

MUNICIPALITY OF SHUTO ORIZARI

LOCAL ECONOMIC DEVELOPMENT STRATEGY **for the period of 2014-2020**

June 2014

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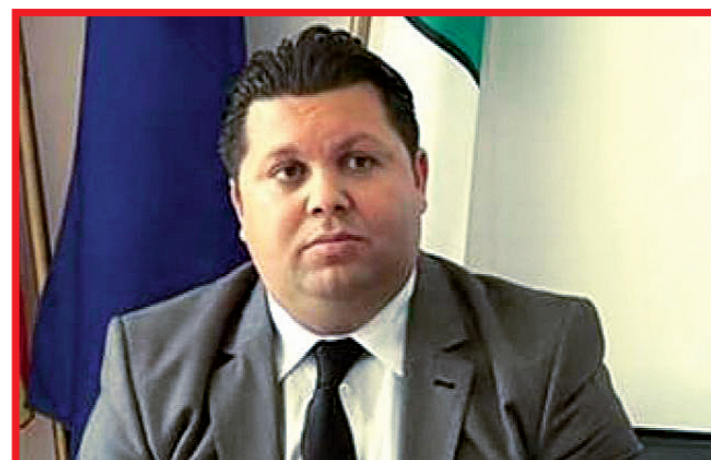
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The Local Economic Development Strategy of the Municipality of Shuto Orizari has been prepared via the project “Local Development Municipal Initiatives”, implemented by the Municipality of Shuto Orizari and the Roma Business Information Centre (RBIC) in cooperation with the Macedonian Centre for International Cooperation (MCIC) and the Institute for Social Changes – InSoC.
This publication has been prepared in cooperation with European Development Agency – Skopje consulting company.

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Foreword



Respected,

It is my honour to present to you the Local Economic Development Strategy of the Municipality of Shuto Orizari, prepared as part of the Project “Local Development Municipal Initiatives”. The project is implemented by the municipality of Shuto Orizari and the Roma Business Information Centre (RBIC), with the financial support of the Open Society Foundation-Budapest, MtM program grant, in cooperation with the Macedonian Centre for International Cooperation (MCIC) and the Institute for Social Changes – InSoC, via “Project Generation Facility” programme.

The Strategy was adopted at the session of the Municipal Council of Shuto Orizari held on 16 June 2014.

The Local Economic Development Strategy of the Municipality of Shuto Orizari is based on the defined needs and strategic goals of the municipality, as well as the real material possibilities for providing sustainable economic development and improvement of the quality of the lives of the citizens.

In that respect, we will pay special attention to the implementation of action plans that have resulted from the preparation process of this strategy, as well as providing financial resources needed for the implementation of the proposed activities.

I would like to use this opportunity to extend my gratitude to all participants for their enthusiasm and contribution to the preparation of this important strategic document. In the end, I want to publicly thank the Open Society Foundation Budapest for their assistance in the preparation of this strategic document.

*Sincerely,
Elvis Bajram
Mayor
Municipality of Shuto Orizari*

Introduction and Methodology

The Local Economic Strategy of the Municipality of Shuto Orizari has been prepared by applying the local planning concept based on the principles of participation, transparency and equality of all stakeholder individuals, groups, organizations, institutions and bodies in the local community and the City of Skopje. Following the above principles enables sustainable economic growth of the municipality and improvement of the quality of living of its citizens.

Because some of the data of the State Statistical Office (such as the 2002 population census) have been outdated, in order to scan the real situation in the municipality, official letters were sent to request data from the following institutions: State Statistical Office, Employment Agency, Central Registry, Centre for Social Affairs, Public Communal Enterprise of the City of Skopje, Public Revenue Office and EVN Macedonia.

At the same time, there was a field and survey research conducted about the situation in the Municipality of Shuto Orizari. These researches involved citizens and relevant institutions, such as the primary schools and the kindergarten, the local clinic and the private health institutions, the Shuto Orizari market, the soup kitchen and the Inter-municipal Centre for Social Affairs of the City of Skopje – the Department for Social Welfare and ChildrenRightsProtection for the area of Shuto Orizari.

In the period of March to May 2014, there were two workshops with citizens and four workshops with the local authorities and the representatives of the institutions, in order to identify the problems and needs in the municipality, have a strategic analysis of the existing situation, i.e. SWOT analysis, and define the vision and strategic development objectives.

The local economic development strategy which has been prepared includes an analysis of the situation in the municipality of Shuto Orizari, SWOT analyses, defined vision and strategic objectives, as well as action plans for each identified strategic objective in order to improve the economic development of the municipality and its citizens' quality of life.

The working group was made of representatives of local institutions, other stakeholders, civil society organizations and individuals. The following persons were present at the workshops and they contributed to the preparation of this strategic document:

	Name and surname	Institution	Position
1	Elvis Bajram	Municipality of Shuto Orizari	Mayor
2	Adnan Memed	Municipality of Shuto Orizari	Chief of Cabinet
3	Enver Iljaz	Municipality of Shuto Orizari	Member of the Council of the Municipality of Shuto Orizari
4	Sali Faik	Municipality of Shuto Orizari	Communal inspector
5	Dejan Shakir	Municipality of Shuto Orizari	Security
6	Erhan Fejzov	Municipality of Shuto Orizari	Volunteer
7	Trajan Ali	Municipality of Shuto Orizari	Communal worker
8	Valentin Duzlevski	Municipality of Shuto Orizari	Advisor in the Urban Planning Sector
9	Gjeorgi Klincharovski	Municipality of Shuto Orizari	Advisor in the Communal Affairs Sector

10	Lazo Zdravev	Municipality of Shuto Orizari	Advisor in the Urban Planning Sector
11	Dancho Arsov	Municipality of Shuto Orizari	Head of the Finance and Administration Sector
12	Kosta Shekutkovski	Municipality of Shuto Orizari	Advisor in the Urban Planning Sector
13	Andzela Jovchevska	Municipality of Shuto Orizari	External project associate
14	Azra Canoska Alioski	Municipality of Shuto Orizari	External project associate
15	Ramiza Dalipova	Municipality of Shuto Orizari	Roma Information Centre
16	Demir Shain	Municipality of Shuto Orizari	Roma Information Centre
17	Ekrem Iljaz	Ohrid Framework Agreement Implementation Secretariat	Public servant – not appointed
18	Zoran Dimov	Roma Business Information Centre/BTR TV	Director
19	Milena Kochovska	Roma Business Information Centre/BTR TV	Assistant
20	Bekim Mehmed	Ministry of Labour and Social Policy	Senior officer
21	Almir Shaip	Public Clinic	Medical technician
22	Jasmina Zekir	Inter-municipal Centre for Social Affairs	Senior officer
23	Irena Velkovska	Association for Protection of Children's Rights	Coordinator of the Day Care Centre for Street Children
24	Emir Kadri	Brakja Miladinovci high school	Librarian
25	Sabina Memed	Brakja Ramiz i Hamid primary school	English language teacher
26	Ahmed Kadri	Brakja Ramiz i Hamid primary school	Roma language teacher
27	Asip Selim	Brakja Ramiz i Hamid primary school	English language teacher
28	Daniel Petrovski	Brakja Ramiz i Hamid primary school	Roma language teacher
29	Gjulsefa Kurteshi	Brakja Ramiz i Hamid primary school	Principal
30	Faik Sadiki	26 Juli primary school	School Board president
31	Sanela Emin	8-mi April kindergarten	Director
32	Songjul Shaban	8-mi April kindergarten	Administration
33	Sabina Sejfula	8-mi April kindergarten	Defectologist
34	Shukrije Usein	8-mi April kindergarten	Preschool teacher
35	Selat Jashar	EVN Makedonija	Mediator
36	Isein Bajram	BTR TV	Cameraman
37	Ramush Muarem	BTR TV	Journalist

38	Monika Ibraimi	BTR TV	Assistant
39	Fejsula Kurtishi	Car repair workshop	Car mechanic
40	Usein Kjerim	Taxi company	Taxi driver
41	Ilhan Kurtish	Ohrid Framework Agreement Implementation Secretariat	Public servant – not appointed
42	Seljadin Elezovik	Ohrid Framework Agreement Implementation Secretariat	Public servant – not appointed
43	Kerim Tahir	Ohrid Framework Agreement Implementation Secretariat	Public servant – not appointed
44	Emirham Selim	Ohrid Framework Agreement Implementation Secretariat	Public servant – not appointed
45	Sabina Sali	Ohrid Framework Agreement Implementation Secretariat	Public servant – not appointed
46	Sali Bajram	Pension and Disability Fund	Pensioner
47	Jusuf Denis	Unemployed	Citizen
48	Ekrem Nuredin	Unemployed	Citizen
49	Kasum Nuredin	Unemployed	Citizen
50	Nadin Jusuf	Unemployed	Citizen
51	Sulejman Kurteshi	Unemployed	Citizen
52	Kemal Shaban	Unemployed	Citizen
53	Gjurgjeman Kurtish	Unemployed	Citizen
54	Alkay Alil	Unemployed	Citizen
55	Enrico Jashar	Unemployed	Citizen
56	Natasha Postolovska	European Development Agency	Consultant
57	Gordana Nestorovska	European Development Agency	Consultant
58	Dragana Cheleva	European Development Agency	Consultant

1. Shorty History of the Municipality of Shuto Orizari

Shuto Orizari started to develop at the end of 1963, when the first citizens, primarily Roma, started to settle. The name comes from the word “shuto”, which means barren. As it was gradually growing as a settlement, the Municipality of Shuto Orizari started to look like an urbanized suburb. In time, the community developed its administrative and cultural institutions. In 1996 Shuto Orizari, together with the two villages near it – Gorno and Dolno Orizari, established an independent administrative unit – the Municipality of Shuto Orizari.

The Municipality of Shuto Orizari is the first municipality in the world with a majority Roma population. The mayor of the municipality is Elvis Bajram.

2. Geographic Position and Natural Resources

Geographic Position

Following the territorial division of 1996¹ and the new Law on Territorial Division of 2004², Skopje consists of 10 municipalities, one of them being the municipality of Shuto Orizari. This municipality is in the Skopje valley, in the northern part of the City of Skopje and it is part of the city. It is located in the northern part of the city and borders the municipalities of Butel and Chucher Sandevo. According to Article 8 of the Law on the City of Skopje, the boundaries of Shuto Orizari start at the crossroad of the three boundaries of the municipalities of Butel, Shuto Orizari and Chucher Sandevo and follows the boundaries of the municipality of Butel along the local road to Vizbegovo, turn to the road to Vizbegovo, continue along the external border line of Gorno Orizari to the crossroad of the three boundaries of Butel, Shuto Orizari and Chucher Sandevo. The municipality of Shuto Orizari covers an area of 7.48 km² and has 2.943,75 citizens/km².³

Part of the municipality is the village of Gorno Orizari. The division of the City of Skopje to municipalities with the numbers of population and type of settlements is shown in the table below.

1 Law on Territorial Division of the Republic of Macedonia and Determining the Areas of the Local Self-Government Units, Official Gazette of the Republic of Macedonia, no. 49/96
2 Law on Territorial Organization of the Local Self-Government in the Republic of Macedonia, no. 55/04
3 State Statistical Office

Table no.1 Settlements in the municipalities with a seat in the City of Skopje

	Municipality names	Settlements (villages)	Population	
			1994	2002
0	Skopje		444760	506926
	Urban population		411841	411841
	Rural population		95585	95585
	Shuto Orizari		22017	22017
		1	Gorno Orizari	454

Source: Total population, households and dwellings – Definitive data per settlements, Book X, State Statistical Office, Skopje, 2004

Natural Resources

At the territory of the Municipality of Shuto Orizari there are no significant natural resources such as metal or non-metal raw materials, energy raw materials, thermal and thermo-mineral waters. Still, taking into consideration the location of the municipality, there is a good potential to use solar energy as a source of thermal or electrical energy, having in mind that the overall annual solar emission in the Republic of Macedonia varies from the minimum of 1250 kWh/m² in the northern part up to a maximum of 1530 kWh/m² in the south-western part that results in an average annual solar emission of 1385 kWh/m². For the Skopje region, the annual average for daily emissions is 3,4 kWh/m².⁴

The agricultural land is on the northern side of the municipality on the road to the village of Vizbegovo to the village of Gorno Orizari and it has a total area of 396,8 ha. According to the data of the State Statistical Office, in 2012 less than one third of the agricultural land was used for planting wheat -- 25ha, barley 25ha, vineyards 15ha, corn 6ha, oats 3ha, vegetables 15ha, fodder 4ha and fruit.⁵ The infertile land covers an area of 52ha.⁶

4 Government of the Republic of Macedonia, Ministry of Economy, Strategy for Renewable Energy Source Usage by 2020 in the Republic of Macedonia, p. 45, Skopje 2010
 5 State Statistical Office, Book: 5.4.13.02
 6 Municipality of Shuto Orizari

3. Demographics

Population

The general picture of the population in the municipality of Shuto Orizari, according to the 2002 census of population, households and dwellings is given in the tables below. According to the data, 60,6% of the population in the municipality is Roma.

Table no.2, 2002 Census: Total population in the Republic of Macedonia according to the ethnic affiliation, per municipalities, according to the 2004 administrative and territorial organization

Municipality	Ethnic affiliation								
	Total	Macedonians	Albanians	Turks	Roma	Vlahs	Serbs	Bosniaks	Other
Shuto Orizari	22 017	1 438 (6,53%)	6 675 (30,32%)	56 (0,25%)	13 342 (60,60%)	-	67 (0,30%)	177 (0,80%)	262 (1,19%)
Republic of Macedonia									
City/ Municipality	64,18	25,17	3,85	2,66	0,48	1,78	0,84	1,04	
	66,75	20,04	1,7	4,63	0,5	2,82	1,5	1,61	
Republic of Macedonia	64,18	25,17	3,85	2,66	0,48	1,78	0,84	1,04	
Skopje	66,75	20,04	1,7	4,63	0,5	2,82	1,5	1,61	
Shuto Orizari	6,53	30,32	0,25	60,6	0,0	0,3	0,8	1,2	

Source: State Statistical Office, (2005) Distribution in percentages calculated by a research team

Total population in the municipality of Shuto Orizari	Women	Men	Literate*	Illiterate*	Households	Dwellings	Average number of family members
22017	10941	11076	15890	1809	5102	5263	4.32

* Population aged 10 and above

Source: State Statistical Office, 2002 census

Table no.3 Basic municipality development indicators, 2012

	Live born	Deceased		Birth rate	Marriages	
		Total	Stillborn		Concluded	Divorced
Shuto Orizari	509	175	7	334	252	52

Source: State Statistical Office

Table no.4 Population density, City of Skopje, 2002

Republic of Macedonia/city/municipalities	Area km 2	Population density
Republic of Macedonia	25713	78,7
City of Skopje	572	886.2
Shuto Orizari	7,48	2.943,75

Source: State Statistical Office, calculated by a research team

In the municipality there is still a problem with citizens without any personal documentation, which would result in a bigger number of total population in the municipality (for example, only in May 2014, in this region there were 25 children found without any personal documents).⁷

The migration movements of the population indicate a trend of increase of the overall population in the municipality of Shuto Orizari, and they are shown in the following tables together with the age structure of the population (only 4,6% of whom is above the age limit of 65, and is significantly different than the population in the City of Skopje, where the same limit is 10,4%):

Table no.5 Total of citizens that have moved in and out and the migration sum for the Republic of Macedonia, per municipalities, 2012

Општина	Moved in				Moved out				Net migration rate				
	Total moved in	Total moved in the Republic of Macedonia			Total moved out	Total moved out within the Republic of Macedonia			Total	Net migration rate within the Republic of Macedonia			Net migration rate to/from the Republic of Macedonia from/to other states
		within the Republic of Macedonia	the Republic of Macedonia from other states	from the Republic of Macedonia		to other states	from the Republic of Macedonia	to other states					
Shuto Orizari	31	31	-	-	41	41	-	-	-	10	-	-	

Source: State Statistical Office

Table no. 6 Internal migrations: Citizens that have moved in and out per gender and age, per municipalities, per years

Shuto Orizari	Internal migrations: People that moved in per gender and age, per municipalities, per years													
	2012													
	Total	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64
Shuto Orizari	31	-	-	-	5	7	5	6	2	1	-	1	1	2
Shuto Orizari	41	-	-	-	4	11	4	9	3	2	1	-	1	4

Source: State Statistical Office

Table no.7 Population distribution according to age groups per municipalities, 2002 Census

	0-4	5-9	9-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+	Unknown age
Skopje	30097	32788	35942	38117	40111	39973	38700	36900	35361	37152	37044	27497	24283	21500	14906	9906	4484	1916	249
Shuto Orizari	2 149	2 169	2 218	2 042	2 058	1 856	1 663	1 591	1 573	1 355	996	723	613	473	308	117	63	32	18

Source: State Statistical Office

Table no.8 Percentage distribution of the population per age groups, Skopje, 2002

City/municipality	Population per age group – number and percentage				Total %	Total population number
	0-14	15-64	65 +			
City of Skopje	98827 19.5%	355138 70.1%	52961 10.4%		100.0	506926
Shuto Orizari	6536 29.7%	14470 65.7%	1011 4.6%		100.0	22017

Source: State Statistical Office, percentage calculation by a research team

Employment Level and Structure

In cooperation with the Ministry of Labour and Social Policy, and within the implementation of the Roma Decade, the municipality of Shuto Orizari, has prepared a Local Employment Action Plan for the period of 2012 to 2015.

The situation on 31.03.2014 when it comes to the unemployed whose place of residence is the municipality of Shuto Orizari, is 2.073 unemployed (active and passive job seekers); below is a tabular representation according to educational background, gender, age and ethnicity. The number of male job seekers is significantly higher than the one of women.

Table no. 9 Unemployed and other persons seeking for a job, registered in the Employment Agency of the Republic of Macedonia, Employment Centre of the City of Skopje, with a residence at the municipality of Shuto Orizari, according to educational background and gender, as registered on 31.03.2014

Municipality of Shuto Orizari	Total	No education and primary education		Incomplete high school	Graduated from high school	College education		University education	MA/MSc	PhD
		Man- Wom	en- en-			Man- Wom	en- en-			
Unemployed (active job seekers)	All =465	All=254		All=89	All=103	All=1		All=18	All=0	All=0
	Man- 342	Wom- 123	en- 50	Man- 71	Wom- en- 41	Man- 1	Wom- en- 0	Man- 4	Wom- en- 0	Man- 0
Other persons seeking for a job (passive job seekers)	All = 1608	All =1227		All =213	All = 154	All =1		All =11	All =2	All =0
	Man- en- 553	Wom- 804	en- 423	Man- 163	Wom- en- 74 50	Man- 1	Wom- en- 0	Man- 7	Wom- en- 2	Man- 0

Source: Employment Agency of the Republic of Macedonia

The percentage of illiterate population in the municipality of Shuto Orizari compared to the national average in the Republic of Macedonia and the City of Skopje is significantly higher. Also, the illiteracy in the municipality of Shuto Orizari is much higher with the female population, which can be seen from the table below.

Table no.14 Total population aged above 10 according to gender and literacy

	Total		Men		Women	
	Literate	Illiterate	Literate	Illiterate	Literate	Illiterate
Total	1 693 044	63 562	863 289	14 993	829 755	48 569
Skopje	433 139	10 902	215 256	2 143	217 883	8 759
Shuto Orizari	15 890	1 809	8 496	361	7 394	1 448

Source: State Statistical Office, 2002 census

The data obtained from the research “My First Real Job” conducted in April 2014 by the Roma Business Information Centre NGO are also interesting; the goal of the research was to detect the interest of the local population in employment, and at the same time their interest and awareness about the possibilities of (self) employment via specific active employment measures, promoted by the Government of the Republic of Macedonia. According to the obtained data, only 5,2% are active job seekers, 15,1% are passive job seekers, 19,3% stressed that they do not register with the Employment Agency, and 53,4% said that they had been erased from the records.

4. Educational System

In the municipality of Shuto Orizari there is one kindergarten, two primary schools, and since September 2014 there will also be a high school.

Preschool Education

At the territory of the municipality of Shuto Orizari there is one public kindergarten, “8 April”. The kindergarten is for children aged three to six and the working hours are until 4 pm. This year, the kindergarten takes care of 127 children, as shown by gender and age groups below.

Table no. 15 Children and personnel in institutions for care and education – kindergartens, by gender, municipalities and years.

	2012					
	Children			Personnel		
	Total	Female	Male	Total	Female	Male
Shuto Orizari	150	73	77	14	13	1

Source: State Statistical Office

Table no. 16 Children in the kindergarten 8 April per age groups in the 2013-2014 school year

Children's age	Total children	Groups	Male	Female
3-4 years	26	1	11	
15	42	2	19	23
4-5 years	42	2	19	
23	127	6	58	69
5-6 years	59	3	28	
31				
Total	127	6	58	69

Source: 8 April kindergarten

8 April kindergarten has a personnel of 8 people, 6 of them teachers and caregivers, and 3 more caregivers are hired on project basis.

There are no private kindergartens in the municipality.

In the municipality there is an “Association for Protection of Child’s Rights”, established in 1998. In 2006, with World Bank support, there was an eight month long project “Day Care Centre for Street Children”, which was aimed to protect the children rights. The project has been working since in continuity with donations, and periodically it also received five-month long support by the Ministry of Labour and Social Policy, in order to provide constant care for the children. The centre hosts about hundred children per day. It accommodates children aged 4 to 17, or until they become adults. There are 103 children that are continuously accommodated, and 2 of them had tuberculosis in March/April, therefore there were 101 children. Sometimes there are also younger children in the centre, aged two or three, and they spend couple of hours per day there in order to learn good habits, be protected from abuse and begging on the street. The children usually stay at the day care centre for a year, they are regularly followed and then if there is no improvement, they are accommodated for a longer period. After they left the day care centre, 87 children have been involved in the educational system

in the period of 2006 to 2014. The personnel consists of four people – an expert team made of a social worker, psychologist, program teacher, and periodically there are two volunteers from France helping them in the work with the children. In May 2014 there were 25 children without personal documents, and from 2006 to 2014, apart from them there were additional 18 children detected without any personal documentation, 3 of whom were minors in unregistered marriages.⁸

Primary Education

There are two primary school, “Brakja Ramiz i Hamid” and “26 Juli”. The language of instruction in the “Brakja Ramiz i Hamid” primary school is Macedonian, including a Roma language as a separate subject. The language of instruction in “26 Juli” is Albanian. In the municipality there are no special primary schools for children with special needs. In cooperation with “Brakja Ramiz i Hamid” primary school, “Makarenko” school for adults from Chair has classes in the municipality of Shuto Orizari.

“Brakja Ramiz i Hamid” primary school still has asbestos boards on its roof that need to be replaced.

The two primary schools have classes from first to ninth grade. In “Brakja Ramiz i Hamid” primary school the classes are in three shifts to meet the needs of 2.147 students. In “26 Juli” primary school there are all-day long classes for 1.963 students. The table below shows the structure of the students in these primary schools per gender, as well as the number of teachers.

Table no. 17 Students in “Brakja Ramiz i Hamid” primary school for 2012/2013 school year

Primary school	Students	Classes	Female	Male
Brakja Ramiz i Hamid	2147	79	1053	1094

Source: “Brakja Ramiz i Hamid” primary school

Table no. 18 Students in “26 Juli” primary school for 2012/2013 school year

Primary school	Students	Classes	Female	Male
26 Juli	1963	76	995	968
I-VIII grade	Students	Classes	Female	Male
Macedonian as language of instruction/Roma students	471	21	240	231
I-VIII grade	Students	Classes	Female	Male
Albanian as language of instruction and students	1492	55	755	737

Source: “26 Juli” primary school

Table no. 19 Teachers and students in the primary schools in the municipality of Shuto Orizari, 2012/2013 school year, per gender

	Teachers in primary schools, per gender, municipality and school year			Students in primary schools, per gender, municipality and school year			
	2012/2013			2012/2013			
	Total	Female	Male	Total	Girls	Boys	
Shuto Orizari	208	159	49	Shuto Orizari	4 095	2 030	2 065

Source: State Statistical Office

There is no transport for the primary school students for those children that do not live near the schools, i.e. for those living more than 1 km far from the schools.

“Makarenko” adult school from Chair also has classes in the municipality of Shuto Orizari, in cooperation with “Brakja Ramiz i Hamid” primary school, for the students with incomplete primary education and as of 17 years of age. These students, according to the law, can no longer be part of the regular educational system in the primary education. “Brakja Ramiz i Hamid” school issues them a certificate for student transfer and directs them to “Makarenko” where the students complete two years in a single one.

Since the end of the last school year (2012/2013), in June, there were 49 students aged 16 at “Brakja Ramiz i Hamid” primary school, while half term in 2013/2014 there are 35 students who are already 16 (tabular overview below).

Table no.20 Students aged 16, June 2013, “Brakja Ramiz i Hamid” primary school

11 students	VI-9 year
15 students	VII-9 year
8 students	VII-8 year
15 students	VIII-8 year

Source: “Brakja Ramiz i Hamid” primary school

According to the date of the State Statistical Office, the adult primary school has 82 persons attending it (tabular overview below).

Table no. 21 Primary schools for adults, classes, students and teachers, per municipalities, 2012/2013

	Schools	Classes	Students				Teachers			
			Total	Girls	Total		Shorter working hours			
					All	Women	All	Women		
Shuto Orizari	1	6	82	40	7	6	7	6	-	-

Source: State Statistical Office

The need for a primary school for adults most of the time comes from the belated enrolment of students in the schools.

High School Education

Since September 2014, the first high school in the municipality of Shuto Orizari will start to work, providing classes for around 900 students. The school building covers 4.500 square metres, there are 18 cabinets, a library and a gym hall.

Until now, the students were primarily enrolled in “Arsenij Jovkov” economic high school in the municipality of Butel. Since 2010, the Government of the Republic of Macedonia has provided free bus tickets for the public transport enterprise for all high school students whose home is a far from the schools.

5. Economy

The municipality of Shuto Orizari is one of the 10 municipalities within the Skopje region. The comparison of the basic economic indicators of the municipality to the ones of the region where it is located, and also in a broader way to those of the country, contribute to understanding the broader economic context that pertains to the municipality.

With respect to the gross domestic product (GDP), in 2011, the Skopje region participate as much as 42,2% in the overall GDP of the republic of Macedonia significantly more than the other regions (tabular overview below).

Table no.22 Gross Domestic Product, per year, per region

	2011			
	GDP, in million denars	GDP Structure, Republic of Macedonia = 100%	GDP, per citizen, in denars	GDP, per citizen, MK =100
Republic of Macedonia	459 789	100	223 357	100
Vardar region	35 121	7,6	228 324	102,2
Eastern region	37 092	8,1	206 773	92,6
Southwest region	35 942	7,8	162 253	72,6
Southeast region	44 688	9,7	258 230	115,6
Pelagonija region	53 205	11,6	227 732	102
Polog region	33 406	7,3	105 728	47,3
Northeast region	25 511	5,5	145 554	65,2
Skopje region	194 823	42,4	321 544	144

Source: State Statistical Office

Although the Skopje region has the biggest participation in the GDP of the Republic of Macedonia, it is not the region with economically most active population. According to the unemployment rate for 2011, this region as the third, behind the Southeast and East regions. In 2012, the unemployment in the Skopje region slightly increased. The economic activity of the population in the Republic of Macedonia, per regions, is shown in the table below.

According to the data of the State Statistical Office at the end of 2012 there was a decrease of the active business entities compared to 2009. The biggest decrease was in “Wholesale and retail” as primary field of activity, but on the other side there is an increase of facilities for accommodation and restaurants (tabular overview below).

Table no. 26 Active business entities per sector of activity according to NKD Rev 1. Per municipalities, state of affairs 31 December 2009

Shuto Orizari	291	2	-	-	24	-	9	172	7	36	3	6	1	2	15	14	-
	Total	Agriculture, hunting and forestry	Fishery	Mining and stone extraction	Processing industry	Electricity, gas and water supply	Construction work	Wholesale and retail, vehicle repair, motorcycle repair, personal usage items and household items	Hotels and restaurants	Traffic, storage and communications	Financial mediation	Activities related to real estate, renting and business activities	Public management and defence, obligatory social care	Education	Health care and social welfare	Other communal, cultural, general and personal service activities	Private households employing household help

Source: State Statistical Office

Table no. 27 Active business entities per sectors of activity according to NKD Rev. 2, per municipalities, per years, state of affairs 31 December 2012

Shuto Orizari	2	23	4	8	144	31	13	2	3	3	2	2	2	2	14	1	16
	Total	Agriculture, forestry and fishery	Processing industry	Water supply, waste water management, waste management, environment rehabilitation	Construction works	Wholesale and retail, repair of vehicles and motorcycles	Transport and storage	Accommodation facilities and service facilities for food	Information and communication	Financial activities and insurance activities	Expert, scholarly and technical activities	Administrative and support service activities	Public management and defence, obligatory social insurance	Education	Activities of health care and social welfare	Art, entertainment and pastime	Other service activities

Source: State Statistical Office

According to statistical data, small and medium enterprises working profitably which are source of employment, are mainly from the following economic sectors in the municipality:

- Wholesale and retail
- Repair of vehicles and motorcycles
- Transport and storage
- Processing industry
- Accommodation facilities and service activities related to food
- Health care and social welfare activities.

According to the State Statistical Office in 2011, the investments were for these sectors:

Investments in capital assets bases on investment purpose, per municipality in 2011 (all legal entities)					
In million denars	Total	Processing industry	Construction works	Wholesale and retail; repair of vehicles and motorcycles	Public management and defence; obligatory social insurance
Shuto Orizari	64	41	11	11	1

Investments in capital assets bases on investment and technical structure per municipality, 2011 (all legal entities)									
In million denars	Total	Material capital assets					Nonmaterial capital assets		
Municipality	All	Other buildings and structure	Machines and equipment			All	Computer software	Other nonmaterial assets	
			All	Local machines and equipment	Imported machines and equipment				
Shuto Orizari	64	61	17	44	0	44	3	2	1

The hospitality sector capacities in the municipality of Shuto Orizari are presented in the table below.

Table no. 28 Hospitality sector capacities, per municipality

	Number of hospitality sector facilities	Hospitality facilities (%)	Number of seats	Number of seats (%)	Facility area (m2)	Facility area (%)	Number of employees	Number of employees (%)
Shuto Orizari	12	0.25	141	0.07	398	0.12	39	0.24

Source: Hospitality sector census, 2008

The field research showed that the citizens are not informed if the HASAP standard for food production and sale at the territory of the municipality has been implemented by the restaurants.

According to the information from the workshops and the field research, the market in Shuto Orizari is privately owned and located on private land.

6. Infrastructure

Roads and Road Network

The municipality of Shuto Orizari is well connected with the neighbouring municipalities in the City of Skopje, as well as to the motorway itself via the roundabout.

The road network in the municipality of Shuto Orizari is 33 km long, most of which is roads that make the street network in the urbanized settlements, and small part is roads that connect the settlements within the municipality (tabular overview below).⁹

Table no. 29 State of affairs of the local road network at the territory of the municipality of Shuto Orizari

Local roads	Untracked	Dirt roads	Consolidated	Asphalted	Total
	-	-	-	33,00	33,00
Length (km)	-	-	-	33,00	33,00

Source: Municipality of Shuto Orizari

Local roads, with small exceptions have road surface cover in a very poor shape and inappropriate traffic signalization.

At the territory of the municipality there are two bridges (flyovers) with a total length of $55,00+23,00=83,00$ m.¹⁰

Table no. 30 Overview of bridges on local roads, state of affairs 31.12.2012

	Total		Existing		Temporary	
	Number	Meters	Number	Meters	Number	Meters
Shuto Orizari	2	83	2	83	-	-

Source: Municipality of Shuto Orizari

⁹ Municipality of Shuto Orizari
¹⁰ Municipality of Shuto Orizari

Traffic

In the municipality there is an organized city bus transport by the Public Traffic Enterprise JSP and private transporters:

- Bus no. 19 from Karposh to Shuto Orizari – private and public transport
- Bus no. 20 from the railway station – Transport Centre to Shuto Orizari – private transport;
- Bus no. 71 from the Transport Centre, passes through one part of the municipality of Shuto Orizari, to the village of Banjani – public transport
- Bus no. 81 from the village of Chucher Sandevo via Shuto Orizari, to the Transport Centre – public transport.

The centre of the municipality is 7 km away from the international bus and railway transport.

Water Supply

The water supply in the municipality is provided via the city water supply system with 4,500 users, while the village of Gorno Orizari is supplied with water from four artesian wells.¹¹ Water supply manner is shown in the table below.

Table no. 31 Municipalities connected to the city water supply network

No.	Municipality	Total number of citizens	Population using the city water supply network				Population using local wells	
			Within urban coverage		Outside urban coverage		Number of citizens	%
			Number of citizens	%	Number of citizens	%		
City municipalities								
10	Shuto Orizari	22017	21.563	97,9	/	/	454	2,1

Source: Agency for Spatial Planning

Water supply is a problem for those connected to the city water supply network, especially in the summer period, since the water supply pipes that were set several decades ago were not planned to provide the necessary capacity of today. It also concerns the quality of the drinking water, because of the standards that were used for the water supply pipes.

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Sewage and Waste Water Management

Around 90% of the population has access to sanitation, i.e. access to sewage of the city faecal sewage network in the urban part (city) of the municipality of Shuto Orizari, and the remaining 10% dispose of their faecal sewage waters partially in septic tanks, and partially to public areas and thus they pollute the environment. In the rural part, in the village of Gorno Orizari, the faecal sewage waters are disposed 100% into septic pits which the citizens regularly clean (tabular overview below).

Table no. 32 Citizens connected to the city sewage networks

Municipality	Total number of citizens	Citizens connected to city sewage system	Citizens not connected to the city sewage system
Shuto Orizari	21563	90%	10%
Village of Gorno Orizari	454		100%

Source: Municipality of Shuto Orizari

Still, the needs of the municipality itself are not fully met with the existing sewage network capacity.

At the moment there are no waste water treatment plants in the municipality of Shuto Orizari and there have been no activities to build waste water treatment plants for communal waste waters.¹²

Additionally, the territory of the municipality completely has no atmospheric sewage network.

Telecommunications

The territory of the municipality of Shuto Orizari is fully covered by fixed telephone operators, as well as all mobile operators. Internet connections are also available.

Energy Infrastructure

The total number of recorded meters for electricity expenditure at the territory of the municipality is 6,728, with an average expenditure of 350 kWh for individuals and 3000 kWh for legal entities (tabular overview below).

Table no. 33 Electricity expenditure in the municipality of Shuto Orizari

Total recorded meters	6728
Meters registered to individuals	6644
Meters registered to legal entities	84
Average expenditure for individuals	350 kWh
Average expenditure for legal entities	3000 kWh

Source: EVN Makedonija, April 2014

Besides electricity, the local population also uses heating oil and wood, according to the following division and type of housing:

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Table no. 34 Heating method

	Total households	Central heating	Heating from own installation				
			Electricity	Coal	Wood	Liquid fuel	Non-mentioned fuel
City of Skopje	145339	44163	4640	302	2294	2364	50
Shuto Orizari	4015	/	10	14	40	6	4

Source: State Statistical Office, 2002 Census according to the territorial division of the 1996 Law

Table no. 35 Collective and individual residence in the Skopje region

	Total residence	Area (M2)	Collective housing	Individual housing	Collective housing(%)	Individual housing (%)
City of Skopje	162118	11202749	69764	92354	43,03	56,97
Shuto Orizari	4252	252575	348	3904	8.18	91,82

Source: Agency for Spatial Planning

7. Business Environment

Banks and Financial Services

In the centre of the municipality there is a bank office with a single employee. There are no cash machines in the municipality. The population is considered high risk when loans are allocated. This situation does not make financial work in the municipality easy.

There are also no insurance companies or loan departments in the municipality.

Local Tax Policy and Tax Services

In accordance with the decentralization process in the Republic of Macedonia, one of the key issues is the fiscal decentralization which is a competence of the local self-government. Besides the grants from the central government which are determined in accordance with the Law on Financing the Local Self-Government Units, other laws enable the local self-governments financial autonomy and revenues from the following taxes and fees at local level:

- Property tax
- Inheritance and gift tax
- Real estate transaction tax
- Communal fees
- Administrative fees
- Compensation for construction land management
- Communal activity compensation
- Spatial and urban plan compensation
- Property revenues
- Lease revenues
- Interest revenues
- Real estate sale revenues
- Donation revenues
- Fines revenues
- Self-financing revenues
- Personal income tax revenues
- Vat revenues.

Urban Planning Aspects

The property of the construction land that is not privately owned has not been transferred to the local self-government units yet.

The municipality of Shuto Orizari adopted a gender urban plan in December 2012. The preparation of the detailed urban plan has not started yet.

Business Sector Support

The support of the business sector in the municipality is not developed. First of all, there is no forum for cooperation and exchange of experience between the business structures at local level, which would be used to increase the interest for improving the employment rate of the local population. The municipality, although contemplating a creation of an industrial zone, has not taken specific steps and measures to stimulate the businesses (such as, for example, exemption or decrease of the local taxes, etc.).

On the other side, there are no preconditions for support of new initiatives for starting businesses. For example, there is no business incubator that would offer services to interested parties in order to support the process of starting one's own business. Also, there are no institutional measures and strategic programmes at municipal level that would stimulate entrepreneurship development and small and medium enterprises, as a pillar of the local economy development. Again, "My First Real Job" research, conducted in April 2014 by Roma Business Information Centre NGO, whose goal was to identify the interest of the local population in employment, and also their interest and awareness about the possibilities for (self)employment via specific active employment measures, promoted by the Government of the Republic of Macedonia, indicated that the local population is interested (and experienced), but, unfortunately, working as part of the grey economy, it does not have enough knowledge about starting one's own business.

The percentage of those who have never worked is 60%, while 97% of the people surveyed are unemployed. Since the research was conducted at the Shuto Orizari market, the results indicate that even those who are employed are part of the grey economy in the country. Because there is no possibility for the Roma to individually establish a company (they do not have the start-up capital), the research recommends that there is consultation, training and education for self-employment via small or family businesses (assistance in registration, free preparation of business plans, information materials, training, market analysis of possibilities, advice), creation of a database that would be useful for the service providers and users, implementation of employment programmes for young Roma with low education, planning of business idea implementation and assistance in starting their own business, development of special programmes for employment and self-employment stimulation for Roma women, as well as providing an active role of the Roma CSOs so that they connect with enterprises and lobby for Roma employment.

8. Local Self-Government

Organizational Structure

According to the job systematization, the municipality has planned employment of 61 persons, including the establishment of a Local Economic Development sector. At the moment, there are 19 people employed in the municipality, presented by gender, education and nationality in the table below:

Table no. Employees at the municipality of Shuto Orizari, May 2014, per gender, nationality, education and age

Total 19 employees	Според пол		
	men-14	women-5	
Roma	5		
Macedonians	3	Roma 3	
Bosniaks	1	Macedonians 2	
Serbs	1		
Albanians	4		
According to education			
primary 2	secondary 12	university 5	
POSITION	ETHNIC AFFILIATION	EDUCATION	AGE
Mayor	Roma	Secondary	36
Secretary	Roma	University	41
Sector head	Macedonian	University	41
Advisor	Macedonian	University	45
Advisor	Macedonian	University	59
Council secretary	Roma	Secondary	43
Secretary	Roma	Secondary	38
Officer	Roma	Secondary	62
Officer	Macedonian	Secondary	40
Officer	Macedonian	Secondary	38
Officer	Advisor	Secondary	30
Officer	Advisor	Secondary	45
Officer	Advisor	Secondary	44
Officer	Advisor	Secondary	42
Advisor	Serb	University	59
Driver	Bosniak	Secondary	39
Guard	Roma	Secondary	52
Guard	Roma	Primary	55
Cleaner	Roma	Primary	50

Source: Municipality of Shuto Orizari

The employment of 61 persons is financially not sustainable according to the current financial situation of the municipality, and still the number of 19 persons at the moment this strategic document was prepared is not enough to meet the needs for current functioning of the municipal administration. In order to overcome the problem with lack of capacity, there should be at least 25 people employed in the municipality.

The municipal council, according to gender and political party affiliation is given in the table below:

Table no. 37 Composition of the municipal council of the Shuto Orizari

Total :19		14-man	5 woman
Party council members			
1.Association of Roma of the Republic of Macedonia	2.VMRO-DPMNE	3.United Democratic Forces of the Republic of Macedonia	
4.Democratic Union for Integration		5.Democratic Party of the Albanians	

Source: Municipality of Shuto Orizari

There are 8 commissions and 2 boards in the municipality, as shown in the table below:

Table no. 38 Commissions and boards established in the municipality of Shuto Orizari

Commissions established in the municipality of Shuto Orizari	
1.Gender Equality Commission	2.Social Activities Commission
3.Inter-ethnic Relations Commission	4.Commission for Protection and Rights of the Patients
5.Commission for Mandate and Immunity Issues	6.Marriage Commission
7.Verification Commission	8.Candidature Commission
Boards established in the municipality of Shuto Orizari	
1.Board for Celebrating Holidays, Municipal Award Granting	2.Board for Budget and Finance Issues

Source: Municipality of Shuto Orizari

The municipality of Shuto Orizari is in the second decentralization phase. The municipality has fulfilled the first phase conditions, it has an appropriate personnel and has shown good financial results in its work, thus moving to the second phase of the fiscal decentralization.

Public Enterprises in Shuto Orizari Region

The municipality of Shuto Orizari does not have any competence and has not established any public enterprises. The public enterprises that work on this territory are under the competence of the City of Skopje.

9. Health

There is one clinic, one private clinic and two pharmacies at the territory of the municipality of Shuto Orizari.

The structure of the personnel and the medical areas that are covered in the clinic and private clinic is the following:

Table no. 39 Structure of personnel and medical areas that are being covered

A) Public Clinic -- Skopje, OOZT-PZZ-Chair, Extended health care office "Shuto Orizari"

4 services		6 doctors	5 nurses	Total	10 practices 13 nurses 9 GPs 1 lab technician 1 paediatrician 2 dentists
Services	Personnel Private practices in the public clinic				
	Doctors	Nurses	Practices	Doctors	Nurses
Children	1 General practitioner	2	PZU Doktor Mirko	1 GP	1
			PZU Sanos Vita	2 GPs	2
			PZU Vesna Medika	1 GP	1
School children	1 General practitioner	2	PZU DIMche Medika	1 GP	1
			PZU Intergrin	2 GP s 1 paediatrician	3
			PZU Cvetanka Medika	1 GP	1
			PZU Vita KIDs	2 GPs	2
Laboratory	1 lab technician	/	PZU Dentika Nanchev	1 dentist	1
			PSU Maja Dent	1 dentist	1
			PZU Laboratory	1 lab technician	/
Night service	3 General practitioner	3			

Working hours 24/7

Working hours In two shifts

* Dentistry until 5 pm
the children and school children service vaccinates and conducts physical examinations of children aged 0 to 14

Source: field research

B) INTEGRIN clinic

General practice	Internal medicine	Laboratory	Dentistry	Total personnel 18
4 GPs	1 internal medicine specialist	1 biochemical engineer	3 dentists	8 doctors
4 nurses	1 nurse	1 lab technician	3 nurses	1 specialist 8 nurses 1 lab technician

*Four of the people employed in the private clinic are from Shuto Orizari

Source: field research

The public clinic at the municipality of Shuto Orizari works 24/7, i.e. it has a day service from the public health made of 2 doctors (one for preschool age and one for school children) and 4 nurses. Besides the public clinic team there are also 3 night shift teams (3 teams of 2 members each, a doctor and a nurse), who are concessioners and work in the public clinic, covering the night shift, holidays and weekends. There are also 8 teams of concessioners (doctor-nurse) who work daily and cover the other health care areas for people aged 0-100 (apart from the preschool and school children covered by the public clinic teams). In the public health clinic there is also a courier, cleaner and phone operator.

There is no gynaecologist in the public clinic. Despite the general conditions covered by the public clinic, they mostly miss a primary health care and secondary health care gynaecologist.

Within the clinic there is also under concession a Red Cross department solely intended for refugees.

One per week, there are a gynaecologist and a dermatologist holding consultative check-ups at "Sakam da znam" NGO in the municipality of Shuto Orizari.

The working hours of one of the pharmacies are until 8 pm, and the other works until 10 pm. There is no pharmacy open around the clock, both pharmacies are within the municipality of Shuto Orizari and they are accessible for the citizens. One of the pharmacies is in the same building as the public clinic, and the other is seven minutes away from Inergrin private clinic.

10. Social Sector

The following table gives an overview of social welfare users in the municipality of Shuto Orizari:

Table no.40. Social Welfare users

No	Description	Total users
1	Right to permanent financial aid	362
2	Rights to social welfare	1936
3	Right to financial assistance for caring for another person	231
4	Right to health care	/
5	Right to salary compensation for shorter working hours due to caring for a child with disabilities	/
6	Right to a single financial aid or assistance in kind	12
7	Right to housing	/
8	Right to financial assistance to a person who was a child without parents or parental care until the age of 18	/
9	Right to individual life with support	/

Source: Centre for Social Care, JUMCSR Skopje Department for Social Welfare and Children Care at the area of Shuto Orizari

Regarding item 1 of the table, the number of permanent financial assistance users is 362. The criteria for receiving permanent financial assistance are:

- 1) Single parents with children up to 3 years of age (single mothers of the first three born children have the right to health care, they are exempt from participation and they have the right to child supplement until they turn three);
- 2) Old persons above 65 (old and feeble old persons without anybody to care about them – spouse, etc.);
- 3) Sick persons (people older than 18 without any material protection).

Under item 2 of the table there are 1,936 social welfare users, whose right to this assistance is fulfilled based on their unemployment and poverty.

Regarding the users of permanent financial assistance, the assistance is increasing in time, while for the social welfare users it is 100% in the first two years, and then 50%.

80% of the social welfare and permanent financial assistance users are Roma, 20% are Albanians and around 0.5% are Macedonians.

50% of the social welfare users are men and 50% are women, because the social welfare is given to families (it grows based on the number of family members).

In the municipality there is a soup kitchen, where the poorest citizens eat from Monday to Friday.

Table no. 41. Special benefit and soup kitchen

No	Description	Total users
1	Special benefit applicants	147
2	Special benefit users	159
3	Families using the services of the soup kitchen	130

Source: Centre for Social Care, JUMCSR Skopje Department for Social Welfare and ChildrenCare at the area of Shuto Orizari

Item 1 of this table has the total number of social benefit applicants, which is 147, but a single applicant (parent) can apply for his two or three children, and therefore the number of special benefit users is 159, i.e. item 2 of the table.

Regarding item 3 of this table, the total number of families that have a decision to receive meals from the soup kitchen is 130. The criteria for receiving a decision to use the services of the soup kitchen is that the persons are users of social welfare or permanent financial assistance and they are financially unsecured.

According to the data obtained from the people working in the soup kitchen, one meal per day is prepared from Monday to Friday, and on Fridays food is also distributed for the weekend. There are 130 families who are social welfare users with a decision to receive a meal, additional 20 families for whom the decision is being prepared, and around 10 unregistered poor families asking for a meal. Taking into consideration that the families that receive meals have about 9 members each, they receive around 1/8 meal per family member. Every month the requests of the newly registered families who have submitted a request to receive meal are taken to the social services. The social services have not issued new decisions in the last seven years.

The conditions in the kitchen do not meet the needs of the citizens and the personnel (there are two people employed), there is no heating, no water and the construction is in poor shape. Besides this, the quantities of the food that re received from 25 Maj home in Butel does not meet the needs of the socially most endangered families.

According to the field research, there are many families living in substandard conditions, but there are no detailed analyses about the number and housing needs of the persons who are under social risk.

In the municipality there is no elderly home. The research team did not manage to obtain data on whether the elderly are accommodated in homes in other municipalities, and how many of them there are.

11. Environment

The municipality has submitted draft programmes for waste management, placement of urban equipment and energy efficiency to the institutions in charge and it expects their response and approval.

Draft-programme for waste management envisages that the administration officers at the Sector for Communal Affairs, the Environment Sector and the municipal inspectorate record the field on daily basis, in order to detect the places where the filling and emptying of the garbage containers and cans is not synchronized. The plan also envisages waste selection in the urban part, campaign for the importance of the selective collection and recycling, including selective collection of transmittable batteries.

Within the programme for urban equipment placement, it is envisaged to place informative panels, new phone booths, assemblable facilities, bus stops, public sanitary knots, self-standing advertising panels, as well as other types of urban equipment such as fountains, water faucets, benches and garbage cans with or without ashtrays, etc.

The state of affairs with the greenery in the City of Skopje is determined based on data received by “Parks and Greenery” public enterprise, as well as data of the municipality. The tabular overview of these is given below.

Table no. 42 Green areas state of affairs in the City of Skopje, 2010

Urban greenery	m2
Municipality of Shuto Orizari	1.300

Source: DraftLEAP 2 –Skopje

According to the data of “Parks and Greenery” public enterprise, the state of affairs with urban and non-urban greenery for 2011 is as follows:

Table no. 43 Urban greenery under the competence of the municipality

Municipality	area m2
Shuto Orizari	16.340

Source: Draft LEAP 2 –Skopje

At the territory of the municipality there are 7 illegal garbage dumps, or around 57,180 m3 waste. The waste removed from the illegal garbage dumps is as follows:

Table no. 44 Overview of waste removed from illegal garbage dumps per municipality

Municipality	2006	2007	2008	2009	2010	Total [t/year]	Total [%]
Shuto Orizari	760	933	449	795	448	3.385	8,28

Source: “Communal Hygiene” public enterprise

12. Civil Sector

From the Central Registry there was no official response about the number of nongovernmental organizations at the territory of the municipality of Shuto Orizari. According to the field research, two dozens of nongovernmental organizations working at the territory of the municipality have been identified.

In the municipality of Shuto Orizari there are a number of nongovernmental organizations and their work also covers the Roma population.

The list of organizations that are located and implement their activities in the municipality of Shuto Orizari is:

- “Roman Ilo” association of Roma folk art lovers
- Roma Resource Centre NGO
- SUMNAL association or Roma community development
- REC Ambrela Roma educational centre
- Insok initiative for social change
- LULUID Association or Roma women and youth
- “Esma” association of Roma women
- Roma Centre of the City of Skopje
- “DROM” Roma community centre – Kumanovo
- National Roma Centre
- “New Life” association
- “HERA” association for health education and research
- HOBS
- Dendo vas (Reaching hand) Skopje
- Roma Business Information Centre (RBIC), Skopje.

For example, “Hera” citizen association offers health, social and legal services to Roma. At annual level, this NGO helps about 2,000 to 2,500 Roma. They cover free of charge gynaecologist, legal advice, filling in social welfare requests, as well as documents for financial assistance for a third child. In order to obtain the right to this financial assistance, the women should have all gynaecological check-ups during the pregnancy, to be eligible for application. The next condition is regular vaccination. Because the children are prone to sicknesses, they do not take all the planned vaccinations for that year. The next year the complete procedure for documents preparation is done again, and it is not simple and easy; therefore these activities are conducted.¹³

Most of the active CSOs have an established cooperation with the municipality and other local institutions. The municipality of Shuto Orizari is open for cooperation with various civic initiatives, in order to improve the quality of life of the local population and the state as a whole.

13 Centre for Research Journalism, <http://scoop-mk.blogspot.com/2014/02/m.html>

13. Culture and the media

In the sphere of culture, there are no preconditions for a continuous and organized cultural life in this municipality, which affects the holding of cultural activities.

There are two cultural associations, i.e. folk ensembles, “Pralipe” and “Anglunipe”, which have been active for a number of years.

Several amateur associations/organizations, “Roma” and “Romano-MOT”, have been active on the territory of the municipality. Their performances are most often organized in schools and in private facilities.

There are several sports associations, including the “Napredok” football club and the “Ternipe” boxing club.

The municipality is in need of a cultural centre and a library, which would contribute to the development of cultural life in the municipality.

As regards media, there are two local television stations, BTR Nacional TV and Shutel TV. However, there is no local newspaper or a local radio station.

As far as religious facilities are concerned, there are three larger mosques, three churches, one of which is the Evangelical Congregational Church of the Roma, as well as a number of Dervish temples located inside the Dervishes’ homes.

14. Vision

The vision represents an overview of the perfect situation which may be reached with time, in an “ideal world”. The vision, as a long-term strategic determination that The municipality of Shuto Orizari aims at is the following:

“Shuto Orizari is a modern municipality with sustainable economic development, a developed infrastructure and a high quality of life.”

15. Strategic goals

Based on the analysis of the existing situation, i.e. the SWOT analysis, as well as the workshops held with all stakeholders in the local economic development of the municipality of Shuto Orizari (local authorities, public enterprises, the private and civil sectors), also using the official data of relevant institutions, surveys and field research, the following strategic goals were established for achieving this vision:

1. Sustainable economic development
2. Improving the quality of life through education, health and social care, culture and sports
3. Improving the infrastructure and environmental protection

The realization of these strategic goals will lay the foundations for a long-term sustainable development of the municipality of Shuto Orizari and the achievement of the defined vision of the municipality itself.

1. Sustainable economic development

is of key importance for a municipality's development to create conditions for sustainable economic growth. Considering the facts about the current situation established through the SWOT analysis, there is a stressed need for a proactive role on the local government's part in animating and stimulating local economic development. This needs to be done through a well-thought-through and strategically organized approach.

Six (6) specific goals have been set for sustainable economic development:

1. Improving the quality of public administration services
2. Supporting the development of small- and medium-scale enterprises (SMEs)
3. Improving the business environment
4. Attracting investments
5. Promoting agriculture
6. Increasing employment

The first goal, **“improving the quality of public administration services,”** envisages taking up a number of activities towards increasing the capacity of municipal administration and improving the quality of its services. These activities include trainings for the employees' continuing education and development of specific skills on the basis of an individual education plan; hiring new employees based on the needs of the municipal jobs systematization; increasing the number of women employed in the administration; establishing a local economic development sector; training a team that will be preparing draft-projects for obtaining finances from various funds; introducing ISO 9001 (a system of process quality standards); providing access to information through Internet and the RIC (Roma Information Centres); building wheelchair access ramps to the municipal building for the disabled, and training the administration to be able to prepare law-based action plans and cooperate and network with the non-government organizations.

The second goal, **“supporting the development of small- and medium-scale enterprises (SMEs),”** requires taking up the following activities: establishing a business incubator at the local level; preparing a database of SMEs in the municipality; carrying out a programme for promoting the SME sector and learning about the credit lines; assisting the procedure of registration of new, and legalization of the existing businesses; support to the local businesses' strategy and management building process; promoting the active self-employment measures and the need for regular registration of the unemployed with the Employment Agency; supporting and training women entrepreneurs and promoting and supporting the introduction of the HASSP standard in the sphere of food production and sale.

The third goal, **“improving the business environment,”** envisages stimulating fiscal measures for entrepreneurs and businesses, and initiating and joining events aimed at businesses' networking and mutual cooperation at both the national and international levels.

As regards the fourth goal, **“attracting investments,”** efforts will be made to hold as many promotional events and activities as possible with the aim of attracting investments at the level of the municipality and in the industrial zone planned to be built.

The fifth goal, **“promoting agriculture,”** involves assessment of the opportunities for agricultural development (soil quality, irrigation water quality, well digging, level of pollution); informing the citizens about the agricultural financing and development opportunities and about training the farmers to use the new models of land cultivation.

The sixth goal, **“increasing employment,”** envisages identifying of all unemployed citizens (active, inactive) according to their gender, age, education and skills, as well as the employment opportunities at both the municipal and the Skopje city levels; utilizing the opportunities provided by the active measures for training and employment with a renowned employer; providing professional skills training for the population in tune with the labour market demands and promoting the benefits of the unemployed citizens' regular registration with the Employment Agency.

SWOT analysis

Strategic goal 1	Sustainable economic development
Strengths	Proximity and accessibility of the central city area, the state institutions, the highway and the borders with Kosovo and Serbia A large number of the population is of working age Completed local action employment plan for Shuto Orizari municipality A developed wholesale and retail trade sector Existence of bank and postal facilities
Weaknesses	Absence of a local economic development sector in the municipality Lack of human resources and skills in the municipal administration for preparing and implementing development plans and projects Difficult access to the municipal building for the disabled High unemployment rate and poorly educated and unqualified workforce Non-existence of an industrial zone Undeveloped strategic documents and action plans at the municipal level for institutional support to the SMEs' development Lack of knowledge on the part of local population about the procedures for registering their enterprises Irregular registration of the unemployed with the Employment Agency, due to which they do not qualify for use of the active employment measures provided by the Government of the Republic of Macedonia Informal trade – no fiscalization Failure to implement the food production and sale standards Insufficient exploitation of arable areas due to pollution of the same and undeveloped irrigation methods
Opportunities	Promoting inter-municipal, national and international cooperation Utilizing the students' potentials Using the donor programmes designed for the Roma as end users Access to the EU funds through regional cooperation Introducing the practice of paying local taxes among the citizens Opportunities for raising the citizens' awareness about the necessity of inclusion – of women in particular – in the community's economic and social life Opportunities for utilizing the Government's active employment measures Decentralization and new competences of the municipality
Threats	Unfavourable credit lines Inadequate employment laws

Action plan

Strategic goal 1. Sustainable economic development					
Specific goal 1.1. Improving the quality of public administration services					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
1.1.1. Trainings for the employees' continuous education and development of specific skills based on individual education plans	15 conducted trainings 40 individual plans	2014-2020	the Municipality	700.000	
1.1.2. New employments according to the needs of the municipal job systematization	25 new employees	2015-2020	the Municipality	32.400.000	
1.1.3. Increasing the number of women employed in the administration	10 new employees	2015-2020	the Municipality	These employments are included in the budget as part of Activity 1.1.2	
1.1.4. Establishing a local economic development sector	Local economic development sector established	2014-2016	the Municipality	These employments are included in the budget as part of Activity 1.1.2	
1.1.5. Training a team for preparing draft projects aimed at obtaining finances from various funds	4 conducted trainings for 10 persons	2014-2017	the Municipality	400.000	
1.1.6. Introducing ISO 9001 (process quality standards)	ISO 9001 introduced	2014-2016	the Municipality	350.000	
1.1.7. Providing access to information via the Municipality's website and the RIC (Roma Information Centres)	Updated website of the Municipality Number of persons who have addressed the RIC	2014-2020	the Municipality, Ministry of Labour and Social Policy	Some of the on-going activities of the employees in the responsible institutions	
1.1.8. Building wheelchair access ramps to the municipal building for the disabled	1 ramp built	2014-2016	the Municipality	600.000	
1.1.9. Training the administration to prepare law-based action plans	12 conducted trainings	2015-2020	the Municipality	1.200.000	
1.1.10. Cooperation and networking within the non-government organizations	7 round tables held with the NGO sector on issues related to the municipality's strategic goals	2014-2020	the Municipality	1.400.000	

Strategic goal 1. Sustainable economic development					
Specific goal 1.2. Supporting the development of small- and medium-scale enterprises (SMEs)					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
1.2.1. Establishing a business incubator at the local level and preparing a database of SMEs in the municipality	Business incubator established	2014-2016	the Municipality	800.000	
1.2.2. Preparing a database of SMEs in the municipality	Completed database of SMEs in the municipality	2014-2016	the Municipality	1.000.000	
1.2.3. Programme for promoting the SME sector and learning about the credit lines	Programme for promoting the SME sector prepared 1000 brochures 5 promotional events	2014-2017	the Municipality	500.000	
1.2.4. Assisting the registration of new and the legalization of existing businesses	100 registered businesses	2014-2020	the Municipality	These expenditures have been included in the budget as part of Activity 1.2.1	
1.2.5. Support to the local businesses' strategy and management building process	50 strategic documents	2014-2020	the Municipality	1.500.000	
1.2.6. Promoting the active measures for self-employment and the need for regular registering of the unemployed with the Employment Agency	5 promotional events 1000 brochures	2014-2020	the Municipality, Employment Agency of the Republic of Macedonia	300.000	
1.2.7. Support to and training for women entrepreneurs	4 conducted trainings for a minimum of 40 women	2014-2020	the Municipality, Employment Agency of the Republic of Macedonia	400.000	
1.2.8. Promotion and support to the introduction of the HASSP standard in the sphere of food production and sale	4 promotional events	2014-2017	the Municipality	240.000	

Strategic goal 1. Sustainable economic development			
Specific goal 1.3. Improving the business environment			
Activity	Indicators	Implementation period	Responsible entity Budget in MKD
1.3.1. Stimulating fiscal measures for entrepreneurs and businesses	Programme and criteria for stimulating fiscal measures adopted	2014-2020	the Municipality 550.000
1.3.2. Initiating and joining events for businesses' networking and cooperation at both the national and international levels	10 organized events and participations in events	2014-2020	the Municipality 1.200.000

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Strategic goal 1. Sustainable economic development			
Specific goal 1.4. Attracting investments			
Activity	Indicators	Implementation period	Responsible entity Budget in MKD
1.4.1. Promotional activities for attracting investments at the municipal level	5 promotional events	2014-2020	the Municipality 200.000
1.4.2. Promotional activities for attracting investments in the industrial zone to be built	5 promotional events	2016-2020	the Municipality 200.000

Strategic goal 1. Sustainable economic development			
Specific goal 1.5. Promoting agriculture			
Activity	Indicators	Implementation period	Responsible entity Budget in MKD
1.5.1. Studying the opportunities for agricultural development (soil quality, irrigation water quality, digging wells, pollution level)	Feasibility study prepared about the agricultural development opportunities	2014-2015	the Municipality, Ministry of Agriculture, Forestry and Water Resources Management 2.100.000
1.5.2. Informing the citizens about the agricultural financing and development opportunities	4 promotional events	2015-2020	the Municipality, Ministry of Agriculture, Forestry and Water Resources Management 200.000
1.5.3. Training the farmers in the new models of land cultivation	2 trainings conducted for a minimum of 30 persons	2015-2020	the Municipality, Ministry of Agriculture, Forestry and Water Resources Management 300.000

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Strategic goal 1. Sustainable economic development				
Specific goal 1.6. Increasing employment				
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD
1.6.1. Identifying all unemployed persons (active, inactive) according to their gender, age, education and skills	Study prepared on identifying all unemployed persons	2014-2015	the Municipality	1.300.000
1.6.2. Identifying the employment opportunities at both municipal and Skopje city levels, and utilizing the opportunities provided by the active measures for training and employment with a renowned employer	20 promotional events	2014-2020	the Municipality, the Employment Agency of the Republic of Macedonia	800.000
1.6.3. Professional skills trainings for the population based on the demands of the labour market	10 trainings conducted for a minimum of 100 people	2014-2020	the Municipality	3.000.000
1.6.4. Promoting the benefits of the unemployed citizens' regular registration with the Employment Agency	10 promotional events	2014-2020	the Municipality, the Employment Agency of the Republic of Macedonia, Ministry of Labour and Social Policy	300.000

2. Improving the quality of life through education, health and social care, culture and sports

The SWOT analysis conducted as part of the goal of improving the quality of life through education, health and social care, culture and sports, has detected various problems, as well as methods for overcoming the same.

Five (5) specific goals have been set:

1. Improving the quality of pre-school, primary and vocational high-school education
2. Improving health care
3. Improving social care
4. Expanding the scope of cultural content
5. Promoting the conditions for sports and recreation

As regards the first specific goal, “**Improving the quality of pre-school, elementary and vocational high-school education,**” aimed at providing opportunities for all children and young people in the municipality of Shuto Orizari, efforts will be made to carry out the following activities: building an additional kindergarten; replacing the asbestos roof of the “Brakja Ramiz i Hamid” primary school; building an additional primary school for the purpose of providing all day long classes; providing school transport for the students living in the more distant suburbs; research into the number of children who are not included in the schooling system and do not possess any personal documents; preparing elementary education curricula for older children and providing care for them; creating retraining/further education programmes for adults; teachers’ upgrading through seminars, trainings, etc.; hiring psychologists, pedagogues, defectologists and social workers in the primary schools; employing general practitioners and dentists in the schools and providing support to the centre for street children.

The second specific goal, “**Improving health care,**” envisages formation of additional night-shift teams in the public clinic; informing the citizens about the operation of the night shift in the public clinic; opening of a gynaecology clinic; providing modern medical equipment; acquiring an ambulance; providing further education for the medical team through trainings and seminars; providing the medical teams with training on the cultural characteristics of the local population; establishing a mobile team aimed at bringing the doctor closer to the patient and, in these terms, obtaining an ambulance and the medical equipment needed for field work, as well as raising citizens’ awareness about the hygiene and health-related habits.

The third specific goal, “**improving social care,**” involves conducting of the following activities: analysing the real number of persons at risk who need meals and the related reasons; adequate programmes/counselling offices for the families receiving social welfare; family planning services and family counselling offices; programmes for eradicating juvenile marriages; preparing a strategy for children’s development and children’s protection against abuse; raising the awareness against domestic violence and woman and child abuse; action plans for social inclusion of different categories of marginalized citizens, such as alcoholics and former prisoners; expanding and renovating the soup kitchen; employing additional staff in the soup kitchen; studying the need for building a home for the elderly and construction of the same; analysing the housing needs of the persons at social risk and constructing homes for these persons.

Conducted as part of the fourth specific goal, “**expanding the scope of cultural content,**” will be the following activities: construction of a cultural centre; building and furnishing a library; increasing the number of cultural contents and holding a larger number of cultural events.

As for the fifth strategic goal, “**promoting the conditions for sports and recreation,**” efforts will be made to build new sports grounds, recover the existing playgrounds and terrains in the schools, and organize and hold more sports games in various sport disciplines.

SWOT analysis

Strategic goal 2	Improving the quality of life through education, health and social care, culture and sports
Strengths	<ol style="list-style-type: none"> Two primary schools accommodating the existing number of children A high school (to be opened in September 2014) A public clinic and private clinics Family planning for the younger married couples Institutionally met needs for religious ceremonies Folk ensembles embracing both girls and boys A boxing club
Weaknesses	<ol style="list-style-type: none"> High mortality rate and a short life span of the population as a consequence of the poor quality of life An increased number of diseases as a consequence of the existing hygiene and health habits and poor nutrition One more kindergarten needed “Brakja Ramiz i Hamid” primary school has an asbestos roof Additional primary school needed (the existing schools hold classes in three shifts in order to provide education to all children) Lack of an educational programme for older children who cannot be included in the regular schooling system High percentage of uneducated and unqualified population Lack of personal identification documents, especially among children Some of the pupils live more than 1 km away from the schools and there is no public transport to provide them with swift access to their schools Psychologists, pedagogues, defectologists and social workers needed in the schools General practitioners and dentists needed as part of the schools Lack of family counselling and family planning services Lack of marriage registry services Lack of teams to cover the night shifts in the clinic, while the population is not informed about the work of the same Lacking professional medical personnel who can meet the primary health care needs Lack of sensibility on the part of the professional medical personnel about the population's cultural habits No gynaecological clinic The Mental Health Centre does not have Roma employees who could facilitate the testing of Roma children in the Roma language There is no cultural centre or library Inadequate conditions and capacities for the children and youth's sports activities
Opportunities	<ol style="list-style-type: none"> Opportunities to use funds from the central government and donor programmes designed for Roma end-users Decentralization and new competences of the Municipality Opportunities for raising citizens' awareness about the need for inclusion, of women in particular, in the community's economic and social life
Threats	<ol style="list-style-type: none"> Inadequate health care legislation Inadequate social welfare legislation

Action plan

Strategic goal 2. Improving the quality of life through education, health and social care, culture and sports					
Specific goal 2.1. Improving the quality of pre-school, elementary and secondary vocational education					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
2.1.1. Building an additional kindergarten	Construction plan Building permit Finished kindergarten	2014 - 2019	the Municipality,	According to the drafted plan	
2.1.2. Replacing the asbestos roof of the “Brakja Ramiz i Hamid” Primary school	Plan for replacing the roof Roof replaced	2014-2017	Ministry of Labour and Social Policy	According to the drafted plan	
2.1.3. Building an additional primary school for the purpose of implementing all day long classes	Construction plan Building permit Finished school building	2014-2019	the Municipality,	According to the drafted plan	
2.1.4. Providing school transport for students from the more distant suburbs	Transportation contract	2014-2020	Ministry of Education and Science	600,000	
2.1.5. Research on the number of children not included in the schooling system and not possessing any personal documents	Conducted research	2014-2015	the Municipality,	300,000	
2.1.6. Preparing a primary school curriculum for older children	Drafted curriculum	2014-2015	Ministry of Education and Science	300,000	
2.1.7. Creating a retraining/further education programme for adults	Drafted programme	2014-2020	the Municipality,	300,000	
2.1.8. Teachers' upgrading through seminars and trainings	10 realized trainings	2014-2020	Ministry of Education and Science	1,000,000	
2.1.9. Hiring psychologists, pedagogues, defectologists and social workers in the primary schools, aimed at following the children's psycho-physical development and reducing students' absence from classes	Four persons (an expert team) employed in each of the two primary schools	2014-2020	the Municipality,	Based on the earmarked grants received	
2.1.10. Hiring general practitioners and dentists in the schools	Two persons (a medical team) employed in each of the two primary schools	2014-2020	Ministry of Labour and Social Policy the Municipality,	Based on the earmarked grants received According to the Memorandum and the Agreement	
2.1.11. Continuous institutional support to the Centre for Street Children	Number of children under care A memorandum and financial support agreement concluded among the Centre, the Municipality and the Ministry of Labour and Social Policy	2014-2020	Ministry of Education and Science		

Strategic goal 2. Improving the quality of life through education, health and social care, culture and sports

Specific goal 2.2. Improving health care				
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD
2.2.1. Establishing additional night-shift teams in the public clinic	Concession agreement Two additional teams formed	2014 - 2020	the Municipality, Ministry of Health	According to the concession agreement
2.2.2. Informing the citizens about the work of the night shift in the employed	1000 flyers	2014-2020	the Municipality	30,000
2.2.3. Opening a gynaecological clinic	Gynaecological clinic opened	2014-2016	the Municipality, Ministry of Health	Based on the earmarked grants received
2.2.4. Obtaining modern medical equipment	Equipment obtained according to needs	2014-2017	the Municipality, Ministry of Health	Based on the earmarked grants received
2.2.5. Obtaining an ambulance vehicle	Vehicle obtained	2014-2015	the Municipality, Ministry of Health	Based on the earmarked grants received
2.2.6. Further education of the medical team through trainings and seminars	10 conducted trainings 10 attended seminars	2014-2020	the Municipality, Ministry of Health	500.000
2.2.7. Training the medical team about the cultural characteristics of the local population	2 conducted trainings	2014-2015	Општината	100.000
2.2.8. Establishing a mobile team to bring the doctor closer to the patient – obtaining an ambulance and the medical equipment needed for field work	2 teams formed Ambulance and medical equipment for field work obtained	2014-2016	the Municipality, Ministry of Health	Based on the earmarked grants received
2.2.9. Raising citizens' hygiene and health habits	35 promotional and educational events 5,000 flyers	2014-2020	the Municipality, Ministry of Health	630.000

Strategic goal 2. Improving the quality of life through education, health and social care, culture and sports

Specific goal 2.3. Improving social welfare				
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD
2.3.1. Analysis/research concerning the real number of persons at risk who need meals, and of the reasons behind it	Conducted research	2014 - 2015	the Municipality, Centre for Social Work	300.000
2.3.2. Appropriate programmes/counselling offices for the families receiving social welfare	Programme prepared Counselling office opened	2015-2020	the Municipality, Centre for Social Work	According to the drafted programme
2.3.3. Family planning and family counselling services	Programme prepared Family counselling office opened	2015-2020	the Municipality, Centre for Social Work	According to the drafted programme
2.3.4. Programme for eradicating juvenile marriages	Programme prepared	2014-2015	the Municipality, Centre for Social Work	Some of the on-going activities of the employees in the responsible institutions
2.3.5. Preparing a strategy for children's development and protection against abuse	Strategy designed	2014-2016	the Municipality, Ministry of Labour and Social Policy	1.000.000
2.3.6. Raising awareness against domestic violence and woman and child abuse	20 promotional and educational events	2014-2020	the Municipality, Ministry of Labour and Social Policy	1.000.000
2.3.7. Action plans for social inclusion of various categories of marginalized citizens, such as alcoholics and former prisoners	5 action plans prepared	2014-2016	the Municipality, Ministry of Labour and Social Policy	300.000
2.3.8. Expanding and renovating the soup kitchen	Expansion and renovation plan prepared Expansion and renovation according to plan	2014-2018	the Municipality, Ministry of Labour and Social Policy	According to the drafted plan
2.3.9. Hiring additional staff in the soup kitchen	2 new employees	2014-2020	the Municipality, Ministry of Labour and Social Policy	Based on the earmarked grants received
2.3.10. Studying the need for building a home for the elderly	Study conducted	2014-2015	the Municipality, Ministry of Labour and Social Policy	800.000
2.3.11. Building a home for the elderly	Construction plan Building permit Home built	2015-2018	the Municipality, Ministry of Labour and Social Policy	Based on the construction plan
2.3.12. Analysis of the housing needs of the persons at social risk	Conducted analysis	2014-2015	the Municipality, Ministry of Labour and Social Policy	800.000
2.3.13. Building homes for the elderly at social risk	Construction plan Building permit Homes built	2015-2018	the Municipality, Ministry of Labour and Social Policy	Based on the construction plan

Strategic goal 2. Improving the quality of life through education, health and social care, culture and sports			
Specific goal 2.4. Expanding the scope of cultural content			
Activity	Indicators	Implementation period	Responsible entity Budget in MKD
2.4.1. Building a cultural centre	Construction plan Building permit Cultural centre built and furnished	2014-2018	the Municipality, Ministry of Culture Based on the construction plan
2.4.2. Building and furnishing a library	Construction plan Building permit Library built and furnished	2014-2017	the Municipality, Ministry of Culture Based on the construction plan
2.4.3. Holding of cultural events	20 cultural events held	2014-2020	the Municipality, Ministry of Culture 3,000,000

Strategic goal 2. Improving the quality of life through education, health and social care, culture and sports			
Specific goal 2.5. Promoting the conditions for sports and recreation			
Activity	Indicators	Implementation period	Responsible entity Budget in MKD
2.5.1. Building of sports grounds	Construction plan Building permit Sports grounds built and equipped according to the construction plan	2014-2020	the Municipality, Agency for Youth and Sports Based on the construction plan
2.5.2. Reconstructing the existing playgrounds and sports grounds in the schools	Reconstruction plan Playing and sports grounds reconstructed according to plan	2014-2020	the Municipality, Agency for Youth and Sports Based on the reconstruction plan
2.5.3. Organizing and holding sport games	20 sports games organized	2014-2020	the Municipality, Agency for Youth and Sports 3,000,000

3. Improving the infrastructure and protecting the environment

Improving the infrastructure and protecting the environment is a development priority of Shuto Orizari municipality.

Based on the results of the SWOT analysis, seven (7) specific goals have been envisaged for the realization of this long-term priority:

1. Design and use of space in tune with the drafted urban space planning documentation
2. Developed and improved traffic infrastructure
3. Building of storm water sewerage
4. Connecting and improving the household waste water sewerage
5. Improving the water supply network
6. Designing and greening the public spaces and protecting the environment
7. Waste management and clean-up of illegal dumpsites

To achieve the first specific goal, “**design and use of space in tune with the drafted urban space planning documentation,**” attempt will be made to carry out the following activities: prepare a Detailed Urban Plan (DUP); design space according to the space-planning documentation and install urban equipment; spatial plan and design for the industrial zone and urbanize the market in Shuto Orizari.

As for the second specific goal, “**a developed and improved traffic infrastructure,**” the municipality will strive to build new local roads, reconstruct and maintain the existing local roads, prepare a plan for building pavements, install street signalization (pedestrian crossings, traffic lights, signs and road signs) and obtain road maintenance vehicles.

As part of the third specific goal, “**building storm water sewerage,**” a plan will be drafted for building a storm water sewerage on the roads and streets, which will be built according to the plan.

To achieve the fourth specific goal, “**connecting and improving the household wastewater sewerage,**” communal wastewater filtering stations will be built, while the village of Gorno Orizari will be connected to the sewerage network through 13 channels.

Within the fifth specific goal, “**improving the water supply network,**” effort will be made to connect the entire population to the city water supply network and replacement will be proposed of the existing water supply pipes.

The sixth specific goal, “**designing and greening the public spaces and protecting the environment,**” envisages conducting of the following activities: drafting a plan for public space greening and its carrying out of the same; raising the population’s awareness about environmental protection and recycling; raising youth’s awareness about the benefits of recycling (ecology and business informative sessions), and promoting the Macedonian Government’s measures for subsidizing installation of solar energy utilization systems.

The seventh specific goal, “**waste management and clean-up of illegal dumpsites,**” will involve placement of additional waste containers based on the critical spots identified by the waste management plan; acquisition of special waste disposal trucks for regular collection of the communal waste from the households; preparing a feasibility study on a communal waste transfer station, and removal of around 57,180 m³ of waste from the seven illegal dumpsites on the municipality’s territory.

SWOT analysis

Strategic goal 3	Improving the infrastructure and protecting the environment
Strengths	<ol style="list-style-type: none"> Existence of asphalted streets Existence of a water supply network connecting the majority of households Existence of a sewerage network in the urban parts
Weaknesses	<ol style="list-style-type: none"> Undeveloped detailed urban plan Poorly developed infrastructure, meaning that the existing roads are ruined and lack storm water sewerage, not all population has household wastewater sewerage and not all population is connected to the water supply network, while those who are connected to the asbestos pipes have water pressure problems in the summer; uninstalled urban equipment in the municipality Absence of an economic industrial zone Small green spaces Existence of seven illegal dumpsites Lack of awareness among the local population about the importance of environmental protection Absence of use of solar water heating collectors and photovoltaic panels for generating electrical energy
Opportunities	<ol style="list-style-type: none"> Opportunities for adopting a comprehensive and detailed urban plan (DUP) for the territory of the municipality financed by the central government, donors and the private sector Opportunities for adopting a comprehensive DUP for the industrial zone as the basis for attracting investments and employing the local population Opportunities for financing infrastructure works through the central government, donors and the private sector Use of donor programmes designed for the Roma as end users Utilizing the subsidizing opportunities provided by the Government of RM for installing solar energy utilization systems Decentralization and new competences of the Municipality
Threats	<ol style="list-style-type: none"> Absence of financial aid for adopting a DUP Absence of financial aid for infrastructure works

Action plan

Strategic goal 3. Improving the infrastructure and protecting the environment					
Specific goal 3.1. Design and use of space in tune with the drafted urban space planning documentation					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
3.1.1. Preparing a Detailed Urban Plan (DUP)	Decision of the Municipality's Council Drafted DUP	2014-2016	the Municipality, Ministry of Transport and Communications	According to the Council's decision	
3.1.2. Spatial design based on space-planning documentation and installation of urban equipment	Urban equipment installed according to the annual plans	2014-2020	the Municipality, Ministry of Transport and Communications	According to the annual plans	
3.1.3. Spatial planning and design of the industrial zone	Plan for spatial planning and design of the industrial zone Industrial zone established and designed	2014-2020	the Municipality, Government of the RM	According to the plan for spatial planning and design	
3.1.4. Urbanizing the market in Shuto Orizari	Urbanization plan prepared Plan conducted	2014-2017	the Municipality	According to the drafted plan	

Strategic goal 3. Improving the infrastructure and protecting the environment					
Specific goal 3.2. Developed and improved traffic infrastructure					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
3.2.1. Building local roads	Local roads construction plan Local roads constructed according to plan	2014-2020	the Municipality, Ministry of Transport and Communications	According to the local roads construction plan	
3.2.2. Reconstruction and maintenance of the existing local roads	Annual plans for reconstruction and maintenance of the local roads Reconstruction and maintenance of the local roads	2014-2020	the Municipality, Ministry of Transport and Communications	According to the annual plans for local roads reconstruction and maintenance	
3.2.3. Preparing a plan for building pavements and construction of the same	Drafted plan Pavements built according to plan	2014-2020	the Municipality, Ministry of Transport and Communications	According to the plan for building pavements	
3.2.4. Installing traffic signalization (pedestrian crossings, traffic lights, signs and road signs)	Plan drafted for installing traffic signalization Traffic signalization installed according to plan	2014-2020	the Municipality, Ministry of Transport and Communications	According to the plan for installing traffic signalization	
3.2.5. Acquisition of road maintenance trucks	1 truck for street lighting replacement 1 pressure washing and snow ploughing truck	2014-2020	the Municipality, Ministry of Transport and Communications	2.750.000	
Strategic goal 3. Improving the infrastructure and protecting the environment					
Specific goal 3.3. Building storm water sewerage					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
3.3.1. Drafting a plan for constructing street atmospheric sewerage	Decision of the Municipality's Council Drafted plan	2014-2015	the Municipality, Public Enterprise for Water Supply and Sewerage	According to the Council's Decision	
3.3.2. Constructing atmospheric sewerage	Atmospheric sewerage constructed	2015-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	According to the drafted plan	
Strategic goal 3. Improving the infrastructure and protecting the environment					
Specific goal 3.4. Connecting and improving the household wastewater sewerage					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
3.4.1. Building communal wastewater sewerage filtering stations	Plan drafted for building wastewater sewerage filtering stations Wastewater sewerage filtering stations built according to plan	2014-2018	the Municipality, Public Enterprise for Water Supply and Sewerage	According to the drafted plan	
3.4.2. Building faecal sewerage on Lane 1, from Section RS-33 to the junction manhole	Faecal sewerage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	3.600.000 (without VAT)	
3.4.3. Building faecal sewerage on Lane 2, the section from RS-34 to RS-20	Faecal sewerage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	2.446.596 (without VAT)	
3.4.4. Building faecal sewerage on Lane 3, the section from RS-55 to RS-50	Faecal sewerage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	331.100 (without VAT)	
3.4.5. Building faecal sewerage on Lane 4, the section from RS-58 to RS-11	Faecal sewerage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	341.085 (without VAT)	
3.4.6. Building faecal sewerage on Lane 5, the section from RS-62 to RS-61	Faecal sewerage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	334.294 (without VAT)	

3.4.7. Building faecal sewage on Lane 6, the section from RS-65 to RS-15	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	590.936 (without VAT)
3.4.8. Building faecal sewage on Lane 7, the section from RS-72 to RS-33	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	1.551.095 (without VAT)
3.4.9. Building faecal sewage on Lane 8, the section from RS-106 to RS-82	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	385.986 (without VAT)
3.4.10. Building faecal sewage on Lane 9, the section from RS-109 to RS-86	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	440.140 (without VAT)
3.4.11. Building faecal sewage on Lane 10, the section from RS-89 to RS-75	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	2.042.271 (without VAT)
3.4.12. Building faecal sewage on Lane 11, the section from RS-113 to RS-25	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	524.609 (without VAT)
3.4.13. Building faecal sewage on Lane 12, the section from RS-117 to RS-114	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	324.367 (without VAT)
3.4.14. Building faecal sewage on Lane 13, the section from RS-120 to RS-30	Faecal sewage built on the lane	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	456.773 (without VAT)

Strategic goal 3. Improving the infrastructure and protecting the environment				
Specific goal 3.5. Improving the water supply network				
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD
3.5.1. Connecting to the city water supply network	Plan for connecting to the city water supply network Connecting conducted	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	According to the drafted plan
3.5.2. Replacing the existing water supply pipes	Plan for replacing the existing water supply pipes Replacement conducted according to plan	2014-2020	the Municipality, Public Enterprise for Water Supply and Sewerage	According to the drafted plan

Strategic goal 3. Improving the infrastructure and protecting the environment				
Specific goal 3.6. Designing and greening the public spaces and protecting the environment				
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD
3.6.1. Greening the public areas	Greening plan drafted Plan carried out	2014-2020	the Municipality, Ministry of Environment and Spatial Planning	According to the drafted plan
3.6.2. Raising the population's awareness about environmental protection and recycling	20 promotional and educational events	2014-2020	the Municipality, Ministry of Environment and Spatial Planning	600.000
3.6.3. Raising the youth's awareness about the recycling benefits (ecology and business informative sessions)	20 promotional and educational events	2014-2020	the Municipality, Ministry of Environment and Spatial Planning	600.000
3.6.4. Promoting the subsidizing measures of the Government of RM for installing solar energy utilization systems	10 promotional and educational events	2014-2020	the Municipality, Ministry of Environment and Spatial Planning	300.000
3.6.5. Renovating public institutions' facilities in order to increase energy efficiency	Implementation of the energy efficiency programme	2014-2017	the Municipality, Ministry of Environment and Spatial Planning	23.809.549

Strategic goal 3. Improving the infrastructure and protecting the environment					
Specific goal 3.7. Waste management and clean-up of illegal dumping sites					
Activity	Indicators	Implementation period	Responsible entity	Budget in MKD	
3.7.1. Placing additional waste containers based on the critical spots identified in the waste management plan	Plan drafted Containers obtained and placed	2014-2020	the Municipality, Public Utility Enterprise	According to the drafted plan	
3.7.2. Acquisition of special waste disposal trucks for regular removal of communal waste from the households	1 waste disposal truck, 1 medium truck and 5 small trucks acquired	2014-2020	the Municipality, Public Utility Enterprise	7.300.000	
3.7.3. Building a communal waste transfer station	Feasibility study prepared Transfer station built	2014-2020	the Municipality, Public Utility Enterprise	According to the prepared study	
3.7.4. Removing 100m ³ of waste from the dumpsite between "Nov zivot" and "Brsjacka buna" streets	Amounts of waste in m ³ removed	2014-2016	the Municipality, Public Utility Enterprise	90.000	
3.7.5. Removing 5,000 m ³ of waste from a dumpsite next to the end of "Brsjacka buna" and "Garsija Lorcka" streets, the northwest part	Amounts of waste in m ³ removed	2014-2016	the Municipality, Public Utility Enterprise	4.500.000	
3.7.6. Removing 1,000 m ³ of waste from a dumpsite by the road to Vizbegovo village, at the exit of Shuto Orizari settlement, the northern part	Amounts of waste in m ³ removed	2014-2016	the Municipality, Public Utility Enterprise	900.000	
3.7.7. Removing 1,000 m ³ of waste from a dumpsite by the road to Gorno Orizari village, at the exit of Shuto Orizari settlement, the northeastern part	Amounts of waste in m ³ removed	2014-2016	the Municipality, Public Utility Enterprise	900.000	
3.7.8. Removing 50,000 m ³ of waste from a dump at the "Konjski rid" site	Amounts of waste in m ³ removed	2014-2016	the Municipality, Public Utility Enterprise	45.000.000	
3.7.9. Removing 30 m ³ of waste from a dumpsite next to the "Nov zivot" street, near the asylum seekers' huts	Amounts of waste in m ³ removed	2014-2016	the Municipality, Public Utility Enterprise	27.000	
3.7.10. Removing 50 m ³ of waste from a dumpsite at the corner between the "Che Gevara" and "Melnicka" streets	Amounts of waste in m ³ removed	2014-2016	the Municipality, Public Utility Enterprise	45.000	

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