

CITY OF SKOPJE

Proposed by: The Mayor of the City of Skopje

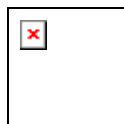
**Prepared by: Sector for Local
Economic Development**

**Representative: Slobodan Cosev
Head of the Sector for Local
Economic Development**

**Supported by: SNV – Netherlands
Development Organisation**

STRATEGY

**for Local Economic Development
of the City of Skopje
for the period 2006 – 2009**



CITY OF SKOPJE



Skopje, November 2006

Local Economic Development

S T R A T E G Y

of the City of Skopje
period 2006-2009

PREFACE

Comparing the potential of Macedonian citizens and their representatives in the government, as well as the capacity and the type of their activities to the ones of the developed countries, there is no significant difference between the objectives, wishes and determination to provide development.

There are differences in the ways the decisions referring to development of the community are prepared, reached and realized. Common feature in this process, in the developed communities, is their dedication to incorporate most of the citizens in the adoption of strategic decisions. Communication with the vast majority of the community relating the strategic development directives through adopted and publicly announced strategic documents. One of these documents in the developed local communities (cities, municipalities, regions) is the Strategy (Plan) for local economic development.

The Local economic development strategic document shows that those responsible for the economic development and the local leaders are interested in improving standard of living, degree of implementation of common interests, and utilization of disposable human resources.

The preparation Procedure and legislation of the Local Economic Development Strategy for the City of Skopje is designed to render the city of Skopje and municipalities' leaders to implement successful experiences by developed local communities' leaders characterized by:

1. Orientation towards the FUTURE
2. Focus on WHAT they want to accomplish
3. Mobilization at HOW to accomplish that

Following the characteristics stipulated above, the Procedure comprises the future three-year period from 2006 to 2009.

The passed Local Economic Development Strategy of the City of Skopje, will answer the question WHAT is to be accomplished in the sphere of local economic development.

The Action Plan will be elaborated after the Local Economic Development Strategy has been adopted; answering the question HOW this should be accomplished. Leader of the process is Mr. Trifun Kostovski – Mayor of the City of Skopje in coordination with the Local Economic Development Department of the City of Skopje.

COORDINATION AND WORKING BODIES

Coordinative Body to lead and coordinate the preparation process of Local Economic Development Strategy (LEDS) of the City of Skopje has been formed, consisted of:

President – Slobodan Cosev, Head of Local Economic Development Department of the City of Skopje.

Members: Aco Spasovski – Chamber of Commerce of R.M. ; Nikola Petrov – Chamber of Craftsmanship – Skopje; Slavka Kalenikova – Association of Chambers of Commerce; Ratko Savovski – Municipality - Centar, Evantija Stojanovska – Municipality - Karposh; Aleksandra Stojkova Municipality - Kisela Voda; Adnan Sarakjini – Municipality - Saraj; Svetlana Kirovska – Foundation for MSP – Skopje; Risto Ivanov – NEOL Consult Skopje; Violeta Madzova – SNV (Nederlands Development Organization) and working groups coordinators: Margarita Kovacevska – City of Skopje (Local Economic Development Department), Ljubica Petreska – City of Skopje (Physical Planning Department) and Liljana Oncevska Nadzinska – City of Skopje (Environment and Nature Protection Department).

The preparation of LEDS is executed by active participation and activity of the following working groups and subgroups:

I.1 Working Group: economic surrounding together with three subgroups

I.1.1 Subgroup Municipalities

Serial no.	Name and Surname	Municipality
1	Margarita Kovacevska	City of Skopje
2	Daniela Krsteska	City of Skopje
3	Borce Hristov	Aerodrom
4	Biljana Stevanovska	Aerodrom
5	Anastazija Babulovska	Centar
6	Sonja Gjorgjievska	Cair
7	Fari Redzepi	Saraj
8	Evantija Stojanovska	Karposh
9	Vaska Trpkovska	Gjorce Petrov
10	Goce Bocevski	Gjorce Petrov
11	Aleksandra Stojkova	Kisela Voda
12	Sasho Trajkov	Gazi Baba
13	Trajan Petrovski	Gazi Baba
14	Natasa Apostolska	Butel
15	Risto Zdravev	Suto Orizari

I.1.2. Public Enterprises Business Sector Subgroup

Serial no.	Name and Surname	PE and Business
1	Slavka Kalenikova	Association of Chambers of Commerce
2	Darko Velkov	Association of Chambers of Commerce
3	Aco Spasovski	Regional Chamber - Skopje
4	Nikola Petrov	Chamber of Craftsmanship - Skopje
5	Mile Mladenovski	P.T.E. Skopje
6	Boris Nackov	P.E. Water Supply and Drainage
7	Svetlana Runevska	P.E. City Parking

I.1.3. Nongovernmental Organizations Subgroup

Serial no.	Name and Surname	Municipality
1	Vesna Jankova	NVO
2	Jovan Mazganski	Eko-Mision
3	Kristina Hadzi-Vasileva	CIR-a

I.2 Working Group: Physical Planning

Serial no.	Name and Surname	Municipality
1	Ljubica Petreska	City of Skopje
2	Adnan Sarakjini	Saraj
3	Jadranka Dameska	Gjorce Petrov
4	Biljana Minova	Centar
5	Strasko Hadzi-Kocev	Aerodrom
6	Dusanka Atanasovska	Gazi Baba
7	Arben Reka	Cair
8	Jagoda Simovska	Suto Orizari
9	Marija Zakovska	Karposh
10	Ljiljana Netkova	Kisela Voda
11	Slavica Kostadinova	Butel

I.3 Working Group: Environment and Nature Protection

Serial no.	Name and Surname	Municipality
1	Liljana Oncevska Nadzinska	City of Skopje
2	Zvonko Smiljkov	Gjorce Petrov
3	Ratko Savovski	Centar
4	Pece Mircevski	Karposh
5	Zorica Misheva	Aerodrom
6	Gjorgji Simonovski	Suto Orizari
7	Aleksandra Dimitrievska	Gazi Baba
8	Valentina Stevanovska	Kisela Voda
9	Arif Beljuri	Saraj
10	Niko Dulevski	Cair
11	No representative	Butel

The preparation of LEDS had specific activities workflow where the of the Working Groups members, the Mayor of the city of Skopje, and municipalities Mayors made their contribution.

ACTIVITIES WORKFLOW

22 February, 2006 – First working meeting held in Skopje with the municipalities' representatives and the City of Skopje representatives responsible for local economic development.

19 April, 2006 – Second meeting with the municipalities and the City of Skopje representatives from LEDS, Urbanism, and Environment and the Nature Protection Sector.

18 May, 2006 - Coordinative body meeting

15/ June, 2006 - Meeting with the Working group for economy

21 June, 2006 - Meeting with the Working group for physical planning

27 June, 2006 - Meeting with the Working group for environment and nature protection

21 July, 2006 - Meeting with the Municipalities subgroups

23 August- 04 September - Meetings with the Mayors of the Municipalities

28 September to 02 October - Second round of meetings with the working groups

20 October, 2006 - Meeting with the Mayor of the city of Skopje

17-18 November - Two-day workshop with the coordinators of the working groups, Coordinative body, Council of the City of Skopje members, the Mayor of the City of Skopje, territory of Skopje municipalities Mayors, Central authority representatives, Public Enterprises, NGO and the business sector.

MAYORS PARTICIPATION

- a) 23 August, 2006 - meeting: Mayor of Municipality - Aerodrom – Kiril Todorovski,
- b) 29 August, 2006 - meeting: Mayor of Municipality - Gjorce Petrov – Sokol Mitrevski,
- c) 22 August, 2006 - meeting: Mayor of Municipality of Gazi Baba – Koce Trajanov,
- d) 22 August, 2006 - meeting: Mayor of Municipality of Suto Orizari – Erduan Iseini,
- e) 23 August, 2006 - meeting: Mayor of Municipality of Cair – Izet Medziti,
- f) 01 September, 2006 - meeting: Mayor of Municipality of Butel – Petre Latinovski
- g) 04 September, 2006 -meeting: Mayor of Municipality of Kisela Voda – Dzordze Arsov
- h) 02 October, 2006 - meeting: Mayor of Municipality of Center – Violeta Alarova
- i) 20 September, 2006 - meeting: Mayor of Municipality of Karposh – Andrej Petrov
- j) 20 October, 2006 - meeting: Mayor of the City of Skopje – Trifun Kostovski,

The creation of the Strategy for LEDS is based on preliminary generation of ideas for projects which are going to improve the economic surrounding for the achievement of better local economy development, being the foundation for subsequent implementation of the Strategic objectives for local economy development and the Vision of the City of Skopje.

PROJECTS IDEAS

In the process of generating projects ideas, an average of three representatives from every municipality from the City of Skopje having the opportunity to suggest projects ideas was included. Besides this, letters with information about the Strategy preparation Procedure and Request for submission of proposals from their sphere of operation were sent to thirty three non-governmental organizations and two business associations (Chamber of Commerce, and the Association of Chambers of Commerce).

261 projects ideas were collected in the first phase:

- * 140 by municipalities
- * 13 by the NGOs
- * 19 by the Public Enterprises
- * 86 by the Departments in the City of Skopje
- * 3 by the Association of Chambers

Overall assessment is that what dominate from the submitted proposals are infrastructural projects, environment and nature protection projects, or namely projects which could only be an assumption for local economy development. In compliance with the definition for local economy development (picture no.1), the following projects referring directly to local economy development and could be categorized in one of the following components of LEDS were differentiated:

- a) Business Sector Development - 23 projects

- b) Increasing of the employment by improving skills and abilities of the people - 12 projects
- c) Export Promotion - 15 projects
- d) Direct Investments Promotion – 21 project
- e) Communication with the business sector and the civil sector for implementation of strategic objectives for LEDES – 20 projects

IV.1 Representatives of the Municipalities

Municipalities' representatives during the working groups meetings submitted 140 draft project ideas as follows:

S. no	Municipality	Economy Number of proposals	Urbanism Number of proposals	Ecology Number of proposals
1.	Aerodrom	10	4	
2.	Gjorce Petrov	13	8	2
3.	Saraj	5	4	
4.	Suto Orizari	15	3	
5.	Cair	5	7	
6.	Gazi Baba	9	1	7
7.	Kisela Voda	10	2	
8.	Centar	13	4	
9.	Butel	5		
10	Karposh	8	5	
	Total	93	38	9

IV.2 Departments of the city of Skopje

The Departments of the city of Skopje participated in generating project ideas submitted in writing 86 draft project ideas.

S.no	Department	Number of proposals
1.	Local Economy Development	18
2.	International Cooperation and support for citizen consortia and Funds Department	9
3.	Communal issues	11
4.	Protection of the environment and nature	40
5.	Area planning	3
6.	Traffic	5
	Total	86

IV.3 Public Enterprises

S.no	Enterprise	Number of proposals
1.	Public Transport Enterprise	9
2.	City Parking	4
3.	Water supply and Drainage	6
	Total	19

IV.4 Nongovernmental Organizations – Associations of Citizens

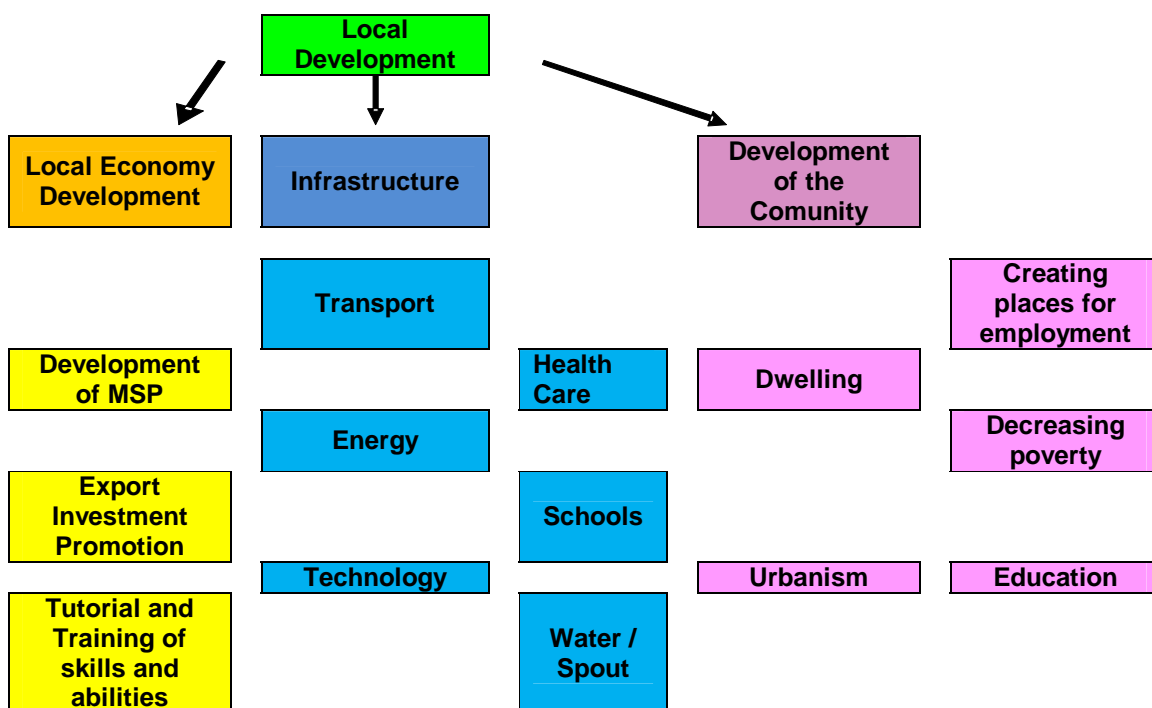
The nongovernmental organizations submitted 13 draft project ideas as follows:

- * Environmental Organization EKO – Mission - 2
- * ORT, Association for Information, Training and Sustainable Development - 7
- * CIR, Center for Institutional Development - 4

IV.5 Business Sector

The Association of Chambers of Commerce submitted 3 draft project ideas.

What is (not) a Local Economy Development



Picture 1

V) LOCAL ECONOMY DEVELOPMENT STRATEGY OF THE CITY OF SKOPJE

LEDS of the City of Skopje comprises the following chapters:

1. General information about the City of Skopje
2. SVOT Analysis
3. Vision for the City of Skopje
4. Mission of the City of Skopje
5. Strategic Goals
6. Concept Priority Projects

V.1 GENERAL INFORMATION FOR SKOPJE

Area: 1818 km², 23 km length and 9 km width
 Latitude: 42°00' north
 Longitude: 21°26' east
 Elevation: at elevation of 245 meters
 Average temperature: 13, 5°C / 56°F

POPULATION (census 2002)

Skopje	506 926
Aerodrom	72 009
Butel	36 154
Gazi Baba	72 617
Gjorce Petrov	41 634
Karposh	59 666
Kisela Voda	57 236
Saraj	35 408
Centar	45 412
Cair	64 773
Suto Orizari	22 017

Type of households, number and floor space of the flats, number of individual households and average floor space for a member of an individual household

Municipality	No. of households	Total Flats		Floor space of individual households	No. of individual households	No. of members in individual households	Average floor space for a member of a household	Other types of dwellings
		No.	Floor Space m ²					
Total	698 143	697.529	49.671.709	39.805.865	536.636	2.018.627	19.72	614
Skopje	163 745	163.561	11.315.029	9.814.461	146.362	505.716	19.41	184

Relative poverty of the households 2003-2005

	2003			2004			2005		
	Total summary index	Index of depth of poverty	Structure of poverty	Total summary index	Index of depth of poverty	Structure of poverty	Total summary index	Index of depth of poverty	Structure of poverty
Total	30.2	9.4	100.0	29.6	9.4	100.0	30.0	9.7	100.0
Skopje	33.6	10.9	28.0	32.4	10.3	30.5	30.9	10.2	25.5

LEIGHBOUR MARKET

Status of the employment and unemployment

Employment structure according to the activity of the population at the age from 15 and above (according to the census from 2002)

Municipality	Total population above 15	Economically active			Economically inactive
		Are	employed	unemployed	
Total R.M.	1.577.001	743.676	460.544	283.132	833.325
Skopje	406.392	200.937	143.745	57.192	205.455

BUSINESS SUBJECTS

Business subjects according to types – condition 2005 (State Statistical Office)

	Total	Firms	Trade companies	Individual tradesman	Rest
Total R.M.	175.557	67.026	72.749	20.917	14.865
Skopje	64.983	25.837	27.713	7.078	4.355

EDUCATION

The degree of education according to the census 2002

	Total population	Degree of education								Still in process of education
		No educ.	Incomplete educ.	Elementary school	Secondary school	College	BA	MA	PhD	
Total R.M.	1.596.267	67.358	219.507	559.082	588.554	50.302	104.081	2.783	2.069	2.531
Skopje	408.099	11.259	28.292	107.408	193.425	14.194	49.554	1.777	1.682	508

V.2 SVOT Analysis

A) Positive (strong) aspects

- Large concentration of administrative state bodies and institutions of public interest (clinics, post office, telecom est.)
- Concentration of industrial capacities, big and medium companies and developed business climate
- Good geographic position – intersection of Corridor 8 and Corridor 10
- Relatively developed service infrastructure
- Concentration of people with entrepreneurial skills and ideas
- Educational and University Center and highly educated human potential
- Educated and relatively cheap labor force
- Concentration of Centers for High Education
- Influx of International missions and organizations which widen the market of demands for services
- Developed building, textile and alimentary industry
- Good traffic connection of the City (high way, airport) and highly developed road network in the City
- Rich Cultural Heritage
- Attractive tourist locations
- Export oriented companies (mainly on the markets in the Balkan)
- Large market of customers (around 800 000)
- Possibilities for access to the regional Balkan markets (through bilateral agreements for free trade)
- Large offer of services of public interest for the citizens

- Developed citizen sector
- Diversification of the offer of trade subjects
- Attractive Locations for opening industrial zones

B) Weak sides

- High rate of unemployment, with adverse age structure of the unemployed citizens and large concentration of persons with low degree of education and persons without finished elementary education
- Non-existence of programs for prequalification and finishing the qualifications for new professions
- Non-existence of partnership and/or cooperation between the educational institutions and the associations of employers for development of the programs which will respond to the demands of the market of labor force.
- Brain drain of the young people from the City and the State
- Lack of coordinated state, regional and local economy politics
- Insufficient promotion of the region of Skopje as a center for development of the business and tourism
- Non-existence of specialized Agencies for local and regional development and promotion of the City
- Low level of domestic and foreign investments
- Insufficient cooperation between the municipalities and the business sector
- Difficulties for accessing financial resources and capital for starting business
- Lack of information and knowledge for accessing the EU Funds
- Lack of reconciliation of the living conditions in all the municipalities
- Mass occurrence of illegal buildings which strains the existent infrastructure
- Collapse of the city public and communal services, primarily because amortized, dilapidated and unfinished communal and traffic infrastructure in some parts of the City of Skopje
- Overexertion of the infrastructural networks like water supply, streets and impossibility to serve because of the large influx of population
- Insufficient connection of the suburbs with Public City Transport
- Incomplete network for central heating
- Incomplete regulation of the River Vardar to the springs of Rasce and not regulated riverbed of the river Treska
- Outdated industrial production
- A lot of brown field areas which create picture of a city that has no visage for a tourist center
- Inadequate proportions in the allocation of communal taxes between the municipalities and the City of Skopje
- Expensive and unavailable sites (in state property)
- Non existence of determinations of the domain between the City of Skopje and the municipalities
- Financial dependence on the Central government

- Incompleteness of the local institutions in accordance with the new law for local self-government.

C) Possibilities

- Process of decentralization and reforms of the local administration – new competences in accordance with the law and possibility for forming new departments on local level
- Reinforcement of the functions of the municipality – possibility for making developmental politics on the level of the municipality.
- Possibility for access of new financial resources in the process of integration of Republic of Macedonia in EU.
- Incorporating in the euro region Skopje-Nis-Sofija
- Intensification of the cooperation of the municipalities from the region with in order to stimulate different forms of cooperation between MSP.
- Establishing cooperation with municipalities and/or cities from EU.
- Increasing the degree of the use of the resources from the programs of the international institutions for financing of the municipality projects.

D) Menaces – Risks

- Inconsistency in the legal regulation which refers to the process of decentralization (sub legal acts)
- High credit interest
- Weak functioning of the legal system
- Inoperative law for the City of Skopje
- Decreasing the domain of the municipalities within the framework of the City
- Inoperative law for financing of the municipalities
- Competitiveness from the Cities from the region

“How much are we competitive is determined with the fact if new businesses are opened and if the existent businesses are existing and expanding”

V.3 VISION

V.3.A Vision for the City of Skopje

- *City where the citizens will enjoy the high quality and standards of urban living*
- *City prepared to use the best world practices, to improve and enhance the economic surroundings, to invest in the citizens – especially the young ones in order to provide prosperity of the community*

- *City – promoter of the business, investments and creative industries, center of financial and non-financial services*

The vision of the City of Skopje incorporates and reflects isolated visions for development of the municipalities of the City, at the same time respecting their specifications, which were presented by all the participants, during the preparation of the Strategy.

V.3.B Visions for the Municipalities of the City of Skopje

(emanated from the procedure of preparation of the Strategy)

Vision for Municipality of Aerodrom

Orderly municipality, attractive, with high standard for living, high technologically developed and modern electronic communication with and between the citizens.

Vision for Municipality of Gjorce Petrov

Municipality with standards for livings, like the ones in the rest of the municipalities of Skopje, developed rural environment, attractive for cooperation and investments.

Vision for Municipality of Saraj

Municipality with attractive facilities for sport and recreational tourism, with different educational institutions, modern and trimmed rural environments and attractive for living and business.

Vision for Municipality of Gazi Baba

Municipality with developed industrial capacities, possibilities for employment, quality standard of living for the villages with developed infrastructure, where based on common activities of the citizens of Skopje, the business community (employers) and the city authorities will provide high level of well-being, equal possibilities for education, work citizenship, for every citizen.

Vision for Municipality of Suto Orizari

Municipality involved into projects for the decade of the Romany, training of the population for employment and assimilation (socialization) with the other citizens.

Vision for Municipality of Cair

Municipality with attractive cultural historical monuments, implemented ecological standards of living and economical upsurge with miscellaneous inter – municipality cooperation and communication of the citizens.

Vision for Municipality of Butel

Municipality with attractive cultural historical monuments, implemented ecological standards for business, favorable business surrounding and evolved inter – municipality cooperation and communication of the citizens.

Vision for Municipality of Kisela Voda

Municipality with evolved tourist localities, favorable business surroundings, ecological standards for living, and evolved inter – municipality cooperation and communication of the citizens.

Vision for Municipality of Centar

Municipality of Centar – urban modern municipality, attractive for new investments, European Manhattan – real center and hart of the City and the State, with many green areas, with conditions for quality, economical, social and abundant social life of the citizens.

Vision for Municipality of Karposh

Karposh – Rival municipality with tenable economical development and increase of the employment, Garden Center, contemporary methods of education, communicative with the citizens for high standards in the areas of public interest and integrated in the regional and European standards.

**“If you want development in 1 year – cultivate wheat
If you want development in 10 years – cultivate trees
If you want development in 100 years – cultivate people”**

V.4 MISION

Dedication towards creating and reaching the necessities for accelerated economical development of the City of Skopje

- *Incorporating the bodies of the local self government, the public enterprises, public institutions, the private and the citizen sector, the non-governmental sector and the international community, and*
- *Continuous training and instruction of the bodies of local self-government, the public enterprises and the public institutions for delivery of highly qualified standardized services oriented towards the business and the citizens.*

The problems actually are not problems
The real problem is the way we solve the problems

“In this world the success comes to the ones with self-confidence and faith in them selves”

V.5 STRATEGIC GOALS

1. Provision of high quality standard of living for the citizens and attractive surrounding for the businesses, citizens and tourists.
2. Promotion of new businesses and investments
3. Utilization of the best world practices and investment in the citizens – especially the young ones.
4. Affirmation and support of creative industries
5. Promotion of the City of Skopje as regional center for development of businesses
6. Development of the competitive economy
7. Development as a center for financial and non – financial services

V.6. PRIORITY PROJECTS

V.6 a) Development of the business sector – new employments and incomes

S. no.	Title of the Project	Proposer
1.	Light non-polluting industry zone along the roundabout	Gjorce Petrov, Gazi Baba, Cair, Butel, Suto Orizari, Saraj
2.	Economy Zone on part of the Barracks Ilinden	Cair
3.	Free Economy Zone – Gazi Baba	Gazi Baba
4.	Initiating Retail Trade Zone – Momin Potok	Karposh
5.	Duty free Zone in the area of OHIS	Kisela Voda
6.	BID Zone-Leptokarija	Karposh
7.	Zone for car industry	Karposh
8.	Non – polluting industry – small and medium companies	Butel
9.	Mini greenmarkets and service	Karposh , Cenatar

10.	Organized market in Municipality of Gazi Baba for retail trade of second hand motor vehicle	City of Skopje
11.	Organized market for retail trade in the Municipality of Suto Orizari	City of Skopje
12.	Organized market in the Municipality of Cair for retail trade with timber work, carved and pruned timber, machines and tools for processing timber wood.	City of Skopje
13.	Initiative and formation of City Funds for support of economy development (focused on tenable agriculture, retail trades with alternatives, services and other activities) and development of the city and eco tourism.	Aerodrom NGO-ORT
14.	Determining locations and types of support for development of the financial, banking and other tertiary sector	City of Skopje
15.	Determining locations and types of support for production of ecologically healthy food	Gjorce Petrov
16	Support for glasshouse cultivation of flowers	Aerodrom, Centar
17	Stimulation and support for the illegal micro-businesses to register into legal	HBO-ЦИП-a
18	Defining types of support for development of the rural tourism (infrastructure, types of technical and financial support)	Gjorce Petrov Butel, Gazi Baba
19	Establishing centers for collecting selected rubbish. Work on selection of the rubbish in all of the municipalities, as new source of finances and income.	Aerodrom
20	Establishing treatment of the communal waste, by forming public - private partnerships.	Aerodrom, City of Skopje
21	Technological parks/ Incubators	City of Skopje
22	Revitalization of the Old Bazaar in Skopje	Cair, Chamber of Craftsmanship
23	Building and protection of the recreation concept for a Central Park (as the City Park) in the rural part of the municipality, by placing recreation fun facilities, where the individual tradesmen MSP and services will find their interest of activity.	Aerodrom

V.6. b) Increasing the employment – through improvement of the skills and the abilities of the population

S.no.	Title of the Project	Proposer
1	Intercession for Employment of unemployed young people with high education	City of Skopje
2	Continuous training of the cadre for preparation and implementation of projects	City of Skopje
3	Support for training of the citizens for using the modern telecommunication devises and Internet	Aerodrom, City Parking
4	Training and qualifications of tourist workers for promotion of the tourist potential	Saraj
5	Defining systems for crediting the training of the citizens	City of Skopje
6	Establishment of Fund for development of people resources	City of Skopje, Gazi Baba
7	Establishment of municipality center for support of the craftsmanship and agriculture	Aerodrom
8	Educational centers for training for craftsmanship	City of Skopje
9	Development of the craftsmanship, small and medium companies (Program for development, education for enterprises)	City of Skopje
10	Promotion and raising the public conscience for selection and recycling rubbish	Suto Orizari
11	European training / Congress Center	City of Skopje, Centar
12	Educational Center called – Center for Skills Skopje	Chamber of Craftsmanship Skopje

V.6. v) Promotion of the Export

S.no.	Title of the Project	Proposer
1	Cooperative participation with the business sector of	City of Skopje

	domestic and foreign fares and forums	
2	Yearly award for the best tourist offer	City of Skopje
3	Yearly award for the best exporter	City of Skopje
4	Info kiosks for information about the culture and tourist offer of the City	City of Skopje
5	Defining the offer in the part about the natural, archeological and cultural sights	Gjorce Petrov City of Skopje
6	Tourist promotion of the tourist offer in front of domestic and foreign relevant subjects in the tourism	Suto Orizari
7	Promotion of the Skopje fortress Kale in order to transform it into cultural, business and tourist attraction of the City	City of Skopje
8	Tourist promotion of the speleological objects – the caves Ubava and Vrelo	City of Skopje
9	Promotion of monastery tourism	Butel
10	Alternative tourism-village tourism, hunting, horse riding sports, trim traces	Gjorce Petrov
11	Alpinist locality Matka – placing alpinist direction signs and placing modern security points and information panels	City of Skopje
12	Revitalization of the Aqueduct as cultural and historical monument and its affirmation	City of Skopje, Butel
13	Aqua park	Saraj, Gazi Baba
14	Craftsmanship Festival	Chamber of Craftsmanship Skopje
15	Establishing ART BAZZAR in the Center of the Craftsman	Chamber of Craftsmanship Skopje

V.6. d) Promotion of direct investments

S.no.	Title of the Project	Proposer
1	Clean locations for domestic and foreign investments	Association of Chambers of Commerce
2	Promotion of planned commerce locations – guide for investments	Suto Orizari
3	Business improvement building together with segment for headquarters of OGB	Gazi Baba
4	Development of the retail trade – Corridor 8 – investments in small businesses	Saraj

5	Making Credit rating as precondition for investments	City of Skopje, Karposh, Centar
6	Establishing alternative energy and gasification	Aetodrom, Gjorce Petrov, Suto Orizari, City of Skopje
7	Gasification ecological equipment for public transport	PTE
8	Renewable energy – system for street lightening in OGB generated with solar power	Gazi Baba
9	Improvement of the rolling stock of PTE by purchasing new ecological buses	City of Skopje
10	Multi- level car park according to DUP	Aerodrom, Centar Suto Orizari, Gazi Baba
11	Underground parking with pit structure in the Skopje Old Bazaar under the Department store Ilinden	Cair
12	Reconstruction of the underground water supply system	City of Skopje
13	Project Alexandria – Business complex	Karposh
14	Social Blocks of flats	Suto Orizari
15	Tramway	Saraj, Centar, Suto Orizari, City of Skopje
16	Tourist locality – sports centers, golf tennis	Aerodrom, Kisela Voda
17	Building of sport recreational centers	PTE
18	Sport recreational center Gazi Baba	Cair, Gazi baba
19	Sport recreational center Hipodrom	Gazi Baba
20	Sport recreational center	Centar
21	Revitalization of the Sport recreational center Saraj and the lake Treska	Saraj

V.6. e) Communication with the business sector and the civil sector for implementation of strategic goals for LED

S.no.	Title of the Project	Proposer
1	GIS	Gjorce Petrov, Suto Orizari
2	Preparation of GIS for the Municipality of Aerodrom, as well as for the City of Skopje as a precondition for effective work of all business subjects, efficient cooperation, effective data processing est.	Aerodrom
3	Forming of a Business forum	City of Skopje
4	Organizing a Forum of Citizen associations	City of Skopje, Centar
5	Making a register for Citizen Associations	City of Skopje
6	Forming a City-Information Donation Point (data base for all donors)	Association of Chambers of Commerce, Centar
7	Underground Cadastre	Suto Orizari
8	Linking the municipality centers for employment with the office for Local Economy Development – LED of the City of Skopje and the offices for LED of the municipalities	Association of chambers of commerce, Centar
9	Making data base for projects which are realized in partnership with the nongovernmental sector	City of Skopje.
10	Expanding the tourist offer in the region of the City of Skopje	City of Skopje , Centar
11	Promoting the city as a partner in the international projects	City of Skopje , Centar
12	Strategy for cooperation and support for associations of citizens and foundations	City of Skopje , Centar
13	Introducing system for nomination, systematization, realization, evaluation and monitoring of the projects in partnership with the nongovernmental sector	City of Skopje
14	Defining system for coordination of activities which the City takes with associations of citizens	City of Skopje , Centar
15	Strengthening the consultant part of the NGO in the process of creating politics and strengthening of the trust in the	City of Skopje

	nongovernmental sector	
16	Determining the program of measurements for establishing financial support for programs and projects of associations of citizens where interest has also the City of Skopje	City of Skopje
17	Establishment of long term partnerships of associations of citizens and foundations where interest has the City of Skopje	City of Skopje , Centar
18	Developing tools for increasing the participation of the citizens in the reaching of decision of the local self-government and their continuous application	NGO-CIR-a
19	Support of the local self government in the strengthening of the watchdog part of the NGO in order to maintain transparent working	NGO-CIR-a
20	Using the resources of the NGO by the local self government in the elaboration of strategic documents	NGO-CIR-a

VI) FUTURE STEPS

The proposed document should be subject of discussion within commissions and the meeting of the Council of the City of Skopje.

After it has been reached the work should continue by preparing the Action Plan for implementation of the projects in function of achieving the strategic goals.

VII) TRANSITIONAL AND CLOSING REMARKS

This strategy gets into force on the eighth day from the day of publishing in the "Official Herald of the City of Skopje"

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S k o p j e

COUNCIL OF THE CITY OF
SKOPJE
PRESIDENT
Blagoj Corevski