



Municipality of Struga



UNDP – LDA Struga

# STRATEGY FOR SUSTAINABLE DEVELOPMENT 2006–2011 MUNICIPALITY OF STRUGA

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## Summary of Strategy

From July 2005 to July 2006 a process of strategic planning was initiated in the Municipality of Struga to set the framework for its future development. Supported by funding from the Government of Finland, this process was facilitated by the Local Development Agency (LDA) within a specific project established by UNDP, and guided by a team of external experts. The LDA organised an extensive consultation process with local stakeholder groups which highlighted issues and challenges to be addressed in Struga. These included an Assessment of the Current Economic, Social and Cultural Situation in the municipality (Section 1), a S.W.O.T Analysis (Section 2) and a Strategic Plan for Development (Section 3).

### A.1. Key Challenges

The main development challenges that the new decentralized government and its partner groups in the municipality will have to face are summarised as follows:

- Sustainable economic growth is required to provide employment and raise incomes and opportunities in Struga. Currently the economy has a reasonably broad based economy centred on the traditional sectors of tourism, textiles, construction, wood and agriculture. While these provide a good foundation for growth, considerable progress is required to improve the competitiveness in each of these sectors and to expand the economic base.
- Education improvement and skills training will be a significant driver of progress in the municipality. Although only limited data is currently available, there is a need to better match the skills requirements of business, services and administration with improved quality and delivery of education.
- Tourism has significant potential to be an engine for growth. Struga is situated beside the very beautiful Lake Ohrid, which is within easy reach of two neighbouring countries (Albania and Greece) and has a long history as a region for relaxation, activities and cultural and historical events. While currently less known than its sister town of Ohrid, with sound planning and investment Struga can emerge as a more competitive tourist services centre for a range of markets.
- Good management of Struga's abundant natural resources will be essential for sustainable development in the municipality. Lake Ohrid, the rivers, forests, mountains, agricultural and non-agricultural land and rich flora and fauna are the resources that will underpin overall quality of life and sustainable economic development.
- Sectoral representative organisations, NGOs and community groups do exist and function to some extent. These will require support and development assistance to contribute more fully as essential partners in sustainable development in the municipality. Successful implementation of this strategy requires strong public, private and community partnership.
- The ethnic and cultural diversity in Struga also provides a rich basis for future development, particularly as Macedonia and neighbouring Albania move towards EU integration and closer relations with all neighbouring and regional countries. Numerous areas for cooperation exist, including trade and transport, tourism, cultural exchange, infrastructure development and environmental protection.
- There are serious deficiencies in infrastructure that need to be addressed. High on the list are solid waste management (including recycling) and sewerage systems, and roads also need attention.
- With new strategic plans emerging at national level covering a range of subject areas, Struga should engage in positive consultation processes in the formulation of these plans and harmonise development in the municipality.

A.2. Main themes and major goals

The strategy presented in this document describes the framework to address the key issues indicated above. It is grouped into four main themes:

- 1. Infrastructure
- 2. Sustainable Economic Development
- 3. Quality of Life
- 4. Education and Training

Infrastructure	Education
<ul style="list-style-type: none"><li>• Transport</li></ul>	<ul style="list-style-type: none"><li>• Education and pre-school education</li></ul>
<ul style="list-style-type: none"><li>• Roads</li></ul>	<ul style="list-style-type: none"><li>• Educational programmes for vulnerable groups (unemployed, craftsmen, women, people with special needs, redundant workers)</li></ul>
<ul style="list-style-type: none"><li>• Lake traffic</li></ul>	<ul style="list-style-type: none"><li>• Civil sector and networking</li></ul>
<ul style="list-style-type: none"><li>• Telecommunications</li></ul>	<ul style="list-style-type: none"><li>• Business sector and education</li></ul>
<ul style="list-style-type: none"><li>• Energy</li></ul>	<ul style="list-style-type: none"><li>• Counseling centers</li></ul>
<ul style="list-style-type: none"><li>• Waterworks and sewerage</li></ul>	<ul style="list-style-type: none"><li>• Life-time learning</li></ul>
<ul style="list-style-type: none"><li>• Waste management</li></ul>	

Quality of life	Sustained economic growth
<ul style="list-style-type: none"><li>• Medical care</li></ul>	<ul style="list-style-type: none"><li>• Support system for small and medium enterprises</li></ul>
<ul style="list-style-type: none"><li>• Social welfare</li></ul>	<ul style="list-style-type: none"><li>• Sector for tourism development</li></ul>
<ul style="list-style-type: none"><li>• Citizen protection</li></ul>	<ul style="list-style-type: none"><li>• Agriculture and rural development</li></ul>
<ul style="list-style-type: none"><li>• Environment protection</li></ul>	<ul style="list-style-type: none"><li>• Cross-border cooperation</li></ul>
<ul style="list-style-type: none"><li>• Culture</li></ul>	<ul style="list-style-type: none"><li>• Attracting direct foreign investments</li></ul>
<ul style="list-style-type: none"><li>• Sport</li></ul>	
<ul style="list-style-type: none"><li>• Art</li></ul>	
<ul style="list-style-type: none"><li>• Natural heritage</li></ul>	

The major goals to be achieved by the strategy are:

A modernized urban planning system put in place, capable of satisfying the growing needs of an increasingly sophisticated and progressive Struga community.

Improved public and private infrastructure systems and services that enhance business and community development in the municipality.

A developed network of institutional support is functional, providing effective, responsive and professional business and development services to the community.

Struga develops its potential to be able to participate in international investment programs and attract foreign direct investment (FDI).

Citizens are more active and better able to participate in the development of quality of life aspects in the municipality and all its environments.

Municipality arts, culture, sports and information facilities are upgraded/rebuilt and their use is expanded.

The health service provides and delivers needed health care to Struga citizens more efficiently & effectively.

Social care and community protection systems provide required support to Struga citizens more efficiently and effectively.

The capacity and understanding of the need to protect and enhance the natural and built environment is improved.

Education services are more diverse, flexible and accessible, and show stronger and more relevant linkages to business and employment opportunities in the municipality and wider region.

Marginalised and vulnerable groups have access to improved services and systems which allow better inclusion in decision-making and development in the community.

### A.3 Action plans, delivery and implementation

This strategy sets the overall framework for sustainable development in Struga for the period 2006-2011. It has not provided the detailed Implementation Plans to prepare for implementation – these should be developed as soon as possible following adoption of the strategy by the Struga Municipal Council. Implementation Plans require considerable detail about the programs and projects to be implemented, including detailed descriptions of work, financing, implementation partners and delivery agents, results and impact indicators, timeframes, assumptions and risks, etc.

### A.4 Vision

The strategy will be a success if the Vision for each of the four themes is achieved:

Through improved urban planning and management processes, Struga will have an infrastructure that is appropriate for a diverse, ambitious and progressive municipality and is able to support broad-based sustainable development.

By 2011 Struga shows strong economic recovery and vibrancy, and is recognised as a Municipality with enhanced and sustainable entrepreneurship supported by effective delivery of public and private development services.

The quality of life in Struga is enhanced through better access to improved services, information and facilities for all citizens.

By 2011, education services in Struga will be more responsive to the diverse needs of a modernising and developing municipal community.





# Introduction

Struga is one of three municipalities selected to participate in the UNDP pilot programme “Local Governance for Sustainable Human and Economic Development”<sup>1</sup>. Assisted by financial and technical contributions from the Government of Finland, the programme supports each of these municipalities to devise a Strategy for Local Sustainable Development (SLSD).

The focus is on enhancing the capacities of local governments for efficient service provision and development planning, creating an enabling environment for economic recovery, and facilitating communications between and among municipal staff and other public agencies and the public at large. It also promotes civil society participation in decision-making processes in the municipalities as guarantors of the transparency and accountability of government. As part of the programme, valuable contacts have been established with three partner municipalities from Finland in partnership with local authorities, civil society, the private sector and also new Local Development Agencies set up with UNDP assistance. The overall goal is to support development in Republic of Macedonia through reinforcing inclusive and effective management in these municipalities and to improve livelihoods.

The importance of local sustainable development to the international community is reflected in various international development documents. Agenda 21, the guide to sustainable development adopted by the UN Conference on Environment and Development in Rio de Janeiro in 1992, emphasises the role of local authorities and initiatives in supporting sustainable development. The private sector’s role in capacity building, technology transfer, and providing finance for local development was highlighted at the World Summit on Sustainable Development in Johannesburg in 2002. Partnerships between governments, civil society, and the private sector are now recognised as crucial to sustainable local development.

Additionally, the Millennium Development Goals represent a global partnership that has grown from the commitments and targets established at the world summits of the 1990s. Responding to the main development challenges and to civil society needs, the MDGs promote poverty reduction, education, maternal health, gender equality,

and aim at combating child mortality, AIDS and other diseases. Set for the year 2015, the MDGs are an agreed set of goals that can be achieved if all actors work together and do their part. The Government signed the Millennium Declaration in 2000, thereby offering Macedonia an opportunity to find a path towards long-term development as it pledged to reach the MDGs. This SLSD programme is an example of UNDP working to strengthen partnerships among municipalities and promote participatory processes for elaboration of MDG anchored local development strategies.

This document includes three strategic components (referred to here as the Strategy), all of which are linked and harmonised with each other:

- a. Local Situation Assessment
- b. SWOT Analysis – in four themes: Infrastructure, Sustainable Economic Development, Quality of Life, and Education and Training
- c. Strategic Plans – including Vision, Strategic Goals, Development Goals and an outline of the Programmes and Projects

The Strategy development process has identified priority areas and strategic choices, and sets out a broad-based framework for economic, social and cultural development of Municipality of Struga for the period 2006-2011. However, further elaboration needs to take place in the form of devising Implementation Plans, which should provide details of programmes and projects, participants and action agents, financing plans, assumptions and risks, indicators development, and timescale estimations. As Macedonia moves towards EU integration, the improved capacity of local stakeholders should be used to integrate and harmonise this strategy with emerging European, National and Regional policies.

Preparation of the strategy began in July 2005. Its realisation was achieved in July 2006 by the dedicated efforts of local Struga stakeholders – operating through Working Groups that included representatives of local government and the private and civil sectors, and coordinated by the Local Development Agency. A professional team devised and supported the process – consisting of an overall programme manager, two local consultants, and one international consultant.

<sup>1</sup> Three municipalities participating: Struga, Gevgelija and Berovo.

# The Strategy formulation process

**D**evelopment of the strategy was in five phases:

**Phase one:** Formation of groups according to subject areas, and initial meetings with group members;

**Phase two:** Collecting and analyzing data on natural resources, infrastructure, the economy, social support systems and cultural aspects.

**Phase three:** SWOT analysis (analysing Strengths, Weaknesses, Opportunities, Threats) for each group separately

**Phase four:** Defining a strategy for each subject area (vision, strategic goals, development goals, programmes and projects)

**Phase five:** Integration of separate SWOT analysis and strategies into four priority areas or overall themes: Infrastructure, Sustainable Economic Development, Quality of Life, and Education and Training.

Development of the strategy was achieved through a wide-ranging consultation process. Representatives of business and service groups, the community and voluntary sector and the Municipality administration all participated and contributed, following political approval of the process by the Mayor and the Municipal Council. Seven working groups were formed in Struga with members nominated by civil society groups and the municipality, functioning

on a voluntary (unpaid) basis. They were considered broadly representative of the Working Group subject areas:

- i Micro, small and medium enterprises (MSME)
- ii Tourism and catering
- iii Rural development and agriculture
- iv Urban planning communal issues and ecology
- v Education
- vi Culture, sport and youth
- vii Health ,Social welfare, Civil defence and fire service

The working groups organised their own schedule, supported by the LDA. A training and coaching programme was provided by the consultant team, supported by the LDA and a municipality expert. The strategy first draft was coordinated by the LDA and reviewed by the consultant team, made ready for further consultation and review by the citizens of Struga through their representative groups. The final draft will be presented for approval to the Municipal Council.

# 1 • Profile of the Municipality of Struga



## 1.1. General information

### 1.1.1. Geographical location of Struga region

Ohrid - Struga basin stretches in the far south-west of the Republic of Macedonia, located between the mountains Jablanica, Belicka Mountain and Mokra to the west and Galicica, Petrina, Placenska and Ilienska Mountain to the east; Stogovo and Karaorman to the north and the hilly area Gora to the south.

The basin stretches across 103.407ha.

Struga is situated at 698m above sea level.

It is situated at the bottom of mountain Jablanica, in the Ohrid-Struga basin, on the north coast of Ohrid Lake, right where river Crn Drim flows out from Ohrid Lake. It is said that even in the time of the Illyrians there was a small settlement called Enhalon, from the ancient Greek word for eel. Later the settlement was named Struga by the Slavs, which means sleeve, tributary in a place for fishing.

The Municipality of Struga covers 5073ha or 1/3 of the total lake coast line, i.e. half of the surface of the basin. There are 50 settlements and town Struga in this area. (Mileshevo, Draslajca, Moroishita, Lozani, Bidjevo, Vranishta, Dolna Belica, Zagrachani, Kalishta, Mali Vlaj, Radolishta, Radozda, Frangovo, Shum, Oktisi, Vishni, Gorna Belica, Drenok, Modrich, Globochica, Lukovo, Nerezi, Bezevo, Jablanica, Lakaica, Priskupshtina, Burinec, Zbzdi, Lokov, Priso-vjani, R'zanovo, Selci, Brchevo, Bogojci, Toska, Delogozdi, Koroshishta, Livada, Mislodezda, NovoSelo, Poum, Djepin, Borovec, Labunishta, Podgorci, Tashmarunishta, Veleshta, Gorno Tateshi, Dolno Tateshi, Dobovjani).

The villages stretch :

- Left of the river Drim on the east side of Jablanica, villages from Sruski Drimkol and two villages on the lake coast.
  - On the mountain side of Jablanica are the villages from Debar Drimkol.
- On the right side of the river Drim is the area called Malesija, and further to the north is Debarska Zupa.
- On the south side of Karaorman and on the edge

of Strusko Pole

- At the bottom of Strusko Pole

Villages in the the Municipality of Struga are of a compact type.

### 1.1.2. Climate

On the basis of the geographical location of Struga, we can say that Struga has a subtropical climate, but it is also influenced by winds of the continental climate. Mountains surrounding Struga with Jablanica to the west, Karaorman to the north-east and Galichica to the south-east and the openness of the Struga Field along the valleys of the rivers Crn Drim and Sateska to the north cause lower annual temperatures.

Maximum temperatures in July and August can vary from 28 C – 33 C. In summer, in July and August, water temperature can reach 26.4 C.

Average number of days with summer temperature higher than 25 C and the lake surface higher than 20C is 73-78 days, with the highest intensity in July and August.

During winter period average monthly temperature is above zero.

In mountain areas 1600 above sea level temperatures below 0 begin from December and continue until the end of March.

### Insolation

Insolation in Struga and Struga region is very high. With 2208,3 hours a year, Struga is in the first place in the Republic of Macedonia. In different periods of the year Struga has different insolation. For example, from December to August the insolation is longer, and from August to December it is shorter. In July and August the average insolation is from 10 to 12 hours which positively influences the general climate of Struga.

### Cloudiness

Statistical data show that the cloudiness in Struga and Struga Basin is the highest in December and is 7.2 hours, and the lowest in August 1.4 hours.

### Precipitation



Rain fall in the Struga basin is poor. The average amount of rain is 600-700 mm. In the surrounding mountains it reaches 2000 – 2500 mm, and a good example is mountain Jablanica. There are 96 rainy days a year, with a minimum rain fall in the summer months.

### Winds

Geographical location of Struga as well as the openness of the Struga Basin, the mountains surrounding the town and the vicinity of the lake enable winds to blow from every side. Thus, the winds can be classified as permanent and local winds.

Permanent winds are the winds that come from the south and the north.

The winds that come from the north usually come along the valley of the river Crn Drim and bring coolness and blow throughout the year, especially in winter.

The south wind usually blows in March and April and rarely in May. The south wind is suitable for eel catching, fishing for plasci and grunci.

The local winds are a product of uneven heating of the land and the lake water. The wind Strmec is characteristic for Ohrid Lake. It comes from the surrounding mountains and because of that it is cold and blows during the night until dawn with silent winds and a full wave.

## 1.1.3. Natural Resources

### Hydrographic characteristics

There are several types of water on the territory of the Ohrid – Struga Basin: 1. underground waters, springs; 2. flowing waters and 3. natural waters (tectonic and glacier) and artificial lakes. Ohrid Lake is located in the Ohrid Basin between Galichica to the east and Jablanicka and Mokra Mountains to the west. Today's lake level is at 695 m above sea level.

The lake has an elongated form. It is the longest in

the north-south direction, from Struga to St. Naum. About 40% of the surface of the bottom of the lake is under 200m of depth.

The lake is supplied with water through underground channels through Galichica from the Prespa Lake. The greatest number of springs and the richest springs (about 80 springs) are between St. Naum, Republic of Macedonia and Tushemishta, Republic of Albania, in the area of 5 km.

There are 50 billion m<sup>3</sup> of water in the Ohrid Lake's Basin and the lake covers 348 km<sup>2</sup>. River Crn Drim regulates the water level of the lake. There are two artificial lakes in the Ohrid Lake's valley, Globochica and Debar Lake.

Other significant hydrographic resources are : Crn Drim, Sateska, Globochica Lake, glacier lakes on mountain Jablanica, Gorna Belica and Vevchani Springs and the spring Shum.

### Minerals and ores

The Struga basin is rich with fossil deposits of coal in the area of village Piskupshtina which is exploited on the surface.

Other kinds of minerals known are characteristic kinds of stone used in construction works for cobbling and the same are exploited in the area surrounding Vevchani.

### Plant life

River Crn Drim with its deep canyon, geological foundation, terrain configuration, location and specific climate characteristics enable survival of a great number of plants which can be found only in this region. In the lower part of the field there are surfaces sowed with maize, wheat and tobacco. Marsh vegetation is present in Strusko Pole, and on the coast we can find reed.

Vine is found at the bottom of mountain Jablanica and it is followed by a forest of domestic chestnut, above the chestnut forest is an oak forest followed by a beech forest.

Many salubrious and decorative plants as well as mushrooms can be found in the mountain regions.

### Animal life

Some animal species originate from a distant geological past and represent a true wealth for Macedonian biology.

The condition of mammals in the the Municipality of Struga is poor – almost all types of mammals, except for the small ones, can be treated as endangered due to the great danger of extinction of certain species.

Characteristic representatives of Struga's marsh coast region are marsh birds: heron, crane, black stork, dropka and small dropka.

In the surrounding mountains there are several kinds of game such as: bears, wolves, lynx, roe deer, wild cats, wild goats, boars and the same are ruthlessly killed.

### Wildlife in Ohrid Lake

Wildlife in Ohrid Lake has not been changed since its creation until today. It is a phenomenon – endemic occurrence that denotes species that exist only in one certain location and nowhere else. There are 146 types of organisms in the lake. One of the most endemic species, the sponge, lives in the water.

There are 17 kinds of fish that belong to three groups: trout, white fish and eels. Amphibians are represented by frogs while reptiles by several kinds of snakes. According to current data plant life is represented by more than 750 kinds (algae, lichen, fungus, water lily).

#### 1.1.4. Population and migrations

According to the data from the census conducted in 2002 there were 63376 inhabitants in the Municipality of Struga. The number of inhabitants has been significantly changed compared to the number of inhabitants from the census from 1994 (according to the administrative and ter-

ritorial organization at that time) when there were 62679 inhabitants in the municipality.

Birthrate in 2004 was 10.2 % (per 1000 inhabitants) and the general mortality rate was 7.5 % (per 1000 inhabitants). Infants' mortality rate is 10%. Infant mortality rate is 10.6‰. Natural growth in numbers is 101 or 2.7‰. The municipality with this data is under the national average.

Number of marriages in 2002 was 629 or 9.6 marriages per 1000 inhabitants and the number of divorces is 17 or 0.3 divorces per 1000 inhabitants. The municipality is below/above the state average.

Migration balance in 2004 was 6. Number of people who migrated to the municipality is 223, 152 of whom are citizens who migrated within the Republic of Macedonia. Total number of people who immigrated is 217, 150 of whom are citizens who migrated within the Republic of Macedonia. The greatest number of people who migrated are women (113) due to marriage and family reasons (78 and 52 respectively).

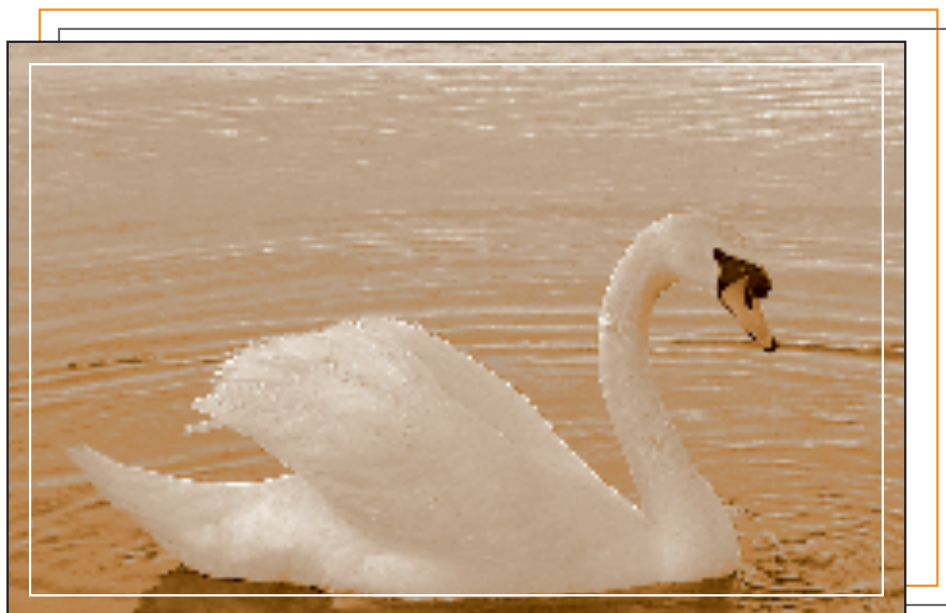
Average population density is 130.6 people per km<sup>2</sup>.

Number of marriages in 2004 was 288 or 7.8 marriages per 1000 inhabitants and the number of divorces is 12 or 0.3 divorces per 1000 inhabitants. The municipality is above the national average according to the number of marriages while according to the number of divorces it is under the national average.

The structure according to sex is 31743 (50%) women and 31635 (50%) men.

Average old age of the population, according to the census from 2002, is 33.1 years.

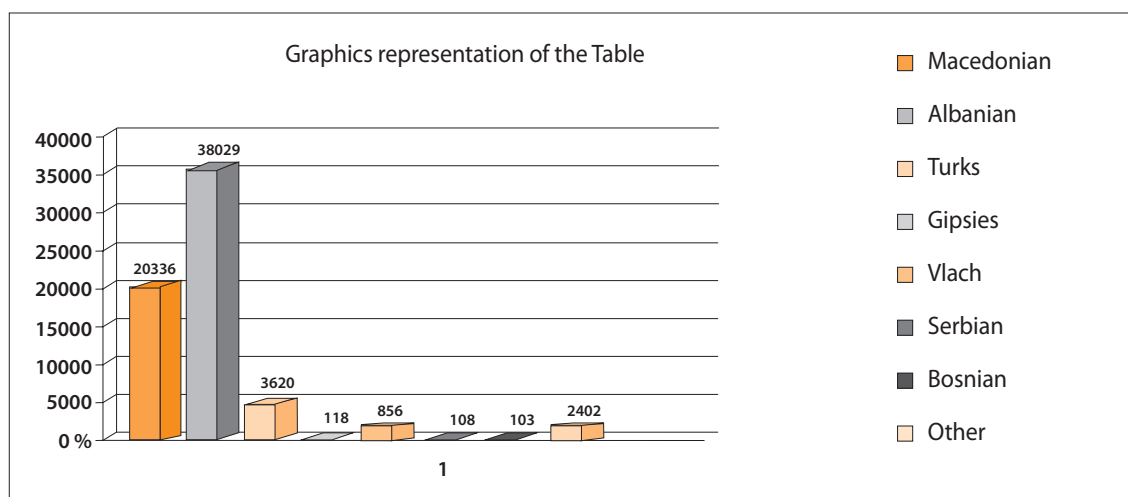
Participation of young people up to the age of 20 is 36.2%, the greatest participation in the total number of population are inhabitants under 40 years of age 67.2% while the percentage of population above 60 years of age is 11.7.





*Inhabitants' structure according to nationality in the Municipality of Struga*

Nationality	Number of inhabitants	%
Macedonian	20336	32
Albanian	36029	56.5
Turks	3628	6
Gipsies	116	0.18
Vlach	656	1
Serbian	106	0.16
Bosnian	103	0.16
Other	2402	4
<b>Total</b>	<b>63376</b>	<b>100</b>



### 1.1.5. Ecology

The Municipality of Struga possesses one of the cleanest lakes rich with endemic life forms, beautiful rivers, woody mountains with a specific form and flora and fauna.

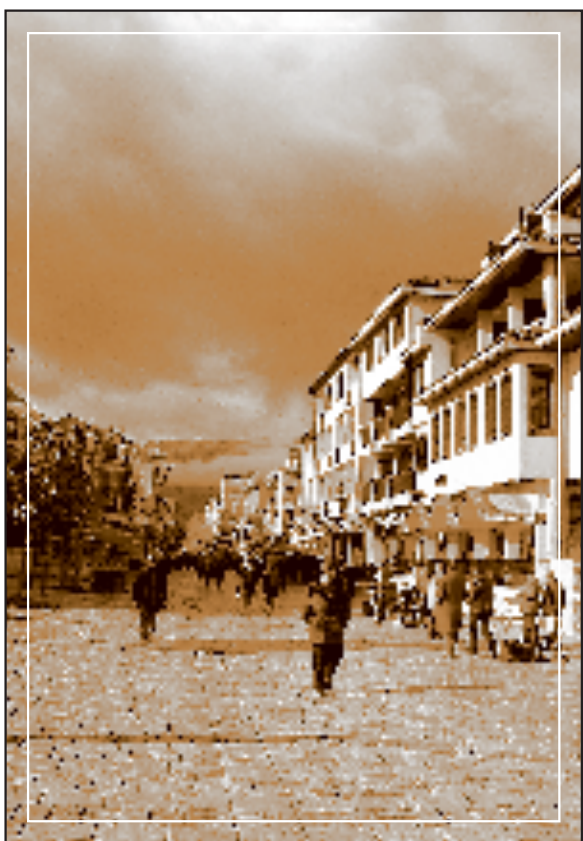
LEAP document for the Municipality of Struga was adopted in 2002.

From the ecological point of view the same comments and opinions that apply to the global ecological pollution apply to the municipality and its surroundings.

One important feature of the Struga region is forest exploitation, use of wood and coal for heating, nonexistence of appropriate municipality solid waste dump, finishing and modernizing the collector system, regulating of the flow of the river Sateska, protection of the coast line made of reed, strict control and sanctions against fishermen and poachers and others.

Currently, there are 12 non-governmental organization in the sphere of environment protection that function actively in the urban and the rural area of the municipality.

- In the area of biological diversity, activities refer to promotion, protection and sustainable use of biological resources in dry and half-dry areas, water and coastal eco systems, forest and mountain eco systems.
- In the area of climatic changes, activities refer to



energy efficiency and promotion of the use of renewable energy resources.

- In the area of international waters, activities refer to the ecological emphasis on inter – border waters, threats from surface and underground pollution that determine the quality of waters
- In the area of land degradation activities refer to integrated management of water surfaces, land protection, afforesting, protection from forest fires.

### Waste management

Waste from the town of Struga is collected by JP 'Kommunalno'. A flower shop operates as part of the company and it is located in the western part of the town and covers the area of 60m<sup>2</sup>. Waste in the villages is evacuated on the initiative of the inhabitants themselves and it leads to creation of illegal waste dumps.

The Municipality of Struga does not have a permanent waste dump where the waste is collected. The town has a temporary waste dump located near the town.

The temporary waste dump does not satisfy the basic standard sanitary regulations. The dump does not possess the necessary infrastructure (water, electricity) and means necessary for disinfection and a pit for dead animals.

Industrial and medical waste is also collected in the temporary dump. The waste is not subject to any technical treatment; the waste is simply leveled and covered with dirt and sand.

## 1.2. Economy

According to the latest statistical data, in 1995 the Municipality of Struga participated in the national product of the Republic with 1.4% while it made 43.5% of the national average per inhabitant. Thus, in the beginning of the 1990s (the beginning of transition) the structure of the economy was as follows: industry and mining 46%, agriculture and fishing 18%, construction industry 2.7%, trade 14.8%, catering and tourism 7.1%, craftsmanship and personal service 2.2%, housing and communal services 4.4%, health and social care 1.5 and other areas 3.3%.

Today, due to the lack of local economy statistics, rough numbers can be made only on the basis of comparison of basic economy indicators with the national economy and the region the municipality belongs to. Thus, the average growth rate of BDP for the period from 1998 to 2003 for the Republic of Macedonia is only 5.2%, and for the region (the South-west region) the growth rate is only 2.8%. Also BDP per inhabitant is 4192 US\$ and as such it is lower than the national average by 39%. One particularly significant number is the average annual rate of the value added tax from the non-financial sector for the period from 1998 to 2002 which is negative and is only -1.1% compared to the national average of 3%.

More exact analysis of the local economy can be performed only on the basis of the number of business subjects according to the type and sector of activity and the data on the employment in the municipality.



### 1.2.1. Number and structure of business subjects

Economy structure of the Municipality of Struga according to business sectors is represented in the following table:

BUSINESS SUBJECTS ACCORDING TO BUSINESS SECTORS	In %	
AGRICULTURE, HUNTING AND FORESTRY	86	2.60
ORE AND STONE MINING	6	0.18
PROCESSING INDUSTRY	347	10.50
ELECTRICITY, GAS AND WATER SUPPLY	3	0.09
CONSTRUCTION INDUSTRY	376	11
WHOLESALE AND RETAIL, REPAIRMENT OF VEHICLES AND PERSONAL AND HOUSEHOLD APPLIANCES	1563	48
FISHING	10	0.30
HOTELS AND RESTAURANTS	251	7.60
TRAFFIC, STORAGE AND LIASION	202	6.11
FINANCIAL OPERATIONS	5	0.15
ACTIVITIES CONNECTED TO REAL ESTATE, RENTING AND BUSINESS ACTIVITIES	115	3.48
PUBLIC MANAGEMENT AND DEFENCE, OBLIGATORY	29	0.87
EDUCATION	15	0.45
HEALTH CARE AND SOCIAL CARE	54	1.63
OTHER COMMUNAL, CULTURAL, GENERAL AND PERSONAL SERVICE ACTIVITIES	241	7.40
<b>TOTAL</b>	<b>3303</b>	<b>100</b>

It can be concluded that according to the number of companies the dominant business activity id trade (with the participation of approximately 48%) followed by construction industry with 11%, processing industry with approximately 11%, tourism and catering with approximately 8%, other communal, cultural, general and personal services with around 7% and others with approximately 15%.

### 1.2.2 Labour force, employment and unemployment

Labour force (economically active population composed of the employed and the unemployed) is around 30% in the municipality. Unemployment rate is 30.4% and employment rate is 41.5%. The unemployment rate according to the registered number of unemployed workers is 41.1% while the actual rate is 30.4%, and the employment rate is 23.9%.

Review of unemployed people in the Municipality of Struga

Total		From 15-19		from 20-24		from 25-29		from 30-34		from 35-39		from 40-44		from 45-49		from 50-54		from 55-59		above 60	
All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women
9283	3592	353	177	1334	567	1295	556	1317	505	1187	462	1164	470	1013	374	805	286	568	168	247	27

Review of unemployed people according to qualifications

Municipality	Total		Non Qualified Workers		Half Qualified Workers		Qualified Workers		High Qualified Workers		High School		Two year University Degree		University Education		MAS		PhDs	
Struga	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women
	9283	3592	4802	2062	1051	242	1221	300	0	0	1742	768	148	59	315	161	3	0	1	0

Review of unemployed people according to nationality

Municipality	Total		Macedonians		Albanians		Turks		Gypsies		Serbs		Vlachs		Others	
Struga	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women
	9283	3592	4301	1810	3747	1413	148	65	101	39	10	3	16	6	960	256

Review of unemployed people according to waiting time

Municipality	Total		Under 1 month		From 1 to 5 months		From 6 to 11 months		From 12 to 17 months		From 18 to 23 months		2 years		3 years		4 years		5 to 7 years		8 years and more	
Struga	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women
	9396	3613	228	78	820	302	861	334	807	320	591	225	1069	447	973	436	896	415	1256	460	1895	596

Number of unemployed people in the Municipality of Struga

Municipality	Number of the unemployed	Residence	
		Town	Village
Struga	9283	3170	6113



From the above reviews of the unemployment structure the following can be concluded:

According to sex, from the total number of the unemployed people in the Municipality of Struga (9283), 3592 (52%) are women and 5691 (61%) are men.

According to age, the greatest number of unemployed people is at the age from 20 to 24 – 1334 (14.37%), then those at the age from 30 to 34 – 1317 (14.19%) and people at the age from 25 to 29 – 1295 (13.95%).

According to qualifications, the greatest number of unemployed people are low qualified labour force 4802 (52%), then those with secondary education 1742 (19%) and qualified labour force 1221 (13%).

According to nationality, the greatest number are Macedonians – 4301 (47%), then Albanians 3747 (40%) and others 13%.

According to waiting time, majority of unemployed people have been waiting for employment several years. 20% (1895) have been waiting for more than 8 years, 14% (1256) have been waiting 5-7 years, 12% (1069) have been waiting for 2 years.

According to residence, 34% or 3170 of unemployed people live in the town while 66% or 6113 people are from the surrounding villages.

Unemployment of the young generation (% of labour force at the age 15 to 24) is 69.1% and that puts the municipality under the average of the whole region (72.5% and 75.4% respectively).

Majority of employed people work in the service sector followed by industry, agriculture and other sectors.

There are 6066 retired people in the Municipality of Struga.

### 1.2.3. Description of significant economy sectors

#### Textile industry

Traditionally Struga is known as a manufacturer of curtains and knitted goods.

This economy branch employed the greatest number of workers in the past (around 3000 people). In the transition period most of the major facilities did not manage to adapt adequately to the new conditions and part of them were privatized, and one part is still in the privatization and restarting stage.

In the mean time, many small textile companies were started and majority of them made knitted goods for a well known buyer – loan system. Part of them grew into leaders of the new textile industry in Struga such as Kimiko and Kimiko-Gardine. This industry has a positive influence on the lowering of social tensions since it employs a great number of workers (around 1000). In long-term, textile industry has a tendency for decrease and does not have perspective.

#### Wood industry

JP Makedonski Sumi, branch Jablanica is responsible for operating the forestry in The Municipality of Struga. About 90% of forests are state owned. Until the end of 1990s, the greatest facility in the municipality was the wood plant which, besides its primary activity, had secondary activities (parquetry, manufacturing of timber and wood processing).

Wood industry has been increasingly growing since 1990s. Several local companies have large production facilities for furniture manufacturing and they are oriented towards export. Leaders in furniture manufacturing are the following companies; Barok, Lacka, etc. There is also a great number of saw-mills in the municipality that manufacture timber for construction industry.

## Construction industry

Traditionally, the Struga region is known for its construction workers who worked all over the Balkan Peninsula and the world. In the period from 1945 to 1990 this tradition was organized through several large companies that worked on the construction of the infrastructure and large industrial facilities. In the transition period, large companies were privatized and many new small construction companies appeared and they were specialized for a smaller number of activities and had modern construction machinery. Majority of the owners of the companies gained their experience by working for foreign construction companies. Companies that started manufacturing modern construction materials as well as ready-made elements for construction industry appeared at the same time.

## Services

### Trade

A great number of supermarkets function in the town and surrounding villages and their supplies satisfy the consumers' needs. In the central town area there is a well-supplied green market that cannot serve all inhabitants and tourists.

### Transport services

Land transport in the Municipality of Struga is organized by several private transporters. Traffic with villages is performed through transport of passengers by private licensed transporters.

Air transport services are performed from the Ohrid airport which is located 7 km from the town. There are regular flights as well as charter flights to all major world and European destinations.

Border crossing Cafasan towards the Republic of Albania is located 12 km to the south-west. There is a Customs terminal in the town where export – import freight

forwarding services for all kinds of goods are performed.

There are 3 freight forwarding services.

## Financial and other services

Major banks in the Republic of Macedonia have their branches in Struga. Banks that perform their financial services in Struga are with majority foreign capital. In the area of financial services, insurance companies that have their branches in Struga offer their financial and insurance services. Insurance companies are with majority foreign capital.

Many accounting firms offer their services in the municipality.

IT center operates on the municipality level offering training for IT for municipality administration. There are several private firms that offer IT, internet and telecommunication services.

Private law and notary offices are available for the inhabitants as well as one regional office of a court executor.

Postal services are performed through the Central Post Office in Struga and 5 local post offices in larger villages.

## Agriculture

Total arable land in the the Municipality of Struga is 7000 hectares.

- 4000 hectares for crops; 1.5 t/ha of hay is almost completely used.
- 1500 ha of maize of which the greatest part are hybrid types.
- 1500ha for other crops

There are 6 agricultural companies registered in the Municipality of Struga.

Officially there are 414 people actively involved in agriculture, cattle breeding, poultry breeding. Officially,







there are 414 people actively involved in agriculture, cattle breeding, poultry and beekeeping. However, the actual number is much greater.

### Farming and fruit growing

Main crops are wheat and barley. According to the data received from the local Ministry of Agriculture the production of these crops in 2005 was:

Main crops	Agricultural companies	Individual farmers
wheat	735 tons	10860 tons
barley	22 tons	1500 tons

Potential of the fruit growing sector has not been sufficiently used in the Struga region. The most common fruits are apples and plums. 195 tons of apples were produced in 2005 by agricultural companies and 300 tons by individual farmers. There are 13ha of orchards in the state sector and 20 ha in the private sector. Total number of vineyards is 64 ha in the state and 30 ha in the private sector.

### Cattle breeding

5336 heads of cattle and 21136 sheep were registered in 2005 in the Municipality of Struga. Purchase of milk is the greatest problem for the cattle breeders. There are three private veterinarian companies.

There is a total of 7933 ha of pasture.

1383 ha are in private sector and 6550 ha in state sector. There are 3950 ha of pasture in high mountains and 3983 in low mountains.

### Forestry

Forests cover vast areas of the Municipality of Struga. Total tree mass of forests in the Municipality of Struga is estimated to 1.962160 m<sup>3</sup> with a total annual growth of 38947m<sup>3</sup>. J.P. 'Makedonski Sumi', PSS 'Jablanica' manages the surface of 23787ha of which 21511ha or about 90.5% are state owned while 2276ha or 9.5% are privately owned.

In regard to quality about 30.4% of forests managed by PSS 'Jablanica' – Struga are with high trees and 69.9% are with low trees. According to their purpose 100% of the forests are of economy character. Annual felling at PSS 'Jablanica' from Struga in recent years is around 33000-34000 m<sup>3</sup> per year:

- around 27000 m<sup>3</sup> is fire wood (20000 m<sup>3</sup>-per year of beech and 7000 m<sup>3</sup>/per year of oak);
- 2600-3000 m<sup>3</sup>/per year is technical wood (logs of I,II,III category)

Detailed review of forest land and forests managed by PSS 'Jablanica' – branch of J.P. 'Makedonski Sumi' is given in the following table:

Detailed review of forest land and forests managed by PSS  
'Jablanica' – Struga

Decription	[SE „Karaorman’	[SE 'Jablanica- Kafasan’	[SE „Jablanica”	[SE „Globochica”	Total
<b>Total surface [ha]</b>	<b>5159, 40</b>	<b>7656, 90</b>	<b>5292, 90</b>	<b>5677, 80</b>	<b>23787</b>
- state ownership	4665, 40	6923, 90	4786, 90	5134, 80	21511
- private forests	494, 00	733, 00	506, 00	543, 00	2276
<b>Total surface [ha]</b>	<b>3541, 00</b>	<b>7069, 60</b>	<b>4737, 20</b>	<b>4156, 00</b>	<b>19503, 80</b>
- forests with tall trees	1054, 00	2943, 00	1931, 90	/	5928, 90
- forests with low trees	2487, 00	4126, 60	2805, 30	4156, 00	13574, 90
<b>Wood amount [m<sup>3</sup>]</b>	<b>492765</b>	<b>749202</b>	<b>495873</b>	<b>224320</b>	<b>1962160</b>
- forests with tall trees	258705	443355	328277	/	1030337
- forests with low trees	234060	305847	167596	224320	931823
<b>Annual income from</b>	<b>10818</b>	<b>15187</b>	<b>8841</b>	<b>4101</b>	<b>38947</b>
- forests with tall trees	5653	8423	3481	/	17557
- forests with low trees	5165	6764	5360	4101	21390

### Fishing and hunting

Ohrid Lake represents great potential for the development of fishing in the municipality. However, uncontrolled fishing in the past led to drastic decrease of white fish in the fish fund (trout, belvica) and eel which are the main catch in the lake. Although catching of these fish is currently forbidden, they are still being caught. River Sateska constantly brings silt and deposits that endanger trout hatcheries in the Struga part of the lake which contributes to the extinction of trout in this part of the lake. Other fish that live in the lake are: carp, mrenka, chub, skobal, grunec, plasica etc. Number of registered fishermen is around 30, but the number of people fishing without license is much greater. Artificial trout hatchery functions in The Municipality of Struga and it is located in the village Shum.

Regions located around river Crn Drim and Globocica Lake are also characteristic for fishing.

There are 4 hunting grounds on the territory of the Municipality of Struga and they stretch across 35000ha. Game that is most frequently met is the boar and spring game, and there is also the bear, roe deer and lynx which are protected by law and it is forbidden to hunt them. There is a reproduction center that functions as part of the hunting grounds and it represents a solid basis for the reproduction of the hunting fund. Hunting grounds are given under concession.

### Tourism

The Municipality of Struga as a tourist destination possesses affirmed tourist values that represent a significant tourist potential and whose activation should represent one of the imperatives for the overall growth in the following period.

The greatest advantages of the Municipality of Struga referring to tourist development and strong entrance in

the international tourist market are:

- excellent geo-strategic location and relatively well-developed traffic infrastructure,
- moderate continental and mediterranean climate with a high degree of insolation throughout the year,
- exceptional flora and fauna with a great number of endemic life forms,
- areas with well preserved environment and healthy food,
- rich history with a great number of archeological sites and cultural and historical monuments,
- mountaing regions with excellent conditions for development of winter sports,
- strongly expressed tradition in the area of hospitality and folklore, etc.

Tourism in the Municipality of Struga represents a business that has great potential for growth , i.e. business that would grow into the main pillar of the local economy.

The main tourist season starts in mid-June and lasts until the end of August and beginning of September. Lake recreational tourism is the most developed type of tourism in the municipality and as such has the best conditions for further growth and affirmation

Possibilities for the development of winter-sport tourism refer to tourist potentials of the mountain Jablanica on the basis of a convenient terrain for making ski lanes, snow fall and the thickness of the snow cover, and this enables development of winter-sport tourism.

Rural tourism in the municipality has a tendency for growth which means that it is necessary to create conditions for its development as well as to define settlements that according to their natural, esthetic and scenery values and appropriate utilities may have potential in the follo-

wing period.

There is a significant number of hotels in the Municipality of Struga and they are as follows: Hotel ‘Drim’ with 560 beds, hotel ‘Beograd’ - 135, ‘Biser’ - 216, hotel ‘Izgrev’ - 578, ‘Galeb’ - 230, hotel ‘Plaza’ - 64, ‘Skopje’ - 130, ‘Makpetrol’ - 140, ‘Eurotel’ - 1135, ‘Rojal’- 70, ‘Princ’ – 70, ‘Diplomat’ – 110, ‘Klinton Palas’ – 70, ‘Gorna Belica - 50 and then hostels ‘Majski Cvet’ with 520 beds,hotel ‘Solferino’ (The Red Cross from Skopje) with 91 beds , camp ‘AS’ – 1600, camp ‘Livadiste’ – 1200, and camp ‘Treska’ with 350 beds.

However, as a result of the transformation of state capital, part of the hotels have been out of use in the last years (periodically or continuously). They are: Hotel Izgrev – 578 beds, hotel Skopje – 130 beds, hotel Plaza – 64 beds and Evrohotel – 1135 beds. This has caused great loss for the economy.

Accommodation capacity expressed in the number of beds in the Municipality of Struga

year	total	basic	complementary	individual
1970	828	70	728	50
1980	8460	148	2414	3000
1991	12231	3619	6187	2425
1995	16298			

Majority of visitors are domestic tourists and the majority of foreign tourists are from Bulgaria, Albania, Greece and the Netherlands.

Conference tourism is characteristic for non-season period.

Development of tourism in Struga was moving with great dynamics until the independence, and after the independence, with the transformation of state capital, lowering of the inhabitants’ living standards, the military conflict in 2001, and especially the conflicts in former Yugoslavia have had great negative influence on the development of tourism in our country, especially in the Municipality of Struga. This fact is confirmed by the movement of tourist income in the municipality until 2001.

However, in the last 5 years, positive (increasing) trend can be noted in the number of nights spent in the municipality due to political stabilization of the region, enrichment and promotion of tourist offer.

Movement of tourist income in the Municipality of Struga

year	tourists		nights	
	Total	Foreign	Total	Foreign
1968	9 122	809	85 915	2 838
1978	61 313	8 426	236 605	19 080
1988	103 160	12 287	567 683	63 609
1995	61 042	/	324 858	/

Tourist offer in the Municipality of Struga must fully incorporate new quality which will be the result of follo-



wing the movements on the international tourist market, adopting positive experiences from developed tourist destinations and a balanced growth of economical, ecological and infrastructural elements. Above all, it is necessary to enrich the current tourist offer with new products and services, increase of comfort and complete modernization of existing accommodation, through transformation of management, technical and technological equipment, functional and urban modeling of attractive space elements.

However, taking into consideration the comparative advantages and the appeal of our natural beauties and anthropogenic values, we can expect that the tourist product of Struga, adjusted to specific tourist demand and completely focused on determined segments of tourist market, will finally start to adopt its own appearance and image.

Tourist Information Center operates in Struga and the same was organized in partnership with UNDP LDA – Struga and the Municipality of Struga. TIC is currently working on promoting tourism in the municipality; it has a data base for accommodation capacity in the municipality as well as private accommodation. TIC has also published promotional materials about the town (tourist guide, catalogue of tourist offer, town maps and posters), and as part of its operating it has organized several events such as the first Tourist Fair, exhibitions of local artists, craftsmen and traditional cuisine as well as a presentation of tourist offer for 2006.

#### 1.2.4. Infrastructure

##### Roads

Although surrounded with high mountains, Struga, i.e. Ohrid-Struga Basin is well connected to the surrounding areas and at the same time it is well accessible. Struga can be reached from Skopje through Kicevo and to Bitola and Resen through Ohrid to the north-west, and along the

valley of the river Crn Drim the municipality is connected with Debar Basin. The municipality is connected with Albania through Cafasan and the valley Shkumba. There is also an international airport near Struga.

Struga is situated in the south-western part of the Republic of Macedonia and it is connected to the national road system by developed road networks.

The municipality is connected by roads with Ohrid, Debar and Albania – border crossing Cafasan.

All villages are connected with the town, most of them have local asphalt roads, and the others are with non-asphalt country roads (Malesija and Drimkol). It should be emphasized that construction works were performed a long time ago and the same do not have the necessary width of roads and they are greatly damaged.

##### Energy

Distributive electricity network of the Municipality of Struga serves 22 000 consumers from different categories through its distributive electricity network spreading across 520km<sup>2</sup>. Structure of the consumers of electricity is as follows: industry consumes roughly 30%, and other consumers such as households and wider consumers consume 70%.

In recent years investments were performed mostly in the direction of securing high-voltage energy facilities of primary significance for securing source power supply for the consumer. One substation 110/35(20)/10kV and two substations 35/10kV were built. Today, it can be said with complete technical certainty that energy facilities with the highest priority in the process of distribution of electricity, i.e. facilities of the highest voltage are in good physical condition and function without pausing in a continuous operating regime. Furthermore, mid-voltage electrical networks and long -distance power lines are included in the quality operating regime. Now the attention is focused on the low voltage electrical network, the network from which the house holds are supplied directly with electricity.



ty. Here the problem with energy supply should be solved with the construction of a large number of distribution substations, and at the same time the existing ones should be expanded and reconstructed in accordance with the increased needs.

Central and high-voltage facility for the distribution area of Struga is the substation 110/35(20)/10kV with the capacity of 2x40MVA, and is situated on the left bank of the River Crn Drim, north from the regional road Struga-Cafasan. This substation is connected to a 110kV long-distance power line Globocica-Ohrid, with a double 110kV DV with Al-Ce rope 150mm<sup>2</sup> with the length of 7.2km.

There are 282 other substations that supply the consumer with electrical energy, with the total installed electrical power of 158.44 MVA. Electrical network that is connected to the distributive substations is 492km. About 97km is street lighting.

### Hydro electric power stations

There is one hydro electric power station on the territory of the Municipality of Struga, the Hydro Electric Power Station 'Globochica' which is the component of the Shareholdes Company for production of electricity with state ownership 'Elektrani na Makedonija' Skopje.

Basic operation of the subsidiary is production of electricity.

HEPS 'Globochica' was built in the 1961-1965 period and it uses the waters from the river Crn Drim through accumulation 'Globochica'.

Aggregates, control room, auxiliary production plants are located in the machine building 30km from Struga.

### Water supply

Water supply of the inhabitants of The Municipality of Struga, draining of urban and industrial waters and filtering of the same in the treatment plant for waste waters is performed by Inter-municipal Public Company 'ProAkva'.

Total length of the water supply line is 120.000m and eight reservoirs with the total capacity of 2.210m<sup>3</sup>.

IMPC 'ProAkva' has delivered 1 569 212m<sup>3</sup> of water to the inhabitants of the Municipality of Struga of which 413 296 m<sup>3</sup> to companies and 1 155 916m<sup>3</sup> to households.

Water supplying is performed through several springs located in mountain Jablanica. These springs have healthy high-quality drinking water.

Sanitary correctness of water is controlled by a 'Pro-Akva' team that performs permanent disinfection of water with gas and liquid chlorine. Control of the quality of drinking water is performed by the Republic Health Protection Department in Ohrid.

### Sewerage and collector system

Waste waters created by households and industry with secondary sewage networks are released in the primary collector and the same come to the treatment plant for waste waters where they are filtered to a certain degree

and released into the river Crn Drim.

In the region of the Municipality of Struga there is one treatment plant and six pump stations with the total network of 14km.

Only the area from the weekend settlement Elen Kamen to village Radozda is not covered by the collector system.

The treatment plant can receive and filter 40 000m<sup>3</sup> of water.

Primary collector of the waste waters treatment plant transports 941 566m<sup>3</sup> of waste waters annually.

Quality of the released waters is observed by a laboratory located in the treatment plant and it complies with the European Union standards for the quality of filtered waste waters which are released into natural waters.

Total length of the sewage network is 1 268 553 m<sup>3</sup>.

872 950m<sup>3</sup> or 55.6% of water is released through the sewage system of which 297 562m<sup>3</sup> from industry and 575 389m<sup>3</sup> from households.

### Telecommunications

Telephone communication is provided by Makedonski Telekomunikacii through its operating unit in Struga. The territory is covered by two mobile operators and national Internet providers. Others are local companies that offer wireless and cable Internet.

The town has local television stations, cable TV networks and local radio stations.

### Housing and urban planning

The Municipality of Struga has 14 485 households with an average of 3.5 members. 9.5% of the households are equipped with water installations, sewerage and electricity.

General urban planning scheme and separate urban planning schemes for urban units in the Municipality of Struga have been adopted. Most of them were adopted in 2000-2005 period. Urban planning schemes for the coastal area are in the final phases of making. Rural settlements are designed according to the urban planning documentation for inhabited settlements and other acts that replace the urban planning schemes. The same date from the 1991-2000 period. According to the data from the local self-government, the Municipality of Struga has a small number of illegal constructions.

## 1.3. Social profile

### 1.3.1. Education

Education in the Municipality of Struga is performed in three languages (Macedonian, Albanian and Turkish).

Population from all ethnic groups is involved in the educational process with a small number of people from the Roma population.

Total number of people working in the educational



sector is 811. Qualifications of the educational staff are satisfactory.

Education in the Municipality of Struga is performed on the following levels:

- 1 (one) pre-school facility
- 11 elementary schools and 24 regional units
- 1 (one) state secondary school with the following vocations: construction, chemical-technological, medical, economy and law, textile, leather processing and general. There is a boarding school as part of DSC with more than 100 beds and a possibility of canteen eating.
- 2 private secondary schools
- 1 university
- There are two classes in the municipality for people with light, medium and mixed disability and one daily center for children with special needs with medium and mixed disability.

About 20% of students that finish elementary school enroll into secondary schools outside the municipality.

In 2005/2006 school year 8076 students enrolled into the elementary schools and 2700 in the State Secondary School 'Niko Nestor' and 120 into the private secondary school.

Compared to 1998, this number has lowered since in 1998 the number of students who enrolled into elementary schools was 10 000. The decrease is the result of migration to foreign countries.

Students from surrounding towns Ohrid, Debar, Resen, Vevchani also attend the secondary school in Struga.

### 1.3.2. Health and social care

Health care in the Municipality of Struga is realized through the operating of 4 public health organizations (Health Center, General Hospital, Nephrology Institute and Health Center – Vevchani). There are 12 private health

offices of primary health protection; 12 private offices for specialist health protection; 15 private dentist offices; 16 private pharmacies.

There are 67 700 health insured people in the Municipality of Struga and 31 044 individually insured.

Choice of a family doctor is a matter of personal choice of the inhabitants while for children until the age of 14 the choice is made by the parent.

With the new Law on Decentralization, from 2007 part of the health care will come under the competence of the local self-government, i.e. primary health care that the inhabitants first meet when they are asking for health services.

The new health organization PHI (Public health Institution) Health Center-Struga would be a part of the local self-government in accordance with the law, as the carrier of primary health care for inhabitants who live on the territory of The Municipality of Struga. PHI Struga has clinics in 8 villages in ..... PHI Health Center Struga performs medical operations in organizational parts: General medicine with emergency squad; Gynecology and obstetrics; Patronage; Child diseases, vaccination, counseling centers; School Medicine; Labour Medicine, ATD; Dental protection; Medicine depot.

PHI Health Center Struga has 142 employees.

Health Insurance Fund of the Republic of Macedonia has made agreements with 12 Private Health Organizations in the Municipality of Struga.

### Social care

Public Institution Inter-Municipal Social Care Center Struga is the only institution in the Municipality of Struga that conducts social policy and population protection. Several departments for social protection work as part of the Center:

- Department for material help (permanent, social and single financial assistance, foster care, special

allowances, nursing)

- Department for disturbed marital-family relations (divorces and parent-child meetings), mediation for reconciliation, family violence.
- Department for juvenile delinquency (perpetrator of criminal acts from the age of 14 to the age of 18).
- Department for adopting under age children and custody of under age children without both parents and custody of children of legal age.
- Department for general and common matters
- Department for awarding child allowance

*Beneficiaries of financial and other assistance on different basis in 2005*

Social financial assistance beneficiaries	1449
Permanent financial assistance beneficiaries	59
Nursing allowance	336
Single financial assistance	859
Person in foster care	6
Cases of family violence	3
Child allowance beneficiaries	525 people/1186 children
Assistance for equipment for a newborn	252

\* Source: Center for social care, Struga

Social care for specific categories encompasses old people without material security or work disabled and people without family care. There were 60 people in this category in 2005. Children with special needs represent a special category – 130 children. This category encompasses beneficiaries of special allowance they receive through their parents.

There is one Center for children with special needs in Struga financed by the Government of Finland until the end of 2006.

Appropriate solution for the category of people with anti-social behaviour (drug abusers and alcoholics) has not yet been found. The center for this category has not yet been established.

Number of beggars, especially in summer, is increasing constantly and measures for solving this issue should be taken.

### Protection and rescue of inhabitants, animals, plants and property

Safety and public order and peace in The Municipality of Struga is controlled by the Internal Affairs Department – IAD Struga. IAD Struga has four regional units in the villages: Frangovo, Veleshta, Delogozda and Lukovo. Public order and peace situation is satisfactory. Common causes for disturbance of the same are unsolved legal matters, and during the tourist season: selling of alcohol to under age children, violation of working hours, etc.

There is also one private security agency for protec-

tion of people and property.

Fire brigade –Struga covers the territory of the Municipality of Struga and Vevchani. It is located on the regional road Struga-Cafasan and it has four fire engines.

Information and alarm center is responsible for discovery and prevention of consequences of natural disasters, epidemics and other forms of catastrophes that threaten people, natural wealth and cultural-historical valuables in peace and war conditions.

### 1.3.3. Culture and sport

#### Anthropogenic values

Cultural and historical tourist motifs are the most significant part of the group of anthropogenic tourist motifs. Traces of cultural history of Struga and Struga region can be found in the Neolithic period. Artifacts that were discovered on the banks of the river Drim and on the lake coast show that from the Neolithic period onward Struga has been a settlement. The data from the later period, Greek-Roman period, show that intensive cultural life was developed in Struga and the region and it is marked by remains of the famous trade communication 'Via Ignatia'.

Basilicas in villages Radolishta and Oktisi and a necropolis in the village Delogozda from the early – Christian period are of great importance.

Cultural life that took place during the Turkish period also left traces in Struga and the region. There are Islamic secular and religious buildings in Struga built in the time

of the Ottoman Empire in Macedonia.

Cultural life in the Turkish period left traces in the surrounding areas near Struga. Cave churches that can be found in the Struga region are very interesting and rare.

Cultural monuments, cultural institutes, museums, galleries, cultural events, literature, musical and artistic works should also be mentioned as part of the group of cultural and historical motifs.

There is a National Library 'Brothers Miladinovci' that operates as part of the Culture Center 'Brothers Miladinovci' in Struga.

Significant cultural institutions are the memorial House of Brothers Miladinovci, Art Gallery Vangel Kodzoman, Museum of Natural Science 'Dr. Nikola Nezlobinski'.

The best known event is 'Struga Poetry Evenings' which is traditionally held every year from August 25 – 29. 'Struga Poetry Evenings' started in 1961 and the motive was celebration of 100 years since the death of Brothers Miladinovci and the first time their *Zbornik* was published.

Other significant cultural events are *Struga Musical Autumn*, *Traditional Clothes Parade*, *Kenge Jeho* and *Goce's Days* and *Makedonski Duhovni Konaci* which are traditionally held every year.

### Language

The multi-ethnic character of the Municipality of Struga is expressed through language as well. The Municipality of Struga is a multilingual municipality where the following languages are spoken: Macedonian, Albanian, Vlach, Turkish, Serbian, Roma. Official languages of the local institutional communication are Macedonian and Albanian.

### 1.3.4. Sports

There are several active sports club in the Municipality of Struga and they encompass the following disciplines: handball, basketball, soccer, table tennis, boxing, karate, sailing, kayak – canoe, rowing, water polo, yoga, chess and paragliding.

Analysis of the condition of sports facilities in the Municipality clearly shows that the majority of 121 facilities are open fields. Most of them belong to the third category of facilities due to their nonfunctioning. Only a small number belongs to the first / second class and they are mostly facilities used by tourist organizations.

Majority of facilities are owned by the sports clubs, part of them are owned by hotel and catering organizations, then by schools and a small part by other public companies.

Total usable surface of the same is 200.000 m<sup>2</sup> including the secondary facilities which is, on the average, 3 m<sup>2</sup> per inhabitant of Struga. These numbers do not refer to closed facilities – sports halls, swimming pools, etc.

### 1.3.5. NGO sector

Struga Region has the following structure of NGOs categorized on the basis of general purpose:

Protection of environment - 12 NGOs; Education of women - 7 NGOs; Human rights, youth, democracy and culture - 15 NGOs; Art, culture - 6 NGOs; Persons with special needs - 6 NGOs; Humanitarian - 4 NGOs; Sport - 2 NGOs; Social issues - 2 NGOs; Others - 15 NGOs

Only one part of 69 NGOs in Struga have good working conditions (facility, equipment and human resources). NGOs from this region need additional equipment, training and the greatest problem is that they are not profiled enough, they are not prepared for lobbying and presentation, they lack good cooperation and finances, and very often they perform activities that are not part of their mission and purpose.

Such situation gives an image of non – governmental sector as unorganized and automatically the non-governmental sector does not have the appropriate importance as the third pillar of society (business sector and politics).

Center for NGO support acts as part of civil society, contributing towards the establishing of the civil sector in Struga, Ohrid and Vevchani.

The center enables the NGOs to overcome their technical difficulties, opportunities for better reception of information and cooperation with other NGOs in Macedonia.

### 1.3.6. Media

There are two television stations in the Municipality of Struga; TV Kaltrina and Art Kanal as well as 4 radio stations (Radio Biser, DJ Radio, Radio Struga and Rapi Radio) and correspondents from all major television stations and printed media.

## 1.4. Rural growth

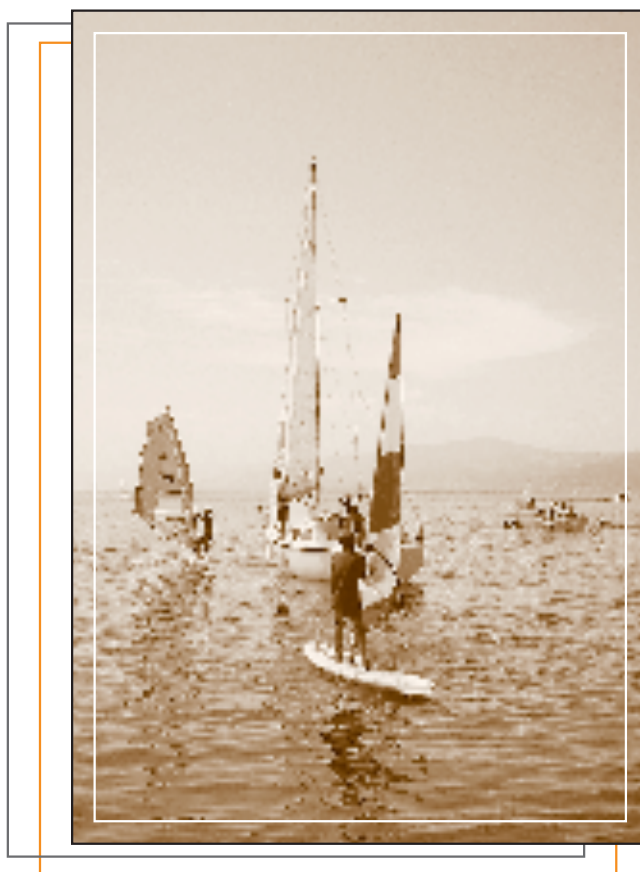
Rural growth is of extreme importance for the total growth of The Municipality of Struga since the major part of Struga is rural. There are larger rural centers in Struga that have the attributes of urban settlements that could be generators of growth of micro regions around them in the future.

However, rural areas have been facing great problems for a longer period of time and they are: nonfunctional local community, migration to towns and abroad, lack of stimulation from the state, lack of organized purchase of agricultural products, lack of farmers' organizations, problems with the villages' infrastructure, lack of care for the forestry, lack of information about new technologies in this life sphere.

Disparity in growth between rural centers and rural settlements Malesija and Drimkol is clearly visible. They are poorly populated, they do not have good infrastructure and business activities.

Growth potential can be seen in ecological agricultural production and rural tourism. However, in the following





period attention should be focused on stimulating, organizing and educating micro businesses that exist in rural areas.

### 1.5. Regional cooperation

The Municipality of Struga has a successful long-term cooperation with the neighbouring municipalities – Ohrid and Pogradec (R. Albania). Main areas of cooperation are protection of Ohrid Lake and improvement of the eco-system.

June 21 has been established as the day of the lake which is celebrated by all three towns.

The Municipality of Struga is also a member of the Euro- Region Ohrid-Prespa which encompasses cooperation with municipalities on the borders of R. Macedonia, R. Albania and R. Greece.

Strategy for regional growth of the south-west statistical unit which includes the Municipality of Struga is currently being made.

### 1.6. Municipality's competences

According to the Law on local self-government, 'Municipality' is a unit of local self-government as a community of inhabitants in a certain area, determined by law, that through its bodies and administration and organized public services enables performance of competences determined by law. Municipalities are legal entities and they perform their competences through bodies elected by in-

habitants.

#### Regulations of the municipality:

- Municipality regulates the performance of its competences by a statute and other regulations.
- Statute of the municipality regulates:
  - Organization and operating of the bodies of the municipality, organization and operating of the council's committees;
  - Performing of activities from article 20 of the law on local self-government; means of informing inhabitants;
  - Cases of excluding the public from the council's sessions;
  - Way and procedure of submitting petitions and proposals for the operating of the bodies of the municipality and acting on them;
  - Ways of organizing public talks, performing surveys and collecting suggestions from the inhabitants;
  - Ways of fulfilling duties in the area of defense in war conditions as well as other issues which are of significance to the local self-government.
  - Municipality's regulations are published before they are enforced.
- Means of publishing the regulations are determined by the statute.

- The municipality has its own coat of arms and a flag.

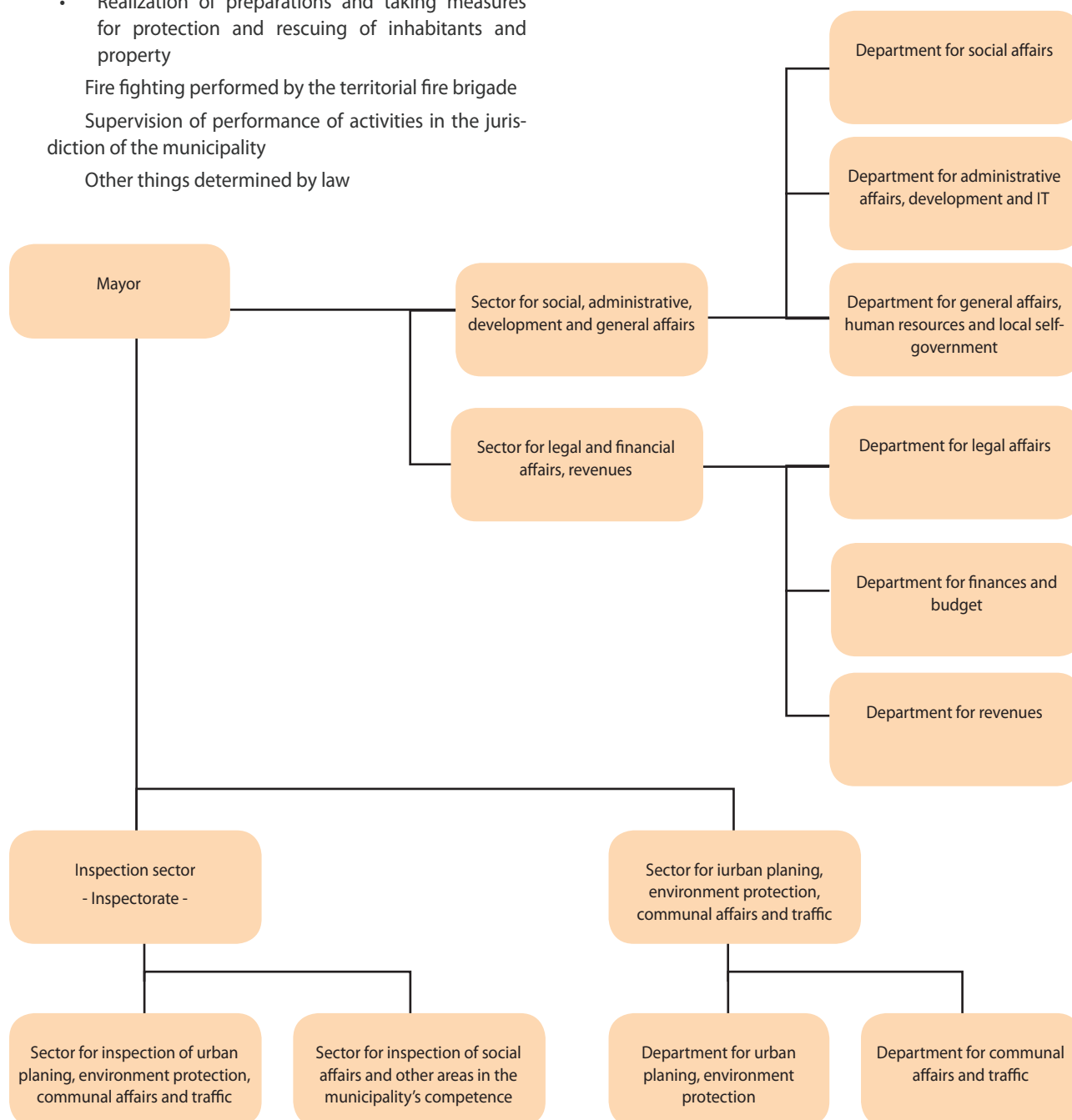
**Municipality is competent for performing the following:**

- Town (urban and rural) planning
- Protection of environment and nature
- Local economic growth
- Communal services
- Culture
- Sport and recreation
- Social care and child protection
- Education
- Health care
- Realization of preparations and taking measures for protection and rescuing of inhabitants and property

Fire fighting performed by the territorial fire brigade

Supervision of performance of activities in the jurisdiction of the municipality

Other things determined by law



### Budget of The Municipality of Struga

Incomes and costs of the municipality are determined by the budget of the municipality.

The budget of the municipality has the balance of incomes and costs, and it refers to a fiscal year of 12 months that starts on January 1 and ends on December 31 of every calendar year.

The budget of the municipality before being accepted is coordinated with the Ministry of Finance in the section on needs and possibilities for taking a loan from the budget of the Republic of Macedonia for financing the budget deficit.

Budget proposal for the municipality is determined by the mayor and is submitted to the Municipality Council for review in November of the current year.

Budget of the Municipality of Struga for 2006

<b>BUDGET REVENUES</b>	<b>411.034.841</b>	<b>%</b>
TAX REVENUES	173.784.000	42.27
NON-TAX REVENUES	7.695.000	1.87
CAPITAL REVENUES	150.700.000	36.66
TRANSFERS AND DONATIONS	78.855.841	19.18
<b>EXPENDITURES</b>	<b>411.034.841</b>	
SALARIES, WAGES AND COMPENSATIONS FOR EMPLOYEES	40.038.190	9.74
RESEVES AND NON-DEFINED EXPENDITURES	556.000	0.13
GOODS AND SERVICES	194.535.651	47.32
CURRENT TRANSFERS TO UNITS OF LOCAL SELF-GOVERNEMNT	1.300.000	0.52
SUBVENTIONS AND TRANSFERS	23.600.000	5.74
SOCIAL BENEFITS	200.000	0.04
CAPITAL REVENUES	150.805.000	36.51





## 2. SWOT



## INFRASTRUCTURE

STRENGTHS		WEAKNESSES
Good national and international road links		Lack of road infrastructure in some rural areas
Developed road network within the town and all villages		Lack of parking places
7 km from Ohrid International Airport, 200km Skopje airport		Lack of traffic signalization (both horizontal and vertical)
3 hours to Adriatic Sea port (Durrës, Albania)		Lack of street lighting
Good Customs Terminal in Struga & border crossing 12km (Albania)		Wood as main source of heating the households
Extensive national and international bus services		Some rural villages not regularly covered with public transport services
Good taxi services		No detailed urban plans for the villages
40km to rail link (Pogradec, Albania), 60km to Kicevo rail (Macedonia)		No cadastre records for electricity, sewerage systems
Complete electricity network in urban and rural areas		No detailed development & conservation plans for the lakeshore
Sewerage system to urban areas and rural areas near lake		No town central heating system
Water network to all settlements and dwellings		No public toilets in Struga
Telephone network to all urban and rural areas		80% of water supply system is asbestos
Recently updated urban plans		Inadequate system for solid waste management, especially in rural areas; - temporary dump, no recycling, old mechanisation, management difficulties
Land cadastre system functioning		Inadequate sewerage collection system in rural areas
		Lack of well structured Green Market and Livestock Market
		Poorly maintained irrigation network
		No public toilets
OPPORTUNITIES		THREATS
Preparation of regional and national development strategies		Privatisation of electric supply system - threat of higher prices
Access to donor funds and technical assistance incl EU IPA		Seismic risk area
Construction of small hydro plants		Water quality and pollution
Connecting to the regional gas system from Black Sea to Adriatic Sea		Unplanned and uncontrolled building
Wireless internet		

# SUSTAINABLE ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES
Successful industry and services to build on - textiles, construction, wood/furniture, agriculture, tourism	Lack of entrepreneurs' skills - business planning, long-term strategies, modern management
Many traditional crafts and related skills	No info and support center for potential investors
Skilled labour force in industry, tourism, agriculture	No network among local businesses (business chamber or associations)
Three industrial zones for SMEs - Struga (2) & Veteste	Grey economy
Developed market for construction services	Population decline in rural areas
Functional tourist capacities - hotels, private rentals, restaurants	Weak networking and information sharing between farmers, and low education level
Central lakeshore/beach access	Lack of awareness about production of diversifying agricultural production
Border zone and crossing with Albania	Lack of transfer of technologies, inovations and experiences from developed countries
Traditional festivals and rich cultural heritage	Weak usage of the tourist capacities outside the main two-month tourist season
Beautiful natural resources - Lake Ohrid, rivers, forest, meadows	Insufficient activities for visitors to participate in
Good size/scale in Struga town for development	Weak promotion of Struga, tourism products not well developed & culture and heritage sites not marked
	Lack of standardisation of tourist accommodation
	Lack of profesional tourist workers
	No long term strategy for tourism development
	Monopoly of the telecommunication network (very expensive telephone and interenet costs)
	Low uptake and use of internet
	High cost of flights to/from Ohrid/Struga
	High cost of commercial rents

OPPORTUNITIES	THREATS
Decentralization process	Inadequate credit policy in the state for investment
Available locations for construction of new industrial capacities	Difficult overall economic investment climate
Potential in fishing, hunting, marine leisure and agriculture	Slow and long administration procedures and judgements
Restructuring of the rural and urban councils	High rate of taxes
Production of healthy eco food identified with the municipality	Lack of cooperation between economic sector, local self-government and state administration
Micro enterprises development	Increasing cost of energy
Foreign investments	High cost of building construction and tax
Intensified development of crossborder trade	Unbalanced urban and rural development
Improved political, economic and security stability	No strategy for agriculture and rural development
Completion of privatisation and restart of some big industrial companies	No organised marketing of agricultural products
Development of rural, sport, conference and cultural tourism	
Development of winter tourism	
Promotion of wider Lake Ohrid area	
Zoning plans for expansion of tourist facilities	
New business registration process	
Forestry and wood development	
Cross-border trade	

## QUALITY OF LIFE

STRENGTHS	WEAKNESSES
Developed network of civil society organisations in environmental protection	Lack of capacity in Municipality for environmental issues
Detailed Local Environment Action Plan (LEAP) approved	Lack of awarness among local inhabitants for environmental issues
Rich and varied natural environment	No day centres for drug and alcohol abusers
Strong family support in child care	No day centres for socially disatvantaged groups (poor, old, women victims of violence and trafficking, persons with disabilities)
Majority of population own private houses	Old and disfunctional medical facilities, equipment and vechicles
Good network among youth NGOs	Primary health care law
Long tradition for sport activities - water, ball sports	Weak child care facilities
Multiethnic society and rich cultural heritage overall	Old and inadequate fire protection equipment and vechicles
Good cross-border relations and exchanges	Disfunctional inspection and enforcement services in all spheres
Solid private medical institutions	Insufficient coordination among police, social and health care institutions
	Insufficient coordination and cooperation among CSOs and public institutions in social, culture, health
	Increased number of beggars and drifters during the summer season
	Lack of broader cultural events and facilities
	Lack of sport and recreational events and facilities
	Lack of awarness about cultural heritage
	Lack of cultural and sport events in rural areas and interest in participating

OPPORTUNITIES	THREATS
Access to donor TA and funds including EU IPA instruments	Lack of coordination between central and local government in social, cultural, health, sport sphere
Opening of tertiary level education facilities	Lack of respect towards Law
Youth program of the EU	Not resolved ownership of the cultural, social, health, sport facilities
New Law for sponsorships - encouraging culture and sports	Unfinished process of transfer of competencies from central to local level
Development of more child care facilities	Slow and weak legal system
Renewable energy resources(water, sun, biomass)	Increase of drug and alcohol abuse
	Privatization of primary health care system
	Increase of cancer diseases(especially breast and matka at women's population)
	Brain Drain of young people in foreign countries and in the capital city
	Reduction in leisure time for children and youth
	Private entrepreneurs do not pay social and health insurance to the employees

## EDUCATION AND TRAINING

STRENGTHS		WEAKNESSES
Primary & secondary schools in both urban and rural areas		School buildings in some urban and rural areas have weak infrastructure, old equipment and poorly arranged school yards
Higher education facilities - Faculty of Ecology and Technology (State University of Tetovo) & private Institute of Languages, Economy and Law		Low level of hygiene in the schools - toilets, yards (small budget for these facilities)
Daily center and classes in formal education for children with special needs		Lack of modern school equipment in urban and rural schools
Majority of the population has completed secondary education		Lack of wider education facilities - e.g. sports halls
Competent teachers in both urban and rural areas		Low level of knowledge of languages and culture of other communities - Albanian/Macedonian
Strong network of civil society organisations		Formal education has traditional approach and is content-oriented rather than goal-oriented
Gender balance in education and employment		Lack of modernising teaching skills and methods in primary and secondary schools
Pilot projects have been implemented in secondary schools - teacher training courses and improved facilities		Lack of cooperation between schools
		Education psychologists and pedagogues not used sufficiently in expert services
		No functional counselling services for students
		Lack of cooperation among social services, bureau of employment, police, private sector and other local public service institutions
		High unemployment rate among youth
		Lack of employment training programs
		Weak usage of internet in public services and schools
OPPORTUNITIES		THREATS
Trend to open specialized private schools - music, art, etc		Drain of highly skilled and well educated young people from the area
Possible opening of day centers for children with special needs in rural areas		Politicisation of education
Decentralization of education (schools will be owned and managed by the municipality)		Economic instability
Youth Program of EU		Polittisation of education
Using traditional skills and knowledge (self employment, continuation of the crafts)		





## VISION

INFRASTRUCTURE				
Vision	Strategic Goals	Development Goals	Programs	Projects
Through improved urban planning and management processes, Struga will have an infrastructure that is appropriate for a diverse, ambitious and progressive municipality and is able to support broad-based sustainable development.	1. A modernized urban planning system capable of satisfying the growing needs of an increasingly sophisticated and progressive Struga community.	1. The urban planning system is enhanced, based on best national and international practice, and the human resource capacity to improve infrastructure and deliver related services is raised.	1.1.1 Urban planning modernization program.	Pr. Urban planning modernization, training and HR development project. Pr. Urban planning finalization project: Revision of existing rural plans Revision of existing General Urban Plans and Detailed Urban Plans Urban planning of the Lakeshore Pr. Project for digitalisation of urban planning. Pr. Mapping project for electricity, sewerage and other infrastructure (cadastre). Pr. Development of improved monitoring and evaluation systems for urban planning. Pr. Plan drawn up for road improvement and subsequent implementation in towns and villages including: traffic management plan for Struga signalisation improvement street lighting Pr. Review of transport services. Pr. Plans developed to improve public and private transport services and resource allocation.
	2. Improved public and private infrastructure systems and services that enhance business and community development in the municipality.	2.1. Improve road network and transport services in the municipality.	2.1.1. Road Development Program.	Pr. Biomass development and utilisation project. Pr. Project promoting use of solar energy in the municipality. Pr. Feasibility study on the use of small scale hydro plants for electricity. Pr. Feasibility study on establishing a sustainable central heating system for the municipality.
			2.1.2. Transport improvement program.	Pr. Improve/renew water supply system in urban and rural area Improvement and renewal of water supply system in the town Improvement and renewal of water supply system in the villages instalment of new water supply systems in the municipality of Struga Modernization of water tanks and construction of new small dams - Project to raise awareness about responsible water use and conservation, targeting schools, dwellings and businesses.
		2.2. More diverse and sustainable energy systems are developed.	2.2.1. Program for renewable energy development.	Pr. Improve/renew sewerage system in urban and rural areas Pr. Installation of public toilets in the city and on the lakeshore area.
	2.3. Enhanced provision, functionality and quality of water supply system, and sewerage and storm water systems in towns and villages.	2.3.1. Water development program.	2.3.2. Sewerage system and hygiene development program.	Pr. Improve/renew rain/storm water system network and functionality in urban and rural areas.
			2.3.3. Rain/storm water system development program.	Pr. Improve/renew rain/storm water system network and functionality in urban and rural areas.

INFRASTRUCTURE			
Vision	Strategic Goals	Development Goals	Projects
		2.4. A solid waste management system that emphasizes recycling reduced consumption, and safe, environmentally friendly disposal of unusable waste.	Pr. Review and audit of current solid waste management systems.
			Pr. Project for development of re-use and recycling related enterprises.
			Pr. Information and awareness raising campaign on minimising waste and recycling.
			Pr. Solid waste management development project.
		2.5. Improved telecommunication provision and access in rural and urban areas.	Pr. Project to provide better information systems and internet access in public enterprises, local self-government, business, schools and dwellings.
			Pr. Analysis of current system and assessment of needs for a modern system.
		2.6. A modernised civil defence communications system and associated resources.	Pr. Participation in the national roll-out of top-level communications systems for civil defence.
			Pr. Planning and implementation of secondary (municipal level) infrastructure and other resources.
			Pr. Human Resources, equipment and organisational development project.
		2.7. Improved public services	Stock Market for agricultural products
			Construction of Green Market in the eastern part of the town
			Functional City Chapel
		2.8. Improving of the infrastructure of the attractive locations	Designing and arranging the walking and biking trail along the river Crn Drim from Struga – to Tashmarunishta on both sides of the river bed.
			Designing and arranging the walking and biking trail Struga – Zagrachani – Vishni – Frangovo – Radozhda – Struga
			Arranging the main square in the city
			Arranging and promoting picnic sites in the region of v. Delogozhda
			Arranging the coastal area of lake in v.Shum
			Arrangign location Bachila above v.Labunishta
			Initiating the arranging of Hounting House in v.Vishni

SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT				
Vision	Strategic Goals	Development Goals	Programs	Projects
By 2011 Struga shows strong economic recovery and vibrancy, and is recognised as a Municipality with enhanced and sustainable entrepreneurship supported by effective delivery of public and private development services.	3. A developed network of institutional support is functional, providing effective, responsive and professional business and development services to the community.	3.1. The municipal administration is able to provide quality business support services to facilitate economic growth and employment.	3.1.1. Program to establish business support services in the Municipal administration.	Pr. Establish a Business Support Unit within the Municipal administration Pr. Training Business Support Staff in business services planning and delivery. Pr. Establish a database of business activities Pr. Development of Business Park/Business Incubator site, facilities and services.
			3.1.2. Municipal program of non-financial support to Small and Medium Enterprises development.	Pr. Develop advisory packages and tools of non-financial support for entrepreneurship development. Pr. An entrepreneurship skills development program is developed in partnership with the Employment Agency, business and civil society sector
			3.2.1. Program to establish the Regional Development Agency.	Pr. Project package to include adequate resourcing (HR, equipment; training in management and development including local, regional and cross-border cooperation. Pr. Project to establish and train Struga Tourism Association. Development of capacity to coordinate and provide growth-related services to the sector.
			3.2.2. Tourism Development Program.	Pr. In-depth survey on the tourism potential in the municipality of Struga. Pr. 'Struga Tourism Development Plan' and implementation an overall growth strategy to include cost-benefit analysis national and international promotion education and training lakeshore development and other potentials
		3.2. Transformation of the Local Development Agency into Regional Development Agency	3.2.3. Struga Business Support Network (SBSN) development program.	Pr. Project to establish Struga Business Support Network (public and private membership) including training for planning and promotion of business opportunities both within the municipality and within the region Pr. Project to establish and train Struga Organic Food Producers Association to improve capacity to provide development services and coordination to the sector.
			3.2.4. Organic food Development Program.	Pr. In-depth survey on the characteristics of organic food sector in the municipality of Struga. Pr. Development Plan for production of Struga Organic Food Pr. Project supporting improved farm management and farm business advisory services.

SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT				
Vision	Strategic Goals	Development Goals	Programs	Projects
				Pr. Evaluation of forestry resources and their use in the municipality.
			3.2.5. Forestry Development Program.	Pr. Forestry resource development project, including: database on forestry resources establishment and training of Forest Growers Association Plan for investment and sustainable use of forests Improved regulations and enforcement
			3.2.6. Alternative enterprises development program.	Pr. Project to assist development of new business ideas in non-traditional sectors: 'Growing New Business' development and implementation plan.
	4. Struga Municipality develops its potential to able to participate in international investment programs and attract Foreign direct investment (FDI).	4.1. Cross-border and FDI investment is developed to bring business growth and new employment opportunities.	4.1.1. Program for Cross-Border Cooperation (CBC) development.	Pr. Project to develop CBC relationship with Albania and Greece.
			4.1.2. Program for attracting FDI	Pr. Project for elaboration of program for attracting FDI

QUALITY OF LIFE				
Vision	Strategic Goals	Development Goals	Programs	Projects
The quality of life in Struga is enhanced through better access to improved services, information and facilities for all citizens.	5. Citizens are more active, and better able to participate, in the development of quality of life aspects in the municipality and all its environments.	5.1. Community and voluntary (NGO) groups are formed, strengthened and networked in a forum so as to provide a channel for citizens to contribute to defining and achieving development goals.	5.1.1. Program for establishment and development of communities in rural and urban areas	Pr. Capacity building of groups representing the following interests: environment; family and social care; sports and recreation; cultural heritage.
	6. Municipality arts, culture, sports and information facilities are upgraded/rebuilt and their use is expanded.	6.1. Improvement of facilities and creation of programs that strengthen development of arts and culture and sports in the municipality of Struga.	6.1.1. Program for Cultural Development.	Pr. Evaluation of cultural development in the municipality and formulation of a strategy for cultural development – possibly including the following sub-projects: Pr. Promotion of cultural heritage. Pr. Reconstruction of the museums Pr. Reconstruction and resourcing of a modern multi-functional library. Pr. Construction of a Youth Centre. Pr. Establishment of a City Theatre. Pr. Initiation and improvement of traditional cultural events as a way of promoting the area. Pr. Protection, mapping and promotion of archaeological sites.
				Pr. Plan for development of Arts
				Pr. Establishment of a centre for production, art trainings, promotion and sale of arts and crafts.
				Pr. An evaluation of the role and potential of sports in the municipality of Struga:
	7. A health service that provides and delivers needed health care to the municipality of Struga citizens more efficiently & effectively.	7.1. Improved efficiency of use of health resources and better service provision.	6.1.3. Program for Sports Development.	Pr. Plan for development of sports facilities and services.
				Pr. Reconstruction and modernization of closed sports halls.
				Pr. Reconstruction of open sports fields and facilities.
				Pr. Reconstruction of the swimming pools.
	7.1.1. Primary and Secondary health care evaluation Program.			Pr. A survey and audit of current health care provision.
				Pr. An evaluation of the efficiency and effectiveness of health care delivery relative to needs.
				Pr. Human Resources development and Reorganisation of health care delivery. Pr. Modernisation of key health care facilities and services: First Aid medical vehicles and equipment facilities for primary health care



QUALITY OF LIFE			
Vision	Strategic Goals	Development Goals	Projects
	8. Social care and community protection systems that provides required support to the municipality of Struga citizens more efficiently and effectively.	8.1. Improved use and efficiency of social care and community protection resources and better service provision.	Pr. A survey and audit of current social care and community protection provision.
			Pr. An evaluation of the efficiency and effectiveness of social care and community protection relative to needs.
			Pr. Human and other resources development, and reorganisation of social care and community protection delivery.
			Pr. Establishment of a Day Centre for drug and alcohol abusers.
			Pr. Establishment of a centre for elderly.
			Pr. Establishment of a centre to support people with disabilities
			Pr. Youth life skills, culture, social development.
			Pr. Assessment of current counselling services and plans for improvement.
			Pr. Modernisation of the facilities, equipment, vehicles, and strengthening human resources of the fire protection brigade.
			Pr. Establishment of Professional Lake Rescue Services.
	8.2. Improved capacity to protect citizens from natural and man-made threats and disasters.	8.2.1. Program for development of protection and rescue services.	Pr. Formation of volunteer groups for protection and rescue.
			Pr. Information campaign on self-help protection.
			Pr. Plan for improved networking and cooperation between social, health and civil protection service providers.
			Pr. Training for service providers.
			Pr. Implementation of networking and cooperation plan.
	8.3. Improved cooperation and communications is established between providers of health and social care and civil protection for the benefit of citizens.	8.3.1. Program for networking and cooperation between social, health and civil protection service providers.	Pr. Evaluation of the situation in environmental protection and improvement of: lakes, rivers, water courses, forests, wildlife areas
			Pr. Environment protection education
			Pr. Plans made for beautifying of urban and rural areas
			Pr. Upgrading and beautification of Struga urban and rural area
			Pr. Project to raise awareness in rural communities about care and management of the environment.
	9. The capacity and understanding of the need to protect and enhance the natural and urban environment is enhanced.	9.1. Improved natural environment	Pr. Cleaning and beautification of wild (illegal) dumps and revitalization of the locations .
	9.2. The towns and villages in the municipality improve their streetscapes, squares, riverside management, parks and other features.	9.2.1. Program for improvement of natural heritage in Struga municipality	
	9.2.2. Program for environmental protection of the rural environment.	9.2.2. Program for environmental protection of the rural environment.	

EDUCATION AND TRAINING				
Vision	Strategic Goals	Development Goals	Programs	Projects
By 2011, education services in Struga will be more responsive to the diverse needs of a modernising and developing municipal community.	10. Education services that are more diverse, flexible and accessible, and which show stronger and more relevant linkages to business and employment opportunities in the municipality and wider region.	10.1. More people who finished school find appropriate employment and develop businesses	10.1.1. Program of improvement of education services.	Pr. An evaluation of education resources, services and results in partnership with business and community stakeholders.
				Pr. Education Advisory Group established
				Pr. Project for 'Better Involvement of Parents with Schools'.
				Pr. Vocational guidance and training of secondary school graduates
				Pr. Adult education and skills training courses
				Pr. Teacher advanced trainings
				Pr. Project for improvement of school buildings and infrastructure.
				Pr. Project for Equipping schools
				Pr. Assessment of the situation of marginalised groups in Struga municipality.
				Pr. Plan for improved representation and inclusiveness by marginalised and vulnerable groups in municipality development:
	11. Marginalised and vulnerable groups have access to improved services and systems which allow better inclusion in decision-making and development in the community.	11.1. Increased participation by marginalised and vulnerable groups in society.	11.1.1. Program for inclusion of the marginalised and vulnerable.	

**ACTION PLAN OF  
THE STRATEGY FOR  
SUSTAINABLE DEVELOPMENT 2006–2011  
MUNICIPALITY OF STRUGA**

Struga, May 2007

# Overview

**A**ction Plan is a follow up of the Strategy for Sustainable Development in the Municipality of Struga. Its main aim is to put the Strategy in the function by defining concrete criteria and detailed analysis of every suggested project. AP has identified in more details the methodology, budget, responsible subjects, preconditions and timeframe for realization of identified projects. AP is also creating possibilities for including various entities from the Municipality of Struga in the processes that should start and follow up the implementation of this plan.

Process of action planning has started on the beginning of the 2007 and its main goal was to create partnerships among local entities and to initiate coordinated actions, defining main directives and priorities.

Representatives from the public, private and civil society sector have been actively involved in the preparation of the following main themes:

- Infrastructure
- Socio- Economic Development
- Quality of Life
- Education and Training

Each of these themes is divided into programs as it follows:

- **INFRASTRUCTURE:**
  - Urban planning modernization program.
  - Road Development Program.
  - Transport improvement program.
  - Program for renewable energy development.
  - Water development program.
  - Sewerage system and hygiene development program.

- Rain/storm water system development program.
- Solid waste management program.
- Communications development program.
- Civil defense development program.
- Public Services Improvement Program
- Program for improvement of the infrastructure of attractive tourist locations

## ■ SOCIO-ECONOMIC DEVELOPMENT:

- Program to establish business support services
- Municipal program of non-financial support to SME development.
- Program to establish the Agency for Regional Development.
- Tourism Development Program.
- Agri-food Development Program.
- Forestry Development Program.
- Alternative enterprises development program.
- Program for development of Cross- Border Cooperation.
- Program for attracting foreign direct investments.

## ■ QUALITY OF LIFE:

- Program for establishment and development of communities in rural and urban areas
- Program for Cultural Development.
- Program for Arts Development
- Program for Sports Development
- Primary and Secondary health care evaluation Program.
- Social services evaluation and improvement

program.

- Youth development program.
- Counseling services development program.
- Program for development of protection and rescue services.
- Program for networking and cooperation between social, health and civil protection service providers.
- Program for good environmental management.
- Program for improvement of natural heritage in Struga municipality
- Program for environmental protection of the rural environment.

#### ■ EDUCATION AND TRAINING

- Program of improvement of education services.
- Program for inclusion of the marginalized and vulnerable.

Basic themes of the AP are based on the information gathered in the Strategy Plan for 2007-2011, additional researches, comments from the citizens, local experts, and other relevant actors from the municipality. Groups have been regularly meeting to elaborate the projects into more details. The groups have consisted of representatives from all sectors and additionally have been consulted relevant individuals and organizations.

Total of 222 projects have been suggested to be implemented within timeframe of 2007-2011. Action Plan is also representing the reminder for all subjects that are working on the development issues in the Municipality of Struga, including local and central government, domestic and foreign development agencies, civil society organizations and investors.

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