



THE STRATEGY FOR DEVELOPMENT OF THE RURAL TOURISM IN THE MUNICIPALITY OF ZRNOVCI

Skopje, May 2007



Стратегија за развој на рурален туризам во општина Зрновци

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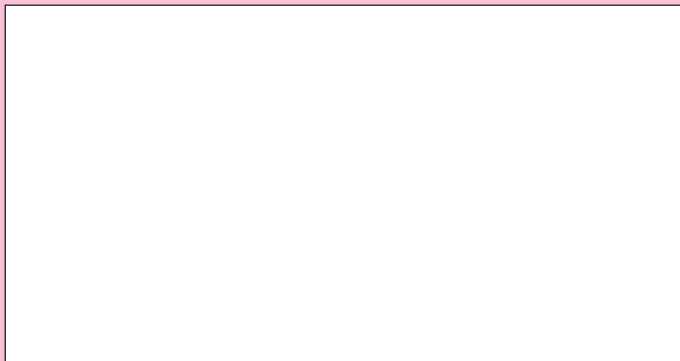
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Стратегијата е издадена во рамките на проектот „Regional Economic Growth Stability Project”, кој се реализира во 5 општини во Република Македонија и 4 општини во Косово со цел зголемување на вработеноста и поттикнување на деловните врски помеѓу Косово и Република Македонија. Проектот се спроведува во партнерство помеѓу ЕПИ Центар Интернационал – Скопје, Република Македонија, ICCED – Приштина, Косово и CARE International, Косово, а финансиски е подржан од Министерството за надворешни работи на Кралството Холандија.



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- Слика 1: Местоположба на Зрновци

Речник на скратеници:

- ДЗС** - Државен Завод за статистика
- SWOT** - Strengths, Weaknesses, Opportunities, Threats (Анализа на сили, слабости, можности и закани)
- Б+Б** - Спиене со појадок, од англиски (Bed+Breakfast)
- БДП** - Бруто домашен производ
- ЛЕР** - Локален економски развој
- МКД** - Македонски денари
- ИПА** - Претпристапни фондови од ЕУ, од англиски (Instrument for Preaccession Assistance)

1

SUMMARY, INTRODUCTION, METHODOLOGY AND SWOT

> 1.1. Summary

The strategy for development of the rural tourism in the municipality of Zrnovci is document aiming to present the resources and existing values within the municipality and suggest creative approaches as well as concrete projects in order to realize the strategic directions. The strategy has four parts; in the first part the summary, the introductory part, the basic methodological elements and the SWOT analyze of the existing tourist resources within the municipality are presented; in the

second part the municipality profile is presented covering all necessary information for future planning of any kind of economic activity/intervention, in the third part contemporary trends in Macedonian tourism, tourism resources and the profile of the desired tourist are reviewed; the fourth part covers the vision, strategic directions and review of 87 short and long term projects for development and support of the rural tourism in the municipality.

1.2. Introduction

EPI Centre International implementing the project for development of rural areas in Macedonia and Kosovo (REGS) decided to support the local strategy for development of the rural tourism by following the world trends in tourism industry, the necessity for rural tourism on European and regional level. Rural tourism is perceived as additional activity that generates the income of the local inhabitants. The strategy is a document foreseeing the long term development, shows the direction for improvement of the local economy and can be used as tool for attracting international and domestic donors with special focus on the new available funds.

1.3. Methodology

EPI Centre International follows the principles of participative planning and democratic approach in the decision-making process within the municipality. That is the reason for forming focus group directly engaged in the process of preparation of the strategy through which various groups and economic sectors can express their points of view as well as providing different types of information, together to create the vision for tourism development, to get consensus for the major strategic directions as well as support in the process of strategy preparation and adoption. In the process of creation of the strategy EPI Centre International was continuously cooperating



with the LED office and the LED coordinator was in charge for providing all necessary information and data.

Four workshops were conducted. Technical consultant from Natura Nova provided support for preparing SWOT analyze of the tourism resources, defined the vision and strategic areas for tourism development, mid term goals, action plan, time for realization, perspective partners and donors.

EPI Centre has conducted market research for the tourist offer in Macedonia. The gained data from this research have been used for analyzing the tourist trends and the profile of the desired tourist.

1.4. Partners

FOCUS GROUP

The LED coordinator has chosen 9 people as representatives of the focus group in order to present the local community. The LED coordinator was patient while choosing the members of the focus group in order people with different religious background, sex, age and education to take part. The group was composed from representatives coming from the business sector (sectors in close relation with the tourism sector); NGO sector (organizations dealing with ecology, women organizations producing souvenirs, local food, organizing public activities, organizations working in the sphere of art and culture and sport clubs); representatives coming from the public/private enterprises/institutions.

Members of the focus group are active participants within the community, interested into the local development, people who see their future in Zrnovci and themselves as tourism developers.



NATURA NOVA

As young consulting company working in the area of enhancement of nature protection mechanisms and rural development in Macedonia and the region offered their experienced staffs as facilitators on the workshops for strategic planning and they gave their expertise as contribution in the process of planning and preparation of the strategy.

1.5. SWOT анализа

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ The picturesque mountain Plackovica with walking trails ▪ Excellent climate and great number of sunny days ▪ Hospitality of the local population ▪ Established LED office ▪ Young people interested to develop the tourism in their municipality ▪ Three households experienced in providing accommodation and food services for USA volunteers ▪ Four coffee bars and three restaurants Ambulance ▪ Ten shops ▪ Post office, public phone boot ▪ Good road infrastructure (bus and taxi) ▪ Monasteries in Zrnovci, Morodvis and Vidovishte as well as archeological location in Morodvis ▪ Barber, hairdresser ▪ Traditional food, local specialties ▪ Traditional music and dances ▪ Natural springs and fountains ▪ Hydro central Zrnovka 	<ul style="list-style-type: none"> ▪ Insufficient promotion of Zrnovci ▪ Bus trip Skopje – Zrnovci is long and takes 2,5 hours ▪ Zrnovci is not located on the main road that goes from Greece to Bulgaria ▪ Cultural events do not take place often ▪ Citizens have limited resources for investments in tourism ▪ Low level of public hygiene ▪ Poor administration with insufficient staff ▪ Unprotected old architecture ▪ Traditional crafts that do not exist anymore
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ People who are coming from abroad but temporary are living in Skopje and have good salaries and free time ▪ Increasing transit traffic towards Bulgaria (EU member) ▪ Political and safety stability in Easter Macedonia ▪ Summer and autumn seasons in Zrnovci are rich with vast number of agricultural products and different types of activities ▪ Restored House of Culture with capacity to host movie projections, intercultural events and possible info clips for tourism ▪ Appropriate tourist infrastructure (motel, restaurant) ▪ Interest for generating additional incomes ▪ Mountain places suitable for camping and picnic ▪ Fishing and hunting (with permission) ▪ Possibility for donkey riding ▪ Forest fruits (cornel cherry, fig, natural tea) ▪ Taking photos of marvelous landscapes and rear plants ▪ Possibilities for biking 	<ul style="list-style-type: none"> ▪ Macedonia as not often visited tourist destination ▪ Possibility to lose the status of independent municipality ▪ Ohrid and other well known tourist locations that attract the majority of tourists ▪ Wealthier neighboring municipalities with similar resources and similar offer ▪ Big number of tourist negatively influencing the social life within the municipality.

2

PROFILE OF THE COMMUNITY OF ZRNOVCI

> 2.1. Presentation and Short History of the Community

Foundation and Historical Development of Zrnovci Prof. Dr. Lazar Lazarov

There are no concrete, authentic data when Zrnovci, like many other rural settlements in the valley of Kochani, was founded as a settlement. The rich cultivable soil and favorable climatic conditions attracted people to settle down in this region as early as the an-

cient period before the new era. Among the oldest inhabitants was the tribe Medi that belonged to the people of Trachani. In the second century, BC, the region of Kochani-Vinica fell under the reign of the Romans. The Romans had a positive influence since they cultivated the region and intensified agricultural production. The Roman civilization gradually disappeared with the arrival of the Slavs from the 6th to the 8th century. Nevertheless, some traces of the Roman presence in the region still

exist in Zrnovci, Vidovishte, Istibanya and other places. However, the Slav element prevailed since the first half of the 6th century developing a compact ethnic basis that has endured up to now.

There are no reliable data for the existence and development of Zrnovci and other settlements in the valley of Kochani in the medieval period but there is a high probability that the villages Zrnovci, Leski, Teranci, Blatec and other villages situated in the valley of Kochani were inhabited by ancient Slav-Macedonians of the “Korenyaci” clan. According to tradition, the name “Zrnovci” is a compound derived from “zrno” - “grain” and “ovci” - “sheep”, which implies that there is abundance of grain cultures and highly developed cattle breeding in the region.

According to folk tradition from the first half of the 14th century during the reign of Tsar Dushan and Despot John Oliver, there was a rich man from Zrnovci who had three daughters: Mara, Vida and Trayanka, whom he married in Morodvis (Mara), Vidovishte (Vida) and Teranci (Trayanka); namely, the villages were named after his daughters. Their father had an irrigation canal built, which ran from

the village of Zrnovci in the east to the village of Teranci in the west. The remnants of this canal still exist.

After the death of John Oliver in 1355, the region fell under the reign of the brothers Konstantin and John Dragash. In 1395, the Turks invaded the territory and one part of the Macedonian population migrated and the other part joined the haiduks (anti-Turkish highwaymen) so that the profile of the ethnic population gradually changed from Macedonian to Turkish.

During and after the Balkan wars, the entire region of Kochani, including the village of Zrnovci, fell under the reign of the Serbs. Thus, the five-century long Turkish reign ended in the region and in Macedonia in general. With the decisions of the Versailles peace treaty in 1919 (just after the end of the World War I) the whole territory of Vardar Macedonia was annexed, namely, it became part of the Kingdom of Serbs, Croats and Slovenes.

Today, when the Republic of Macedonia is an independent state, the community of Zrnovci was declared a distinct unit of local self-government in 1996. It encompasses three villages: Zrnovci, Morodvis and Vidovishte.



2.2 Geographic position and natural resources

The community of Zrnovci is situated in Eastern Macedonia, on the transversal which connects Skopje- Veles - Shtip - Kochani - Delchevo with the Republic of Bulgaria, with 8 km distance from Kochani. It is nestled in the slopes of Plachkovica, i.e. in the zone of the Serbian-Macedonian massif or the old Rodopi Mountains.

The sea level of the village of Zrnovci, which is the center of the community, is 345m and being part of the Kochani valley, it is protected from strong north winds

by the Osogovo Mountains and from the strong penetrating winds from the south by the mountain Plachkovica. The following are the parameters which illustrate the climate of the region:

- ▶ Average annual temperature - 13°C,
- ▶ Average semiannual relative air humidity - 71%
- ▶ Average annual amount of rains - 547.9mm.

The three inhabited places which constitute the community (Zrnovci, Vidovishte and Merodvis) are opened towards the river Bregalnica and the Kochani



Figure 1: The location of Zrnovci

field. The overall area of the community encompasses 51.764.076 m²; i.e.

Zrnovci28.482.894 m²

Morodvis.....14.521.860 m²

Vidovishte.....8.759.322 m²

The territory is inhabited by 3.264 people (Zrnovci - 2221, Morodvis - 549 and Vidovishte - 494) of whom 3.252 are Macedonians and the others are Turks, Serbs and other ethnic groups.

The river Zrnovska runs through the village/community, rich in water tributary of the river Breglanica, in which

trout and crab are the main river species. A hydroelectric power station, one of the first in the country after the war, was built up in 1950 with capacity of 2 x 630 KW. The river, which is 24 km long with a river basin of 38 km², is relatively unpolluted and rich in live world of various species and thus of priceless value for the community. There are numerous resort places along the river basin and the slopes of the mountain Plachkovica, such as “Kukov rid”, “Bрана”, “Devichev Vir”, “Vrshnik” and others, visited during state holidays and weekends. There are also other natural places, such as the drinking fountains

³ Со истражувањата што се извршени во 1997 год. од страна на стручниот тим од Институтот за биологија при Природно-математичкиот факултет во Скопје на чело со д-р Панче Стојановски, изработена е еколошка студија под наслов: **„Оценка на квалитетот на водите од река Зрновка и нивна валоризација“**. Истата укажува на висок процент на кислород (O₂) во водите на реката (14 мг/л) и постоење на исклучително ретки популации на видот *Diploneis Petersenii* кој досега не беше наведен во микрофлората на Македонија, односно реката Зрновка претставува прв локалитет во Македонија на кој досега е регистриран овој вид. Имено *Diploneis Petersenii* е нордиско-алпски вид, индикатор на чиста животна средина, односно распространет главно во северните региони на Европа (Исланд, Финска, Норвешка) и високите планински масиви (Алпи и Пиринеи).

“Buovichka” and Poganechka cheshma” with very cold mountain water and the natural water basin “Sulyov dol”.

The village has its specific culture and social habits.

2.2.1 Land

The district of the community Zrnovci covers 51.764 ha. It borders on the village Leski in the east, on the village Teranci in the west, on the mountain Plachkovica in the south and the river Bregalnica in the north. The southern region is mainly hilly and of minor quality while the other region is very suitable for agriculture. Clay and red soil prevails in the south while humus and fertile soil is found along the banks of the river Zrnovka

2.2.2 Forestry

3.034 hectares of the whole area are covered with forests, of which 3.018 ha are state property and only 16 ha belong to the private sector.

The first belt encompasses oak trees (*Quercus pubescens*), which grow up to 600 m above the sea level while another type of oak tree (*Quercus petraea*) can be found from 600m to 900 m above the sea level. The next belt, which extends from 900 m above the sea level to the top is composed mainly of beech trees and is subdivided into three belts: sub forest belt (up to 1200m above the sea level), forest beech belt and public belt, which is a distinct region. The enterprise “Osogovo” from Kochani is responsible for the cultivation of the forests.

2.3 Demographic Data

The territory of the community Zrnovci includes 3.264 inhabitants. According to age structure, the majority of the

Age groups	Broj na `iteli po vozrasni grupi
0-4	173
5-9	208
10-14	215
15-19	278
20-24	251
25-29	192
30-34	223
35-39	244
40-44	272
45-49	263
50-54	183
55-59	158
60-64	149
65-69	161
70-74	121
75-79	95
80-84	58
85+	19
Unknown	1
Total	3.264

Table 1 The structure of the population according to age; census 2006

population (272) falls in the category of 40 - 44 years old inhabitants. The encouraging fact is that the younger population is well represented in relation to the other age groups, which indicates the existence of potential man power that can be engaged in all activities of the community.

Table 1 shows the population of Zrnovci according to age groups.

Stepen na obrazovanie	Broj na `iteli po stepen na obrazovanie
No education	192
Incomplete elementary education	526
Elementary school	1.061
Secondary school	831
College	32
High education (faculty, academy)	24
Postgraduate studies	-
Doctorial studies	-
In the process of elementary education	2
Overall population	2.668

Table 2: Educational structure of the population; Census 2005

The ethnic structure of the population according to the census in 2002 reveals the following data: 3264 - Macedonians, 13 - Vlachs, 2 - Serbs and 2 - other ethnic groups. As far as education is concerned, 2728 members of the community are literate while 155 are illiterate. The community has 1105 households; the mean per household is 2.95 members. The number of registered married couples with children is 551 whereas the number of childless couples is 276.

Table 2 gives the overview of the inhabitants' educational level. The majority (1061) have graduated from an elementary school, 831 from a secondary school and 24 members of the community have acquired high education.

2.4 Education and Educational System

The elementary school "Todor Arsov was built in 1936 to meet the requirements of the population at that time. Since then the school has been enlarged three times and it does not completely satisfy the needs of the young population and the requirements of the contemporary educational system yet. The central school, (with 229 pupils, 82 from 1st to 4th grade, and the others from the 5th to the 8th grade, with 21 children in the preschool) is located in Zrnovci with two associated branches, one in Morodvis and the other in Vidovishte.

2.5 Culture, sport and media

Each village has its own cultural institution, the biggest of which is in Zrnovci, completely equipped for cinema and theatre performances and other manifestations.

Zrnovci has its own football team "Zrnovka" which competes in the intercommunity football league and has its junior team and a stadium. During state and school holidays, the school playground is used for sports competitions and tournaments.

There is no local radio station in Zrnovci but the municipal building has a local information system and TV signals from most of the national TV houses cover the area as well as the cable operator "Philadelphia" with 23 channels.



2.6 Health System, Social Sector

There is one private out-patient station on the territory of the community Zrnovci with one doctor of medicine and two nurses. Within the station, there is private dentist department.

There are 14 invalidated persons in the community who receive financial compensation since they belong to

the socially handicapped category. There are no physically exhausted and neglected persons in the community.

2.7 NGO Sector

The nongovernmental sector is represented by the ecological society “Javor” from Zrnovci which has existed since 1997. It has about 170 senior member and junior members from the elementary school “Todor Arsov”. The society has realized numerous projects and activities, working in the field of protection and improvement of the environment, rural development, agricultural development and country tourism.

2.7 Infrastructure Data

2.7.1 Water Supply Network and Sewerage System

The state water supply system distributes drinking water to most of the households in Zrnovsi (385) and some in Morodvis. It is managed by the enterprise “Vodovod” from Kochani. The wells of this water supply system are in the vicinity of the river Bregalnica, in the place “Orman”. There are also private water supply systems and wells in the community.

2.7.2 Power Network

There is one electrical plant, which was built up in 1950 (the first one built up in the post-war Macedonia), with a small capacity (twice x 900 VA - twice kW active power) with annual production of 5.5 mil. KWh, which is quite satisfactory for the needs of the community.

2.7.3 PTT Network

All three villages are covered by a PTT network, which has been modernized recently with a new automatic station with the capacity of 768 tel. receptacles. The village Zrnovci has a post office, which is open every work day.

There are no public parking places in Zrnovci but the village square is used for that purpose. In the center of the village, there is a public park with a surface area of 3.000 m². The park is well kept and rich in lime trees,

pine trees and birch trees. It is used for repose and recreation by the local population. The village has other public areas but they are not cultivated and the villagers use them mostly for agricultural affairs.

The village of Morodvis has an organized public area (sredselo) where all social events take place. There are no parking places so open areas are used for that purpose.

The village of Vidovishte has a large square “Magila” in the centre of the village. There are no other organized public areas in the village.



2.8 Economy Data

2.8.1 Active population, unemployment, employment

The community Zrnovci falls in the category of the smallest rural communities in R. Macedonia. The population is mostly employed in agriculture and small businesses. Part of the population works in firms in the neighboring town Kochani.

2.8.3 Business subjects, BDP, Public expenses per capita

By 30.09.2004, 131 business subjects were registered in the community, 31 of which were active by 31.12.2003. The community BDP per capita is 5.104 US dollars whereas Live expenses per capita - 486 denars? per day/per month/per year.

2.8.3 Small and medium enterprises

One of the most important sectors in Zrnovci is the **textile industry**. It includes four clothing plants in which 300 people from Zrnovci and the neighboring places are employed.

Agricultural products have been processed in the rice factory "BMF" which employs 15 workers and produces several rice products mainly for the domestic market and the market in Serbia. The firm "Motex 96" is engaged in the production of eggs, raising ostriches and wild and domestic swine.

There are several wood processing workshops in the community, which are engaged in processing wood for making doors and windows mostly, but tables, stools and other pieces of furniture are produces as well.

Rabotna sila i stopka na nevrabotenost vo opština Zrnovci

Total number of inhabitants	3.264
Total number of manpower	1.099
Manpower – males	700
Manpower – females	399
Total number of employed persons:	684
Total number of unemployed persons:	415
% of employed manpower	62,23%
% of unemployed manpower	37,77%
Total number of employed men	421
Total number of employed women	263
% employment in agriculture	29,80%
% employment in industry	51,50%
% employment in service industry	18,60%
unknown	0,10%

Table 2 Population, manpower and unemployment rate in the community Zrnovci, Census, 2005

2.9 Local self-management

The community Zrnovci, for the first time in its recent history, was established as a distinct unit of local self-management in 1996 according to the former Law for Territorial

Division of R.M. It encompassed then, and it encompasses now, three inhabited places: the village of Zrnovci, which is the center of the community, the village of Morodvis and the village of Vidovishte. It is one of the smallest rural units of local self-management in the Republic.

The community council consists of nine members. Due to the limited range of work, the community administration consists of only 7 employees, all situated in the department for common and legal affairs:

- ▶ Mayer
- ▶ Manager of the department for common and legal affairs
- ▶ Communal inspector
- ▶ Finance, taxes and budget councilor
- ▶ Independent administrator - archivist
- ▶ Independent administrator for LER and project management
- ▶ Hygienist

The community Zrnovci and the community Oblesevo-Cheshinovo have formed common service in the urban sector.

2.10 The community budget

The community of Zrnovci, being one of the smallest communities in the country, has limited financial means. The main income of the community is the transfer of money by the Government of RM for salaries, maintenance and current expenses as well as restricted subvention for public subjects (the school). The community has realized neither donations nor capital subventions for project of public interest in 2006.

All community expenses have been projected and realized in full.

The community budget for 2006 is 11.998.865 denars.



3

TOURISM: TRENDS AND ANALYSES THE PROFILE OF A TOURIST

> 3.1. Macedonia, tourist trends and analyses

Since 1956, Macedonia has been developing the tourism actively as an economic activity, taking into consideration the natural and cultural resources. Tourism as an activity, reached its maximal level in 1987 with more than 1.6 million overnight stays and a record number of accommodating capacities. Today, the tourism of RM participates with 2 % in the overall BDP² whereas the overall income in regard to tourism, and service activities concerning tourism, represent approximately 30% of the income on state level.

One of the crucial problems concerning tourism is the absence of a strategy for the development of this sector, which has existed uncontrolled for years, with transient stimulations and support. A comparative study reveals that this sector is lagging behind those of the neighboring countries and is ranked poorly on the European market. The poor organization with limited means for the support of this sector by the state is responsible for the very low promotion of the country, its natural attraction

² According to data from the State Statistics Institute of RM, 2005

and resources. Moreover, human capacities are very low and limited by the poor quality of services and improper skills necessary to meet the requirements of the market. Although there are numerous attractions, the tourist activities are on a low level and inappropriately marketed. The trend of decreasing mass tourism gradually gives Macedonia an opportunity to shift its tourist offer to micro rural regions with their own specific characteristics that differ in the tourist offer but follow the same concepts of preservation and entrepreneurship, based on their own resources².

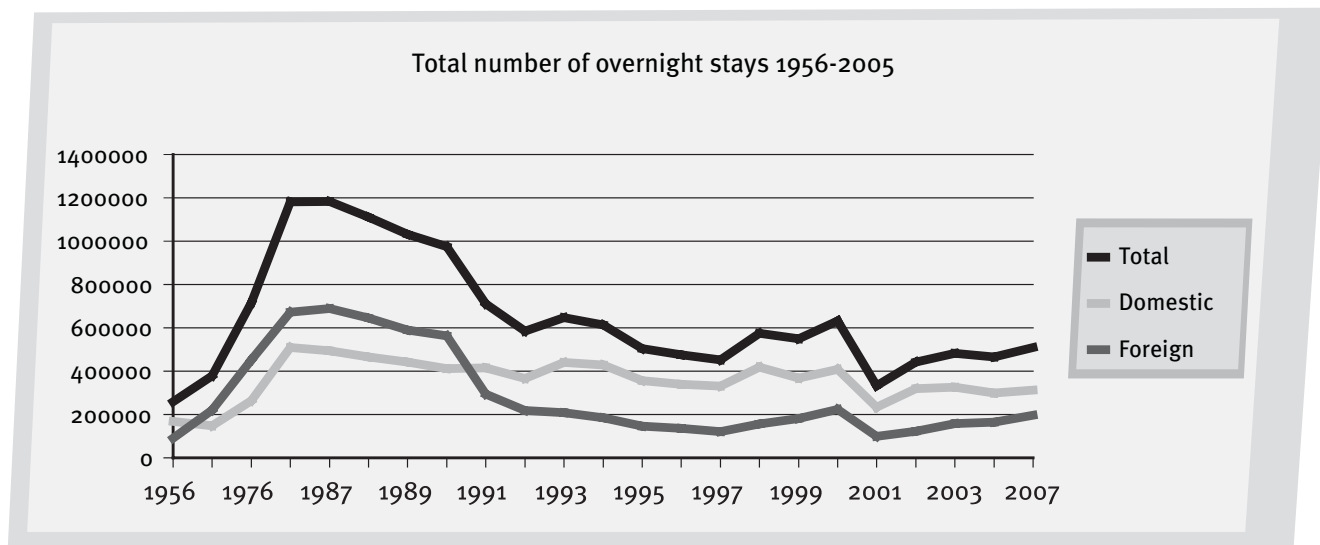
According to the available information about the development of tourism in Macedonia, statistic data and the conducted poll with foreign tourists in 2005 by the State Statistics Institute, analyses have been made that indicate the tourist trends in Macedonia with special emphasis on the period 2001-2005.

3.1.1 Arrivals of tourists in Macedonia

3.1.1.1 Total number of overnight stays

Since 1956, the largest number of overnight stays was realized in the second half of 1980s with the maximal number of tourists in 1987 when 1.180.806 overnight stays were registered. In that period, the country was visited mainly by tourists from the other republics of Former Yugoslavia but some from the countries of West Europe, such as Germany, Holland and France as well. In the following years, the crisis which shook the Balkans and the wars that led to the disintegration of Former Yugoslavia decreased the level of tourism drastically in the region, so that the overall number of overnight stays in

The period 1995-2001 was about 600 per year and never surpassed that number. The crisis of 2001 and the decreased level of security presented an unattractive pic-



Graph 1: The variable of the number of tourists' overnight stays in the past 50 years SSI3, 2005

² "A Report on the Interboundary Collaboration of the business in the Ohrid and Prespa Region" for the needs of the East-West Institute, EPI Cener International - Skopje, MesoPartner - Dortmund, December 2006

ture in the eyes of potential visitors and foreign tourist agencies, which influence the standpoint of the global tourist industry. The smallest number of tourists was registered in 2001, with 333.308 overnight stays, which has been the smallest registered number since 1966.

There is an increase of 15.3% referring to tourist arrivals in the period 2002-2005, which reaches the number of 509.706 overnight stays.

Recent data indicate that there is a fall in overnight stays i.e. compared with the period from 2006 to 2007, the number of tourists has dropped by 12%.

3.1.1.2 Participation of foreign tourists

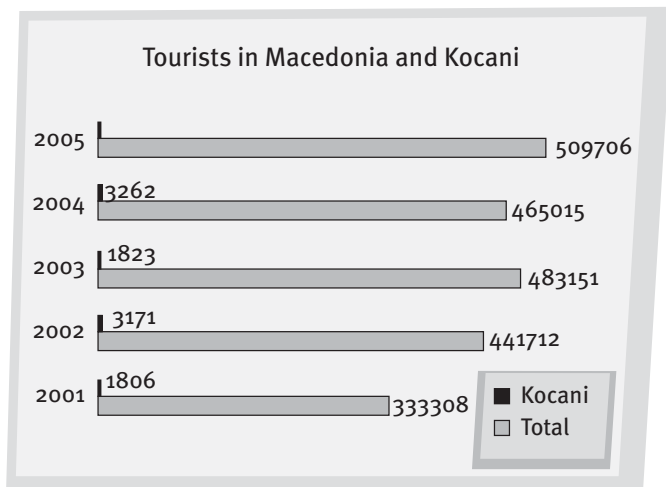
In the total number of tourists registered in the period 1956-2006, foreign tourists participated with 58.2% in 1987, 29.9% in 2001, when their number dropped drastically, and 38.6% in 2005. The drastic fall in the number of tourists is due to the crisis which existed on the territory of Former Yugoslavia, characterized with diminished security and political instability, which formed an unfavorable picture of Macedonia in the eyes of potential foreign visitors.

3.1.1.3 Total number of tourists per community

As we can see from the Table, Ohrid has the leading position with 165.965 tourists in 2005, which is 32.5% of the total number of tourists in 2005. Skopje comes next, with a large number of business tourists, followed by Bitola and Gevgelija, in which the regional tourism with the Republic of Greece is continuously upgraded.

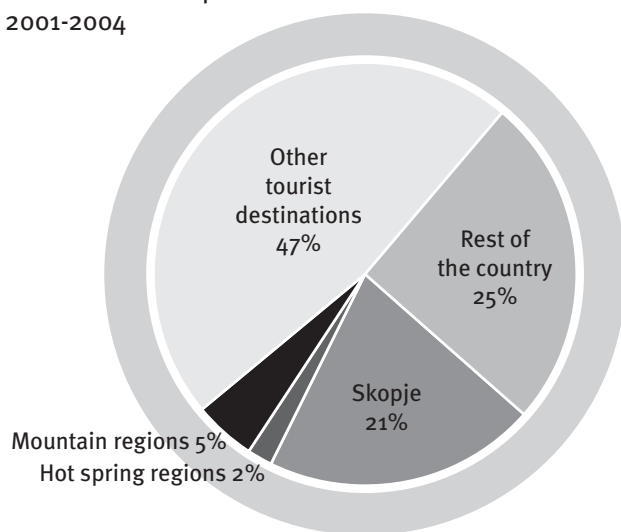
Општина	2001	2002	2003	2004	2005
Total	333.308	441.712	483.151	465.015	509.706
Ohrid	97.757	163.428	17.5810	152.174	165.965
Skopje	77.622	83.746	100.674	97.010	111.700
Bitola	26.993	31.128	29.975	28.126	28.519
Gevgelija	20.682	20.360	24.064	29.306	36.151
Struga	18.649	45.162	57.660	61.822	61.522
Resen	12.397	14.754	15.029	10.651	9.587
Strumica	11.264	10.316	9.864	13.974	24.518
Tetovo	9.998	6.146	3.610	7.849	7.400
Veles	9.289	7.539	7.982	4.437	3.802
Krusevo	8.421	15.112	16.377	14.672	16.928
Gostivar	6.817	6.281	12.645	14.830	13.155
Berovo	4.977	2.651	1.600	1.344	1.364
Kumanovo	4.528	4.894	2.910	2.007	2.232
Debar	4.107	7.334	6.222	5.964	6.410
Kavadarci	3.766	4.240	3.865	2.814	2.274
Delcevo	2.899	4.798	1.389	973	531
Stip	2.483	3.334	2.715	305	4.449
Kicevo	2.040	1.697	1.218	2.556	2.396
Prilep	1.881	1.514	2.243	3.261	3.519
Kocani	1.806	3.171	1.823	3.262	2.186
Radovis	1.099	116	269	436	510
Negotino	974	1.809	851	1.083	1.488
Valandovo	766	827	1.116	378	672
Brod	756	403	470	434	141
Sv. Nikole	531	175	54	19	14
Vinica	485	461	1.021	747	827
Kratovo	144	140	126	110	62
Probistip	112	102	0	10	6
D. Hisar	65	74	65	0	0
K. Planka	0	0	1.504	1.256	1.378

Tabela 4: Broj na turisti po opštini 2001-2005
(izvor: DZS 2006)



Graph 2: The number of tourists in Kochani compared with the total number of tourists in RM in the period 2001-2005, SSI, 2006

Average number of foreign tourists
according to the type
of tourism in the period
2001-2004



Graph 3: Average number of foreign tourists in the period 2001-2004, SSI, 2006

In 2005, the region of Kochani was visited by 2.186 tourists, which is only 0.42% of the total number of tourists. Compared with the corresponding visits in the other communities of RM, this number is very small and does not register significant changes in the last four years.

3.1.2 Number of tourists according to the type of tourism

3.1.2.1 Total number of tourists according to type in tourist places

In the period 2001 - 2005 the most attractive tourist place in RM was Skopje, where the number of tourists increased by 32%, which actually reflects the real situation if one takes into consideration that the largest number of business visits from abroad were realized in the Capital.

In the period 2001-2004, from the total number of tourists, 21% stayed in Skopje, 5% in the mountain regions, 2% in the hot spring regions, and 47% in other tourist destinations (mostly in Ohrid) which is understandable if one considers the natural attractions and artificial lakes in R. Macedonia. 25% of the tourists decided to visit communities in which there are no baths, lakes or available mountainous regions.

Home tourists in the last four years: 20% in Skopje, 11% in the mountainous regions, 5% in places with hot springs, 55% in other tourist destinations (the lakes mostly) and (% in the rest of the country).

3.1.3 Tourist infrastructure

3.1.3.1 Number of tourist objects, objects for accommodating tourists

The large number of tourists in the past induced the development of widely spread infrastructure, encompassing hotels, various accommodating capacities and restaurants. According to the information dated 2005,

there are 336 accommodating object, including 107 hotels, 35 motels, 122 workers' repose objects and 1.285 restaurants and other rooming houses.

At the moment, due to the fall in tourist activities, the infrastructure (hotels, various accommodating capacities and restaurants) is not completely utilized, i.e., at the moment, the degree of exploitation of hotel beds is only 18.1%. The infrastructure is growing old and is worn out despite some effort for its reconstruction and enlargement. On the other hand, bearing in mind the size of the population, the country has a good transport infrastructure leading to inhabited places, despite the improper country roadways to most of the monuments and local attractions.

3.1.4 Characteristics of tourists according to the organization of stay

3.1.4.1 Number of previous visits in Macedonia

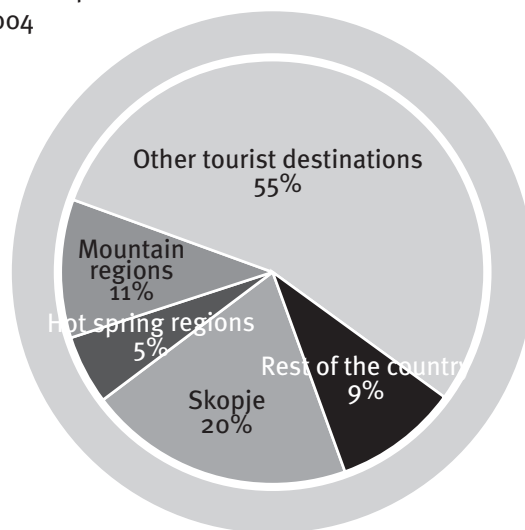
Most of the tourist that visited Macedonia in 2004 had already been to the country more than four times before while for 18% of the tourists this was their first visit. Considering the fact that the percentage of visitors increases with the increase of the number of visits, it is evident that most of the tourists revisit Macedonia.

Although the above mentioned indicators show that most of the tourists revisit Macedonia, it should be mentioned that the large majority, even 50%, do not stay in the same object, and the percentage of those who stay in the objects of previous visits is significantly smaller. These percentages indicate the need for service improvement or better accommodating conditions.

3.1.4.3 The purpose of the stay in Macedonia

Large majority of the visitors came to Macedonia because of business reasons (40%) while 25% for repose and recreation, 10% were transit tourists and 9% visited

Average number of domestic tourists according to the type of tourism in the period 2001-2004



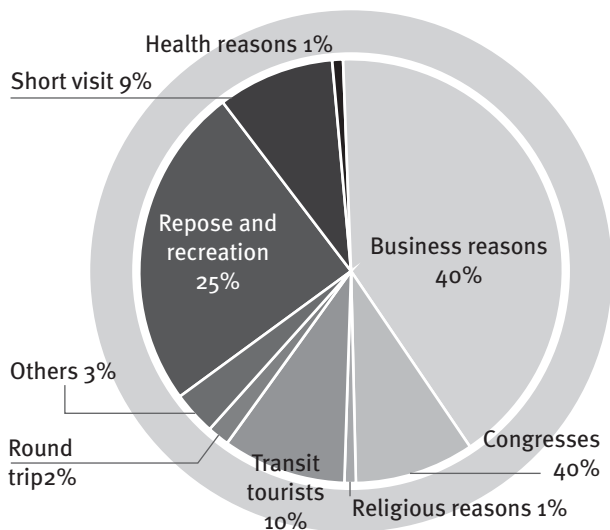
Graph 4: Average number of home tourists according to destination, SSI, 2006

Број на претходни престојувања во Македонија



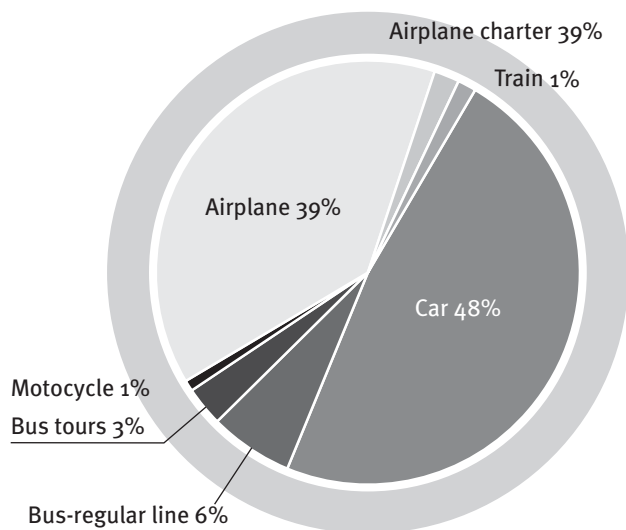
Graph 5: Number of previous visits in Macedonia

The purpose of the stay in Macedonia



Graph 6: The purpose of tourist stay in Macedonia, SSI, 2005

Means of Transportation to Macedonia



Graph 7: Structure of foreign tourists according to
the means of transportation to RM, SSI, 2005

the country for cultural, scientific or political events. These percentages show that most of the visits are of business nature and not because of the natural and cultural attractions of the country.

3.1.4.4 Means of Transportation to Macedonia

Most of the visitors arrived in the country by car or by air. Insignificant number of visitors traveled by bus tours and charter air flights. Data indicate easy access to Macedonia, which is accessible to a large number of tourists though it has not developed cheap flights yet.

3.1.4.5 The organization mode of trips

47% of the visitors have organized their own trips with previous booking while 44% without any previous booking. The remaining 9% include all other kinds of organized tourism, such as arrangements with tourist agencies, collectively with organized groups and the like. This data indicate that foreign tourists visiting Macedonia rarely use tourist agencies or travel in organized groups, which might be a potential lack of organization of the home tourist agencies and/or their promotion in other countries. As well as the lack of organized promotion of the whole sector.

3.1.5 Characteristics according to stay and expenses

3.1.5.1 Average length of stay of foreign visitors according to the kind of objects

Most of the foreign visitors stayed in Macedonia up to three days (46%) and the majority of foreign visitors stayed in the same object for three days mostly whereas 34% of the visitors remain in the same object in Macedonia for a period from four to seven days. Insignificant number of tourists stayed for more than fifteen days.

3.1.5.2 Average expenses per overnight stay according to kind of objects and age

The highest average expenses in hotel objects concerning age groups have the age group between 50 and 59, in similar objects the age group between 35 and 39 and in other accommodating capacities the age group between 40 and 49.

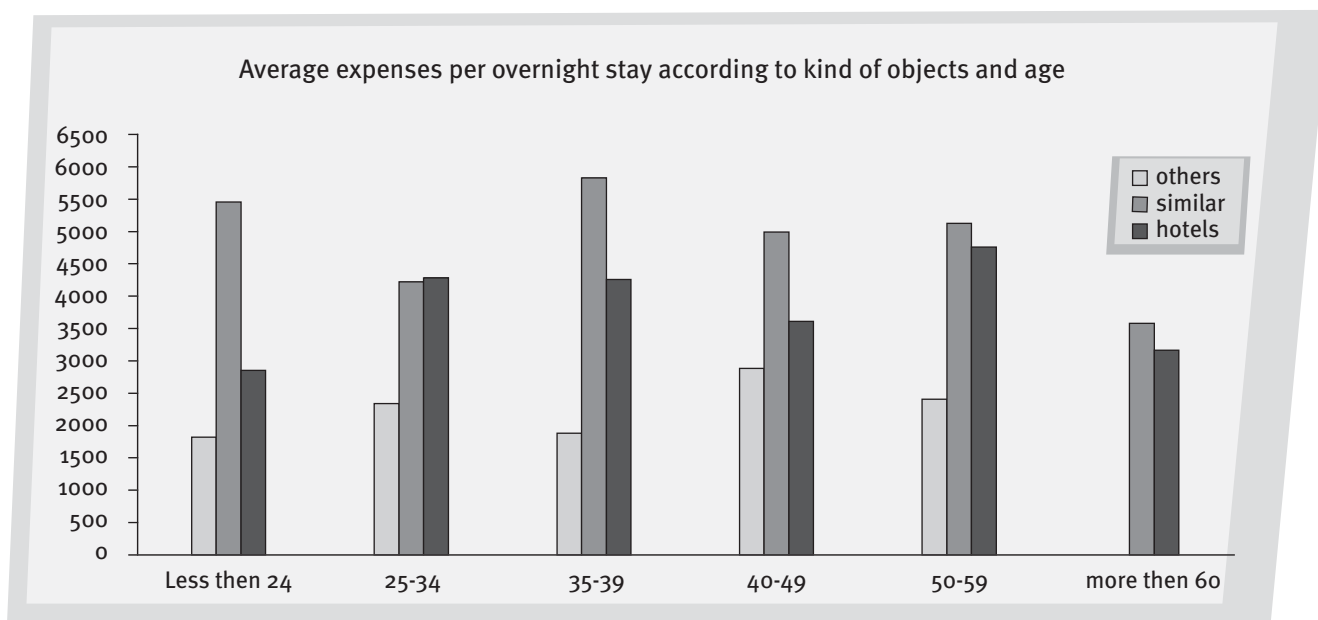
3.1.6 Marketing and sale

There are numerous means of information which the tourists use in order to increase their knowledge of the location they intend to visit. In the case of The Republic of Macedonia, it has been noted that most of the foreign tourists rely on their own previous experience. 31% of the total number of visitors in Macedonia uses their experience during a previous stay in the county as an indicator; 22% include recommendations received from

friends and relatives whereas only 11% of the foreign visitors rely upon the services of the tourist agencies. Obviously, information distributed via written and electronic media is not sufficient or it is not attractive enough since these media attract only 3-4% of foreign visitors to the country. The same conclusion refers to tourist fairs and exhibitions, which managed to attract only 3% of the tourists coming from abroad. 26% of the total number of foreign tourists, who visited Macedonia in 2004, was attracted via other channels of information.

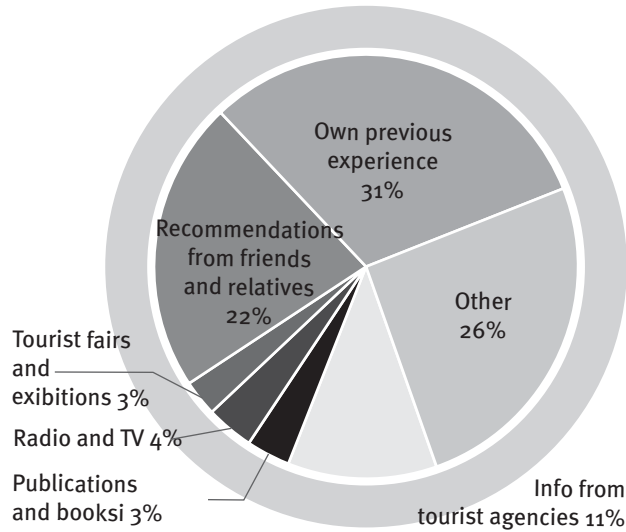
3.1.6.1 Correlation between services and prices

85% of the foreign visitors were completely satisfied with the correlation of prices with the quality of the services offered since they spent as much money as they had planned. According to this category of tourists, there is a sign of equality between the prices and the quality of



Graph 8: Average expenses per overnight stay according to kind of objects and age, SSI, 2004

Marketing
and sale



Graph 9: Means of propaganda for foreign tourists in 2004, SSI, 2005

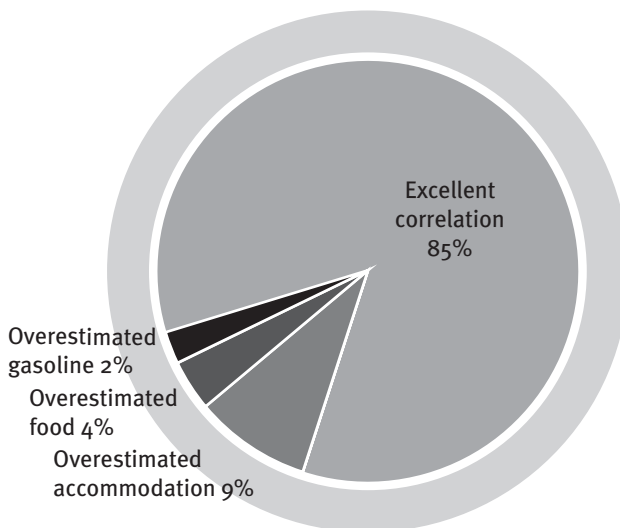
services they received. 9% of the foreign tourists think that accommodation was overestimated due to the conditions of accommodation. Only 4% think that the quality of the food they consumed does not correspond to the price they paid for it whereas 2% of the visitors that they paid higher prices for gasoline than they should.

3.2 Tourist Resources in Zrnovci

The profile of the community is given in the first part of the Strategy, where all available information concerning the economy, business, civil society and social and economic aspects of the life in Zrnovci have been discussed. Therefore, the information in this part of the booklet (tourist resources) is limited to the most significant attractions, services, products, human resources and events that can be exploited when considering the development of tourism in the community.

The information has been received from the LER office and focus group for tourism. It emphasizes the basic values without further classification of the sector into primary and secondary activities. All given data refer to the central village Zrnovci, since it will be the carrier of all tourist activities. Only the most significant attractions of the other two villages are mentioned here.

Correlation between
services and prices



Grafikon 10: Soodvetnost na cenite so uslugi na stranski turisti vo 2004 (izvor: DZS, 2005)

3.2.1 Natural Attractions

The village of Zrnovci is situated on the slopes, nearer to the foot, of the mountain Plachkovica whose beauties are breathtaking. The mountain river “Zrnovka” runs through the center of the village. It is extremely unpolluted (with 14mg O₂/l) and rich in diverse flora and fauna (ranking with the river “Radika”).

Several years ago, the community administration ini-



tiated the protection of both banks of the river “Zrnovka” with a first degree of protection “Monument of Nature”. Above the village, there are numerous pathways up the mountain, which are suitable for mountaineering and pleasant promenade. High in the mountain, there is a small cave called “**Babina dupka**”, known for the legend about the Alexander Makedonski’s hidden treasure. So, numerous seekers for hidden treasures visit this place every year, encouraged by the existing maps, stories and legends to which new and more interesting details are added continuously. Moreover, this region (between Shtip and Vinica) used to be a strategic place for rest and passage of ancient trade caravans.

In the vicinity of the village (one hour walk), there are several attractions, including a drinking fountain, known as “**Buovichka cheshma**”, “**Sulyov gol**”, connected with

a legend about a young Turk army commander who presumably died in this place and **Devichev vir**”, “Black and infinitely deep whirlpool” about which there are many legends that connect this place with Dojran Lake.

One of the recent and still undefined and partially examined opportunities for extreme sports is the place called “**Vodna kula**”, which is suitable for paragliding. According to some members of the sports club in Kochani, only a minor adaptation is needed to adapt the place for this attractive sport.

The river “Zrnovka is rich in **California trout and river crab**, which is a sound basis for the development of **sports fishing**.

The thermal bath in the village Banya is only 13km from Zrnovci and it offers another opportunity for rest and enjoyment.

3.2.2 Cultural and Historic Attractions

The Cultural Center, which is in the very center of Zrnovci, has been renovated recently so that now it has 200 seats and the capacity of organizing and carrying out a variety of different cultural and entertaining manifestations and events. Now, it is used for local performances, concerts and other events. There are similar cultural centers in the other two villages: Morodvis and Vidovishte.

The archeological locality **“Crkvishte”** is only 2km from Zrnovci. It used to be part of “Morozbidon” (now called Morodvis). A complex of churches, dating from the early antic middle age period, which has not been completely excavated, was discovered here. There is some evidence that not only churches but a whole settlement,

which was very influential in that period, can be found in the locality as well.

There are four monasteries dating from the 19th and 20th centuries with characteristic interiors done by the famous Macedonian icon painters and luxurious iconostases.

5 km. from Zrnovci towards Vinica, there is a citadel, known as **Vinica Citadel**, which is famous for its unique Vinica terracotta, which has been found in this location. The citadel reflects remnants of the period when the region was famous for the production of grapes and wine.

3.2.3 Restaurants coffee bars

Zrnovci has two bars and one restaurant, where tourists can enjoy national and traditional dishes. The



restaurant “Zrnovka” has ostrich meat on its menu, which comes from the ostrich farm - one of the curiosities of Zrnovci. The capacity of the restaurants is 300 guests inside the restaurant and 400 guests in the open summer extension of the restaurant. There are also two other smaller restaurants/bars: “Aminta” and “Rio” as well as the coffee bar “Park”.

There is also an internet club with the capacity of ten computers, which has been established recently.

3.2.4 Shops

Zrnovci has always had its specific way of life, thanks to its long tradition and the former agricultural cooperation “Zrnovka”. There are a dozen of shops in the center of the village, which offer various food articles, newspa-

pers, clothing, ornaments and the like. Next to the park, there is a market with fresh agricultural products.

3.2.5 Products

Being mostly an agricultural region, Zrnovci offers a unique opportunity, which is very interesting for foreign tourists and visitors - national and traditional home food prepared with ingredients freshly picked up from the near by fields of the local farmers. The fruits and vegetables are of high quality, especially the “pink tomato”, hot pepper and leek.

Tourists can also enjoy a variety of different agricultural and milk products, hand-made articles and souvenirs, honey, home-made wine and brandy with sour cherry and raspberry flavor.





3.2.6 Young population, emigrants

The young population represents almost half of the total population of Zrnovci. It is market-oriented, most of them with a good knowledge of the English language and the historic and natural values of the community.

There is a tradition of economic migration of the young population, especially in the past, from the community to other countries. A lot of these emigrants, who are still working abroad, have built up houses in Zrnovci and haven't forgotten their birth place. One of the major characteristics of the population is the motivation and readiness for participation in activities that would contribute to prosperity and improvement of the quality of the life of the citizens. The numerous activities, projects and programs, which were carried out in the past and

were supported by various organizations and donors indicated that the local population has taken active participation in these initiatives.

3.2.7 Events, traditions

The tradition and the main celebrations in the community are closely connected with the orthodox and state holidays. The main holiday of Zrnovci and the community in general is Ilinden (August 2nd) while the other two villages have their own village holidays: Gurgovden (May 6th - Vidovishte) and the Holy Trinity (May 27th - Morodvis). The monasteries, on the other hand, have their own holidays: the monastery in Vidovishte "St. Petka" - August 8th, the monastery in Morodvis "St. Simeon" - September 14th and the monastery in Zrnovci "St. Tom's

week” - one week after Easter, while the church “St. Dimitrija” in Zrnovci has its own holiday on Mitrovden - November 8th.

3.3 The profile of a tourist

The research of the market carried out by EPI Center International was based on statistic data for tourist trends, questionnaires prepared for foreign tourists and carried out by the State Statistics Institute in 2005 and the existing accompanying documentation.

When defining the profile of a tourist in Zrnovci, the values of the community and the requirements of the market were taken into consideration. In accordance with the emphasized tourist resources, trends in the development of tourism and the strategic vision, the profile of a tourist includes the following elements:

- ▶ concerned about the sustained development and environment,
- ▶ interested in new experiences in the open (walking down the mountain, biking, fishing, collection of forests fruits),
- ▶ motivated for new experiences on the production of home-made ingredients from agricultural products (ajvar, slatko, juice, brandy, cheese etc.),
- ▶ dedicated to tradition and cultural and historic values,
- ▶ fond of home-made food.

The following table includes the above given elements which characterize the profile of potential home and foreign tourists in Zrnovci.

POTENTIAL HOME TOURISTS

	Description	Optional activities	Priority needs	Period
1	Families with children 3-15 years old from urban places (Skopje and larger urban centers in Macedonia)	Hiking, biking, fishing, village life style (educative activities for children)	Rooms with organized breakfast, hygiene, special attention to educative activities for children	3-5 days
2	Young people, couples (21-40) adventurers and people concerned about the sustained development	Hiking, collecting forest fruits, visits to caves, paragliding, donkey riding	Organized activities in the surroundings, guides, souvenirs from the nature	2 days
3	Religious tourists (elderly couples over 50, who are interested in the religious heritage)	Visits to monasteries, churches, archeological localities, places characterized by legends	Organized, high-quality guidance through the cultural-historic heritage, good hygiene, souvenirs with mystic symbolic	2 days
4	Regional visitors (visitors from the neighboring communities)	Organized offer of traditional food and specific products (ostrich meat, river crab)	Organized offer of traditional food and local products	1 days

POTENTIAL HOME TOURISTS

	Description	Optional activities	Priority needs	Period
1	The international community from embassies, NGOs and Skopje	Hiking, fishing, local food, donkey riding, hand-made clothing, souvenirs, agricultural products	Rooms with organized breakfast, hygiene, organized tours	2 days
2	Relative and friends of Peace Corps volunteers	Hiking, fishing, local food production, visits to churches and monasteries	Rooms with organized breakfast, hygiene, organized tours	3 days
3	Religious tourists from R. Bulgaria (elderly couples over 50)	Visits to monasteries, churches, archeological localities, places characterized by legends	Organized high-quality tours to the cultural-historic heritage, impeccable hygiene, souvenirs with mystic symbolic	2 days
4	Young people, couples (21-40) adventurers, antiglobalists, concerned about the sustained development of the region)	Hiking, collecting forest fruits, visits to caves, paragliding, donkey riding	Organized activities in the surroundings, guides, souvenirs from nature	2 days

Tabela 5: Profil na potencijalni domačni i stranski turisti

4

THE DEVELOPMENT OF TOURISM IN ZRNOVCI

> 4.1. Vision

In 2012, Zrnovci is a tourist destination with recognizable image, which offers organized tourist attractions and services that provide additional income for the local population

4.2 The vision is based on the market needs and values.

The vision is developed through the ideas promoted by the members of the focus group for tourism during the second planning workshop, supplemented with real possibilities and trends for the development of tourism.

When defining the vision, the needs dictated by the market and the values which characterize Zrnovci as a tourist destination were taken into consideration. In that sense, the two approaches, “value driven approach” and “market driven approach” merge into one unique approach for the development of tourism in Zrnovci.

The vision determines the directions for the development of tourism in the community. Strategically, it includes challenges and changes which are the result of the consequences of globalization, demographic migration and technological development. It is also based on the requirements for increased recognition, service organization and production activities in the tourist offer as well as development of the environment. The principles promoted by the vision encourage sustained development, protection of natural resources and living environment, development of human resources, promotion of private-public partnerships and small and medium enterprises, with special emphasis on family businesses.

During its development, Zrnovci managed to remain authentic place with its own identity, i.e. a small community with great potential values, which guarantee pleasant tourist destination all over the year for potential weekend tourists.

4.3 Strategic directions

The next task of the focus group was to define a system of goals. It consists of three basic strategic directions which lead to three levels of development with measurable short-term and long-term goals.

VISION	STRATEGIC DIRECION 1	Short-term goals
	Recognition improvement	Long-term goals
	STRATEGIC DIRECION 2	Short-term goals
	Development of tourist offer	Long-term goals
	STRATEGIC DIRECION 3	Short-term goals
	Improvement of the tourist environment	Long-term goals

According to the focus group, the short-term objective will be achieved in a year whereas the long-term goals will take from one to five years. When determining the strategic goals, the focus group took into consideration the SWOT analysis of tourist resources and its coordination with the market requirements

1. Recognition improvement of Zrnovci

As it covers a small area with only 3,500 inhabitants, the community Zrnovci is still an undiscovered tourist destination. Nevertheless, the region has been famous for its production of rice and ceramics since the last century, the specific gastronomic specialties and beautiful natural resources, such as the mountain Plachkovica and the river Zrnovka. This potential should be activated

when working on the image for unique tourist destination that can be offered to the tourist market.

Short-term goals:

- ▶ Up-dated internet page? of the community with special review of the local tourist characteristics.
- ▶ Tourist offer on internet
- ▶ Available and distributed promotional materials about Zrnovci
- ▶ Established collaboration with the local/national media.
- ▶ Developed tourist offer with one national tourist agency

- ▶ Developed concept of promotional event on annual level

Long-term goals:

- ▶ Up-dated internet page? ands tourist offer on internet
- ▶ Continuous collaboration with the media.
- ▶ Better incorporation of the tourist offer into the tourist network (three agencies at least)
- ▶ Promotional event on annual level
- ▶ Development of Info center in Zrnovci.
- ▶ Local organization responsible for coordination and collaboration.



2. Development of a tourist offer

There are numerous tourist resources in the community that have not been exploited so far. Moreover, there is a lack of organized tourist offer and coordination between the tourist activities and services. Therefore, the development of a tourist offer and organization of the existing and promotion of new tourist product and service activities are the most important pillars of the strategy.

Short-term goals:

- ▶ Adapted houses for an overnight stay with breakfast (B + B)
- ▶ Adapted model for the reception of guests
- ▶ Trained people for dealing with tourists:
 - ▶ Households
 - ▶ Guides
 - ▶ Logistics (reservation, coordination)
- ▶ Availability of traditional food in Households, motels restaurants etc.
- ▶ Adapted tourist natural pathways
- ▶ Adapted pathways that lead to cultural and historic places
- ▶ Adapted tourist attractions
- ▶ Organized bicycle tours
- ▶ Organized participation in the preparation of food
- ▶ Organized participation in agricultural activities
- ▶ Display of souvenirs

Long-term goals:

- ▶ Adapted monasteries for the reception of tourists
- ▶ Organized offer of specific national agricultural products (ajvar, tarator, Macedonian salad etc.)
- ▶ Organizes offer for monkey tours
- ▶ Organized offer for extreme? sports

3. Improvement of the tourist environment

Zrnovci has the basic prerequisite for the development of proper tourist activities. They are dictated by the positive geographic location, the existence of infrastructure (water supply network, sewerage system, PTT network and electricity network), road infrastructure and elementary communal activities. Unfortunately, many of these work with limited capacity. Additional advantages for the tourist development of the community may be found in existing human resources, easy adaptation and coordination and the motivation of the local people and the community to be dedicated to the development of tourism.

Short-term goals:

- ▶ Special attention to the pollution (educating the population and training subject for selective collection of waste materials)
- ▶ Developed system of collecting and discharging waste materials and maintenance of the green areas.
- ▶ Motivating the local population to maintain the pleasant appearance of the community.

Long-term goals:

- ▶ Selection of waste materials, i.e. collection of materials for the production of humus (a future project)
- ▶ Development of green belts in the industrial zone, public drinking fountains and wells.
- ▶ Maintained road entries and exists
- ▶ Regulation of the river Zrnovka in the central zone.
- ▶ Well-prepared documentation for the protection of new areas.
- ▶ Sustained use of the river trout and crab.

4.4 System of Goals

SG 1	Strategic direction 1	Recognition improvement of Zrnovci
SG.1-LO 1	Long-term goal 1	Promotional event on annual level
SG.1-LO 2	Long-term goal 2	Info center in Zrnovci
SG.1-LO 3	Long-term goal 3	Local organization of coordination and collaboration
SG.1-LO 4	Long-term goal 4	Incorporation of the offer in the RM tourist network
SG.1-LO 5	Long-term goal 5	Sale and booking of the tourist offer on internet
S.G.1-SO 1	Short-term goal 1	Up-dated internet page of the community with special overview of the tourism
S.G.1-SO 2	Short-term goal 2	Promotion of tourist offer on internet
S.G.1-SO 3	Short-term goal 3	Available and distributed promotional materials
S.G.1-SO 4	Short-term goal 4	Established collaboration with local/national media
S.G.1-SO 5	Short-term goal 5	Developed tourist offer with one national tourist agency
S.G.1-SO 6	Short-term goal 6	Developed concept for a promotional event on annual level



SG 2	Strategic direction 2	Recognition improvement of Zrnovci
SG.2-LO 1	Long-term goal 1	Organized B + B offer in ten households
SG.2-LO 2	Long-term goal 2	Organized offer to accommodate 40 people in the monastery St. Petka
SG.2-LO 3	Long-term goal 3	Organized offer to accommodate tourists in The Mountain House of Zrnovci
SG.2-LO 4	Long-term goal 4	Organized traditional food offer in 10 households
SG.2-LO 5	Long-term goal 5	Organized agricultural products offer in selected households
SG.2-LO 6	Long-term goal 6	Organized monkey tour offer
SG.2-LO 7	Long-term goal 7	Organized extreme sports offer
SG.2-LO 8	Long-term goal 8	Organized pathway of the historic heritage of Zrnovci
SG.2-LO 9	Long-term goal 9	Organized pathway of the religious objects in the community
SG.2-LO 10	Long-term goal 10	Adaptation of famous and historic objects
SG.2-LO 11	Long-term goal 11	Developing prerequisite for new mini golf terrains
SG.2-LO 12	Long-term goal 12	Organized bicycle pathway down the Plachkovicva slopes
SG.2-LO 13	Long-term goal 13	Organization of new items for the existing houses of culture in the community
SG.2-LO 14	Long-term goal 14	Organizing a traditional art colony in Zrnovci
S.G.2-SO 1	Short-term goal 1	Organized B + B offer in ten households for 10 guests
S.G.2-SO 2	Short-term goal 2	Organized offer in a motel with the capacity of 20 guests
S.G.2-SO 3	Short-term goal 3	Training people to work with tourists (households, guides, logistics)
S.G.2-SO 4	Short-term goal 4	Organization of traditional food offer
S.G.2-SO 6	Short-term goal 5	Adapted the tourist hiking pathway "The natural treasure of Z"
S.G.2-SO 7	Short-term goal 6	Adaptation of the tourist pathway leading to the cultural-historic heritage
S.G.2-SO 8	Short-term goal 7	Organization of bicycle tours down the mountain
S.G.2-SO 9	Short-term goal 8	Organization of food preparation participation
S.G.2-SO 10	Short-term goal 9	Organization of participation in agricultural activities
S.G.2-SO 11	Short-term goal 10	Organized offer of souvenirs

SG 3	Strategic direction 3	Improvement of the tourist environment
SG.3-LO 1	Long-term goal 1	Organized selection and processing of waste materials
SG.3-LO 2	Long-term goal 2	Developing green belts in the industrial zone
SG.3-LO 3	Long-term goal 3	Planting flowers, plants and trees in public places
SG.3-LO 4	Long-term goal 4	Adapting public drinking fountains and wells
SG.3-LO 5	Long-term goal 5	Reconstruction of road entries and exits leading to and from Zrnovci, Morodvis and Vidovishte
SG.3-LO 6	Long-term goal 6	Regulation of the river Zrnovka in the central region of Zrnovci
SG.3-LO 7	Long-term goal 7	Proclamation of a new protected region
SG.3-LO 8	Long-term goal 8	Sustained use of the river crab
SG.3-LO 9	Long-term goal 9	Continuous education of the population concerning the protection and use of the natural treasures
SG.3-LO 10	Long-term goal 10	Developing attractive conditions for new investments in tourism
SG.3-LO 11	Long-term goal 11	Organization of a center for training and support of tourist entrepreneurs
S.G.3-SO 1	Short-term goal 1	Educating the population and legal subjects for selection of waste materials
S.G.3-SO 2	Short-term goal 2	Neat debris depots. Developed system for collecting waste materials and maintenance of green areas
S.G.3-SO 3	Short-term goal 3	Developing a system for motivating the population to maintain the pleasant appearance of the community

4.5. Action plan of short term goals and projects/activities

STRATEGIC DIRECTION 1		IMPROVED RECOGNITION OF ZRNOVCI		
Code	Goals	Project Number	Code	Projects/Activities
S.G.1-SO 1	Up-dated web page of municipality of Zrnovci with special focus on tourism	001	S.G.1-SO1-P01	Review of the current tourism concepts
		002	S.G.1-SO1-P02	Creation of new concept for reediting the existing web page
		003	S.G.1-SO1-P03	Update the existing web page with greater number of audio visual effects
		004	S.G.1- O1-P04	Organize system for maintaining and monitoring
S.G.1-SO 2	Incorporating link on the existing web page presenting the tourist offer of Zrnovci	005	S.G.1-SO2-P01	Conceptual connecting with the existing web page
		006	S.G.1-SO2-P02	Placing and maintaining audio visual concept
S.G.1-SO 3	Improved promotion of Zrnovci	007	S.G.1-SO3-P01	Identification of promotional concepts among national authorities and distribution of the promotional materials for Zrnovci
		008	S.G.1-SO3-P02	Defining the type of promotional materials/ preparing new materials according to the conducted market analyses and researches
		009	S.G.1-SO3-P03	Evolution, graphic design and printing of the promotional materials
		010	S.G.1-SO3-P04	Identification of distribution channels (agencies, internet portals etc) and their distribution
S.G.1-SO4	Permanent media coverage of tourism in Zrnovci	011	S.G.1-SO4-P01	Continuous collaboration with the media.
		012	S.G.1-SO4-P02	Continuous distribution of information regarding ongoing activities in Zrnovci
		013	S.G.1-SO4-P03	Organizing test visit for media representatives
		014	S.G.1-SO4-P04	Shouting video clip and its distribution to the media
S.G.1-SO5	Creation of tourism offer and organization of package arrangements	015	S.G.1-SO5-P01	Identification of perspective tourist agencies and maintaining cooperation with them
		016	S.G.1-SO5-P02	Incorporating Zrnovci into the existing tourist offer of two national agencies
		017	S.G.1-SO5-P03	Organizing test visit for representatives coming from regional tourist agency
S.G.1-SO6	Developing the concept for the planned promotional event	018	S.G.1-SO6-P01	Organizing partnership for launching certain promotional event
		019	S.G.1-SO6-P02	Development of adequate concept and activities for the promotional event

IMPROVED RECOGNITION OF ZRNOVCI

Indicators of success	Time needed	Responsible entity	Budget in MKD
Prepared suggestions for web changes	2 months	LED	3.000
Prepared and adopted market oriented approach	1 months	LED, focus group	6.000
Number of people that have visited the web site/ increased number of tourists	2 months	LED, private company	18.000
Maintained web portal quality	2 months	LED	18.000
Launching new page within the existing web site that will be focused on the tourism offer	3 months	LED, households oriented toward tourism	6.000
Number of people that have visited the web site and their comments on the content and its quality	2 months	LED, focus group	6.000
Greater interest / quantity of delivered promotion materials	2 months	LED, focus group	3.000
At least 5 modern concepts to be well promoted	6 months	LED, private company	25.000
At least 5 modern promotional tools	2 months	LED	150.000
Greater interest because of distributed materials that can be seen through number of comments and visitors	2 months	Focus group	10.000
Identified media and established cooperation	2 months	LED	6.000
Functional system for continual transfer of information, number of articles	6 months	LED	6.000
At least 6 journalists to be familiar with the tourist offer of Zrnovci, photos, high quality articles as well as special editions in the newspapers.	2 months	LED	24.000
Frequency of broadcasting. Number of tourists	2 months	LED, focus group	30.000
Shown interest for cooperation by tourist agencies	3 months	LED, focus group	10.000
Number of sold tourist arrangements on national level	4 months	LED	-
Zrnovci as incorporated destination into the tourism offer of the regional tourist agency	3 months	LED, focus group	35.000
Partnership with various sectors with special focus on the business sector	2 months	LED, Business sector	-
Number of activities and concept adapted on the market needs	4 months	LED, Business sector	6.000

STRATEGIC DIRECTION 2		DEVELOPMENT OF A TOURIST OFFER		
Code	Goals	Project Number	Code	Projects/Activities
S.G.2-SO1	Adapted houses for an overnight stay with breakfast (B + B)	020	S.G.2-SO1-PO1	Selecting households to be integrated due to certain criteria and transparent procedure
		021	S.G.2-SO1-PO2	Assessment of the necessity for rearrangement
		022	S.G.2-SO1-PO3	Adjustment of the houses according to certain standards
S.G.2-SO2	Adapted motel for the reception of guests	023	S.G.2-SO2-PO1	Assessment of the necessity for integration into the tourist offer
		024	S.G.2-SO2-PO2	Implementation of special standards for accommodation and food
S.G.2-SO3	Trained people for dealing with tourists	025	S.G.2-SO3-PO1	Training for households
		026	S.G.2-SO3-PO2	Training for tourist guides
		027	S.G.2-SO3-PO3	Training on logistic
		028	S.G.2-SO3-PO4	Choosing person in charge for logistic activities
		029	S.G.2-SO3-PO5	Training and supporting the chosen person
S.G.2-SO4	Availability of traditional food	030	S.G.2-SO4-PO1	Defining menu of traditional food
		031	S.G.2-SO4-PO2	Selection of households and legal entities for integration into the food offer
		032	S.G.2-SO4-PO3	Training on pricing and defining unique price system for the offered capacities and prepared food
		033	S.G.2-SO4-PO4	Identifying local brand and standards for home produced agricultural products
S.G.2-SO5	Adapted tourist natural pathways	034	S.G.2-SO5-PO5	Assessment, arrangement and interpretation of the tourist path "Natural beauty of Zrnovci"
		035	S.G.2-SO5-PO6	Path promotion by organizing test tour around Zrnovci
S.G.2-SO6	Adapted pathways leading toward cultural and historic places	037	S.G.2-SO6-PO1	Assessment of the existing cultural and historical resources and positions
		038	S.G.2-SO6-PO2	Interpretation of new pathways
S.G.2-SO7	Organized bicycle tours through the mountain	039	S.G.2-SO7-PO1	Assessment of the potential bicycle trial
		040	S.G.2-SO7-PO4	Organizing one bicycle trial in the mountain
S.G.2-SO8	Organized participation in the preparation of food	041	S.G.2-SO8-PO1	Selection of topics and households responsible for providing basic facilities
		042	S.G.2-SO8-PO2	Defining offer and price for taking part into food preparation
S.G.2-SO9	Organized participation in agricultural activities	043	S.G.2-SO9-PO1	Selection of attractive agricultural activities and potential households
		044	S.G.2-SO9-PO2	Organized offer with defined prices and activities tourists can take part
S.G.2-SO10	Organized offer of souvenirs	045	S.G.2-SO10-PO1	Selection of most appropriate products that can be placed on the souvenir list
		046	S.G.2-SO10-PO2	Training on packing and promotion
		047	S.G.2-SO10-PO3	Defining unique price list and selling points

DEVELOPMENT OF A TOURIST OFFER

Indicators of success	Time needed	Responsible entity	Budget in MKD
Five selected households for providing B+B	1 month	LED, Focus group	6.000
Report on necessary rearrangements	1 month	LED	3.000
Five households implementing standards for accommodation and food	3 months	Focus group	150.000
Check list of all steps and necessary tasks	2 months	Focus group	3.000
Adapted motel with capacity of 15 people	2 months	LED	20.000
10 households to be trained for the basic standards of tourists' protection	2 months	LED	30.000
5 tourist guides speaking English and trained for showing the natural and cultural heritage to tourists	2 months	LED	20.000
Two persons trained for coordination and organization of the tourist offer within Zrnovci	2 months	LED	10.000
Delegated organization in charge of tourism offer support	4 months	LED	6.000
Organization equipped with basic tools for communication and coordination	1 month	LED	20.000
Unique offer of traditional food	2 months	Focus group	-
5 households and 2 legal entities selected for preparation and offer of traditional food	1 month	Focus group	3.000
Identified unique price list for food and accommodation	2 months	LED	20.000
List of all products aimed to be sold together with their prices and buying points (households)	3 months	LED	30.000
Plan for reconstruction, arrangement and interpretation of the tourist trial	4 months	LED, Focus group	150.000
Representatives from two tour operators to be familiar with the existing trial	2 months	LED	20.000
Report on the concept for perspective trials	2 months	LED	3.000
New trial showing the cultural and historical heritage	2 months	LED	100.000
Plan for perspective bicycle trials	1 month	Focus group	15.000
Functional biking trial	3 months	Focus group	100.000
Five selected households providing support in the process of food preparation	3 months	LED	-
Tourists to be offered to prepare food	3 months	LED	3.000
List of potential activities and households	1 month	Focus group	-
Number of tourists that have taken part in agricultural activities	1 month	Focus group	3.000
List of souvenirs	1 month	Focus group	-
5-10 people trained for packing, promotion and selling souvenirs	3 months	LED, private company	15.000
Price list and list of all selling points within the municipality	1 month	Focus group	3.000

STRATEGIC DIRECTION 3		IMPROVEMENT OF THE TOURIST ENVIRONMENT		
Code	Goals	Project Number	Code	Projects/Activities
S.G.3-S01	Educated citizens and legal entities for selection of waste	048	S.G.3-S01-PO1	Establishing ecological sections within the municipality
		049	S.G.3-S01-PO2	Preparation of educational materials and clip
S.G.3-S02	Developed system for waste treatment	050	S.G.3-S01-PO3	Cleaning the critical waste points in the municipality
		051	S.G.3-S01-PO4	New waste-containers
		052	S.G.3-S01-PO5	Adoption of Rules of regulation and legal enforcement for local (communal) hygiene
S.G.3-S03	Motivating citizens to keep the nature clean	053	S.G.3-S03-PO1	Organization of competition for the best organized yard, house etc.
		054	S.G.3-S03-PO2	Organizing trainings and presentations about arranging private and public spots



IMPROVEMENT OF THE TOURIST ENVIRONMENT

Indicators of success	Time needed	Responsible entity	Budget in MKD
New ecological sections dealing with environmental issues	3 months	JAVOR and the school	6.000
Times of broadcasting	12 months	JAVOR and the school	65.000
Decrease the number of critical waste points	6 months	JAVOR and the communal enterprise	35.000
Raised number of waste-containers	3 months	JAVOR and the communal enterprise	90.000
Regulation of the municipal hygiene with legal practice	3 months	Legal sector in the Municipality and the communal enterprise	-
Number of interested participants	4 months	LED, JAVOR	80.000
Number of participants/ new areas	6 months	JAVOR	30.000



4.6. Action plan of short term goals and projects/activities

Code	Goals	Project Number	Code	Projects/ Activities	Indicators of success
STRATEGIC DIRECTION 1		IMPROVED RECOGNITION OF ZRNOVCI			
S.G.1-LO1	055	Promotional event on annual level	14 months	Focus group, LED	220.000
S.G.1-LO2	056	Info centre in Zrnovci	18 months	LED, business sector	1.845.000
S.G.1-LO3	057	Local organization of coordination and collaboration	14 months	Business sector	310.000
S.G.1-LO4	058	Incorporation of the offer in the RM tourist network	15 months	LED , focus group,	300.000
S.G.1-LO5	059	Sale and booking of the tourist offer on internet	18 months	Business sector, LED	300.000
STRATEGIC DIRECTION 2		DEVELOPMENT OF A TOURIST OFFER			
S.G.2-LO1	060	Organized B + B offer in ten households	24 months	Business sector, LED	500.000
S.G.2-LO2	061	Organized offer to accommodate 40 people in the monastery St. Petka	12 months	MOC, Business sector	480.000
S.G.2-LO3	062	Organized offer to accommodate tourists in The Mountain House of Zrnovci	12 months	Households, LED	360.000
S.G.2-LO4	063	Organized traditional food offer in 10 households	6 months	Households, LED	25.000
S.G.2-LO5	064	Organized agricultural products offer in selected households	18 months	Business sector	150.000
S.G.2-LO6	065	Organized donkey tour offer	30 months	Business sector	610.000
S.G.2-LO7	066	Organized extreme sports offer	6 months	LED	180.000
S.G.2-LO8	067	Organized pathway of the historic heritage of Zrnovci	8 months	LED, MOC	120.000
S.G.2-LO9	068	Organized pathway of the religious objects in the community	18 months	LED	160.000
S.G.2-LO10	069	Adaptation of famous and historic objects	24 months	LED	180.000
S.G.2-LO11	070	Developing prerequisite for new mini golf terrains	28 months	Business sector, EA Javor	200.000
S.G.2-LO12	071	Organized bicycle pathway down the Plachkovica slopes	12 months	LED, CAA	180.000
S.G.2-LO13	072	Organization of new items for the existing houses of culture in the community	12 months	LED, Focus group	420.000

Code	Goals	Project Number	Code	Projects/ Activities	Indicators of success
STRATEGIC DIRECTION 3		IMPROVEMENT OF THE TOURIST ENVIRONMENT			
S.G.3-LO 1	073	Organized selection and processing of waste materials	12 months	LED, PUC, Business sector	310.000
S.G.3-LO 2	074	Developing green belts in the industrial zone	12 months	LED, PUC	300.000
S.G.3-LO 3	075	Planting flowers, plants and trees in public places	8 months	LED, PUC	350.000
S.G.3-LO 4	076	Adapting public drinking fountains and wells	10 months	LED	450.000
S.G.3-LO 5	077	Reconstruction of road entries and exist leading to and from Zrnovci, Morodvis and Vidovishte	3 months	PUC, LED	250.000
S.G.3-LO 6	078	Regulation of the river Zrnovka in the central region of Zrnovci	14 months	LED, Business sector	1.200.000
S.G.3-LO 7	079	Proclamation of a new protected region	6 months	LED, Municipality council	-
S.G.3-LO 8	080	Sustained use of the river crab	6 months	LED	180.000
S.G.3-LO 9	081	Continuous education of the population concerning the protection and use of the natural treasures	12 months	LED, EA Javor, Focus group	200.000
S.G.3-LO 10	082	Developing attractive conditions for new investments in tourism	4 months	LED, Municipality council	50.000
S.G.3-LO 11	083	Organization of a centre for training and support of tourist entrepreneurs	16 months	LED, Business sector	480.000



