<b>Input factors:</b>
- The community	- basic support, education of the population, Technical and administrative support;
<b>- the business sector</b>	- financial support;
- donors	- financial support;
- City of Skopje	- financial support, technical and administrative support, information.
<b>Indicators:</b> - number of rural households; - number of tourists; - tourist tax and revenues for the municipality; - number of visitors; - number of trained residents; - new employments; - Budget of around €300,000	<b>Starting date:</b> March, 2008; <b>Duration:</b> 6 months;
<b>Anticipated budget:</b> €300.000 <b>Sources of financing:</b> Municipality budget: €30.000 Private sector _____ / _____, City of Skopje: €45.000 Donors: €225.000 Credits/Bonds- / _____	

<b>VISION:</b> A city in which the residents will enjoy the high standards and quality of urban living. A city prepared to use the best global practices, to improve and upgrade the economic environment, to invest in its citizens, especially the youth, in order to provide for progress (welfare) of the community A city-promoter of the businesses, the investments and the creative industries, center of financial and non-financial services								<b>Time period</b> <b>2006 - 2009</b>		
<b>Strategic goal 2. Promotion of new businesses and investments</b>										
<b>Results</b>					<b>Indicators</b>					
1. Constructed mini market 2. Completed industrial zones, allocated locations and legalized micro businesses 3. Completed Aqua Park 4. Completed location for investors, hosted on a portal and published in a catalogue 5. Completed complex <i>Tri Krusi</i> and allocated locations 6. Flower Market constructed 7. Lake <i>Treska</i> arranged and revitalized 8. Completed SME zones, automobile industry 9. Investments in public services and established public-private partnerships 10. Constructed multilevel and underground garages					1. Number of new firms 2. Number of new employments 3. New municipal revenues 4. Number of visitors, tourists 5. Amount of new investments					
<b>Partnership strategy: Government, ministries, public-private partnerships, City of Skopje, municipalities, business sector, public enterprises</b>										
Activities/projects		responsible - person/ organ and/or partner/	Time frame		Sources of financing budget In (euros)				Inputs/ information/ people, technology/ resources	
			start	duration	City of Skopje	Municipality	donors	Other sources of financing (credits/bonds)		Total budget
2.1.	Miniature market and service enterprises	Karposh Municipality and LED/ City of Skopje	2007	2008		5,000	5,000		10,000	DUP, locations, information, people, money

2.2.	Light, non-polluting industry along the bypass	Gyorche Petrov Municipality/LED and Urbanism/City of Skopje	2008	2010	20,000	20,000	1,000,000	2,000,000	3,040,000	DUP, locations, information, experts, money
2.3.	New, non-polluting zone	Shuto Orizari Municipality	2007	2008		5,000	20,000		25,000	DUP, locations, information, experts,
2.4.	Tourist complex <i>Tri Krusi</i>	Kisela Voda Municipality and Sector Urbanism, City of Skopje	2007	2009	20,000	1,000,000	2,000,000	3,000,000	6,020,000	DUP, locations, information, experts
2.5.	Light, non-polluting industry – DUP	Gazi Baba Municipality	2007	2009	25,000	25,000	100,000		150,000	DUP, locations, information, experts, money
2.6.	Aqua Park – Lake <i>Treska</i>	Saray Municipality	2008	2010	500,000	0	5,000,000	5,500,000	11,000,000	Locations, information, experts, money
2.7.	Clean locations for domestic and foreign investors	LED Sector, City of Skopje	2007	2008	45,000		105,000		150,000	DUP, locations, information, experts, money
2.8.	Flower Market (Garden Center)	Center Municipality	2007	2008	100,000	100,000		800,000	1,000,000	Idea, information, people
2.9.	Introducing a communal waste treatment by establishing private – public partnerships	Sector for Ecology, municipalities, PE <i>Communal Hygiene</i>	2007	2008	140,000		560,000		700,000	analysis, technical documentation , necessary permits
2.10.	The File <i>Streetcar</i>	Traffic Sector, City of Skopje	2007	2008	50,000		150,000	200,000	400,000	Experts, information

2.11.	Gasification and ecological equipment for the public transport	PTE	2007	2009	100,000			3,900,000	4,000,000	equipment, information, experts
2.12.	Building of sporting and recreational centers	Sector of Urbanism, City of Skopje	2008	2010	200,000	40,000		100,000	340,000	
2.13.	Introducing of small enterprises' zone <b>Momin Potok</b>	Karposh Municipality, Sector of Urbanism - Skopje	2008	2009	100,000	250,000	150,000		500,000	
2.14.	Business – Commercial Zone <b>Leptokarija</b>	Karposh Municipality	2008	2010		50,000	80,000		130,000	
2.15.	Automobile industry zone	Karposh Municipality	2008	2010	30,000	200,000	200,000		430,000	
2.16.	Project <b>Alexandria</b>	Karposh Municipality	2008	2010		500,000	500,000	1,000,000	2,000,000	
2.17.	Locations and support for production of healthy food	Gyorche Petrov Municipality	2007	2009		50,000	200,000	150,000	400,000	
2.18.	Free economic zone	Gazi Baba Municipality/ LED Sector –City of Skopje	2008	2010	100,000	200,000		700,000	1,000,000	
2.19.	Business – administrative building and Gazi Baba Municipality Main Office	Gazi Baba Municipality	2008	2010		250,000	250,000		500,000	
2.20.	Multilevel garages	Gazi Baba, Center, and Shuto orizari Municipalities	2008	2009		1,200,000		4,800,000	6,000,000	
2.21.	Economic zone <b>Ilinden Military Barracks</b>	Chair Municipality	2008	2010		100,000		400,000	500,000	
2.22.	Underground garage <b>Ilinden Shopping Mall</b>	Chair Municipality	2008	2010	10,000	30,000	1,000,000	960,000	2,000,000	

<b>2.23.</b>	Duty-free zone <b>OHIS</b>	Kisela Voda Municipality	2008	2009		50,000		450,000	500,000		
<b>2.24.</b>	Greenhouse production of flowers	Aerodrom Municipality	2008	2009		50,000		950,000	1,000,000		
<b>2.25.</b>	Small enterprises zone – Corridor 8	Saray Municipality	2008	2010		100,000	200,000	200,000	500,000		
<b>2.26.</b>	Inciting and supporting the registration of unregistered micro enterprises.	City of  Skopje and NGO CIR	2008	2009		2,000	4,000		6,000		
<b>Total</b>						<b>1,440,000</b>	<b>4,227,000</b>	<b>11,524,000</b>	<b>25,110,000</b>	<b>42,301,000</b>	
						3,40%	10%	27,24%	59,36%	100%	

## DESCRIPTION of Project Idea

<b>Project No.: 2.1</b>	<b>Area:</b> Economic development
<b>Project:</b> <b>Miniature market and service enterprises</b>	<b>Strategic goal:</b> Promotion of new businesses and investments
<b>Short description of the project:</b> On locations established by the municipality, mini markets and service enterprises will be concentrated and at disposal to the residents of Karposh Municipality. The project will provide for the engagement and revitalization of : <ul style="list-style-type: none"> <li>- craftsmen of various fields: the needs of the residents prioritized;</li> <li>- forming of a craftsmanship center with discounted prices (services from one center);</li> <li>- offer and sale of products of the Karposh Municipality and City of Skopje business sector's production offer;</li> <li>- informing the citizens of the existence of mini markets through the urban communities;</li> <li>- continuous upgrading of the mini markets with new contents, based on previous polls on the residents' needs.</li> </ul>	
<b>Expected results:</b> <ul style="list-style-type: none"> <li>- promotion of the entrepreneurship in Karposh Municipality ;</li> <li>- aid for new businesses;</li> <li>- reduced unemployment;</li> <li>- representing the public and the private sector's interests;</li> <li>- improved public-private services.</li> </ul>	<b>Target groups:</b> The business sector in Karposh Municipality and wider, by providing for new opportunities and improved management skills; <ul style="list-style-type: none"> <li>- unemployed;</li> <li>- institutions of the public and the private sector;.</li> <li>- students;</li> <li>- Craftsmen Association of the City of Skopje;</li> <li>- potential investors.</li> </ul>
<b>Possible concerned parties (subject):</b> <ul style="list-style-type: none"> <li>- Karposh Municipality;</li> <li>- donors;</li> <li>- City of Skopje.</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- Location and technical assistance;</li> <li>- Financial aid;</li> <li>- Complete support and information.</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- Number of completed mini markets;</li> <li>- Supported young people while looking for work;</li> <li>- Number of supported beneficiaries.</li> </ul>	<b>Starting date:</b> 2007(October)  <b>Duration:</b> 2007-2008 (with a possibility for project's self-sustainability)
<b>Anticipated budget: €10.000</b> <b>Sources of financing:</b> Municipality budget : €2.500 City of Skopje: €2.500 Donors: €5.000	

<b>Project No. 2.2</b>		<b>Area:</b> Increasing of the revenues of the SME-s and the citizens
<b>Project:</b> <b>Light, non-polluting industry along the bypass</b>		<b>Strategic goal No. 2</b> Promotion of new businesses and investments
<b>Short description of the project:</b> Aiming to overcome the municipality's problems concerning the economic development, the small number of commercial subjects and the high unemployment rate, a zone for light non-polluting industry has been arranged, with 50 locations for motels, gas stations, restaurants, shops, workshops, and other similar service enterprises. The zone offers clearly determined locations for specific enterprises and completed utilities infrastructure (water supply, sewage system, power supply, and phone). For the first 100 new employments, the Municipality offers prequalification of the inadequately qualified work force. Concerning the delivery of the zone's services, by contracts for public-private partnership, the municipality began the process of attracting investments of €3,000,000.00. The forming of the zone includes activities for urbanization of 170 ha, construction of utilities infrastructure and establishing of a team to prepare the project documentation, to implement the project, and to manage the project's result: the industrial zone. Competent for the monitoring and the supervision of the zone's operating and its effects over the local economic development and the local self-government (City of Skopje and Gyorche Petrov Municipality) will be the municipality.		
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- urbanized 170 ha for the zone;</li> <li>- 50 locations for SME-s defined;</li> <li>- Completed utilities infrastructure (water supply, power supply, sewage system, phone);</li> <li>- Expert team for managing the zone selected;</li> <li>- Signed contract for public-private partnership;</li> <li>- 50 locations allocated.</li> </ul>		<b>Target groups:</b>  <b>Direct:</b> <ul style="list-style-type: none"> <li>- Business subjects;</li> <li>- Domestic and foreign investors;</li> </ul> <b>Indirect:</b> <ul style="list-style-type: none"> <li>- Unemployed persons.</li> </ul>
<b>Possible concerned parties (subjects)</b>	<b>Input Factors:</b>	
- <b>The community;</b>	- basic support, cooperation with the local self-government;	
- <b>City of Skopje;</b>	- technical and administrative support, information, financial support, amended Law on Local Self-Government in the part of DUP and taxes;	
- <b>the Municipality;</b>	- technical , administrative, and organizational support, information , financial assets, expertise;	
- <b>the business sector;</b>	- financial support, openness to cooperation ;	
- <b>a private partner;</b>	- expertise, mobilizing of the investors;	
- <b>public enterprises;</b>	- public and communal services;	
- <b>financiers/investors;</b>	- financial products.	
<b>Indicators:</b> -number of SME-s , number of new businesses annually on local level; -raise of the GDP on local level and raise of the municipal revenues; -decreasing of the local unemployment rate.		<b>Starting date:</b>  <b>Duration:</b> 2008-2010
<b>Anticipated budget:</b> - €3.040.000 <b>Sources of financing:</b> Municipality budget - €20.000 a, City of Skopje- €20.000, Donors - €1.000.000, Other sources - €2.000.000,		

<b>Project No.: 2.3</b>	<b>Area: LED</b>
<b>Project: New non-polluting economic zone along the north bypass – Shuto Orizari</b>	<b>Strategic goal: 2</b> Promotion of new businesses and investments
<p><b>Short description of the project</b></p> <p>The Shuto Orizari Municipality is an integrated part of the City of Skopje, characteristic by its majority Roma population. It occupies the northern peripheral part of the city, with total area of 670 ha. It has the largest unemployment rate, with large number of welfare cases on one hand, and the lowest rate of economic growth, on the other. This project anticipates creation of conditions for forming of a new economic zone, with beneficial conditions and opportunities for investment in the local economy.</p> <p><u>Location</u></p> <p>The -project will be situated in the north part of the municipality, which stretches north and north-east by the new main communication line Northern Bypass. Total area anticipated is 60 ha.</p> <p><u>Description of the problem</u></p> <p>According to the field information and the analyses made in the sphere of local economic development, a conclusion was made that one of the main problems regarding the economic development is the lack of spatial opportunities and planned solutions that will arouse the businessmen's interest to invest. The potential investors' interest is generally directed towards creation of conditions for building premises for service enterprises (halls with storages, light non-polluting industry, small factories, etc.). They also require from the municipality and the government to create beneficial conditions for business in the area of urbanism, communal taxes, as well as favorable credits, by which these institutions would help in the realization of their business plans and visions. To put it briefly, it is necessary to create a favorable business climate, as a precondition for the community's economic development.</p> <p><u>Anticipated solution</u></p> <ul style="list-style-type: none"> <li>- The first necessary step anticipated by this project-proposal is the preparation of the urbanization documentation (for unpopulated areas), with good communication lines and communal equipment, necessary for the realization of the project. This plan anticipates building of 150 – 200 new objects for service enterprises;</li> <li>- Promotion of the planning documentation with all benefits concerning the communal taxes and other benefits offered by the national projects and the City administration (preparation of advertising-promotional materials with information for the potential investors);</li> <li>- Issuing of permits, building preconditions, and the entire administrative documentation necessary to start the construction;</li> <li>- Gradual construction and completing of the existing infrastructure lines (water supply, sewage system, purifying stations, power supply, etc.);</li> <li>- Development of project for prequalification of the able work force, according to the market needs;</li> <li>- Creation of local policy which will serve as a basis for the negotiations with the business sector, offering benefits in return for the employment of the local population.</li> </ul>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- Improved economic conditions for development of the community;</li> <li>- New input in the economic zone, by opening new capacities in the non-polluting light industry;</li> <li>- Reduced number of unemployed;</li> <li>- Improved standards of living;</li> <li>- Reduced number of welfare beneficiaries;</li> <li>- Increased municipality and government budget.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- The local community;</li> <li>- The business community of the City of Skopje;</li> <li>- Shuto Orizari Municipality;</li> <li>- Government of Republic of Macedonia.</li> </ul>
<p><b>Possible concerned parties (subjects):</b></p> <ul style="list-style-type: none"> <li>- Shuto Orizari Municipality;</li> <li>- City of Skopje;</li> <li>- Government of Republic of Macedonia.</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- Human resources and finances;</li> <li>- Human resources and finances;</li> <li>- Human resources and finances.</li> </ul>
<p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. number of issued building permits;</li> </ol>	<p><b>Starting date:</b></p> <p>September 1, 2007</p>

<ol style="list-style-type: none"> <li>2. number of new premises in the economic zone;</li> <li>3. number of new employments;</li> <li>4. reduced number of welfare beneficiaries;</li> <li>5. increased municipality budget.</li> </ol>	<b>Duration:</b> 2006-2008
<p><b>Anticipated budget: €25.000</b>  <b>Sources of financing:</b>  Municipality budget: €5.000  Private sector ( <i>cannot be predicted</i> ),  Government ( <i>cannot be predicted</i> ),  Donors: €20.000</p>	

## DESCRIPTION of a Project Idea

### Project No. 2.4

**Project: Tourist Complex, locality *Tri Krushi***

**Area: Promotion of direct investments**

**Strategic goal:** Promotion of new businesses and investments

#### Short description of the project:

*The locality defined for the tourist complex **Tri Krushi** by its position belongs to the territory of Drachevo village, Kisela Voda Municipality. It is situated 10 km south-east of the City of Skopje (south of Drachevo village) and occupies an area of 60 hectares . The entire locality is on mild mountain slopes, with height of 350 meters above the sea level, and climate identical to the entire Skopje region. Regarding the communication lines, the locality is connected by a local road to the regional road Skopje – Drachevo.*

Within the locality limits, there already is a monument called **Tri Krushi** with a church, space for public manifestations, and other contents. The rest of the locality is empty, but paved, illuminated, and with urban equipment. There also is a pedestrian path, which begins at the locality bottom and continues towards the Mountain Kitka slopes.

The locality needs completing with modern infrastructural systems, meaning:

- electrical infrastructure;
- communication infrastructure;
- water supply and sewage system.

*Within the program-based determination for construction of the tourist complex, the following purposes of the locality are defined: sporting-recreational terrains and facilities, catering and trade facilities, parking lots and pedestrian paths, green fields, botanic gardens, etc.*

*The concept, according to Kisela Voda Municipality programs, is envisioned as a complete tourist complex, with all necessary accompanying contents and elements, as sporting, catering, tourist, and other facilities*

#### Expected results:

*It is expected that by the realization of the program contents and the infrastructure, the attendance at the locality of both, the local and the entire population of the City of Skopje will rise. Beside the religious celebrations, the complex - with the catering and tourist facilities, as well as with the horticultural*

arrangement of the space with green fields and botanic gardens – will provide for the development of weekend tourism and recreation of the residents.

The tourist complex **Tri Krushi** will also make possible the organization of cultural and popular manifestations of domestic and international character. Simultaneously, the modern sporting and recreational terrains and facilities will make possible the organization of various competitions and tournaments

**Target groups:**

Both, the program-based contents and the completion of the infrastructure, aim to increase the quality of living of the **entire population** of the wider Skopje region. The **private sector** has the potential to develop the economy, with accent on the catering and tourism.

**Possible concerned parties (subjects):**

**The local self-government** has the capacity and interest to create a tourist complex with heterogeneous cultural, popular, sporting, recreational, religious, and other contents, therefore it is one of the most concerned parties in the process of realization of the tourist complex.

**The private** sector, with its investing potential to develop the economy – especially the catering and the tourism – also appears as one of the concerned parties.

Beside the local population both, the wider community of the City of Skopje and the public sector also have interest to enrich the public events in Skopje by organizing cultural, popular, sporting, recreational, and other manifestations.

**Input factors:**

Additional planning solutions are needed, elaborately justified and supported by technical documentation. Completion of the infrastructure means constructing of modern utilities, communication, and building infrastructure, which requires additional financial assets from both, the local self-government and the private sector.

**Indicators:**

- **the number of involved** residents, who will visit the complex and use its services;
- **the number of public institutions** involved in the organization of various manifestations and use of the complex's services;
- **the number of businesses** which will invest in and manage the catering and the tourist facilities.
- **the revenues** realized by the use of the tourist complex;
- **the revenues** realized by local taxes and other duties;
- **the revenues** which the City of Skopje will realize by taxes and other duties;
- **the revenues which the public communal enterprises** will realize by communal taxes and other duties.

**Duration:** 2006-2008

**Anticipated budget:** Not completely defined

## DESCRIPTION of Project Idea

<b>Project No. 2.5</b>	<b>Area:</b>
<b>Project:</b> <b>Light non-polluting industry along the bypass – preparation of DUP</b>	<b>Strategic goal 2.</b> Promotion of new businesses and investments
<b>Short description of the project:</b> In order to overcome the problems with the municipality's economic development, the very few economic subjects and the large unemployment rate, arranging of a light non-polluting industry zone along the bypass is needed (construction of motels, gas stations, restaurants, shops, workshops, and similar service enterprises). The zone will offer clearly arranged locations and completed infrastructure (water supply, sewage system, power supply, phone, service roads). The forming of the zone will include activities as to urbanization of 170 ha of space, preparation of the project documentation, implementation of the project, and managing with the project's result: the industrial zone. The first phase will be the preparation of a detailed urbanization plans.	
<b>Expected results :</b> - defined locations; - arranged infrastructure; - utilities infrastructure; - bypass and service access roads; - power supply.	<b>Target groups:</b> - institutions/businesses; - domestic and foreign investors.
<b>Possible concerned parties (subjects):</b> - the community	<b>Input factors:</b> -basic support
- institutions/businesses	- basic support – technical and financial, businesses
- Gazi Baba Municipality	- administrative, organizational, financial support
- City of Skopje	- financial, logistic, and technical support
- Government of Republic of Macedonia	- financial, logistic, and technical support
- authorized planning offices.	- realization of the construction, internal resources
<b>Indicators:</b> - Passed and verified planning documentation; - technical ( basic) executive projects; - number of new direct investments; - increased revenues; - reduced unemployment.	<b>Starting date:</b>  <b>Duration: 2007-2009</b>
<b>Anticipated budget for DUP : €150.000</b> <b>Sources of financing:</b>	

<b>Project No. 2.6</b>	<b>Area: Economy</b>
<b>Project:</b> <b>Aqua Park</b>	<b>Strategic goal: 2</b> Promotion of new businesses and investments
<b>Short description of the project:</b>  The project objective is construction of an Aqua Park on the location of Lake <i>Treska</i> , by reconstructing the existing locality according to the contemporary standards for construction of an Aqua Park. It will contain all elements of the large aqua parks, including the toboggans, water tubes, and other attractive contents. The dynamics of the project is divided in two phases, meaning: <ol style="list-style-type: none"> <li>1. construction of purifying stations;</li> <li>2. cleaning of the locality, construction and equipment of the facilities.</li> </ol> The project is in accordance with the LED of the City of Skopje, approved by the City Council. The project	

is also of interest not only to the Saray Municipality, but to all citizens of Skopje. By this project the City of Skopje will improve the citizens' standard of living, offering them a place for resting and recreation. The project is sustainable from the aspect of the business community's interest, regulated ownership and legal relations, existing location and initial conditions for the construction of a park of this type. Following the project cycle, the project will become self-sustainable by its commercial services. The local self-government, the public enterprises, the private investors, the construction companies, experts, and other concerned parties will actively take part in the project's implementation

**Expected results:**

- completed Aqua Park with new contents;
- introduction of a new service;
- development of the business sector and increasing of its revenues;
- increased employment;
- promotion of direct and new investments;
- increased municipality revenues.

**Target groups:**

- residents of Saray Municipality;
- residents of City of Skopje;
- citizens of Republic of Macedonia;
- tourists.

**Possible concerned parties (subjects):**

- City of Skopje;
- Saray Municipality;
- Ministry of Transport and Communications;
- Business sector;
- The public enterprise.

**Input factors:**

- financial assets;
- appropriate personnel;
- workers;
- equipment.

**Indicators:**

- Completed Aqua Park;
- Number of visitors;
- Number of newly opened businesses in the complex;
- Number of newly employed persons;
- Increased municipality revenues from the taxes.

**Starting date:**  
2008

**Anticipated budget:** €11.000.000.00

**Sources of financing:**

Saray Municipality budget: 0  
 City of Skopje Budget: €500.000.00  
 Private sector: €5.000.000.00  
 Government of R.M. €500.000.00  
 Donors: €5.000.000.00

<b>Project No.:</b> 2.7	<b>Area:</b> economy
<b>Project:</b> <b>Clean locations for domestic and foreign investors</b>	<b>Strategic goal: 2</b> Promotion of new businesses and investments
<b>Short description of the project:</b> Establishing of a modern system for recording, monitoring, and presentation of free locations for domestic and foreign investors. The project will also provide for presentation of the City of Skopje's investment capacities and the existing and potential economic activities.  The project anticipates preparation of an <i>Investment Portal</i> and a catalogue of investing opportunities.	

<b>Expected results :</b> <ul style="list-style-type: none"> <li>- Completed informative system for recording, monitoring, and presentation of the free locations;</li> <li>- Completed investment portal;</li> <li>- Completed catalogue of investment opportunities;</li> <li>- Public campaign on the investment opportunities.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- Domestic and foreign potential investors.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- City of Skopje;</li> <li>- The municipalities within the City of Skopje;</li> <li>- The Ministry of Transport and Communications;</li> <li>- donors.</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- copy of GUP (the General Urbanization Plan of the City of Skopje) and copies of all the DUP-s (Detailed Urbanization Plans).</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- 10 investors attracted</li> </ul>	<b>Starting date:</b> <b>Duration: 1 year</b>
<b>Anticipated budget: €150.000</b> <b>Sources of financing:</b> City of Skopje budget: €45.000 Donors: €105.000	

<b>Project No. 2.8</b>	<b>Area:</b> Economic development
<b>Project:</b> <b>Flower Market</b>	<b>Strategic goal: 2</b> Promotion of new businesses and investments
<b>Short description of the project:</b> <p>The project anticipates construction of a flower market, that is a contemporarily shaped closed object of glass.</p> <p>The project's objective is to create conditions for temporary functioning of a flower market as an organized space for both, a market and a resting place for the residents of the neighborhood and of the other parts of the city. The construction of the flower market anticipates a modern, closed object with two functions: a trading and an exhibition space. The project also anticipates a designing part, that is a bureau where horticultural designs of private and public objects would be created. The flower market would operate as a company which would coordinate all smaller open flower markets that will be established on all available locations on the territory of the Center Municipality.</p> <p>The opening of the flower market, first of this kind in the city and in the state, will be of special significance to everyone involved in this line of business, since they currently operate in inadequate, dreadful conditions, in improvised prefabricated objects. By the construction of the flower market, the Center Municipality will also improve the urban appearance of the surrounding space, as opposed to the current, from the urban aspect, disturbing look.</p> <p>Further on, the project offers a solution that will refine the space, with paved pedestrians' paths, paved square with a fountain in the middle, where the market will be positioned. It will also have a reserve space for sporting and recreational activities. Another specific aspect of this space is that it is one of the most frequent parts of the city, between the <b>Teodosiy Gologanov</b> and <b>Naroden Front</b> streets (right in front of the <b>Nova Makedoniya</b> Building)</p>	
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- positive effects over the local economic development of the municipality;</li> <li>- development of small enterprises, private sector;</li> <li>- new employments;</li> <li>- improving of the urban appearance.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- private business sector;</li> <li>- individual salespersons;</li> <li>- producers of horticultures.</li> </ul>

<b>Possible concerned parties (subjects):</b> - Center Municipality (investor); - Ministry of Transport and Communications (to grant the land for the construction); - SME support institutions;	<b>Input factors:</b> - financing of the project; - preparation of the draft-solution; - expert (consulting) support for the realization of the project.
<b>Indicators:</b> - opening of a contemporary flower market; - employment of 50 unemployed persons; - opening of new businesses; - increasing of the municipality revenues.	<b>Starting date:</b> June,2007 <b>Duration:</b> 2007-2008
<b>Anticipated budget:</b> €1.000.000 <b>Sources of financing:</b> Municipality budget: €100.000 City of Skopje budget: €100.000 Private sector: €800.000	

<b>Project No. 2.9</b>	<b>Area:</b> Protection of the living environment
<b>Project:</b> <b>Introducing a communal waste treatment by establishing private – public partnerships</b>	<b>Strategic goal: 2</b> Promotion of new businesses and investments
<b>Short description of the project:</b> The realization of the project will provide for introduction of a new system of communal waste management, meaning selection, treatment and construction of three recycling sites on the territory of Skopje. The project will also include a public awareness campaign, featuring the importance of the new waste management system and their participation in the primary selection of the communal waste. The system should provide for establishment of public – private partnerships between PE <b>Communal Hygiene</b> and the existing firms which currently carry out the primary separation and treatment of waste, as well as public-private partnerships between PE <b>Communal Hygiene</b> and companies which will show interest to invest in the new waste managing system.	
<b>Expected results:</b> - defined system for communal waste management; - three recycling sites designed and constructed; - realized public campaign; - established public – private partnership.	<b>Target groups:</b> - the citizens of the City of Skopje; - companies and institutions that operate on the territory of the city
<b>Possible concerned parties (subjects):</b> - City of Skopje; - The municipalities of Skopje; - PE <b>Communal Hygiene</b> ; - individuals; - private companies which treat waste; - the Ministry of Transport and Communications; - the Ministry of Ecology and Spatial Planning; - programs of the donors' community	<b>Input factors:</b> - analysis of the current situation of the quantities and the contents of the waste; - technical documentation for construction of recycling sites; - providing the necessary documentation for the construction of the recycling sites.
<b>Indicators:</b> - reduced quantity of deposited waste on the waste site <b>Drisla</b> for 15 – 30%, and prolongation of its operational time;	<b>Starting date:</b> October, 2007

- continuous increasing of the number of citizens who will separate the waste, to a minimum of 90,000 – 100,000 (16% of Skopje's total population).

**Duration:** 2007-2008

**Anticipated budget:** €700.000

**Sources of financing:**

City of Skopje budget: €140.000

Donors: €560.000

<b>Project No. 2.16</b>	<b>Area:</b> Economic development
<b>Project:</b> <b>Construction of Regional Center in Karposh 3 – west part</b>	<b>Strategic goal: 2</b> Promotion of new businesses and investments
<p><b>Short description of the project:</b>  The locality defined as Regional Center belongs to the territory of the Karposh 3 settlement. The total area is 9.16 ha, and the locality borders are: <b>Ljubjanska</b> street (on the West), Boulevard <b>Partizanski Odredi</b> (on the South), <b>Manapo</b> street (on the East), and Boulevard <b>Ilinden</b> (on the North).  Concerning the locality, the Council of Karposh Municipality on its 43<sup>rd</sup> session held on July 29, 2007 passed Decision to prepare the Detailed Urban Plan for Karposh 3 settlement - West part (Regional Center). The Decision was published in Republic of Macedonia Official Gazette No. 51/05, while the General Urban Plan of the City of Skopje from 2002 defines the purpose of the site.  The following constructions are anticipated on this locality:</p> <ul style="list-style-type: none"> <li>- terrains and objects for sporting and recreation (hotel for athletes and an indoor swimming pool, accompanying facilities – wardrobes, coffee shops, sanitation network, etc.);</li> <li>- religious object (church), administration object, and other accompanying objects;</li> <li>- hotel of 6 floors + ground floor;</li> <li>- welfare objects (home for elders);</li> <li>- amusement park;</li> <li>- an object for commercial and business use (shopping mall and business center)</li> </ul>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- improvement of the business climate in Karposh Municipality;</li> <li>- reduced unemployment;</li> <li>- providing for conditions for improvement of the religious rights and freedoms;</li> <li>- enriching the tourist capacity of the municipality;</li> <li>- improvement of the welfare protection and the care for the elder;</li> <li>- improving the infrastructure in that part of Karposh 3;</li> <li>- providing for good conditions for sporting, recreation, and amusement.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- unemployed;</li> <li>- the consumers;</li> <li>- the athletes and recreation fans;</li> <li>- elders with need for care;</li> <li>- children and youth;</li> <li>- the business sector.</li> </ul>
<p><b>Possible concerned parties (subject):</b></p> <ul style="list-style-type: none"> <li>- Karposh Municipality</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- completion of DUP, horticultural arrangement of the space, various public and communal services and maintenance;</li> </ul>
<ul style="list-style-type: none"> <li>- Agency for Sport and Youth</li> </ul>	<ul style="list-style-type: none"> <li>- financial, technical support, and experts</li> </ul>
<ul style="list-style-type: none"> <li>- the Ministry of Labor and Welfare</li> </ul>	<ul style="list-style-type: none"> <li>- financial, technical support, and experts</li> </ul>
<ul style="list-style-type: none"> <li>- the Macedonian Orthodox Church</li> </ul>	<ul style="list-style-type: none"> <li>- financial, technical support</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- increased municipality revenues from taxes and duties;;</li> <li>- reduced number of unemployed people;</li> <li>- improved infrastructure;</li> <li>- increased number of citizens who will recreate and work out;</li> <li>- amusement for the children and the youth.</li> </ul>	<p><b>Starting date:</b> unknown</p> <p><b>Duration:</b> unknown</p>
<p><b>Anticipated budget:</b>  <b>Anticipated budget (for the DUP to pass): €3.200</b></p>	

<b>Project No.: 2.17</b>	<b>Area</b>
<b>Project: <i>Defining of locations and types of support for production of ecological and healthy food</i></b>	<b>Strategic goal: 2</b> Promotion of new businesses and investments
<b>Short description of the project:</b> The development of the business sector, the new employments and investments are marked as Municipality Gyorche Petrov's strategic goals. There are vast areas of unused agricultural land at disposal within the municipality's territory. The agricultural land occupies 48.4% of the rural territory, out of which 25.86% is arable. The current situation is such that only a small portion of this land is used/cultivated, and the rest remains futile. We consider the development of the eco-farming (medicinal herbs, natural, ecological, and healthy food grown at the rural – unpolluted areas of the municipality) as a tool by which the small, family businesses will generate employment and contribute to the reducing of the local unemployment rate. We also think that very small percentage of the population is aware of the significance and the opportunities to earn from farming (although most of the municipality's rural part residents are farmers and it is the only source of family income, yet very few are registered farmers). Due to this fact, within this project a massive campaign on public awareness raising and education of the population of the opportunities and the perspectives offered by the production of healthy food is necessary. On the other hand, the municipality will have to grant the locations for production of this type of food, to pass a program concerning the use of the selected areas, and to include those areas in the DUP.	
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- defining of possible locations for production of ecological and healthy food in the rural part of the municipality;</li> <li>- eco-farming program and support for it;</li> <li>- training of the population on the opportunities disposed by the production of ecological and healthy food;</li> <li>- reduced local unemployment rate;</li> <li>- increasing of the local GDP;</li> <li>- new employments.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- the population currently active in farming;</li> <li>- unemployed population in the rural parts of the municipality.</li> </ul>
<b>Possible concerned parties (subjects):</b>	<b>Input factors:</b>
-The community	- basic support, education of the population, technical and administrative support;
- the business sector	-financial support
- donors	- financial support
- City of Skopje	- financial support, technical and administrative support, information;
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- defined locations for development of eco-farming;</li> <li>- new employments;</li> <li>- procured budget of around €400,000</li> </ul>	<b>Starting date:</b> March, 2008;  <b>Duration:</b> 1 year
<b>Anticipated budget:</b> €400,000 <b>Sources of financing:</b> Municipality budget: €50,000 Donors: €200,000 Credits/Bonds: €150,000	

<b>Project No. 2.20</b>	<b>Area:</b> Economy
<b>Project :</b> <b>Construction of multilevel garages</b>	<b>Strategic goal: 2</b> Promotion of new business and investments
<b>Short description of the project:</b>  The project <b>Multilevel Garages</b> anticipates parking spaces for vehicles, dispersed on several levels within a specialized object. The multilevel garages may include numerous levels, both over and under the ground, depending of the anticipated parking capacities. Depending on the position, the multilevel garages may be intended for the local residents' vehicles, or for the visitors and the employees of the business centers.	
<b>Expected results:</b>  - constructed multilevel garages; - regulated urban housing; - protection of the environment.	<b>Target groups :</b>  - citizens; - business sector; - tourists; - potential investors.
<b>Possible concerned parties (subjects):</b> - City of Skopje; - municipalities; - business sector; - public enterprises.	<b>Input factors:</b> - technical and administrative support; - financial assets; - public and communal services;
<b>Indicators:</b> - number of constructed and authorized multilevel garages; - increased flow through the communication lines; - increased protection of the environment;	<b>Starting date:</b>  <b>Duration:</b> 2007-2009
<b>Anticipated budget: €6.000.000,00</b>  <b>Sources of financing:</b> - municipalities €1.200.000 - investors and other sources € 4.800.000	

<b>Project No. 2.21</b>	<b>Area:</b> Economy
<b>Project:</b> <b>Economic zone – part of the <i>Ilinden</i> military barracks</b>	<b>Strategic goal No.2</b> Promotion of new businesses and investments
<b>Short description of the project:</b> The Chair Municipality is a completely urbanized municipality, with no available space for attracting domestic and foreign investors. Therefore, the municipality starts an initiative for forming an economic zone within the <b>Ilinden</b> military barracks, on an area of 50 ha. This area will be urbanely and technically arranged, and locations and contents will be defined. It is anticipated that the economic zone should be exclusively for light industry. The project will be managed by an expert team that will prepare the project documentation, and manage the project implementation and its results. This project will help overcome the municipality problems with the economic development. The zone services will include clearly defined locations for specified economic activities and completed	

<p>utilities infrastructure (water supply, sewage system, power supply, and phone). The supervision and the monitoring of the zone's operations and its effects over the local economic development of the community and the local self-government (City of Skopje and Chair Municipality) will be within the Chair Municipality competence.</p>	
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>- urbanized space of 50 ha ;</li> <li>- defined locations ( after the DUP is completed);</li> <li>- selected expert managing team;</li> <li>- signed contract on public-private partnership.</li> </ul>	<p><b>Target groups:</b></p> <p>Direct:</p> <ul style="list-style-type: none"> <li>- business subjects;</li> <li>- domestic and foreign investors;</li> </ul> <p>Indirect:</p> <ul style="list-style-type: none"> <li>- unemployed persons.</li> </ul>
<p><b>Possible concerned parties (subjects)</b></p> <ul style="list-style-type: none"> <li>- the community</li> <li>- City of Skopje</li> <li>- Chair Municipality</li> <li>- the business sector</li> <li>- a private partner</li> <li>- public enterprises</li> <li>- financiers/investors</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- basic support, cooperation with the local self-government</li> <li>- technical and administrative support</li> <li>- financial support</li> <li>- alterations to the GUP</li> <li>- technical , administrative, and organizational support</li> <li>- financial assets</li> <li>- project and expertise</li> <li>- alterations to the DUP</li> <li>- financial support</li> <li>- mobilizing of investors</li> <li>- public and communal services</li> <li>- financial products</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- number of new jobs on annual level;</li> <li>- increased local GDP;</li> <li>- increased municipality revenues;</li> <li>- reduced unemployment rate.</li> </ul>	<p><b>Starting date:</b></p> <p>2007- 2009</p>
<p><b>Anticipated budget:</b> - €20.000 for the documentation to be completed</p> <p><b>Sources of financing:</b></p> <ul style="list-style-type: none"> <li>- municipality budget;</li> <li>- City of Skopje;</li> <li>- Donor.</li> </ul>	

Municipality Project Coordinator: Sonya Gyorgyievs

<p><b>Project No. 2.22</b></p>	<p><b>Area:</b> Economy</p>
<p><b>Project:</b> <b>Underground garage and arrangement of the ground floor – the Old Turkish Bazaar</b></p>	<p><b>Strategic goal No.2</b> Promotion of new businesses and investments</p>
<p><b>Short description of the project:</b> The Old Turkish Bazaar is a large cultural and historic monument at the very heart of Skopje. The daily frequency of domestic and foreign tourists, as well as of people who work there is large. They all meet with the problem of lack of parking space. The Chair Municipality anticipated construction of an underground garage at the Bazaar's entrance, from the side of <i>De Koka</i> Shopping Mall. The garage will occupy 4,000 m<sup>2</sup> under the ground level, in order to protect the authenticity and the appearance of the Bazaar. This will provide for a parking lot built by the global urban and ecological standards. The functioning of the garage will provide for 30 new employments. The process of attracting foreign and domestic investors for the needed amount of €2,000,000.00 has started with contracts on public-private partnerships.</p>	

<p>The construction of the garage will involve activities for urbanization of the anticipated 4,000m<sup>2</sup>, construction of utilities infrastructure, and selection of an expert team for the preparation of the project documentation, the implementation of the project and for the managing of the project results.</p> <p>The supervision and the monitoring of the zone's operations and its effects over the local economic development of the community and the local self-government will be within the Chair Municipality competence.</p>	
<p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>- urbanized parking lot of 4,000 m<sup>2</sup>;</li> <li>- 200 parking spaces defined;</li> <li>- expert managing team selected;</li> <li>- signed contract on public-private partnership.</li> </ul>	<p><b>Target groups:</b></p> <p>Direct:</p> <ul style="list-style-type: none"> <li>- Business subjects;</li> <li>- Domestic and foreign investors;</li> </ul> <p>Indirect:</p> <ul style="list-style-type: none"> <li>- unemployed persons.</li> </ul>
<p><b>Possible concerned parties: (subjects)</b></p> <ul style="list-style-type: none"> <li>- the community</li> <li>- City of Skopje</li> <li>- the municipality</li> <li>- the business sector</li> <li>- private partners</li> <li>- public enterprises</li> <li>- financiers/investors</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>Basic support , cooperation with the local self-government</li> <li>- Technical and administrative support</li> <li>- Financial support</li> <li>- technical , administrative and organizational support</li> <li>- financial assets</li> <li>- project and expertise</li> <li>- financial support</li> <li>- public and communal services</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- number of parking spaces and frequency of exploration;</li> <li>- increased local GDP;</li> <li>- increased municipality revenues;</li> <li>- reduced unemployment rate.</li> </ul>	<p><b>Starting date:</b></p> <p>2007- 2009</p>
<p><b>Anticipated budget:</b> - €2.000.000</p> <p><b>Sources of financing:</b></p> <ul style="list-style-type: none"> <li>- municipality budget;</li> <li>- City of Skopje;</li> <li>- Donors</li> </ul>	

Municipality Project Coordinator: Sonya Gyorgyievska

<p><b>VISION:</b>  A city in which the residents will enjoy the high standards and quality of urban living.  A city prepared to use the best global practices, to improve and upgrade the economic environment, to invest in its citizens, especially the youth, in order to provide for progress (welfare) of the community  A city-promoter of the businesses, the investments and the creative industries, center of financial and non-financial services</p>	<p><b>Time period 2006 - 2009</b></p>
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**Strategic goal 3. Using of the best global practices and investment in citizens' needs, especially youth**

Results	Indicators
1. Completed training site, 3 training programs designed, 100 trained, 50 new SME-s 2. Introduced waste managing system 3. Established strategic partnerships with the NGO sector 4. The program for continuous training of the personnel approved 5. European congress/training Center completed 6. Public educative and promotional campaigns realized	1. Number of trained persons 2. Number of new firms 3. Involved NGO-s 4. Involved SME-s

**Strategy for partnership: Government, City of Skopje, municipalities, public sector, private sector, donors**

Activities/projects	Responsible - person/ organ and/or partner/	Time frame		Sources of financing budget in ( euros )					Input factors/ information/ people, technology/ resources
		Start	Duration	City of Skopje	Municipality	Donors	Other sources of financing (credits, bonds)	Total budget	
3.1. A site for crafts training centers	LED/ City of Skopje and Craftsmen Chamber, Gazi Baba Municipality	2007	2009	50,000	50,000	245,000		345,000	Documentation, technology, partnerships, people, finances

<b>3.2.</b>	City Support Fund	ORT	2007	2008	5,000	10,000	11,000	2,000	28,000	Project documentation, information, people
<b>3.3.</b>	European Congressional/Training Center	City of Skopje, Centre Municipality	2008	2009	100,000	100,000	800,000		1,000,000	Technical and administrative support, financial assets, expert aid
<b>3.4.</b>	Employment mediation for young unemployed university graduates	LED Sector/ City of Skopje	2008	2009	5,000	500	5,000		10,500	
<b>3.5.</b>	Training of the personnel for preparation and implementation of projects	LED Sector / City of Skopje	2007	2008	5,000		15,000		20,000	
<b>3.6.</b>	development of the craftsmanship, small medium enterprises (development program, entrepreneurship education)	LED Sector / City of Skopje	2007	2009	3,000		12,000		15,000	
<b>3.7.</b>	Organization of a Forum of Civil Associations	Sector for International Cooperation / City of Skopje	2007	2009	3,000		5,000		8,000	
<b>3.8.</b>	Creation of a register of civil associations	Sector for International Cooperation / City of Skopje	2007	2008	3,000		12,000		15,000	

<b>3.9.</b>	Creation of a data base for projects realized in cooperation with the NGO sector	Sector for International Cooperation / City of Skopje	2007	2008	3,000		12,000		15,000	
<b>3.10.</b>	Strategy for cooperation and support of the civil associations and foundations	Sector for International Cooperation / City of Skopje	2007	2008	3,000		12,000		15,000	
<b>3.11.</b>	Introducing of a system for nomination, realization, implementation and monitoring of projects in cooperation with the NGO sector	Sector for International Cooperation / City of Skopje	2007	2008	3,000		12,000		15,000	
<b>3.12.</b>	Defining a system of city's activities coordination while cooperating with civil associations	Sector for International Cooperation / City of Skopje	2007	2008	3,000		5,000		8,000	
<b>3.13.</b>	Strengthening of the NGO-s consulting role in the process of policy creation and increasing the trust in the NGO sector	Sector for International Cooperation / City of Skopje, NGO, ORT	2008	2009	5,000		15,000		20,000	

<b>3.14.</b>	Establishing of long-term partnerships with civil association and foundations of interest to the City of Skopje	Sector for International Cooperation / City of Skopje	2007	2008	3,000		5,000		8,000	
<b>3.15.</b>	Support for citizens' trainings to use modern telecommunication assets and Internet	Aerodrom Municipality	2008	2009			9,000		9,000	
<b>3.16.</b>	Use of the NGO resources by the local self-government while developing strategic documents	Sector for International Cooperation / City of Skopje, CIRA	2007	2008	5,000		15,000		20,000	
<b>3.17.</b>	Establishing a human resources development fund	Sector for International Cooperation/ LED Sector / City of Skopje	2008	2009	5,000		15,000		20,000	
<b>3.18.</b>	Training and enabling the tourist operators to promote the tourist potentials	LED Sector / City of Skopje, Saray Municipality	2007	2009	5,000		15,000		20,000	

<b>3.19.</b>	Developing and continuous use of tools to increase the citizens' involvement in the process of decision making within the local self-government	City of Skopje and NGO CIRA	2008	2009			18,000		18,000	
<b>3.20.</b>	Promotion of waste selection and recycling and raising the public awareness for that issue	Environmental Protection Department /City of Skopje, and Shuto Orizari	2007	2008	20,000	20,000	175,000	500,000	715,000	
<b>TOTAL</b>					<b>229,000</b>	<b>180,500</b>	<b>1,413,000</b>	<b>502,000</b>	<b>2,324,500</b>	
					10%	8%	61%	22%	100%	

## DESCRIPTION of Project Idea

<b>Project No. 3.1</b>	<b>Area:</b>
<b>Project:</b> <b>A site for crafts training centers</b>	<b>Strategic goal: 3</b> Using of the best global practices and investment in citizens' needs, especially the youth
<p><b>Short description of the project:</b></p> <p>The project's objective is to form a craftsmanship training center where trainings for qualification and prequalification in various crafts will be carried out. The Center will also issue certificates on the candidates' competence in certain fields.</p> <p>The center will be consisted of workshops for separate crafts, where top craftsmen-masters will carry out the trainings by predetermined programs.</p> <p>The training center will also include halls for seminars, congresses, business meetings, exhibitions, mini-fairs, computer centers, educational centers for foreign languages.</p> <p>As it s planned, the center will be outfitted with adequate equipment and technical remedies, and it will engage educated and expert personnel, all in direction of providing for high quality trainings and enabling the candidates to obtain skills in various crafts.</p> <p>The project will also support all the opportunities for self-employment of the young people who obtained knowledge and skills, but have no practical experience. It will also provide for support for starting individual businesses, especially for those who will cherish the old and traditional crafts.</p>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- Constructed site for crafts training centers;</li> <li>- Designed and defined training programs;</li> <li>- Trained work force;</li> <li>- Forming of start-up firms and self-employment.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- High school students;</li> <li>- Young qualified personnel;</li> <li>- Unemployed people to upgrade their qualifications;</li> <li>- craftsmen;</li> <li>- persons with special needs;</li> <li>- other interested people.</li> </ul>
<p><b>Possible concerned parties (subjects):</b></p> <ul style="list-style-type: none"> <li>- City of Skopje;</li> <li>- Gazi Baba Municipality;</li> <li>- Craftsmen's Chamber of Skopje;</li> <li>- ministries;</li> <li>- public enterprises;</li> <li>- NGO;</li> <li>- donors;</li> <li>- specialized high schools.</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- technical and administrative support, finances, expertise;</li> <li>- location, building documentation for the construction of the site;</li> <li>- transfer of technology;</li> <li>- partnership with high schools.</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- 200 persons trained per year;</li> <li>- 100 self-employed in the first year of the project;</li> <li>- description of 3 packages of trainings;</li> <li>- Three trainings which will be held twice a year, in groups of 15 persons;</li> <li>- increased municipality revenues;</li> <li>- reduced unemployment.</li> </ul>	<p><b>Starting date:</b> 2008</p> <p><b>Duration:</b> 2 years</p>
<p><b>Anticipated budget:</b> €345.000</p> <p><b>Sources of financing:</b></p> <p>City of Skopje budget: €50.000</p> <p>Municipality budget: €50.000</p> <p>Donors: 245.000</p>	

<b>Project No. 3.2</b>	<b>Area:</b>
<b>Project:</b> <b>City Support Fund</b>	<b>Strategic goal: 3</b> Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b>	
<p>The project's objective is to strengthen the small enterprises' capacity to deliver high quality, business and consumers oriented services. The project is organized on several levels. The plan anticipates organization of: series of trainings for persons holding managing or crucial positions in the enterprises, in order to improve their knowledge in the area of good managing, efficient use and saving of the resources, reducing of the waste, interpersonal communication for better working conditions, promotion of the enterprises on the market by connecting them with related domestic and foreign organizations. To make the interactive education more efficient, publishing of Business Bulletin featuring the enterprises' efficiency is planned and, in long terms, publishing of educational articles (by generating financial fund which will provide for support of the small enterprises or investments in the community).</p> <p>The project is in accordance with the mission and priority projects of the Strategy for LED of Skopje, approved by the Council of the City of Skopje. By acquiring new competencies, the City of Skopje will present its concern to improve the current services towards the economic sector and its competitiveness and, indirectly, to improve the economic power of the citizens. The project is self-sustainable due to the improved and more experienced performance of the small enterprises, as well as by self-financing of the continuous training through the advertisements in the Bulletin.</p>	
<b>Expected results:</b>	<b>Target groups:</b>
<ul style="list-style-type: none"> <li>- high quality services of the enterprises towards the citizens;</li> <li>- improved skills of the employees and the managers of the SME-s;</li> <li>- increased revenues in the business sector;</li> <li>- increased revenues from the firms through the taxes;</li> <li>- increased number of served citizens by the City administration;</li> <li>- reduced effects over the living environment;</li> <li>- connecting people, firms and institutions on domestic, regional, and European level.</li> </ul>	<ul style="list-style-type: none"> <li>- managers and executive persons within the small enterprises in Skopje, who are just starting with the business, or cannot manage to survive on the market. The focus will be on the enterprises of the sector of agriculture, traditional craftsmanship, micro enterprises, alternative businesses, services, production, etc.</li> </ul>
<b>Possible concerned parties (subjects):</b>	<b>Input factors:</b>
<ul style="list-style-type: none"> <li>-City of Skopje, all 10 municipalities of Skopje, NGO, training deliverers, MDFE, MDC, funds for SME-s, corporations, the Ministry of Economy, and MZSV.</li> </ul>	<ul style="list-style-type: none"> <li>- operating team, equipment, expert material, printed material, financial assets, information, office material, utilities.</li> </ul>
<b>Indicators:</b>	<b>Starting date:</b> 2007 <b>Duration:</b> 1 year
<ul style="list-style-type: none"> <li>- municipalities' agreement to participate;</li> <li>- enterprises' interest to participate;</li> <li>- number of managers who agreed to apply the knowledge;</li> <li>- number of active participants on the seminars;</li> <li>- number of published articles in the Bulletin;</li> <li>- quantities of saved raw materials;</li> <li>- 5 issues of the Bulletin;</li> <li>- 100 trained persons;</li> <li>- 5 successful training seminars;</li> <li>- connection to 5 European projects.</li> </ul>	
<p><b>Anticipated budget:</b> €28.000</p> <p><b>Sources of financing:</b>  ORT: 0  City of Skopje budget : €5.000  Municipality budget: €10.000  Government of Republic of Macedonia: €2.000  Donors: €11.000</p>	

Prepared by: ORT-Training for Sustainable Development, Skopje

The project idea will be implemented and managed by ORT, in cooperation with the City of Skopje.

<b>Project No. 3.3</b>	<b>Area:</b> <b>Strategic goal: 3</b>
<b>Project:</b> <b>European Congressional/Training Center</b>	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b> The European Congressional and Training Center is a modern business center, aiming to incite the entrepreneurship and local development. The Center offers developmental and entrepreneurship services to improve the entrepreneurs' level of education, exchange of information to increase the use of the European structural funds, cooperation with the European market, and improvement of the enterprises' technological development. The Center is outfitted with adequate technical remedies and trained personnel, and provides for high quality services for the business sector. The professional personnel delivers trainings in the areas of management, finances and marketing, European standards, increasing of the compositeness and accelerated technological development for both, the existing and the potential entrepreneurs. Some of the services also include business planning, preparation of project and credit applications, business information, organizing of courses and seminars, organizing of conferences and development of projects.	
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- promotion of the entrepreneurship and cooperation with the European market;</li> <li>- improvement of the economic and development activities' efficiency, through improvement of the communication between the business persons and the local administration;</li> <li>- professional training and education of the business persons and of the potential entrepreneurs;</li> <li>- professional training and education of the administration employees;</li> <li>- reducing the unemployment and inciting the opening of new SME-s.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- the business sector, by providing new opportunities and improved management skills;</li> <li>- local self-government;</li> <li>- potential investors;</li> <li>- educational institutions;</li> <li>- expert personnel.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- City of Skopje</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- technical and administrative support, financial assets</li> </ul>
- the municipalities of the City of Skopje	- technical and administrative support, financial assets
- LED sector and the University <i>St. Kiril and Metodiy</i> ;	- technical and expert aid
- Ministry of Economy, the Agency for Entrepreneurship	- technical and expert aid
- private partner	- mobilizing of investors
- World Bank and European Union Program for SME-s	- training of trainers, financial aid
- <b>Indicators:</b> <ul style="list-style-type: none"> <li>- 500 SME-s supported;</li> <li>- Realized projects in the Center;</li> <li>- Realized conferences, seminars;</li> <li>- Increased municipality and City revenues</li> </ul>	<b>Starting date:</b> 2008  <b>Duration:</b> 2008-2009
<b>Anticipated budget:</b> €1.000.000,00	
<b>Sources of financing:</b> <ul style="list-style-type: none"> <li>- City of Skopje – €100,000.00 , municipality budget - €100,000.00,</li> <li>- Donors – €800,000.00</li> </ul>	

<b>Project No.: 3.7</b>	<b>Area:</b> <b>Strategic goal: 3</b>
<b>Project:</b> <b>Organizing of Civil Associations' Forum</b>	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b>	
<b>Expected results :</b> - formed Civil Associations' Forum.	<b>Target groups:</b> - civil associations; - citizens.
<b>Possible concerned parties (subjects):</b> - Civil associations; - Municipalities within the City of Skopje; - City of Skopje.	<b>Input factors:</b> - City of Skopje's strategy for cooperation with NGO-s; - defined discussion groups by various areas.
<b>Indicators:</b> - organized forum with over 15 representatives of the non-governmental; - annual session of the Forum.	<b>Starting date:</b> September 2007  <b>Duration: 12 months</b>
<b>Anticipated budget:</b> €8.000 <b>Sources of financing:</b> Municipality budget: €3.000 Private sector _____ Government _____ Donors €5.000 Credits/Bonds _____	

<b>Project No.: 3.8</b>	<b>Area:</b> <b>Strategic goal: 3</b>
<b>Project:</b> <b>Creation of a register of civil associations</b>	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b>  Creation of a Register of Civil Associations which operate in areas of interest to the City of Skopje, or are developing a strategic partnership with the City of Skopje. The Register will be realized as a modern data base, supported by an adequate applicative solution and posted on the City administration's intranet. The register should be prompted with current data and information on a regular basis.	
<b>Expected results :</b> - Register of civil associations active on the territory of the City of Skopje, accessible to the City administration/sectors and to the public; - prompted with the current situation.	<b>Target groups:</b> - civil associations; - City administration/sectors; - public; - citizens.
<b>Possible concerned parties (subjects):</b> - civil associations; - the municipalities of the City of Skopje; - City of Skopje; - citizens	<b>Input factors:</b> - prepared application which will support the register (data base).

<b>Indicators:</b> - active Register of Civil Associations, accessible to all concerned parties; - posted on the City administration's intranet page.	<b>Starting date:</b> September 2007  <b>Duration:</b> 12 months
<b>Anticipated budget:</b> €15.000 <b>Sources of financing:</b> Municipality budget: €3.000 Private sector _____ Government _____ Donors: €12.000 Credits/Bonds _____	

<b>Project No.:</b> 3.10	<b>Area:</b> <b>Strategic goal:</b> Using of the best global practices and investment in citizens' needs, especially the youth
<b>Project:</b> Strategy for cooperation and support of the civil associations and foundations	
<b>Short description of the project:</b> Preparation of the City of Skopje Strategy for cooperation and support of civil associations and foundations, which will be a strategic document harmonized with the existent planning documents of the City of Skopje. The strategy should be realized through a participative process of the civil associations active on the territory of the City of Skopje. Also, several workshops involving concerned parties should be organized, which could provide for an adequate influence of the civil sector over provisions, the activities, the strategies, the principles, and the other characteristics of the Strategy.	
<b>Expected results :</b> - Approved strategy of the City of Skopje for cooperation with the civil associations for the period 2007 - 2010; - Approved Action Plan for the realization of the strategy; - Started implementation of the Action Plan priority activities.	<b>Target groups:</b> - civil associations; - City administration – International Cooperation Sector, Department for NGO and Foundations Support; - the public; - citizens.
<b>Possible concerned parties (subjects):</b> - Civil associations - Municipalities within the City of Skopje; - City of Skopje; - citizens; - Department of Project Management of City of Skopje; - The rest of the City administration	<b>Input factors:</b> - adopted strategic and planning documents for the City of Skopje.
<b>Indicators:</b> - Prepared Strategy document; - provision passed stating that the strategy was approved by the Council of the City of Skopje.	<b>Starting date:</b> May 2007  <b>Duration:</b> 6 months
<b>Anticipated budget:</b> €15.000 <b>Sources of financing:</b> Municipality budget: €3.000 Private sector _____, Government _____ Donors: €12.000	

<b>Project No.: 3.11</b>	<b>Area:</b> <b>Strategic goal: 3</b>
<b>Project:</b> Introducing of a system for nomination, realization, implementation, and monitoring of projects in cooperation with the NGO sector	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b> Defining and introducing a unique system/program for nomination, realization, implementation, and monitoring of projects in cooperation with the NGO sector. The system should integrate the procedures for public call for projects, methodology of evaluation and supervising of projects, and organization of projects realized in partnership with NGO-s.	
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- Adopted Program for nomination, realization, implementation, and monitoring of projects in cooperation with the NGO sector;</li> <li>- A decision passed by the Council of the City of Skopje;</li> <li>- implementation of the Program started;</li> <li>- Realized training of the City administration for applying the Program;</li> <li>- Project Charter.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- civil associations;</li> <li>- City administration;</li> <li>- public.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- civil associations;</li> <li>- sectors of the City administration;</li> <li>- Department for NGO and Foundations Support of the City of Skopje;</li> <li>- the other sectors of the City administration.</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- Mayor's approval for definition of such program.</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- prepared Program document;</li> <li>- provision passed stating that the strategy was approved by the Council of the City of Skopje.</li> </ul>	<b>Starting date:</b> September 2007  <b>Duration:</b> 6 months
<b>Anticipated budget:</b> €15.000 <b>Sources of financing:</b> Municipality budget: €3.000 Private sector _____ Government _____ Donors: €12.000 Credits/Bonds _____	

<b>Project No.: 3.12</b>	<b>Area:</b> <b>Strategic goal: 3</b>
<b>Project:</b> Defining a system of city's activities coordination while cooperating with civil associations	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project</b> Defining and introducing of a unique system coordination of activities which the City of Skopje undertakes with the civil associations, by defining of the Department for Cooperation and Support of	

<p>the Civil Associations and Foundations' coordinative role. The system should transform into Reference Book for coordination of the activities concerning the cooperation with the NGO sector. The Reference Book should define the roles, the way of cooperation, the organization and the coordination, as well as the competences, that is the delegating in each sector separately.</p>	
<p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>- Prepared reference book for activities' coordination concerning the cooperation with the NGO sector;</li> <li>- A decision brought by the Mayor of the City of Skopje for approval of the reference book;</li> <li>- Realized training of the City administration on the use of the reference book;</li> <li>- Appointed executors;</li> </ul>	<p><b>Target groups</b></p> <ul style="list-style-type: none"> <li>- City administration</li> </ul>
<p><b>Possible concerned parties (subjects):</b></p> <ul style="list-style-type: none"> <li>- civil associations;</li> <li>- sectors of the City administration;</li> <li>- Department for NGO and Foundations Support of the City of Skopje.</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- Mayor's approval for definition of such reference book.</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- prepared Reference Book;</li> <li>- decision for approving of the Reference Book passed.</li> </ul>	<p><b>Starting date:</b> September 2007</p> <p><b>Duration:</b> 6 months</p>
<p><b>Anticipated budget:</b> €8.000  <b>Sources of financing:</b>  Municipality budget: €3.000  Private sector _____,  Government _____,  Donors: €5.000  Credits/Bonds___</p>	

<p><b>Project No.:</b> 3.13</p>	<p><b>Area:</b>  <b>Strategic goal: 3</b>  Using of the best global practices and investment in citizens' needs, especially the youth</p>
<p><b>Project:</b>  Strengthening of the NGO-s consulting role in the process of policy creation and increasing the trust in the NGO sector</p>	
<p><b>Short description of the project:</b>  Defining of discussion groups, consisted of representatives of the non-governmental organizations, the public administration, and the expert milieu. The discussion groups should be thematically oriented, encompassing the City of Skopje current competences, meaning: local economic development, urban development, culture, education, sport, welfare and health protection, marginalized groups, handicapped persons, etc. The discussion groups would convene on predetermined theme. The opinions and the suggestions should be presented to the City of Skopje's organs and bodies. Electronic discussions and forums on certain themes of interest to the NGO sector and the City of Skopje will also be initiated. The electronic discussions will be posted on the City of Skopje's official portal.</p>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- Defined discussion groups;</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- civil associations;</li> </ul>

<ul style="list-style-type: none"> <li>- Defining of the system of information flow between the discussion groups and the City of Skopje organs and bodies;</li> <li>- Opening of electronic forums and discussions on the City of Skopje's official portal.</li> </ul>	<ul style="list-style-type: none"> <li>- City administration;</li> <li>- the experts' milieu;</li> <li>- public and private institutions and organizations.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- civil associations;</li> <li>- sectors of the City administration;</li> <li>- Department for NGO and Foundations Cooperation and Support of the City of Skopje.</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- stated interest by the civil associations for participation in the discussion groups.</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- formed discussion groups.</li> </ul>	<b>Starting date:</b> September 2007 <b>Duration:</b> 6 months
<b>Anticipated budget:</b> €20.000 <b>Sources of financing:</b> Municipality budget: €5.000 Private sector _____, Government _____ Donors: €15.000 Credits/Bonds _____	

<b>Project No.: 3.14</b>	<b>Area:</b> <b>Strategic goal: 3</b>
<b>Project:</b> Establishing of long-term partnerships with civil association and foundations of interest to the City of Skopje	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b> Defining of criteria for establishing of long-term partnerships between the City of Skopje and certain civil associations.	
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- defined criteria.</li> </ul>	<b>Target groups:</b> <ul style="list-style-type: none"> <li>- civil associations;</li> <li>- City administration;</li> <li>- the experts' milieu;</li> <li>- public and private institutions and organizations.</li> </ul>
<b>Possible concerned parties (subjects):</b> <ul style="list-style-type: none"> <li>- civil associations;</li> <li>- sectors of the City administration;</li> <li>- Department for NGO and Foundations Cooperation and Support of the City of Skopje.</li> </ul>	<b>Input factors:</b> <ul style="list-style-type: none"> <li>- expressed interest by the civil associations for long-term partnerships.</li> </ul>
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- Two signed MoU-s for strategic partnership.</li> </ul>	<b>Starting date:</b> September 2007 <b>Duration:</b> 6 months
<b>Anticipated budget:</b> €8.000 <b>Sources of financing:</b> Municipality budget: €3.000 Private sector _____, Government _____, Donors: €5.000 Credits/Bonds _____	

<b>Project No.: 3.16</b>	<b>Area:</b> <b>Strategic goal: 3</b>
<b>Project:</b> Use of the NGO resources by the local self-government while developing strategic documents	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b> Increasing of the NGO participation in the process of planning and completion of specialized strategies, for example: strategy for urban development, strategy for development of culture and protection and promotion of the city's cultural heritage (cultural map of the city, program, action plans), strategy for development of draftsmanship, strategy for development of small and medium businesses, strategy for development and promotion of tourism in the City of Skopje, strategy for development of sport, the recreation, and healthy living in the City of Skopje (also including the completion of clear and precise criteria for the sporting societies), etc. Effective participation will require identification of the specific knowledge of the NGO members and volunteers, their expertise, as well as knowledge and interest to participate in the completion of the strategies.	
<b>Expected results :</b> - records of the expertise and knowledge of certain NGO-s and of individuals/volunteers and NGO members.	<b>Target groups:</b> - civil associations; - City administration; - the experts' milieu; - public and private institutions and organizations.
<b>Possible concerned parties (subjects):</b> - civil associations; - sectors of the City administration; - Department for NGO and Foundations Cooperation and Support of the City of Skopje	<b>Input factors:</b> - expressed interest by the civil associations for participation in the preparation of the specialized strategies.
<b>Indicators:</b> - expressed interest of more than 10 NGO-s and 20 individuals.	<b>Starting date:</b> December 2007  <b>Duration:</b> 6 months
<b>Anticipated budget:</b> €20.000 <b>Sources of financing:</b> Municipality budget: €5.000 Private sector _____, Government _____, Donors: €15.000 Credits/Bonds _____	

<b>Project no.: 3.20</b>	<b>Area: LED</b> <b>Strategic goal: 3</b>
<b>Project:</b> Promotion of waste selection and recycling and raising the public awareness for that issue – Shuto Orizari	Using of the best global practices and investment in citizens' needs, especially the youth
<b>Short description of the project:</b> The Shuto Orizari Municipality is an integrated part of the City of Skopje, characteristic by its majority Roma population. It occupies the northern peripheral part of the city, with total area of 670 ha. It has the largest unemployment and welfare cases rate, and also the lowest level of ecological awareness among the population, which results in low level of hygiene and presence of unlicensed waste sites. This project anticipates introduction of a system of waste selection and treatment, as well as public awareness rising by introducing a public campaign. <u>Location</u> The draft-project should be implemented on the whole territory and involve the entire	

community, as the main beneficiary of the project. The anticipated waste sites are planned on five locations, which would include five urban units.

Description of the problem According to the field information and the analyses made in the field of local economic development, it was concluded that main factors for the current situation are the following:

- Low ecological awareness among the residents of this area, who are to blame for the current situation;
- No legal options to fine the wrongdoers on the spot;
- Incomplete equipment in the households and the businesses with adequate containers for waste collection;
- Chaotic collection by certain individuals of waste materials (plastic, metal, textile, etc.) from containers all around the city and depositing of that waste on unlicensed waste sites in their neighborhoods;
- Irregular collection of the daily waste from the households and the businesses by the Public Communal Enterprise;
- Illegal collectors of waste (collectors with horse carts) and depositing of that waste on the periphery of the city;
- Small number of workers responsible for the public spaces' hygiene.

Anticipated solution :

- Public ecological awareness raising campaign among the local residents;
- Cooperation agreement between the local authorities and the private enterprises interested in collection of the selected waste and its treatment;
- Acquisition of plastic containers intended for individual households (welfare cases) and containers for depositing of the selected waste (metal, textile, plastic);
- Construction of waste sites;
- Treatment of the selected waste by private partner enterprises.

<p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>- quality of living of the urban environment improved;</li> <li>- realized partnership between the Municipality and the private sector, and positive examples for new approach towards the solution of the waste problem established;</li> <li>- raised public awareness.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- local community;</li> <li>- business community of the City of Skopje;</li> <li>- Shuto Orizari Municipality.</li> </ul>
<p><b>Possible concerned parties (subject):</b></p> <ul style="list-style-type: none"> <li>- Shuto Orizari Municipality</li> <li>- City of Skopje</li> <li>- Government of Republic of Macedonia</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>- human resources and finances</li> <li>- human resources and finances</li> <li>- human resources and finances</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- new quantities of waste subject to selection and treatment;</li> <li>- reduced number of waste sites</li> <li>- increased municipality budget</li> </ul>	<p><b>Starting date:</b> 2007</p> <p><b>Duration:</b> 2007-2008</p>
<p><b>Anticipated budget: €200.000</b>  <b>Sources of financing:</b>  Municipality budget: €20.000  Private sector ( <i>cannot be predicted</i> )  Government ( <i>cannot be predicted</i> )  Donors: €180.000</p>	

<p><b>VISION:</b>  A city in which the residents will enjoy the high standards and quality of urban living.  A city prepared to use the best global practices, to improve and upgrade the economic environment, to invest in its citizens, especially the youth, in order to provide for progress (welfare) of the community  A city-promoter of the businesses, the investments and the creative industries, center of financial and non-financial services</p>	<p><b>Time period 2006 - 2009</b></p>
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**Strategic goal 4. Affirmation and support for the creative industries**

Results	Indicators
1. Held Festival of Craftsmen 2. Formed small market of handmade products	1. Number of trained 2. Number of visitors 3. Number of tourists 4. Number of participants

**Strategy for partnerships : City of Skopje, municipalities, NGO, Chamber of Craftsmen, donors, private sector**

Activities/projects		Responsible - person/ organ and/or partner/	Time frame		Sources of financing budget in ( euros )					Input factors/ information/ people, technology/ resources
			Start	Duration	City of Skopje	Municipality	Donors	Other sources of financing (credits, bonds)	Total budget	
4.1.	Craftsmen Festival	Chamber of Craftsmen and the City of Skopje	2007	2008	60,000		150,000	180,000	390,000	
4.2.	Forming of a small bazaar for handmade products in the Home of Crafts	Chamber of Craftsmen and the City of Skopje	2007	2008	14,000		10,000	1,000	25,000	
				<b>TOTAL</b>	<b>74,000</b>	<b>0</b>	<b>160,000</b>	<b>181,000</b>	<b>415,000</b>	
					18%	0%	39%	44%	100%	

## DESCRIPTION of Project Idea

<b>Project No. 4.1</b>	<b>Area: Craftsmanship</b>	
<b>Project: Craftsmen Festival</b>	<b>Strategic goal 4.</b> Affirmation and support of creative industries	
<b>Short description of the project:</b>		
<p>The project <b><i>Craftsmen Festival</i></b> envisages a two-day gathering of craftsmen. On this gathering the craftsmen will have the opportunity to present the historical development of their crafts and to present their products and services. The entire event will be accompanied by cultural and artistic events, and it will end with a musical happening.</p>		
<b>Expected results :</b>	<b>Target groups:</b>	
<ul style="list-style-type: none"> <li>- preservation of the draftsmanship and its promotion at home and abroad;</li> <li>- increasing the sale of the craftsmen's products ad services;</li> <li>- exchange of know-how and experiences;</li> <li>- transfer of skills and know-how;</li> <li>- increasing the tourist offer by presenting the craftsmanship as a brand and a symbol of recognition of Republic of Macedonia;</li> <li>- reviving of the Old Turkish Bazaar.</li> </ul>	<ul style="list-style-type: none"> <li>- the craftsmen in Republic of Macedonia .</li> <li>- the population;</li> <li>- the local self-government;</li> <li>- domestic and foreign guests.</li> </ul>	
<b>Possible concerned parties ( subjects)</b>	<b>Input factors:</b>	
-Цитс од Скопје	- technical and administrative support, information, financial support,	
- municipalities in the City of Skopje	- technical , administrative and organizational support, financial assets, expertise;	
- business sector/craftsmen	- financial support, openness to cooperation ,	
- private partner	-advertisements and promotions	
- public enterprises	- public and communal services	
- ministries and governmental agencies	-technical , administrative and organizational support	
- non-governmental organizations	-technical , administrative and organizational support, information	
- financiers/investors	- financial support	
<b>Indicators:</b>		<b>Starting date:</b>
<ul style="list-style-type: none"> <li>- starting of a manifestation which will become an attraction for Skopje and Macedonia;</li> <li>- the turnover of the craftsmanship products;</li> <li>- municipal revenue from personal taxes of 2%;</li> <li>- increased GDP on local and national level and increased municipality revenues;</li> <li>- reduced unemployment on local and national level.</li> </ul>		Duration: 2008-2009
<b>Anticipated budget: €390.000</b>		
<b>Sources of financing:</b>		
Budget of Republic of Macedonia - €140.000 ,		
City of Skopje - €60.000 ,		
Donors- €150.000 ,		
Other sources – €40.000		

<b>Project No. 4.2.</b>		<b>Area:</b> Enriching of the contents of the Old Turkish Bazaar
<b>Project:</b> <b>Forming of Art Bazaar <i>BALKANIKA</i> in the House of Craftsmen in Skopje</b>		<b>Strategic goal: 4</b> Affirmation and support of creative industries
<b>Short description of the project :</b> The project Art Bazaar BALKANIKA envisages opening of a room within the House of Craftsmen in Skopje, where the potential customers will be able to buy souvenirs and gifts with Macedonian cultural characteristics at one place. The offer will include domestic and artistic handicrafts, as well as food products and brands with Macedonian origin (wines, cheese, fabricated fruits and vegetables, pastry, music, etc.). Information on cultural and historical objects to visit in Skopje and Republic of Macedonia will also be available.		
<b>Expected results :</b> <ul style="list-style-type: none"> <li>- created conditions for self-employment and employment of family members and increasing of the population's living standards;</li> <li>- increased sale of the traditional craftsmen's products and services;</li> <li>- promotion of the cultural and historical objects in the City of Skopje and Republic of Macedonia;</li> <li>- obtaining sustainability of the domestic and artistic manufacturing crafts;</li> <li>- generating revenues of the sale of the products, further on to be used for individual development;</li> <li>- aiding the old crafts connected to the old and the modern (filigree, , carving, embroidery, knitting, painting of icons, producing of candles, pottery, jewelry, textile products, productions of bags, slippers, saddles, etc.) and production of applicable products, souvenirs;</li> <li>- establishing a brand and a symbol of recognition of Macedonia;</li> <li>- Enriching of the contents of the Old Turkish Bazaar.</li> </ul>		<b>Target groups:</b> <ul style="list-style-type: none"> <li>- The craftsmen-manufacturers of domestic and artistic products;</li> <li>- The general population;</li> <li>- The local self-government;</li> <li>- Potential investors;</li> <li>- The craftsmanship in Macedonia and Balkan;</li> <li>- The City of Skopje.</li> </ul>
<b>Possible concerned parties</b>	<b>Input factors:</b>	
- City of Skopje	- technical and administrative support, information, financial support;	
- municipalities in the City of Skopje	- technical, administrative, and organizational support, financial assets, expertise;	
- business sector/craftsmen	- financial support, openness to cooperation;	
- public enterprises	- public and communal services	
- ministries and governmental agencies	- technical, administrative , organizational, and financial support	
- non-governmental organizations	- technical, administrative, and organizational support, information	
- financiers/investors	- financial support	
<b>Indicators:</b> <ul style="list-style-type: none"> <li>- An Art Bazaar, a place featuring the entire Macedonian and Balkan tradition and culture of living;</li> <li>- Increased number of newly registered craftsmen;</li> <li>- Increased sale and promotion of the homemade and artistic manufactured products;</li> <li>- Enriching of the contents of the Old Bazaar and the City;</li> <li>- Training on old traditional crafts;</li> <li>- Increased municipality revenues from personal taxes;</li> <li>- Increased GDP on local and national level and increased municipality revenues;</li> <li>- Reduced unemployment on local and national level.</li> </ul>		<b>Starting date:</b> The end of 2007  <b>Duration:</b> the second half of 2007
<b>Anticipated budget: € 25.000</b>		
<b>Sources of financing:</b> City of Skopje - €14.000 , donors - €10.000 , other sources - €1.000		

<b>VISION:</b> A city in which the residents will enjoy the high standards and quality of urban living. A city prepared to use the best global practices, to improve and upgrade the economic environment, to invest in its citizens, especially the youth, in order to provide for progress (welfare) of the community A city-promoter of the businesses, the investments and the creative industries, center of financial and non-financial services								<b>Time period 2006 - 2009</b>		
<b>Strategic goal 5. Promotion of the City of Skopje as a regional center for businesses development</b>										
<b>Results</b>					<b>Indicators</b>					
1.Formed Business Forum 2.Adopted programs for promotion of the City of Skopje in international projects 3.Participation on fairs and international manifestations 4. Completed investors' guide 5.Completed Study on tourism					1. Number of tourists 2. Number of granted projects 3. Number of investors					
<b>Strategy for partnerships: City of Skopje, municipalities, tourist organizations, economic associations</b>										
Activities/projects		Responsible - person/ organ and/or partner	Time frame		Sources of financing budget in ( euros )				Input factors/ information/ people, technology/ resources	
			Start	Duration	City of Skopje	Municipality	Donors	Other sources of financing (credits, bonds)		Total budget
5.1.	Forming of a business forum	LED Sector/ City of Skopje	2007	2008	5,000		45,000		50,000	

5.2.	Promotion of the City as a partner in international projects	LED Sector / Sector for International Cooperation	2007	2008	5,000		20,000,00	5,000,00	30,000,00	
5.3.	Promotion of the tourist offer to relevant domestic and foreign tourist operators	LED Sector / City of Skopje, Shuto Orizari Municipality	2007	2008	20,000		50,000,00	200,000,00	270,000,00	
5.4.	Promotion of planned business locations – investors' guide	City of Skopje, Shuto Orizari Municipality	2007	2008	15,000	10,000,00	20,000,00	5,000,00	50,000,00	
5.5.	Study on alternative tourism: rural tourism, hunting, cavalry sports; running tracks	Gyorche Petrov Municipality and City of Skopje	2008	2009		20,000	150,000	50,000	220,000	
<b>TOTAL</b>					<b>45,000.00</b>	<b>30,000.00</b>	<b>285,000.00</b>	<b>260,000.00</b>	<b>620,000.00</b>	
					7%	5%	46%	42%	100%	

<p><b>VISION:</b>  A city in which the residents will enjoy the high standards and quality of urban living.  A city prepared to use the best global practices, to improve and upgrade the economic environment, to invest in its citizens, especially the youth, in order to provide for progress (welfare) of the community  A city-promoter of the businesses, the investments and the creative industries, center of financial and non-financial services</p>	<p><b>Time period 2006 - 2009</b></p>
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**Strategic goal 6. Development of competitive industry**

Results	Indicators
1. Formed technological park/incubator 2. Participation on fairs and forums 3. Awards presented 4. Opened markets for service enterprises 5. Documentation alternative energy and gasification prepared	1. Number of formed firms 2. Participants on manifestations 3. Number of applicants

**Strategy for partnerships: City of Skopje, municipalities, donors, business sector**

Activities/projects		Responsible - person/ organ and/or partner /	Time frame		Sources of financing budget in ( euros )					Input factors/ information/ people, technology/ resources
			Start	Duration	City of Skopje	Municipality	Donors	Other sources of financing (credits, bonds)	Total budget	
6.1.	Sun collector	Aerodrom Municipality	July, 07.	October, 07.		1,000	9,500		10,500	
6.2.	Technological park/incubators	LED Sector / City of Skopje	2007	2009	26,000	26,000	208,000		260,000	

6.3.	Joint participation with the business sector on domestic and foreign fairs and forums	LED Sector / City of Skopje	2007	2008	8,000		32,000		40,000	
6.4.	Annual award for best tourist offer	LED Sector / City of Skopje	2007	2008	2,000		18,000		20,000	
6.5.	Annual award for best exporter	LED Sector / City of Skopje	2007	2008	3,000		27,000		30,000	
6.6.	Annual award for best exporter	Karposh Municipality /LED Skopje	2007	2008		5,000	5,000		10,000	DUP, locations, information, people,
6.7.	Documentation on alternative energy and gasification	Living Environment Sector/ City of Skopje	2007	2008	50,000	100,000	50,000		200,000	Equipment, people, finances
<b>TOTAL</b>					<b>89,000.00</b>	<b>132,000.00</b>	<b>349,500.00</b>	<b>0.00</b>	<b>570,500.00</b>	
					16%	23%	61%	0%	100%	

## DESCRIPTION of Project Idea

Project No. 6.1	Area: Introducing of alternative energy
Project: Placing of sun collectors on the elementary school <i>Gyorgyiya Pulevski</i>	Strategic goal: 6 Development of competitive economy
<p><b>Short description of the project:</b></p> <ul style="list-style-type: none"> <li>• The project was proposed by the Mayor, and approved by the Aerodrom Municipality Council. Through the preparation period, the principals and the school boards of seven elementary schools in Aerodrom Municipality will be involved;</li> <li>• Te project is in accordance with the Government of Republic of Macedonia position to promote alternative energy sources;</li> <li>• The implementation of the project is within the Municipality's current competences;</li> <li>• The project will introduce a new service for the students, hot water at any time and, regarding that the gymnasium is rented, it will contribute to a more attractive offer to the numerous sport clubs which would show interest to rent it, which will directly increase the school and the municipality revenues;</li> <li>• The opportunity to introduce alternative, renewable energy has not been exploited to date. The Aerodrom Municipality will begin with solar energy, while seriously considering the introducing of other sources of alternative energy, too. Aerodrom Municipality carried out the study in this school because it is neither the largest, nor the smallest consumer of electrical power, therefore this analysis may determine the average value of the investment.</li> <li>• The elementary school <i>Gyorgyiya Pulevski</i> spends about MKD 398,848.00 pr year on power bills. By installing solar energy, annual expenses reducing of about 15-20% is expected, or approximately €1,600. The savings in kilowatt hours would amount to about 1800 kw/h per month or 21,600 on annual level. According to the current prices for kilowatt/hour (it is realistic to expect that the prices will grow in the following years), it is expected that the entire investment will pay off in a period of about 6 years. Regarding that the average operational time of these collectors is about 30 years, the investments is very profitable;</li> <li>• The finances saved by this project may be used for construction or renovation of certain objects, or construction of infrastructure (renovation of the sanitary systems, construction of new playgrounds, etc.). The money saved i this school may be invested in a fund for installation of solar energy in all other schools. If the system is installed in all schools and kindergartens in Aerodrom Municipality – a total of 17 objects - the amount saved on annual level would be €25,000 – €30,000. Total expenses for installation of solar energy in the schools and the kindergartens amount to €150,000.00, which means that the investment will pay off in 3 – 5 years.</li> <li>• The project will contribute to the development of the business sector and to the promotion of new foreign investments. Beside that, the use of alternative types of energy will save large amounts of the schools' budgets for monthly expenditures, which could be invested in the schools. The introduction of this kind of energy will be the first step in the promotion of the solar energy in the Aerodrom Municipality. The next anticipated step would be preparation of a study for introduction of solar energy throughout the Municipality, that is in all residential and business objects. The installation of the solar energy will also contribute to the protection of the environment and the nature. The project will be managed by the Municipality administration and external experts.</li> <li>• The preparation of the study was carried out by the firm <i>Alterna Group</i>, a copy of which we submit as an attachment.</li> <li>• The project results will be monitored monthly. During the first 12 months following the installation permanent monitoring of the bills will be carried out. The results will be compared to the bills from the previous year, which will reveal the amount saved. The saved amount will be reinvested in introduction of new alternative energy sources, building of facilities that will improve the life of the students, etc.</li> <li>• The benefits of the project will be reflected through the decrease of the power bill of the elementary schools. The project will also have educational component, regarding that each student will be introduced to the benefits of the solar energy.</li> </ul>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- placed and installed sun collectors for use of the alternative energy in an elementary school in Aerodrom</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- residents of Aerodrom Municipality;</li> <li>- students of the elementary schools in Aerodrom Municipality;</li> </ul>

Municipality; - replacement of the use of the existing energy with new, renewable energy; - preparation of a study on the installation of solar energy on all the other elementary schools in Aerodrom Municipality.	- Aerodrom Municipality; - The business sector.
<b>Possible concerned parties(subjects):</b> - citizens; - elementary schools; - business sector; - NGO.	<b>Input factors:</b> - experts; technical support; - finances.
<b>Indicators:</b>	<b>Starting date:</b> - a call for tender: 01.07.2007 - selection of the best offer: 15.08. 2007 - installation of the equipment: 16.08-01.09.2007  <b>Duration:</b> 01.07.2007- 01.09.2007
<b>Anticipated budget: €10.500</b> <b>Sources of financing:</b> Municipality Budget: €1.000 Donors: €9.500	

<b>Project No. 6.2</b>	<b>Area:</b> Economical development
<b>Project:</b> <b>Technological park - busines:</b> <b>beginners incubator</b>	<b>Strategic goal: 6</b> Development of competitive economy
<p><b>Short description of the project:</b>  The focus is on the new enterprises which work is based mainly on new technological ideas and products. The incubators provide for common services as: finances, legal and economic support. The incubation process ends after a certain period and the successful new firms move out of the incubator.  By opening an incubator for business beginners, the necessary aid for the young, educated persons starting a business will be provided, which will reduce the unemployment.</p>	
<p><b>Expected results :</b></p> <ul style="list-style-type: none"> <li>- an incubator opened;</li> <li>- promotion of the entrepreneurship;</li> <li>- starting of new businesses;</li> <li>- reduced unemployment;</li> <li>- providing of training, marketing, and other aid for the new SME-s.</li> </ul>	<p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>- young unemployed;</li> <li>- the business sector;</li> <li>- educational institutions;</li> <li>- students.</li> </ul>
<p><b>Possible concerned parties (subjects):</b></p> <ul style="list-style-type: none"> <li>- City of Skopje</li> <li>- municipalities</li> </ul>	<p><b>Input factors:</b></p> <ul style="list-style-type: none"> <li>-premises, technical remedies, financial, human resources</li> </ul>
<ul style="list-style-type: none"> <li>- municipalities</li> </ul>	<ul style="list-style-type: none"> <li>-premises, technical remedies, finances, human resources</li> </ul>
<ul style="list-style-type: none"> <li>- Ministry of Economy</li> </ul>	<ul style="list-style-type: none"> <li>-technical and expert aid, experts</li> </ul>
<ul style="list-style-type: none"> <li>- donor</li> </ul>	<ul style="list-style-type: none"> <li>-financial assets and experts</li> </ul>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- supported business beginners;</li> <li>- number of employed;</li> <li>- increased City and municipalities revenues in %</li> </ul>	<p><b>Starting date:</b> 2008</p> <p><b>Duration:</b> 2008-2009</p>
<p><b>Anticipated budget: €260.000</b></p> <p><b>Sources of financing:</b></p> <p>a) the City ad the municipalities budget: €52,000.00</p> <p>b) donors and other sources: €208,000.00</p>	

<b>VISION:</b> A city in which the residents will enjoy the high standards and quality of urban living. A city prepared to use the best global practices, to improve and upgrade the economic environment, to invest in its citizens, especially the youth, in order to provide for progress (welfare) of the community A city-promoter of the businesses, the investments and the creative industries, center of financial and non-financial services								<b>Time period</b> <b>2006 - 2009</b>		
<b>Strategic goal 7. Developing as a center for financial and non-financial services</b>										
<b>Results</b>					<b>Indicators</b>					
1. Defined location for the financial sector 2. The program for crediting the citizens approved 3. The credit rating completed 4. Formed funds for supporting of the businesses, the farming, and the tourism 5. Defined Program for measures for support and formed City funds					1. Number of locations 2. Number of applicants 3. Number of participants 4. Amount of investments					
<b>Strategy for partnerships: City of Skopje, Government, municipalities, business sector, NGO, donors, financial institutions , investors</b>										
Activities/projects	Responsible - person/ organ and/or partner /	Time frame		Sources of financing budget in ( euros )					Input factors/ information/ people, technology/ resources	
		Start	Duration	City of Skopje	Municipality	Donors	Other sources of financing (credits, bonds	Total budget		
7.1.	Defining of locations and types of support for the development of the financial, the banking, and the rest of the tertiary sector	LED Sector/ City of Skopje and municipality	2007	2009	10,000	10,000	30,000		50,000	

<b>7.2.</b>	Defining of systems for crediting and training the citizens	LED Sector / City of Skopje	2007	2008	15,000	15,000	270,000		300,000	
<b>7.3.</b>	Preparation of credit rating as a precondition for investments	Sector of Finances / City of Skopje	2007	2008	20,000		100,000		120,000	Technical and administrative support, financial assets,
<b>7.4.</b>	Realization measures program for financial support of civil associations of interest to the City of Skopje	Sector for International Cooperation/ City of Skopje	2007	2008	3,000				3,000	
<b>7.5.</b>	Forming of business development support city funds (focusing on sustainable farming, small enterprises with alternative, service, and other activities) and development of urban and ecological tourism	LED Sector / City of Skopje, Aerodrom Municipality	2007	2008	5,000	10,000		18,000	33,000	
<b>7.6.</b>	Forming of city informative donators' point (data base on all donators)	LED Sector/City of Skopje	2007	2008	10,000		20,000		30,000	

7.7.	Connecting of the municipal employment centers with the City of Skopje Local Economic Development Office	LED Sector/City of Skopje	2007	2008	50,000		5,000		55,000	
7.8.	Defining of the types of support for development of the rural tourism (infrastructure, types of technical and financial support)	LED Sector/City of Skopje, Butel Municipality	2008	2009	10,000	10,000	40,000		60,000	
7.9.	Establishing of municipal support center for the craftsmanship and the agriculture	City of Skopje, Aerodrom Municipality, ORT	2008	2008	5,000	45,000			50,000	
<b>TOTAL</b>					<b>128,000</b>	<b>90,000</b>	<b>465,000</b>	<b>18,000</b>	<b>701,000</b>	
					18%	13%	66%	3%	100%	

## DESCRIPTION of Project Idea

<b>Project No. 7.3</b>	<b>Area:</b>
<b>Project:</b> <b>The City of Skopje's credit rating</b>	<b>Strategic goal: 7</b> Center for financial and non-financial services
<b>Short description of the project:</b>	
<p>The project <i><b>The City of Skopje Credit Rating</b></i> is of special significance in this period of implementation of the process of decentralization and successful takeover of the new competences anticipated by the Law on Self-Government and the Law on Financing of the Units of Local Self-Government.</p> <p>The project should :</p> <ul style="list-style-type: none"> <li>- prepare Strategy and Action Plan for establishing the City of Skopje's credit rating;</li> <li>- make a selection of a consulting firm which will work on the establishing of the City of Skopje's credit rating;</li> <li>- provide for logistic support and the entire necessary technical documentation for the team of consultants who will work on the establishing of the City of Skopje's credit rating; and</li> <li>- prepare a report on the City of Skopje credit rating.</li> </ul>	
<b>Expected results :</b>	<b>Target groups:</b>
<ul style="list-style-type: none"> <li>- selected consulting firm which will work on the establishing of the City of Skopje;</li> <li>- the entire necessary technical documentation provided;</li> <li>- report on the City of Skopje credit rating prepared.</li> </ul>	<ul style="list-style-type: none"> <li>- City of Skopje;</li> <li>- Representatives of the business sector;</li> <li>- Representatives of financial institutions.</li> </ul>
<b>Possible concerned parties (subjects):</b> City of Skopje	<b>Input factors:</b> - premises, technical remedies, documentation, financial assets
Municipalities	- technical and administrative support
Ministries	- technical, administrative, and expert aid
<b>Indicators:</b>	<b>Starting date:</b> 2008
<ul style="list-style-type: none"> <li>- Published report on the City of Skopje credit rating</li> </ul>	<b>Duration:</b> 2008
<b>Anticipated budget:</b> €120,000.00	
<b>Sources of financing:</b>	
City budget: €20,000.00	
Donors: €100,000.00	

## CLOSING RESUME

Under the leadership of the Mayor of the City of Skopje, Mr. Trifun Kostovski, and by the coordination of the Local Economic Development Sector, in the period of April – July, 2007 the project for preparation of the Action Plan for Realization of the City of Skopje Strategy for LED for the period 2006 – 2009 was realized

The Project involved sixty representatives of: the City administration, the municipalities in Skopje, the non-governmental organizations, the public enterprises, and the business sector

The preparation was carried out according to the previously approved procedure, realized by the following order:

- defining of the procedure ( concept and methodology) for preparation of the draft-document;
- defining of the team members and of partners in the process of preparation of the document;
- support for the work groups' activities ( meetings, materials, agenda);
- informative seminar;
- selection of priority projects for further elaboration;
- elaboration of the priority projects according to the pattern for cycles of project management planning;
- organization of a seminar on action planning;
- preparation of a draft-Action Plan.

The completed strategic documents refer to 91 project activities, for realization of the seven strategic goals, and were elaborated according to the realization dynamics, bearers, sources of financing, expected results, and successfulness' monitoring indicators.

Following the approval of the Action Plan for Realization of the City of Skopje Local Economic Development Strategy for the period 2006 – 2009, it will serve for:

- Communication with the citizens, the enterprises, the non-governmental organizations, the public and private enterprises and institutions;
- Mobilization of assets for realization of the planned projects and activities;
- Implementation of the projects, with support by the international donor programs.