



(Investments and Local Economic Development
in the Tetovo Region)

, 2011



()


200

ABSTRACT

The national economy of the Republic of Macedonia is characterized with a still not suitable enough business environment, a low degree of internal and external investments, a high level of unemployment and poverty, all of this being followed by a low level of economic growth and development. Experience from the integrating processes of the developed national economies from the EU and the world, provide prove for the great importance of private and public investments, as well as the institutional and financial support for the real sector provided by the local and central government, in order to realize a higher degree of local, regional and overall economic development. In order to improve its macroeconomic indicators the Republic of Macedonia must adjust to the Euro integration process by implementing proper reforms and efficient economical politics in local and central levels of government.

The preparation of this dissertation represents a responsible challenge for me, but at the same time a broader activity of great interest for the makers of the investment and development politics in local and central level in the Republic of Macedonia. The attractiveness and applications of this doctoral dissertation become even greater now days when the units of local governance in the Republic of Macedonia get a higher degree of autonomy and fiscal decentralization.

The doctoral dissertation begins with an analysis of the most important theories of local and regional development and continues with the opportunities for the creation of a more suitable environment for investments, with the fostering of investments through institutional support that is *the creation of business centres, technological parks, clusters, business incubators, business zones, investment funds, local agencies etc.* The importance of local bonds as a contemporary approach for finding finance for investments is emphasized in the doctoral dissertation. Another issue that must be mentioned is the research of the contemporary forms of cooperation of the private sector with the public sector and the possibilities for their implementation in the municipalities in the region.



The main part of the doctoral dissertation is the empirical research of the experience of the Republic of Slovenia with special emphasis to the municipality of Maribor on one side and the Republic of Macedonia with special emphasis to the municipality of Tetovo on the other side. In this direction the questionnaire implemented in 200 business subjects in order to get a closer and better idea about investments, employment possibilities, the capacities and potential of the real sector in the Tetovo region should be mentioned. The Republic of Slovenia was one of the most successful Yugoslav Republics and at the same time the most efficient republic when it comes to the path chosen to join the EU, which makes it a suitable referent country-economy to draw positive experience for other republics, in this case The Republic of Macedonia. The economy of the Republic of Slovenia in general and the municipality of Maribor in particular compared to the municipality of Tetovo, has provided the necessary data for the creation of a model of economical development of the municipality of Tetovo and the Tetovo region of the Republic of Macedonia. The mission of the proposed model for the Tetovo region is oriented towards: higher investments in all economical branches and the developments of local economies, motivation and support of entrepreneurial ideas for higher investments (*specially the Diaspora*), the creation of an appropriate business climate, opportunities for new employments, creation of a proper living environment based on qualitative: education, culture, recreation and public administration. Finally, the proposed new development model for the municipality of Tetovo presents an argument to prove and accept the hypothesis of the dissertation.

Key words: *investment (private/public), economic growth and economic development, gross domestic product (GDP), business subject (BS), business environment, employment, entrepreneurship, small business, local economic development (LED), private public partnership (PPP), units of local government (ULG), budget of ULG, revenues and expenditures, capital expenditures, public administration etc.*



1.	1
2.	2
3.	4
4.	6

-1

1.	,	—	10
1.1			14
2.			17
3.			21
4.			22
5.			23
5.1		—	26
5.2			30
6.			32
7.			35
8.			37
8.1			41
8.2			44
9.			46

1.		49
2.		58
3.		61
4.		62
5.		72
5.1	(Business start up sentar).....		72
5.2	(Creative clusters).....		73
5.3	(Business incubator).....		74
5.4	– (Economic zone).....		78
5.5	(Investment fund).....		82
5.6	(Guarantee agencies).....		84
6.		86
6.1		86
6.2		87
7.		88
7.1	(municipal bonds).....		89
8.	–	92
8.1	– , , ().....		94
8.2	– : . –	102
9.		110



1.		116	
1.1		116	
1.2		122	
1.2.1		123	
	-	,	123
	-		125
1.2.2	-		130
	-		130
	-		131
	-		136
	-		138
2.		142	
2.1	-		144
2.2		147	
3.		152	
3.1		152	
3.2		155	
3.3		156	
4.		158	
4.1		158	
4.2		159	
4.3		164	
4.4		,	165



1.	–	168		
2.		174		
3.			..180		
3.1		180		
3.2	<i>(Remittances)</i>		183		
3.3		187		
4.		188		
4.1		2002-2009.....	192		
5.		195		
5.1	,	195		
6.		–	198	
6.1			199	
–		199		
–		200		
–		201		
–		203		
–		,	,	204
–		207		
–			<i>2010</i>	208
7.		–	211	



8.214

9.219

1.222

- -223

-224

2.225

3.228

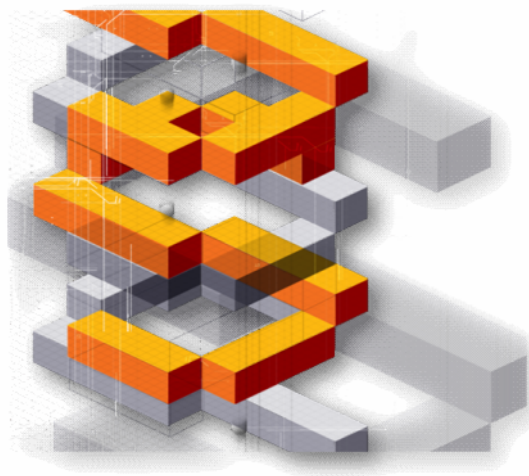
1.231

2. ,232

3. ,237

4.241

, , , ,244





1.

”

”

:



2.

E

,

.

,

.

.

:



;



;



(, , , , .);



:

,

;



.

;



;



;



,

.

:

$H_0 =$

—

$H_1 =$

—

$H =$

—

,

,

,

(H_0) (H_1)

(H) .



3.

8-4

8-4

8-4

8-4

8-4

8-4



8→

Hal R. Varian



4.

-1

-2

-3

-4

0

, , , , ,

, , , , ,

-



(PPP—public private partnership).



12-

(),

,

,

,

(

)

,

,

,

,

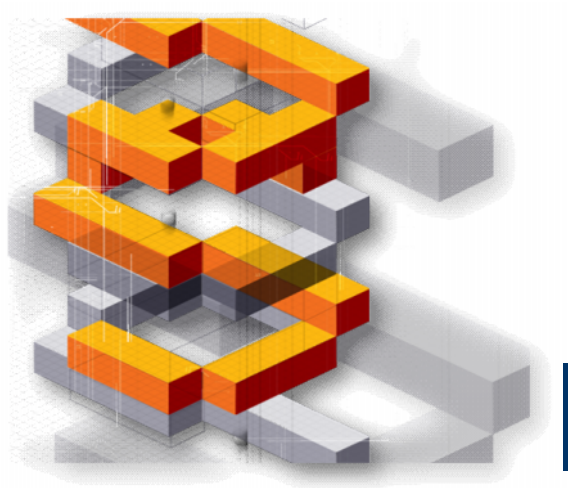
:

,

,



,
 ,
 .
 ,
 .
 (-).
 0 -
 .
 .
 , , , ,
 , ,
 ,
 .
 : 40 , 63 , 22 , 14 ,
 200 .
 187
 131 (113 18
), 56 , 24 - .



-1

1.

,

-

.

,

,

.

: o

? o

?

?

?

.

.

-

,

:

,

,

,

-

,

,

.

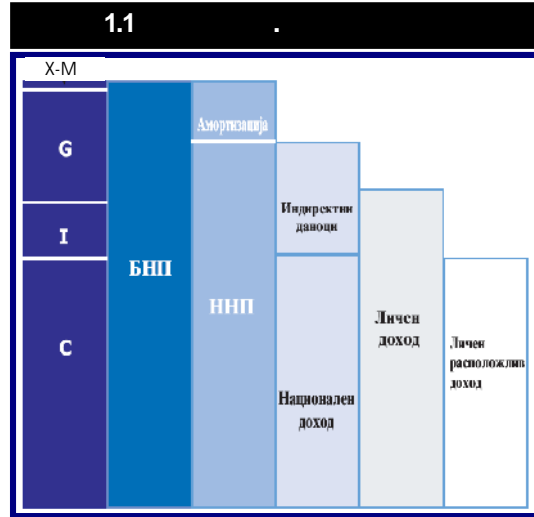
.

.

,

,

.



$$= C+I+G+X-M$$

1. ;
2. ;
3. ();
4. ();
5. ;
6. (,).

()

:



>



(=0)

=



<

:



(<0)

<



= 0,

= ;



(>0)

>

()

()

()

()

:²

$$\sum_{t=1}^n NI_t = \Delta FF_{tSV}$$

4.

5.

6.

2.

4.

3.000

51%

8. — ,
,
,
;

9. —
, ;
;
;
;
;
(, .)
;

10. ,
;

11. ;

12.

13. . (2) (1)

. (3)

() .

，
·
·
·

3.

-
·
·

- ：
1. ，
 2. ，
 - 3.
 4. ，
 5. ，
 6. ，
 7. ·

- ：
1. ，
 2. ，
 3. ，
 4. ，
 5. (， ， ， ， ， ， ， ，)，
 6. ，

- 7. ,
- 8. .

4.

, .

•) , , , , . (

• , - ;

• - , , , ;

• , ;

• - ;

• ;

• () - ;

• ;

• - ;

• - ;

• .

:

- ;
- ;
- - ;
- ;
- .

, .

5.

,
.
:

?

,) (,

⁶ : , :

1. :

✓

;

✓

,
;

✓

,

;

✓

,

;

✓

;

✓

✓

.

2.

;

3.

;

4.

;

5.

;

6.

;

7.

,

8.

;

,

(

/

).⁷

⁷ ”

„ . .156 25.12.2009

(8-

)

(municipals bounds)

(USAID

).

()

2007-2013.

, , ,

- 2000-2006.

8

, :

1. ;

2. ;

3. ;

4. .

,

,

,

⁸ 17 2006

()

() 1085/2006

· ,

·

5.1 - 9

, 30 2007

() . :

1. ()¹⁰

2. ·

2007

(

, 1)

·

40

58.5 2007, 70.2

2008, 81.8 2009, 92.3 2010.

23 2009,

⁹

¹⁰

-

-

2008

():

✓ -1

✓ -2

✓ -3

-1

-1

2008

37.12

(23

2009),

-2

-2

Sea Basins

(E),

II.

3.592.269

5.543.466

- - A 2007
- 2007- 2013 - A ;
- 2007 - ;
- 2008 -
- ;
- : 2007-2013
- ;

-3

-3

-3,

(...
).

a)

:
/

b)

- ;
/

(ERDF),

-4

-4

-1.

-4

-5

-5

-1.

5.2

1991

2000,

1999

M

56

2005

2007

(2.8),

2006,

6.8

(2,0

)¹¹.

¹¹ E : 2666/2000 5 2000.

▪ (37.7)

,
,
.

▪ , 4

,
, 12

1992 2000,
475

- *ECHO* (91

),
/ (259)

70
20

1992 2001

, , ECHO.

1.1	, , , ECHO										1992-2001	
	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001		
+	60			25	25	33	25	47	25			240
											42,5	42,5
ECHO	36,52			9,15			0,4	43	3,35	3,15		95,57
			0,05	0,28		0,21	0,28		0,2			1,02
&						0,5	0,2				0,04	0,74
						40			30			70
											2,5	2,5
	96,52	0	0,05	34,43	25	73,71	25,88	90	58,55	48,19		452,33
:												

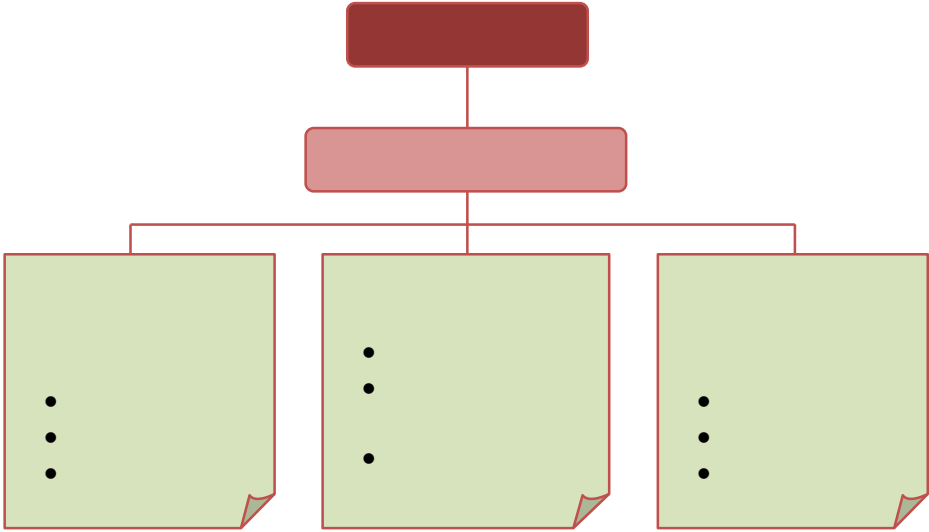
6.

(
);

- ...
;

,
.
:

1.2



:

7.

(, , .)

- 1. ?
- 2. ?
- 3. ?
- 4. ?

10-

.¹²

- 1. ?
 - 1: ;
 - 2: ;
 - 3: .
- 2. ?
 - 4: ;
 - 5: .
- 3. ?
 - 6: & ;
 - 7: ;
 - 8: .

¹² Promoting Local Economic Development Strategic Planning—Volume 1: Quick Guide, United Nations Human Settlements Programme (UN-HABITAT), 2005

4.

?

9:

;

10:

.

:

1.3



: Promoting Local Economic Development Strategic Planning, Copyright © United Nations Human Settlements Programme, 2005,

,

(1,

2 3).

(

)

(4 5).

—

()

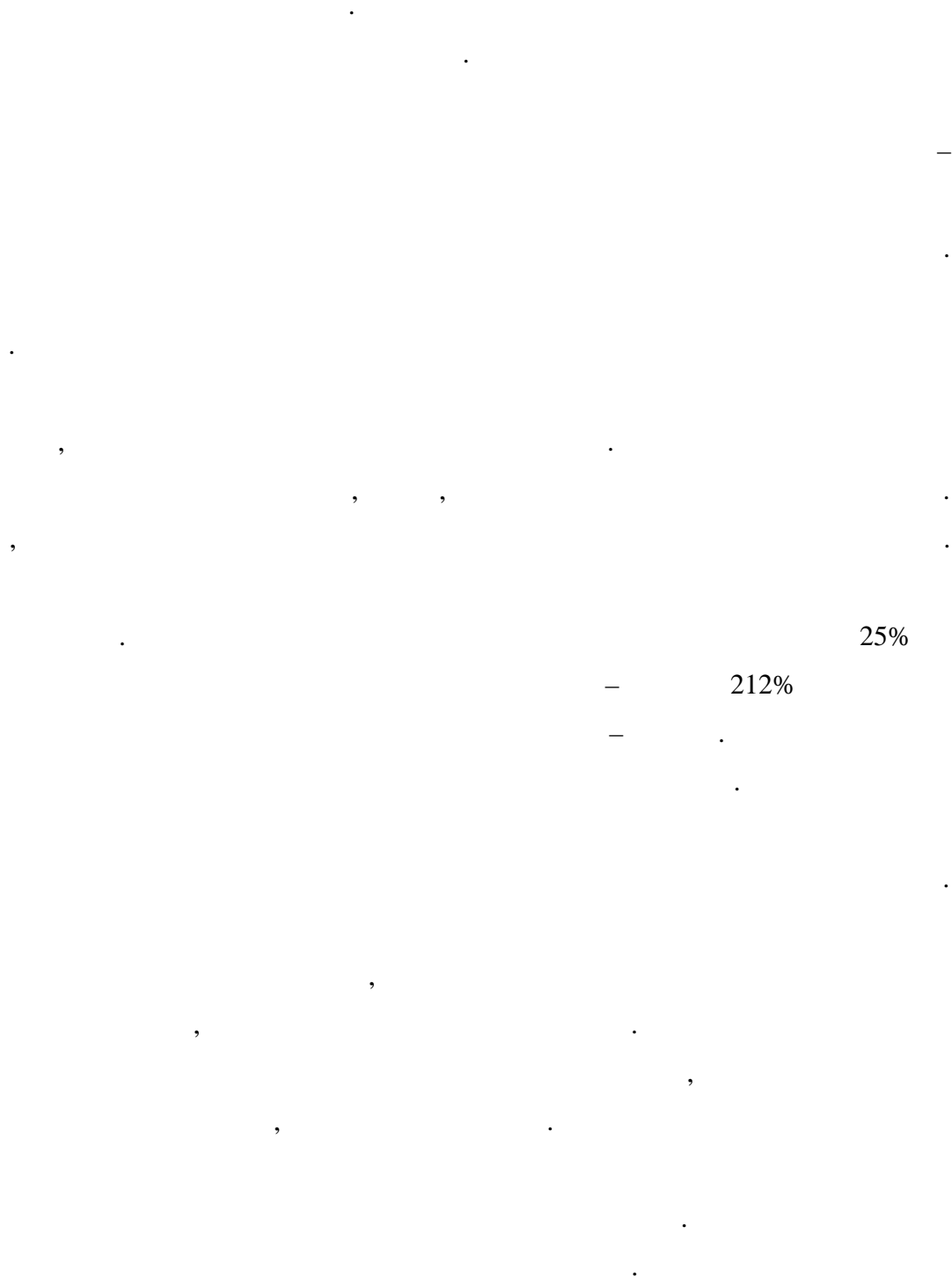
()

(6,7 8).

,

(9 10).

8.



Regio

, , , , , , , , , .

, .

” ” ” ”

?

()

,

,

()

,

13

”

”

,

.

,

¹³ Marcou G.: **Regionalization for Development and Assession to the EU**: a copmarativ perspectiv , OSI, LG and Public Service Reform Initiativ, 2002, 11-28

(1958)

"

-

¹⁴

¹⁵

¹⁶

1989

”

()

?

”

¹⁷

”

¹⁴ 130 , 1986

¹⁵ 3, 3, - , 2004

¹⁶ (1985-1995)

¹⁷ Fabrizio Barca: **An Agenda for a Reformed Cobesion Policy**, April 2009, .16

(regional policy)
(cohesion policy),

,

,

.

.

..

,

,

),

.

18 1950 "

,

."

:

- 1958 1975 ,
- 1975 1986 ,
- 1986 1999 ,
- 2000 2006
- 2006 2013 .

8.1

è

1951

100.000

29

42

1985

300

1992

(

)

19

).²⁰

¹⁹ Armstrong and Taylor: **Regional Economics and Policy**, Oxford Blackwell Publishers Ltd.,UK 232
²⁰ Armstrong and Taylor: **Regional Economics and Policy**, Oxford Blackwell Publishers Ltd.,UK 233

(geographical clusters)

8.2

1.

;

2.

,

;

3.

,

,

4.

;

5.

;

:

•

•

1974

1994

()

1994

2000

2007

2008

21.

•

;

•

;

•

;

•

:

•

,

;

•

;

•

,

;

•

;

•

•

:

•

:

✓

(1%);

✓

;

✓

;

✓

;

✓

•

9.

•

•

:

,

•

•

Business.

2004

133

2010

183

10

- ✓ (Starting a business)
- ✓ (Dealing with construction permits)
- ✓ (Employing workers)
- ✓ (Registering property)
- ✓ (Getting credit)
- ✓ (Protecting investors)
- ✓ (Paying taxes)
- ✓ (Trading across borders)
- ✓ (Enforcing contract)
- ✓ (Closing a business)

Heritage Wall Street Journal

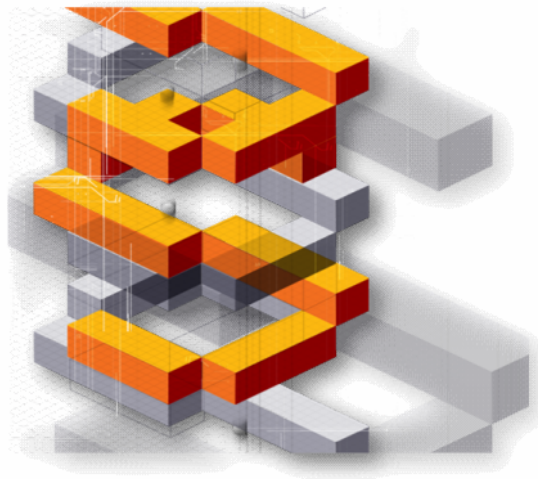
183

Freedom),

(Trade Freedom),

(Business

(Fiscal Freedom), *(Gov't Spending),*
(Monetary Freedom), *(Investment*
Freedom), *(Financial Freedom),* *(Property*
Rights), *(Freedom from Corruption)*
(Labor Freedom).



-2

1.

*Robert Murray*²²

²² Wysocka S.A.: **Theories of Regional and Local Development – Abridged Review**, Bulletin of geography socio-ECONOMIC SERIES NO. 12/2009, University of Silesia, Poland, 2009

(F.

Perroux)²⁴ 1949

²³ Blakely, J.Edvard and Bradshaw,Ted K: **Planning local economic development-theory and practice**, third edition, Sage Publication, London 2002, 61.

²⁴ F. Perroux:**The pole of development and the general theory of the economy**, in *Regional Economic Development: Essays in Honour of Francois Perroux* Eds B Higgins, D Savoie (Allen and Unwin, Boston, MA), 1988, 49 -64

Perroux,

. *Perroux*

: ,

:

1. —
2. — —
3. — — , , „

Richardson, H.W.

„

„ (*Regional*

Economics)

:²⁵

- ,
- ,
- ,
- ,
- ,
- ,
- „ „

²⁵ Richardson, H.W.: *Regional Economics*, Urbana: University of Illinois Press, 1979 . 104

*J.R.Boudeville,*²⁶

²⁶ Boudeville, J.R.: **Problems of Regional Economic Planning**, Edinburgh UP, 1966 .11

„ (brain drain).

27

1966

²⁷ Raymond Vernon: **International investment and international trade in the product cycle**, *Quarterly Journal of Economics* 80 190–207

•

,

•

•

.

.

—

,

,

,

,

,

.

28

,

,

.

.

,

.

29

.

.

.

²⁸Plummer Paul, Taylor Mike: **Theories of local economic growth: concepts, models, and measurement**, **Environment and Planning A 2001**, volume 33, pages 219 -236, 1966 .

²⁹ : , 2000, .47-55

:
✓
✓
✓
✓
✓

30
XX (60-)

³⁰ Romer, P.M.: **The origins of endogenous growth**, *Journal of Economic Perspectives*, **8**(1), 3–22, (1994)
Salvadori Neri (edit): **The Theory of Economic Growth: a ‘Classical’ Perspective**, *University of Pisa, Italy*, (2003)

,

.

—

,

,

,

.

,

.

31

.

.

60-

XX

.

.

,

.

.

,

,

.

.

.

.

2.

K

“administration”

32

³² Douglass C. North.: **Institutions, institutional change and economic performance**, Cambridge University Press, Cambridge, 1990 .3

” (*public administration*).

33

34

³³ Leonard D. White: **Introduction to the Study of Public Administration**, New York, 1955
³⁴ : , 1999.

()

35

36

()

³⁵ Peter Drucker: **Inovacije i poduzetnistvo**, Privredni pregled, Beograd, 1991

³⁶ United Nations–Department for development support & Management services: **Performance Contracting for Public Enterprises**, New York, 1995

,
 ,
 . (,)
 .
 .
 , , , .
 ().
 .
 . (1755)
 . , ”
 ”.
 (1934)
 .
 :
 1. ,
 .
 39
 2. ,
 . 40
 3.
 . 41

³⁹ Howard H. Stevenson, J. Carlos Jarillo: **A paradigm of entrepreneurship: entrepreneurial management**, *Strategic Management Journal*, Vol. 11, 1990, . 23- 25

⁴⁰ Ricky W. Griffin: **Management**, 3rd ed., Houghton Mifflin Company, Boston, 1990, .736

⁴¹ : , 4- , , 2006 .276.

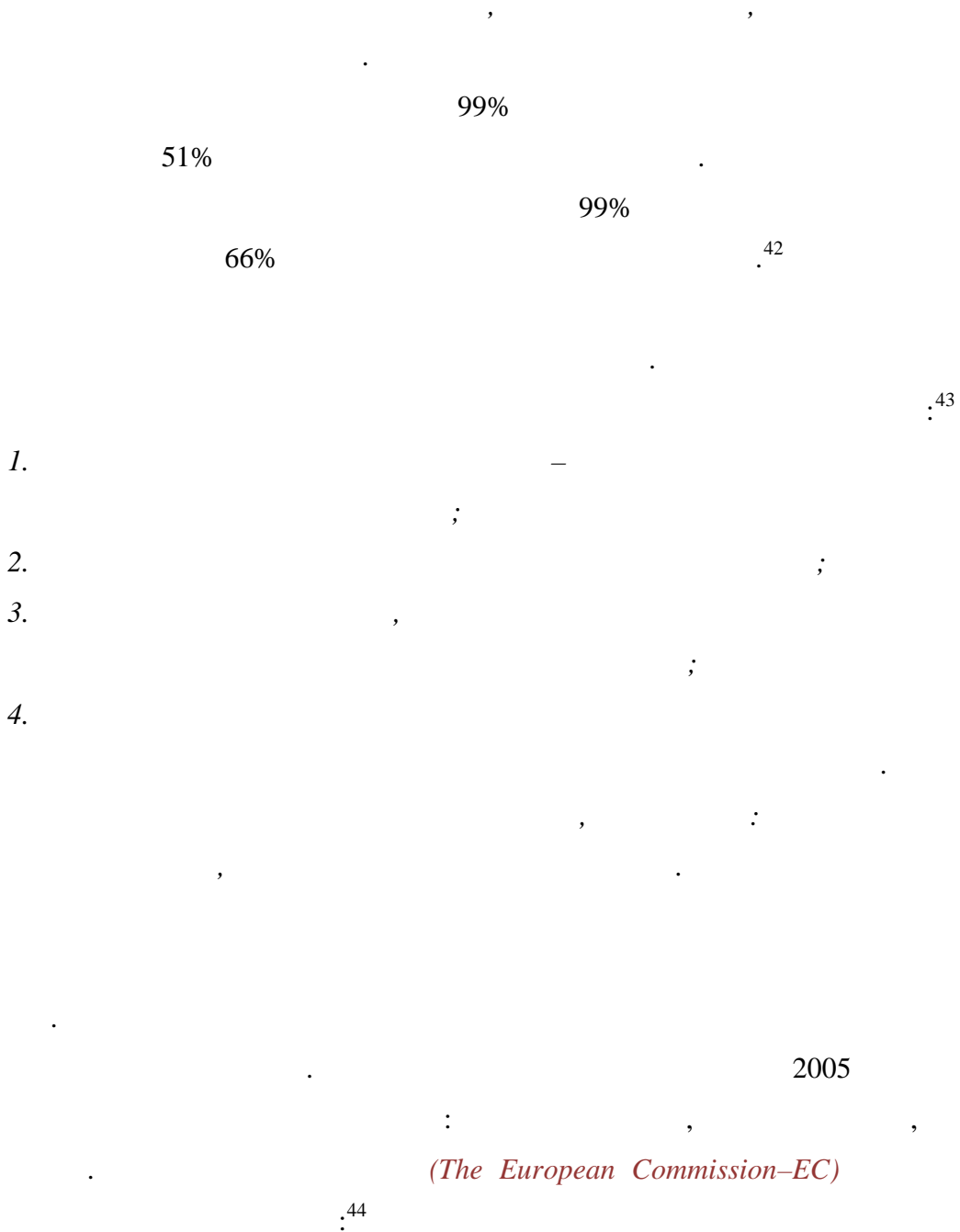
4– (.2.1):

-
-
-
-

21



: *Barton J. Cunningham, Joe Lischeron: "Defining entrepreneurship", Journal of small business management, Vol. 29, No. 1, 1991, . 5*



⁴² : , 4- , , 2006

.38. ⁴³ Zoltan J. Acs, Bernard Yeung: **Small and Medium-Sized Enterprises in the Global Economy**, The University of Michigan Press, 1999

⁴⁴ **The activities of the European Union for small and medium – sized enterprise (SMEs)**, Commission of the European Communities, Brussels, 8.2.2005, SEC (2005)

- ✓ 0-9,
 - ✓ 2- ,
 - ✓ -2- ,
- ✓ 10-49,
 - ✓ 10- ,
 - ✓ -10- ,
- ✓ 50-249,
 - ✓ 50- ,
 - ✓ 43- ,

:

, , .

2004

-

() ()
) :

.45

,

:

1.

,

2.

50.000

45 " . 28/04 30.04.2004
 „ .84 03.10.2005 , .47 09.04.2010

↵

,

↵

,

↵

,

↵

,

↵

,

↵

.

,

.

,

.

,

.

:

↵

,

,

↵

,

—

,

,

↵

—

.

—

,

,

,

,

:

·
·
(

)

， ， ，

·

， ，

，

·

·

·

·

，

：

■

—

—

，

■

，

，

■

，

■

·

5.

5.1. (Business start up center)

, : , , ,
 , - .
 .
 : , ,
 .
BIC *(The European BIC*
Network) ,
 . 160
(Bic) , ,
 .

5.2 (Creative clusters)

(),
 .
 ,
 : ,
 , - , 46 .
 .
 ,

⁴⁶ Michael E.Porter: **Clusters and the New Economic of Competition**, Harvard Business Review, Reprint number 98609, 1998

(.2.2)

2.2



: O. Sölvell, : *Clusters – Balancing Evolutionary and Constructive Forces*, 2008,

5.3

(Business incubator)

1960

⁴⁷ Örjan Sölvell: *Clusters – Balancing Evolutionary and Constructive Forces*, Ivory Tower Publishing, 2008

✓

✓

✓

✓

✓

✓

✓

✓

↖

↖

(Business angels);

(Venture capital)

48.

-
-
-
- ()
- ICT.
- ()
- ()

⁴⁸ (2.3)

23



: Davies Mark: *Mixed-use Incubator Handbook A Start-up Guide for Incubator Developers*

⁴⁸ Davies Mark: *Mixed-use Incubator Handbook: A Start-up Guide for Incubator Developers*, infoDev, Washington DC, 2009

. (2.4).

24



: Davies Mark: *Mixed-use Incubator Handbook A Start-up Guide for Incubator Developers*

80%
20% 5
4.000
1.200 35.000
1.000 35.000
82.000

5.4 – (Economic zone)

(1888), (1704), (1819), (, 1848),
(1891).

— , .

.

,

.

✓

(),

✓ / ,

✓ ,

✓ (—)

.

⁴⁹

(World Customs Organization–WCO).

(). WCO

" " ;

⁴⁹ *Special Economic Zones Performance, lessons learned, and implications for Zone Development*, IFC, MIGA, and IBRD, Washington 2008

(2.1.)

21	
	<50
-	<100
	<100
	>100 ²
	<50
-	
: IFC, MGA, and IBRD 2008	

.2.1

22	
	<50
-	100-300
	off shore <50
	<20
	<20
	200-1000
	<50

: IFC, MIGA, and IBRD 2008

Bearing Point,

2.301

119

872

1,429

69

374

200

\$

40

60

- ✓
- ✓
- ✓
- ✓
- ✓

⁵⁰ Bearing Point; **II database**; WEPZa (2007); FIAS research.

✓
 ✓
 ✓
 ✓
 ✓ " " ,
 " " ,
 ✓

5.5 (Investment fund)

(packed investment)

1822

51

⁵¹ Matthew P. Fink: **The rise of mutual fund: an insider's view**, Published by Oxford University Press, New York 2008 -8

Foreign & Colonial Investment Trust

1961

:
↙
↙
↙

(mutual funds, openend funds),
(closed ended, invetment trust),
(unit trust).

(unit)

↙

(growth funds),

(aggressive growth funds),
(income and growth funds),

⁵² Robert W. Baird Investor Education: **A Look at Mutual Fund Categories**, Standard & Poor's, a division of the McGraw-Hill Companies 2009

(Index funds), (specialized funds),
(Sector funds), (International funds),
(Global funds), (Multifunds) .



:

,

,

(junk),

,

(municipal bonds).



.

:

/

,

,

,

.

.

.

5.6

,

,

(MDBs)

(ECAs)

(MDBs)

⁵³

&

⁵³ Mistry, P. and N. Olesen: **Mitigating Risks for Foreign Investments in Least Developed Countries** Ministry for Foreign Affairs, Sweden: Stockholm. 2003,

6.

6.1.

25.000)

(91%

),

(

, 99%

⁵⁴

⁵⁴ European Investment Funds: Microfinance

↵ , -

↵ .

↵ ,

↵ :55

↵ ↵ -10,

↵ ↵ -7,

↵ ↵ -

↵ ↵ ;

↵ ↵ - 50,

↵ ↵ ;

↵ ↵ -4;

↵ ↵ ;

↵ ↵ (,

↵ ↵ ,

↵ ↵).

7.

-

84-

244

2,9

55 - ” (2007-2010),,

()

-(municipal bonds)

7.1

(municipal bonds)

-

-

-

-

()

(general)

obligation)

(revenue bonds).

- **RANs** (revenue anticipation notes),
- **TRANS** (tax and revenue anticipation notes),
(industrial development bonds)

2004 , , , , .).

()

.

,

,

.

,

-

().

.

.

,

,

..

.

:

,

.

.

:

•

-

,

(),

- — ,
- — ,
- — .

: — , — — .

8. —

56

(
UK's Private Finance Initiative (PFI) (1992).

8-

⁵⁷:

1.

2.

3.

4.

5.

6.

7.

8.

⁵⁷ Pierre, J. & Peters, G.: *Governance, Politics and the State*. London: Macmillan 2000

(NGOs)

8.1

()

80-

58

⁵⁸ Mitchell-Weaver, C.; Manning, B. 1992.: **Public-Private Partnerships in Third World Development: A Conceptual Overview**, in *Studies in Comparative International Development* Winter, 26, 45-67.

59

60

*Peters B.G.*⁶¹

⁵⁹ **Green Paper on Public-Private Partnerships and Community Law on Public Contracts and Concessions**, COM(2004) 327 final, Brussels, 2004

⁶⁰ Commission Communication on Public Private Partnerships, /09/509, Brussels, 19 Nov. 2009

⁶¹ Peters, G. : *Third party governments and public-private partnerships*, Department of Political Science, University of Pittsburgh, 1987. M5; **With a little help from our friends: public-private partnerships as institutions and instruments**, London: Macmillan 1997,

()

.

:

,

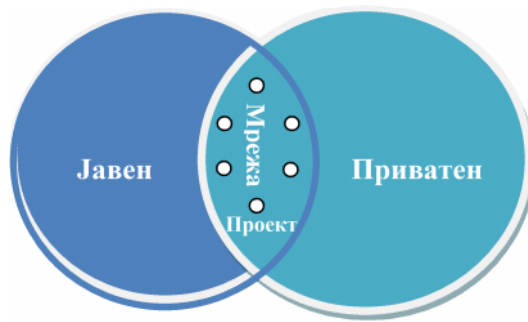
,

.

⁶² (.2.5):

25

- (Actors);
- (Network);
- (Project);
- (Relationship).



: Project as an activated part of the public- private network (Bult-Spiering, 2003).

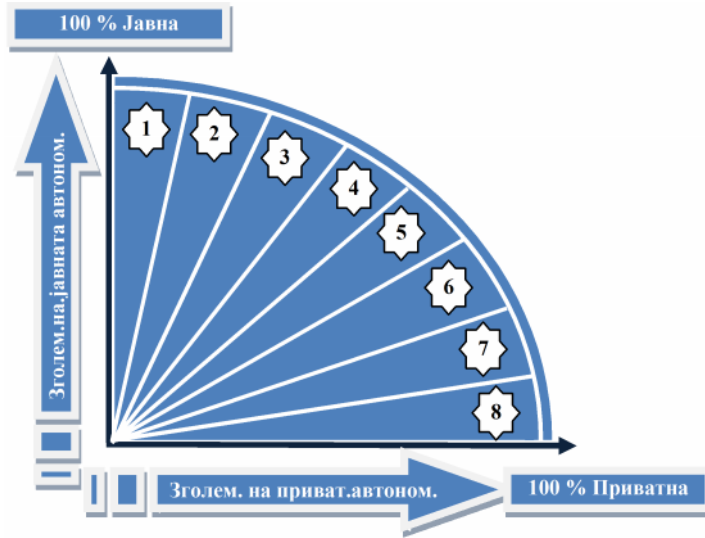
" " " "

63

⁶² Bult-Spiering, M.: **Publiek-Private Samenwerking: de Interactie Centraal**, Utrecht: Lemma, 2003.

⁶³ Hans, Vilhelm Alfen (authors) **Public-Private Partnership in Infrastructure Development Case Studies from Asia and Europe**, Bauhaus-Universitat Weimar, 2009

26 -



: Börzel, T.A. & Risse, T.: *Public-private partnerships: effective and legitimate tools of international governance*, 2002,

Börzel & Risse⁶⁵

- () 100%
- 100 %
1. ;
 2. ;
 3. ;
 4. (.):
 5. (.):
 6. (.):
 7. ;

⁶⁵ Börzel, T.A. & Risse, T.: *Public-private partnerships: effective and legitimate tools of international governance*, Berlin 2002

8. ():

Bennett, E., James, S. & Grohmann, P. –

(2.7):⁶⁶

1. *(Awareness building).*

;

2. *(Agreeing frameworks).*

(21, ,);

3. *(Passive private investment).*

();

4. *(Traditional public contracting).*

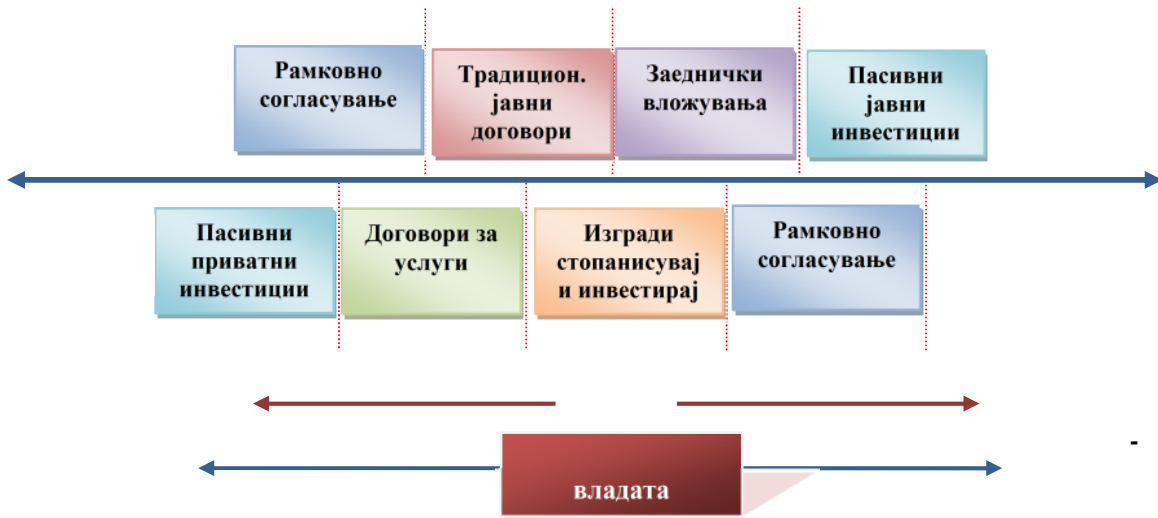
;

5. , *(Operation, maintenance and service contracts).*

();

⁶⁶ Bennett, E., James, S. & Grohmann, P.: *Joint Venture Public-Private Partnerships for Urban Environmental Services*. New York: *Public Private Partnerships for the Urban Environment*, 2000

27



: Bennett, E, James, S. & Grohmann, P. *Spectrum of public-private partnerships*, New York, 2002,

6. *(Joint ventures)*–

7. – – *(Build-operate-transfer-BOT contracts).*

BOT–

10-20

8. *(Concessions).*

()

25-30 ();

9. *(Passive public investment).*

;

10. *(Community-based provision).*

-

(

),

,

-

:

;

▪

;

;

▪

;

▪

-

;

▪

;

▪

-

;

▪

;

▪

▪

8.2.

-

:

-

2008

67

—

.

—

,

.

:

,

.

:

•

(

),

•

.

,

:

,

,

.

:

•

(

)

•

.

,

,

—

:

,

”

„(PFI)

-
-
-
-
-
-

2009/10

244

41,80%; 16,80%; 6,15%; 28,69%;
3,28%; 3,28%

⁶⁸ : 87,7%, 9,43% 2,87%.

1:

?

45% . . , 19,67%
28,69% 6,56%
(2.3).

23				
	19,16%	26,09%	14,29%	19,67%
	45,33%	43,48%	42,86%	45,08%
	28,97%	26,09%	28,57%	28,69%
	6,54%	4,35%	14,29%	6,56%

2:

?

10,66%

45,9%

23,77%

19,67%

42,86%

⁶⁸

, 470,

. 84/05 25/07

14,29%

57%

(2.4).

24				
				.
	11,68%	4,35%	0,00%	10,66%
	44,39%	60,87%	42,86%	45,90%
	22,90%	26,09%	42,86%	23,77%
	21,03%	8,70%	14,29%	19,67%

3:

/

?

51%.

26,64%

18,44% 3,69%

(2.5).

25				
	20,09%	17,39%	28,57%	20,08%
	31,78%	30,43%	14,29%	31,15%
	17,29%	30,43%	14,29%	18,44%
	3,74%	0,00%	14,29%	3,69%
	27,10%	21,74%	28,57%	26,64%

4:

?

(2.2):

2008

()

▪

(. .)

);

▪

(. .)

);

▪

(. .)

);

▪

(. .)

);

▪

(. .)

).

”

,

”

,

69

9000

1987

2000

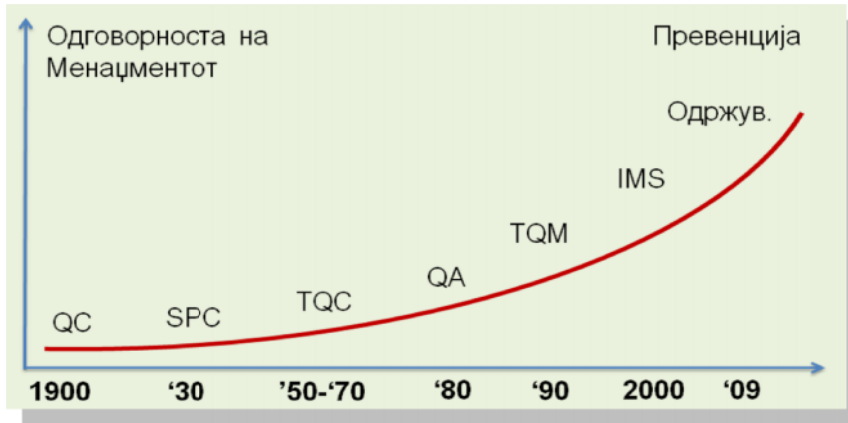
- ISO 9001:2008 – ;
- ISO 9000:2005 – ;
- ISO 9004:2009 – ;
- ISO 9004:2000 –

⁶⁹ World bank, A decade of measuring the quality of governance, Governance matters 2007

:

23

1900–2009



: Cambsquality–Quality and Environmental Consultancy

.)

(, ,

1900

(QC Standards /

Quality Control Standards), 30–

(SPC–System Proces Control), 50–70

, 80–

(QA–Quality Assurance), 90–

(TQM–Total Quality Management).

(IMS–Integrating

Management Systems)

, 2009

(Managing for the sustained success of an organization) ISO 9004:2009.⁷¹

⁷¹ : CambsQuality - Quality and Environmental Consultancy for East Anglia and the East Midlands

9001:2008 ISO 14001:2004

ISO 9004:2009.

ISO 9001:2008

:



: Cambsquality– Quality and Environmental Consultancy

ISO 9001:2008

:

- ✓
- ✓
- ✓
- ✓
- ✓
- ✓
- ✓
- ✓
- ✓

ISO 14001:2004.

(2.9):

✓

–

(Plan),

✓

) (Do),

✓

? (Check),

✓

(Act).

29

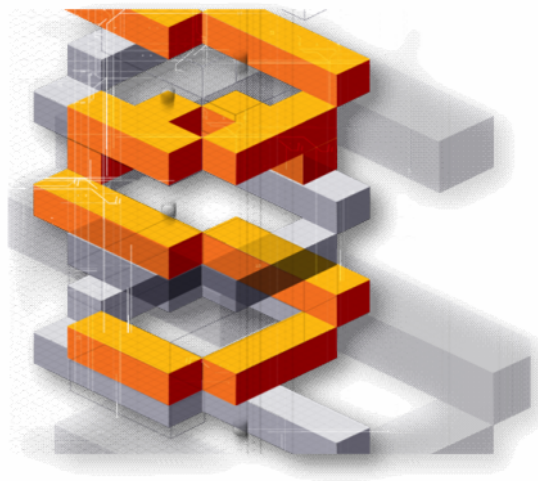


: Bob Woodham: CambsQuality Ltd

ISO

9004:2009

72



—3

:

1.

1.1

1970 26 2003

„ 2000-

NUTS

1059/20⁷³.

NUTS

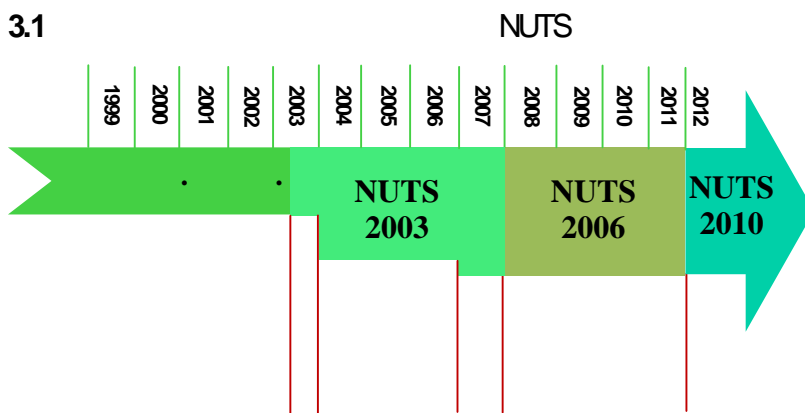
NUTS NUTS 2 2004

10 2007

2008 (3.1).

NUTS.

⁷³ : Regulation (Ec) No 1059/2003 Of The European Parliament And Of The Council



: NUTS, - ,

NUTS

:⁷⁴

- ✓ , ;
- ✓ - :
- NUTS 1: - ;
- NUTS 2: ;
- NUTS 3: .
- ✓ : (-1)
- , NUTS-2 ;
- , NUTS-3 ;
- , NUTS-2 .

			NUTS	1	
2008	31	2011	.		:
NUTS-1	97	, 271	NUTS-2	1.303	
NUTS-3.					

⁷⁴ NUTS - Nomenclature of territorial units for statistics

NUTS

:⁷⁵

↔ -1 NUTS

↔ -2 NUTS
)

NUTS,

↔ -3 NUTS

3.1. NUTS	
NUTS-1	3- 7-
NUTS-2	800.000 3-
NUTS-3	150.000 800.000
: NUTS 2006/EU-27, European Communities, 2007	

(3.1.).

(Local Administrative Units-LAUs)

NUTS

-LAUs,

- LAUs (LAUs-1 NUTS-4)

⁷⁵Regions in the European Union: *Nomenclature of territorial units for statistics* NUTS 2006/EU-27, European Communities, 2007

- *LAUs* (LAUs-2 NUTS-5)
27 .

LAUs. NUTS

() . 1059/2003 1888/2005
NUTS
NUTS-1
); NUTS-2
NUTS-3 12 .

(28/2000).

(9/2007),
... NUTS-

3. 5-

- , .
()

:

- -4 ,
- E-5 ,
- E-6 ,
- E-7
- E-8 .

58

31.12.2009

59.

. (" , .113/05),

1994

58,

1994

1998

147.

1998-2002

192

2002-2006

193.

2006

2010

210

(3.2).

3.2		1994-2009		
1994	1994-1998	1998-2002	2002-2006	2006-2010
58	58 ↗ 147	147 ↗ 192	192 ↗ 193	193 ↗ 210
:	:	-	1994-2009	

(, ,

,).

31.12. 2009

6.029

76

31.12. 2009

17.446

76

:

-

.7,

2009,

NUTS-2

: *SIO1-* *SIO2-* ;
NUTS-3, 12 : (*SIO11*),
(*SIO12*), (*SIO13*), (*SIO14*), (*SIO15*),
(*SIO16*), (*SIO17*), (*SIO18*),
(*SIO21*), (*SIO22*), (*SIO23*), -
(*SIO24*), (3.2):

3.2

NUTS 2-3



: SMA&SURS

1.2

SORS (Statistical Office of the
Republic of Slovenia)
2007/08

2004 2009

2008

-

:

1. , ,

2. (,),

3. (,).

:

1. (, ,),

2. (,),

3. (),

4. ().

:

1. ,

2. .

1.2.1

6-

20.273 ² (3.3).

3.3		
/		
SLOVENIA	20.273	100,0%
Jugovzhodna Slovenija	2.675	13,2%
Osrednjeslovenska	2.555	12,6%
Savinjska	2.384	11,8%
Goriška	2.325	11,5%
Podravska	2.170	10,7%
Gorenjska	2.137	10,5%
Notranjsko-kraška	1.456	7,2%
Pomurska	1.337	6,6%
Obalno-kraška	1.044	5,1%
Koroška	1.041	5,1%
Spodnjeposavska	885	4,4%
Zasavska	264	1,3%

: SMA&SORS

12-

Jugovzhodna Slovenija () 13,2%
2.675 ².
10% *Osrednjeslovenska*
() 2.555 ², *Savinjska* 2.384 ², *Goriška* 2.325 ², *Podravska*
2.170 ² *Gorenjska* 2.137 ² 1456 ² 1.041
² 7,2%-5,1% *Notranjsko-kraška* (-), *Pomurska*,
Obalno-kraška (-) *Koroška*.
Spodnjeposavska () 885
² 4,4% *Zasavska* 264 ² 1,3%.
2004
5.998 () 504.655 2009

	31	24.987		4,95%.
		<i>Jugovzhodna Slovenija</i>	<i>Osrednjeslovenska</i>	2004
				1.048 1.024
			44.272 98.707	.
2009	2 4			1.661 7.199
	(3.4).		

3.4	2004-2009							
	2004		2007		2009		2004/09	
/
SLOVENIA	5.998	504.655	6.023	520.632	6.029	529.642	31	24.987
<i>Pomurska</i>	346	40.992	346	41.828	346	42.371	0	1.379
<i>Podravska</i>	678	83.081	679	86.038	678	87.641	0	4.560
<i>Koroška</i>	144	16.249	144	16.700	144	16.753	0	504
<i>Savinjska</i>	835	65.945	834	67.909	834	69.314	-1	3.369
<i>Zasavska</i>	112	8.326	112	8.480	114	8.180	2	-146
<i>Spodnjeposavska</i>	409	23.569	411	24.127	412	24.374	3	805
<i>Jugovzhodna Slovenija</i>	1.048	44.272	1.050	45.471	1.050	45.933	2	1.661
<i>Notranjsko-kraška</i>	263	14.823	264	15.169	264	15.413	1	590
<i>Osrednjeslovenska</i>	1.024	98.707	1.028	103.217	1.028	105.906	4	7.199
<i>Gorenjska</i>	468	45.532	468	46.800	468	47.604	0	2.072
<i>Goriška</i>	377	35.247	393	35.949	397	36.413	20	1.166
<i>Obalno-kraška</i>	294	27.912	294	28.944	294	29.740	0	1.828

: SMA&SORS

				2004
2009	.		31	
		<i>Goriška</i>	2009	20
			<i>Savinjska</i>	
	3.3369		.. 5,11%.	<i>Podravska</i>
				<i>Spodnjeposavska</i>
4.560.				
	146.			

2004 2009
 .. 1,99 (2004) 2,03
 (2009) 35.929
 , 2004
 .. 49% 51% 2009
 27.143 .. 2,78%
 8,786 .. 0,86% (3.5).

3.5 /	2004		2009		2009-2004		2009-2004		
	SLOVENIA	1.996.433	976.802	1.019.631	2.032.362	1.003.945	1.028.417	35.929	27.143
<i>Pomurska</i>	123.073	59.580	63.493	119.537	58.215	61.322	-3.536	-1.365	-2.171
<i>Podravska</i>	319.426	155.826	163.600	322.900	158.999	163.901	3.474	3.173	301
<i>Koroška</i>	73.860	36.784	37.076	72.481	36.388	36.093	-1.379	-396	-983
<i>Savinjska</i>	256.810	126.184	130.626	258.845	129.118	129.727	2.035	2.934	-899
<i>Zasavska</i>	45.762	22.255	23.507	44.750	21.813	22.937	-1.012	-442	-570
<i>Spodnjeposavska</i>	70.055	34.766	35.289	69.900	35.019	34.881	-155	253	-408
<i>Jugovzhodna Slo.</i>	138.848	68.702	70.146	141.166	70.931	70.235	2.318	2.229	89
<i>Notranjsko-kraška</i>	50.913	25.255	25.658	51.728	26.007	25.721	815	752	63
<i>Osrednjeslovenska</i>	495.101	240.041	255.060	521.965	254.639	267.326	26.864	14.598	12.266
<i>Gorenjska</i>	197.834	96.551	101.283	201.779	99.514	102.265	3.945	2.963	982
<i>Goriška</i>	119.742	59.046	60.696	118.533	59.121	59.412	-1.209	75	-1.284
<i>Obalno-kraška</i>	105.009	51.812	53.197	108.778	54.181	54.597	3.769	2.369	1.400

: SMA&SORS

5/12

: *Pomurska, Koroška, Goriška, Zasavska Spodnjeposavska.*
 (2004 2009)

74,8%

Osrednjeslovenska (26.864) 25,2% *Gorenjska, Obalno-kraška,*
Podravska, Goriška, Jugovzhodna Slovenija, Savinjska Notranjsko-kraška.

2004–2009

2004 2005

1000

(-0,3).

2008 2009

1,7 1,5

(

3.6).

3.6	1000					
/	2004	2005	2006	2007	2008	2009
SLOVENIA	-0,3	-0,3	0,4	0,6	1,7	1,5
<i>Pomurska</i>	-2,9	-3,6	-2,8	-2,8	-2,3	-2,2
<i>Podravska</i>	-1,9	-1,8	-1,6	-1,7	-0,3	-0,3
<i>Koroška</i>	0,1	-1,3	0	0,4	1,5	1,7
<i>Savinjska</i>	-0,5	0,1	0,4	1	1,6	1,2
<i>Zasavska</i>	-3	-4,1	-1,6	0,1	-0,8	0,3
<i>Spodnje-posavska</i>	-2,2	-2	-1,3	-2,7	-0,6	-1,5
<i>Jugovzhodna Slovenija</i>	0,2	0	1,4	0,9	2,5	1
<i>Notranjsko-kraška</i>	-0,7	-0,9	-0,5	-0,8	0,3	0,6
<i>Osrednjeslovenska</i>	1,4	1,6	2,4	3,1	4,4	4,1
<i>Gorenjska</i>	2,1	1,6	2,9	2,1	3	3,1
<i>Goriška</i>	-1,2	-1,7	-1,4	0	0,3	0,4
<i>Obalno-kraška</i>	-1,4	-1,4	-0,8	-0,2	1,9	0,8
: SORS						

12

9

Osrednjeslovenska *Gorenjska* 4,1 3,1 1000 .

Pomurska (-2,2) *Spodnje-posavska* (-1,5).

2004–2009.

807.491.

2009

858.171 2004 50.680
(6,27%).

2004–2009 51% :

Osrednjeslovenska (30,4%; 30,9%; 31,6%; 31,7%; 32,0% 32,6%
, *Podravska* (14,64%) *Gorenjska* (
8,65%)(3.7)

/	2004		2005		2006		2007		2008		2009	
		%		%		%		%		%		%
SLOVENIA	807.491	100,0	813.101	100,0	824.839	100,0	853.999	100,0	879.257	100,0	858.171	100,0
<i>Pomurska</i>	42.724	5,3	42.198	5,2	42.253	5,1	43.199	5,1	43.464	4,9	41.543	4,8
<i>Podravska</i>	118.164	14,6	118.482	14,6	120.513	14,6	125.722	14,7	129.887	14,8	124.895	14,6
<i>Koroška</i>	26.348	3,3	26.368	3,2	26.389	3,2	26.935	3,2	27.279	3,1	25.945	3,0
<i>Savinjska</i>	104.244	12,9	104.183	12,8	104.145	12,6	107.973	12,6	111.470	12,7	108.140	12,6
<i>Zasavska</i>	13.854	1,7	13.609	1,7	13.486	1,6	13.540	1,6	13.490	1,5	12.826	1,5
<i>Spodnjeposavska</i>	23.198	2,9	23.297	2,9	23.539	2,9	24.302	2,8	25.156	2,9	24.657	2,9
<i>Jugovzhodna Slo.</i>	53.707	6,7	53.862	6,6	54.044	6,6	55.885	6,5	56.880	6,5	54.744	6,4
<i>Notranjsko-kraška</i>	17.949	2,2	17.941	2,2	17.557	2,1	18.102	2,1	18.426	2,1	18.424	2,1
<i>Osrednjeslovenska</i>	245.505	30,4	251.226	30,9	260.344	31,6	270.686	31,7	281.182	32,0	279.692	32,6
<i>Gorenjska</i>	72.579	9,0	72.125	8,9	71.459	8,7	72.955	8,5	74.297	8,4	71.731	8,4
<i>Goriška</i>	46.628	5,8	46.755	5,8	47.136	5,7	48.816	5,7	50.268	5,7	48.230	5,6
<i>Obalno-kraška</i>	42.591	5,3	43.055	5,3	43.975	5,3	45.884	5,4	47.459	5,4	47.345	5,5

: SORS

2004–2009 10% 10,6%
10,2% (3.8).

3.8	(2004–2009)						
/	2004	2005	2006	2007	2008	2009	θ
SLOVENIA	10,3%	10,0%	10,1%	10,3%	10,2%	10,6%	10,2%
<i>Pomurska</i>	17,3%	16,6%	16,8%	17,5%	17,2%	17,7%	17,2%
<i>Podravska</i>	12,1%	11,8%	11,7%	11,8%	11,5%	12,1%	11,8%
<i>Koroška</i>	11,1%	10,7%	10,8%	11,2%	11,2%	12,0%	11,2%
<i>Savinjska</i>	11,5%	11,2%	11,3%	11,5%	11,2%	11,6%	11,4%
<i>Zasavska</i>	8,4%	8,4%	8,6%	9,0%	9,1%	9,9%	8,9%
<i>Spodnjeposavska</i>	16,4%	15,9%	15,9%	16,3%	15,8%	16,0%	16,0%
<i>Jugovzhodna Slovenija</i>	11,3%	10,8%	10,9%	11,1%	10,9%	11,4%	11,1%
<i>Notranjsko-kraška</i>	10,8%	10,5%	11,0%	11,3%	11,3%	11,5%	11,1%
<i>Osrednjeslovenska</i>	7,3%	7,1%	7,0%	7,2%	7,2%	7,4%	7,2%
<i>Gorenjska</i>	8,5%	8,5%	8,9%	9,3%	9,5%	10,3%	9,2%
<i>Goriška</i>	11,1%	11,0%	11,1%	11,3%	11,2%	11,9%	11,3%
<i>Obalno-kraška</i>	10,1%	10,3%	10,7%	10,7%	10,7%	11,1%	10,6%

: SORS

Pomurska, Spodnjeposavska Podravska

17,2%; 16,0% 11,8%

10%

: *Osrednjeslovenska, Zasavska Gorenjska*

7,2%; 8,9% 9,2%

2004–2008

92.827

(2004) 63.216% (2008)

2009

86.353

36,6%

2008

(3.9).

/	3.9		2004–2009									
	2004		2005		2006		2007		2008		2009	
		%		%		%		%		%		%
SLOVENIA	92.827	10,3	91.889	10,1	85.836	9,4	71.336	7,7	63.216	6,7	86.354	9,2
<i>Pomurska</i>	9.330	16,8	9.466	17,1	8.609	15,7	7.414	13,4	6.733	12,2	8.709	15,9
<i>Podravska</i>	19.949	14,2	19.080	13,5	17.965	12,7	15.004	10,4	13.412	9,1	17.477	11,9
<i>Koroška</i>	3.768	11,4	3.519	10,6	3.348	10,2	2.680	8,1	2.421	7,3	3.609	10,9
<i>Savinjska</i>	14.874	12,5	15.140	12,7	13.912	11,6	11.452	9,4	9.907	8,0	12.715	10,3
<i>Zasavska</i>	2.955	14,4	2.804	13,8	2.425	12,0	1.969	9,7	1.682	8,2	2.216	11,0
<i>Spodnjeposavska</i>	3.926	12,7	3.569	11,5	3.250	10,5	2.832	9,0	2.514	7,7	3.347	10,2
<i>Jugovzhodna Slo.</i>	5.198	8,2	5.600	8,8	5.541	8,6	4.597	7,0	4.223	6,3	5.952	8,9
<i>Notranjsko-kraška</i>	1.899	8,1	1.869	7,9	1.664	7,0	1.326	5,4	1.224	4,9	1.768	7,1
<i>Osrednjeslovenska</i>	17.085	7,5	17.414	7,6	16.647	7,2	13.976	5,9	12.153	5,0	16.680	6,8
<i>Gorenjska</i>	6.642	7,6	6.400	7,3	5.673	6,4	4.343	4,9	3.945	4,4	6.313	7,0
<i>Goriška</i>	3.482	6,7	3.394	6,5	3.245	6,2	2.613	4,9	2.322	4,2	3.821	7,1
<i>Obalno-kraška</i>	3.719	7,9	3.580	7,5	3.504	7,2	3.102	6,3	2.642	5,2	3.537	6,9

: SORS

2004–2009

Pomurska, Podravska, Zasavska, Savinjska, Spodnjeposavska Koroška

(8,9%) 15,2%;

12,0%; 11,5%; 10,8%; 10,3% 9,7%

Osrednjeslovenska,

6,7%.

1.2.2

() ,

()

2007–2008.

95%

: *Osrednjeslovenska, Jugovzhodna Slovenija, Gorenjska, Savinjska, Podravska Goriška* (3.10).

3.10		(1000 EUR)									
/	2007					2008					
	SLOVENIA	500.508	299.455	122.488	77.867	698	616.949	398.274	135.224	82.834	618
%	100%	59,8%	24,5%	15,6%	0,1%	100%	64,6%	21,9%	13,4%	0,1%	
<i>Pomurska</i>	3.010	3.006	-	-	5	5.220	5.213	5	-	2	
<i>Podravska</i>	28.978	9.149	7.418	12.321	90	36.389	14.684	8.121	13.482	103	
<i>Koroška</i>	3.083	3.052	-	-	31	2.498	2.467	-	-	31	
<i>Savinjska</i>	33.610	31.460	2.002	70	77	47.986	45.684	2.040	190	73	
<i>Zasavska</i>	4.332	4.332	-	-	-	4.840	4.840	-	-	-	
<i>Spodnjeposavska</i>	1.815	1.529	286	-	-	2.602	2.476	127	-	-	
<i>Jugovzhodna Slo.</i>	63.006	62.886	120	-	-	75.815	75.749	57	9	-	
<i>Notranjsko-kraška</i>	4.590	4.590	-	-	-	2.023	2.023	-	-	-	
<i>Osrednjeslovenska</i>	275.979	102.303	111.718	61.629	330	337.009	154.805	118.300	63.613	291	
<i>Gorenjska</i>	52.003	49.838	937	1.119	109	54.481	52.434	1.049	963	35	
<i>Goriška</i>	24.669	22.866	-	1.776	26	30.306	27.599	26	2.673	7	
<i>Obalno-kraška</i>	5.434	4.443	8	952	32	17.782	10.301	5.500	1.904	78	

: SORS

2007–2008

500 617

23,3%.

59,8% 2007 64,6% 2008

90%). 2007–2008

24,5% 21,9%

15,6% 13,4%.

0,1%.

(3.10)

2008

2008⁷⁷

()

(NUTS–1&2),

2004–2008.

2007

2008 2009

(3.11).

⁷⁷ . 69/2007, 17/2008, 2008 (European Regulation 1893/2006/EC)

3.11	(2004–2009)						
/	2004	2005	2006	2007	2008	2009	09/04 % 09/04
SLOVENIA	93.697	95.399	100.569	105.272	152.541	160.931	67.234 71,76
Slo	41.950	42.103	44.147	45.752	67.870	71.492	29.542 70,42
Pomurska	3.883	3.838	4.024	4.167	6.702	6.987	3.104 79,94
Podravska	13.115	13.241	13.909	14.545	21.001	22.381	9.266 70,65
Koroška	2.823	2.772	2.947	3.091	4.619	4.823	2.000 70,85
Savinjska	10.414	10.481	11.092	11.475	16.841	17.794	7.380 70,87
Zasavska	1.411	1.425	1.468	1.504	2.312	2.421	1.010 71,58
Spodnjeposavska	2.913	2.918	3.041	3.094	4.519	4.681	1.768 60,69
Jugovzhodna Slo.	5.226	5.233	5.364	5.471	8.268	8.699	3.473 66,46
Notranjsko-kraška	2.165	2.195	2.302	2.405	3.608	3.706	1.541 71,18
Slo.	51.747	53.296	56.422	59.520	84.671	89.439	37.692 72,84
Osrednjeslovenska	30.337	31.330	33.212	35.112	49.653	52.463	22.126 72,93
Gorenjska	8.698	8.899	9.465	10.022	14.531	15.510	6.812 78,32
Goriška	6.399	6.470	6.739	6.951	9.930	10.370	3.971 62,06
Obalno-kraška	6.313	6.597	7.006	7.435	10.557	11.096	4.783 75,76

: SORS

78

2004–2009

2004 93.697

2009 67.234 160.931

71,76%.

(NUTS–2)

(NUTS–3) *Osrednjeslovenska,*
Podravska, Savinjska Gorenjska

2009 2004

:

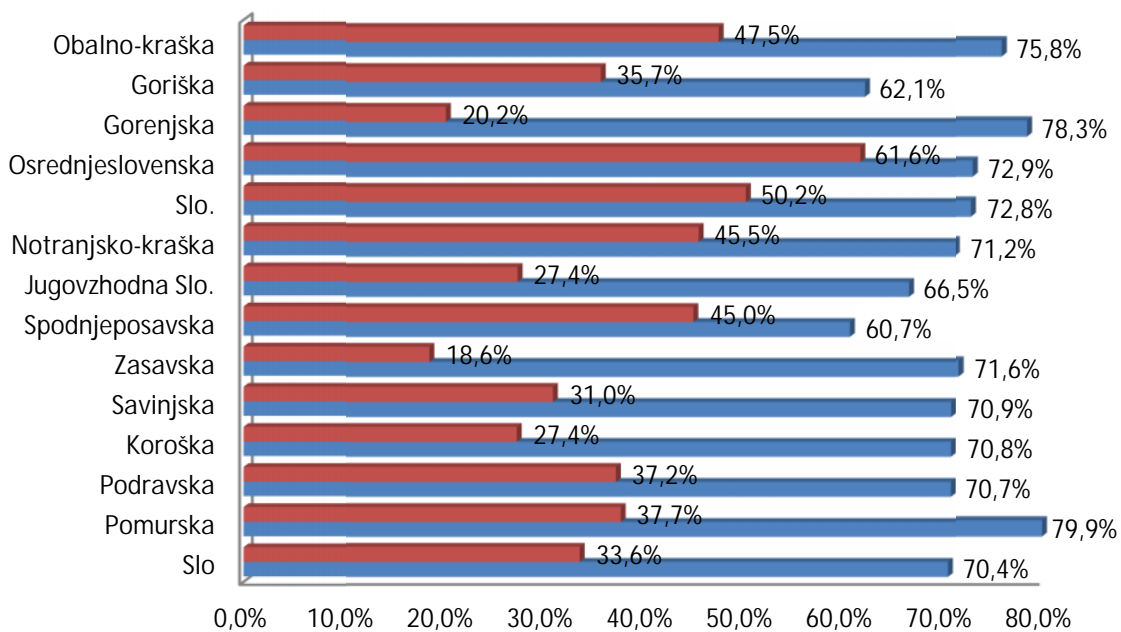
78

(SORS–Statistical office of the R.Slovenia), Business entities,
 Enterprises by cohesion and statistical regions, Slovenia, annually

3.1

2009

2004



18,6% 47,5%. (2004) 2009 ()

Osrednjeslovenska, Podravska, Savinjska Obalno-kraška.

2009 2004 (3.1).

(3.12).

3.12 /	2004–2009							
	2004	2005	2006	2007	2008	2009	09/04	%09/04
SLOVENIA	606.811	609.699	621.978	649.744	881.598	864.347	257.536	42,44
<i>Slo</i>	284.018	285.112	287.777	299.910	391.520	379.570	95.552	33,64
<i>Pomurska</i>	25.559	25.309	25.757	26.437	36.572	35.194	9.635	37,70
<i>Podravska</i>	87.456	87.977	88.963	92.164	123.632	120.008	32.552	37,22
<i>Koroška</i>	18.945	19.017	19.056	21.134	25.597	24.132	5.187	27,38
<i>Savinjska</i>	77.529	78.579	79.478	82.924	104.819	101.565	24.036	31,00
<i>Zasavska</i>	10.272	10.247	10.181	10.380	12.919	12.183	1.911	18,60
<i>Spodnje-posavska</i>	14.473	14.476	14.693	15.178	21.030	20.991	6.518	45,04
<i>Jugovzhodna Slo.</i>	38.328	38.082	38.031	39.497	50.213	48.832	10.504	27,41
<i>Notranjsko-kraška</i>	11.456	11.425	11.618	12.196	16.738	16.665	5.209	45,47
<i>Slo.</i>	322.793	324.587	334.201	349.834	490.078	484.777	161.984	50,18
<i>Osrednjeslovenska</i>	201.472	206.207	214.934	226.417	326.972	325.580	124.108	61,60
<i>Gorenjska</i>	57.973	55.257	55.193	57.092	71.699	69.710	11.737	20,25
<i>Goriška</i>	33.411	33.033	33.172	34.114	47.185	45.340	11.929	35,70
<i>Obalno-kraška</i>	29.937	30.090	30.902	32.211	44.222	44.147	14.210	47,47

: SORS

2009
2009 ()
2008) (3.13)

3.13	(EUR) (2004–2009)							
/	2004	2005	2006	2007	2008	2009	09/04	% 09/04
SLOVENIA	57.620	62.485	69.458	79.764	95.786	83.060	25.440	44,2%
<i>Slo</i>	21.976	23.880	26.013	30.288	36.174	31.279	9.303	42,3%
<i>Pomurska</i>	1.401	1.513	1.727	2.050	2.680	2.301	900	64,2%
<i>Podravska</i>	6.451	7.023	7.677	9.039	10.955	9.193	2.742	42,5%
<i>Koroška</i>	1.860	1.721	1.796	1.966	2.284	1.753	-107	-5,8%
<i>Savinjska</i>	5.979	6.640	7.305	8.456	10.013	8.685	2.705	45,2%
<i>Zasavska</i>	640	704	703	804	927	805	165	25,8%
<i>Spodnje-posavska</i>	1.027	1.081	1.311	1.515	2.049	2.001	973	94,7%
<i>Jugovzhodna Slo.</i>	3.853	4.341	4.559	5.407	5.962	5.422	1.569	40,7%
<i>Notranjsko-kraška</i>	765	857	934	1.050	1.304	1.120	356	46,5%
Slo.	35.644	38.605	43.445	49.476	59.612	51.781	16.137	45,3%
<i>Osrednjeslovenska</i>	24.876	27.298	30.837	35.080	42.403	37.744	12.868	51,7%
<i>Gorenjska</i>	4.882	4.910	5.584	6.291	7.185	5.822	940	19,3%
<i>Goriška</i>	2.661	2.770	3.184	3.700	4.448	3.671	1.010	38,0%
<i>Obalno-kraška</i>	3.225	3.627	3.839	4.406	5.576	4.544	1.319	40,9%

: SORS

2009
44,2% (25.440)
2004

2004–2009 : *Osrednjeslovenska, Podravska*

Savinjska

65%

Koroška

107 .

2009

2004 ()

Zasavska Notranjsko-kraška.

2003 2009

2003–2008

3.14).

3.14	/ (EUR) (2003–2009)							
/	2003	2004	2005	2006	2007	2008	2009	θ
SLOVENIA	4.246,9	4.179,4	4.418,2	5.161,9	5.944,6	6.401,4	5.237,0	5.931,6
<i>Slo</i>	1.855,5	1.682,0	1.979,6	2.365,6	2.527,4	2.832,3	2.035,2	2.546,3
<i>Pomurska</i>	132,8	155,7	171,8	219,2	262,5	282,3	137,6	227,0
<i>Podravska</i>	429,5	433,6	503,8	697,3	808,6	899,7	685,3	743,0
<i>Koroška</i>	58,8	86,6	106,5	115,7	155,7	168,7	104,9	132,8
<i>Savinjska</i>	822,5	438,8	484,6	545,4	655,4	669,7	474,3	681,8
<i>Zasavska</i>	39,6	47,7	58,0	51,8	45,8	75,7	59,5	63,0
<i>Spodnjeposavska</i>	123,6	182,7	144,8	118,6	127,1	166,9	156,4	170,0
<i>Jugovzhodna Slovenia</i>	199,4	282,5	443,1	514,6	380,4	442,3	328,3	431,8
<i>Notranjsko-kraška</i>	49,3	54,4	67,1	103,1	92,0	126,9	89,0	96,9
<i>Slo</i>	2.391,4	2.497,4	2.438,5	2.796,3	3.417,1	3.569,2	3.201,8	3.385,3
<i>Osrednjeslovenska</i>	1.742,3	1.630,2	1.599,0	1.879,5	2.271,4	2.276,3	2.094,4	2.248,9
<i>Gorenjska</i>	310,7	282,2	345,4	352,0	472,2	445,1	445,4	442,1
<i>Goriška</i>	159,2	214,2	243,9	241,0	322,2	302,4	228,3	285,2
<i>Obalno-kraška</i>	179,2	348,7	235,7	314,0	327,2	456,0	410,7	378,6
		22,1	14,5	9,8	24,3	89,4	23,0	30,5
: SORS								

2003

-

4,24

6,4

2008 , 2009 5,23 .
 2003–2009 5,931
 (3.14).
 –
 ,
 .. 33%.
 57% 43% .
 : *Podravska Savinjska*, 743,
 681,8 . 56%
Osrednjeslovenska 2,24 66,4%

(3.15).

3.15	(EUR) (2003–2009)							
/	2003	2004	2005	2006	2007	2008	2009	θ
SLOVENIA	2.127	2.093	2.208	2.570	2.944	3.165	2.564	2.524
<i>Pomurska</i>	1.076	1.267	1.403	1.794	2.153	2.345	1.149	1.598
<i>Podravska</i>	1.345	1.358	1.578	2.182	2.520	2.804	2.121	1.987
<i>Koroška</i>	797	1.173	1.441	1.569	2.116	2.317	1.440	1.550
<i>Savinjska</i>	3.195	1.707	1.882	2.108	2.519	2.594	1.826	2.262
<i>Zasavska</i>	862	1.044	1.275	1.144	1.012	1.688	1.329	1.193
<i>Spodnje-posavska</i>	1.759	2.606	2.070	1.693	1.809	2.389	2.231	2.080
<i>Jugovzhodna Slovenija</i>	1.436	2.035	3.178	3.672	2.695	3.151	2.313	2.640
<i>Notranjsko-kraška</i>	970	1.068	1.311	2.006	1.775	2.449	1.706	1.612
<i>Osrednjeslovenska</i>	3.526	3.289	3.208	3.743	4.482	4.409	3.977	3.805
<i>Gorenjska</i>	1.570	1.423	1.738	1.763	2.354	2.215	2.200	1.895
<i>Goriška</i>	1.329	1.792	2.040	2.015	2.686	2.550	1.917	2.047
<i>Obalno-kraška</i>	1.706	3.322	2.238	2.958	3.056	4.236	3.739	3.036

: SORS

	2008	2009
<i>Osrednjeslovenska</i>		
<i>kraška</i>	(22)	
<i>Savinjska</i>		
<i>Spodnjeposavska</i>		
<i>Jugovzhodna Slovenija</i>		
<i>Obalno-kraška</i>		
<i>Slovenija</i>	(2.524).	
	()	(SORS)
	()	2008
		2001–2008,
	3.14	
	.. 20,6	⁷⁹ 2001

⁷⁹

2007 (239,64 SIT/EUR).

(3.17 – , –):

3.17		(2002–2008) (%)													
/	2001	2002	2003	2004	2005	2006	2007	2008							
SLOVENIA	100,0	100,0	12,0	100,0	8,6	100,0	7,8	100,0	6,2	100,0	8,0	100,0	11,3	100,0	7,9
Slo	45,3	45,3	11,8	44,6	6,9	44,7	8,3	44,7	6,1	44,4	7,2	44,3	11,1	44,3	7,8
Pomurska	4,3	4,3	10,0	4,2	6,9	4,2	7,3	4,1	3,8	4,0	5,5	3,9	9,8	3,9	6,0
Podravska	13,4	13,5	13,0	13,4	7,6	13,5	8,7	13,3	5,0	13,4	8,5	13,5	12,4	13,5	8,0
Koroška	3,1	3,0	9,2	2,9	5,1	2,9	7,0	2,9	7,7	2,8	4,7	2,8	10,9	2,8	6,1
Savinjska	11,4	11,6	13,2	11,4	7,3	11,4	7,9	11,5	7,0	11,5	7,3	11,3	10,0	11,5	9,2
Zasavska	1,7	1,7	8,1	1,6	5,7	1,6	6,6	1,6	4,1	1,5	4,8	1,5	7,3	1,4	5,5
Spodnjeposavska	3,0	3,0	11,2	2,8	2,9	2,8	8,4	2,9	8,7	2,8	5,5	2,8	10,2	2,8	10,2
Jugovzhodna Slo.	6,4	6,3	10,6	6,3	7,9	6,4	10,0	6,5	7,5	6,5	8,4	6,5	11,8	6,4	7,0
Notranjsko-kraška	2,0	2,0	12,9	2,0	5,5	2,0	7,0	1,9	4,7	1,9	6,5	1,9	12,6	1,9	5,8
Slo	54,7	54,7	12,1	55,4	10,0	55,3	7,4	55,3	6,2	55,6	8,6	55,7	11,5	55,7	8,0
Osrednjeslovenska	34,5	34,7	12,6	35,7	11,6	35,6	7,6	35,7	6,5	36,1	9,1	36,1	11,3	36,1	8,1
Gorenjska	8,8	8,7	11,2	8,6	7,2	8,5	6,6	8,5	5,9	8,4	6,9	8,4	11,7	8,3	7,1
Goriška	6,0	5,9	9,7	5,7	6,3	5,7	7,8	5,7	6,6	5,7	7,8	5,7	11,1	5,6	6,0
Obalno-kraška	5,4	5,5	13,0	5,5	8,2	5,4	7,1	5,4	4,7	5,4	9,0	5,5	13,6	5,6	10,4

: SORS



2001–2008 44,7%,



2001–2008 55,3%,



Podravska

2001–2008 13,4%,



Osrednjeslovenska

2001–2008 35,5%.

2002–

2005

. . 12% 6,2%

2006–2007

8% 11,3% 2008

7,9%.

2002–2008

9%.

5–

(9%),

Osrednjeslovenska

10%,

(*Zasavska* 6%).

2001–2008

).

2001

11.441

2008

18.450

61,2

%

14.454

(3.18).

3.18	(EUR)								2001–2008
/	2001	2002	2003	2004	2005	2006	2007	2008	θ
SLOVENIA	11.441	12.281	12.900	13.599	14.369	15.467	17.123	18.450	14.454
Slo	9.566	10.267	10.628	11.267	11.915	12.759	14.115	15.303	11.978
<i>Pomurska</i>	7.978	8.446	8.775	9.240	9.594	10.156	11.160	11.986	9.667
<i>Podravska</i>	9.526	10.340	10.780	11.471	12.005	13.020	14.570	15.745	12.182
<i>Koroška</i>	9.409	9.864	10.061	10.534	11.305	11.864	13.175	14.115	11.291
<i>Savinjska</i>	10.147	11.002	11.436	12.085	12.872	13.752	15.048	16.555	12.862
<i>Zasavska</i>	8.580	8.915	9.154	9.610	10.016	10.530	11.326	12.044	10.022
<i>Spodnjeposavska</i>	9.720	10.342	10.281	10.913	11.859	12.492	13.729	15.207	11.818
<i>Jugovzhodna Slo.</i>	10.509	11.138	11.598	12.476	13.316	14.364	15.938	17.145	13.311
<i>Notranjsko-kraška</i>	9.103	9.849	10.049	10.489	10.923	11.571	12.903	13.672	11.070
Slo	13.661	14.659	15.577	16.338	17.242	18.623	20.614	22.048	17.345
<i>Osrednjeslovenska</i>	16.012	17.240	18.586	19.504	20.600	22.322	24.600	26.118	20.623
<i>Gorenjska</i>	10.135	10.804	11.182	11.635	12.258	13.041	14.497	15.495	12.381
<i>Goriška</i>	11.322	11.952	12.323	13.020	13.833	14.902	16.508	17.696	13.945
<i>Obalno-kraška</i>	11.945	12.884	13.411	14.055	14.625	15.815	17.807	19.561	15.013

: SORS

2001

2008 (8–)

40,4% (*Zasavska*) 63,7% (*Obalno-kraška*).

12–

Osrednjeslovenska 20.623 / 6.169
(14.454 /) 42,6%.

Obalno-kraška

15.013 (2001–2008) 7.616 2008 2001
63,7%.

2.

, ,
.
18
19 ,
, ,
.
1861 ,
(*Štajersk*).
()

()

2012

2013

26-

2.1 -

80

↙ 10, *Passau*-

↙ 3, - - -

-

:

,

,

,

(3.19).

3.19	
	46 ° 33 '16" 15 ° 38 '17"
▪ ▪	237,5 m- (Dogoše) 1150 m- (Limbuš)
▪ ▪ ▪	148 ² () 37 ² 82
▪ (31.12.2009) ✓ ✓ ▪ (2009/2008)	112.878 54.846 (48%) 58.032 (52%) 1.463
: SORS-2009,	

1994 1998

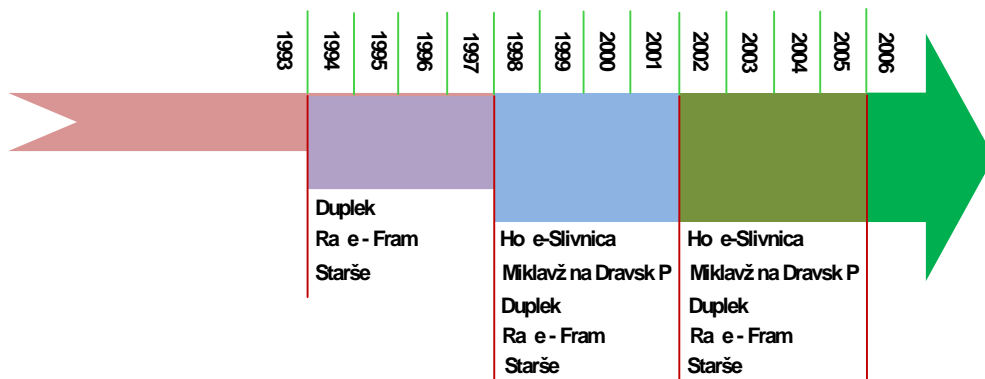
⁸⁰ SORS <http://www.maribor.si>

1998

(3.4).

3.4

1994 2006



:

:

- ➔ **1994** – (59) : Duplek (60), Ra e – Fram (61) Starše (62);
- ➔ **1998** (75) Duplek (78), Ra e – Fram (79) Starše (80) : Ho e-Slivnica (76), Miklavž na Dravskem polju (77);
- ➔ **2002** (76) Ho e-Slivnica (77), Miklavž na Dravskem polju (78), Duplek (79), Ra e – Fram (80) Starše (81);
- ➔ **2006** : (80) Ho e-Slivnica (81), Miklavž na Dravskem polju (82), Duplek (83), Ra e – Fram (84) Starše (85).

3.20	5- (2004-2009)					
	2004	2005	2006	2007	2008	2009
	6.112	6.181	6.248	6.332	6.496	6.566
<i>Duplek</i>	3.025	3.062	3.096	3.131	3.210	3.234
	3.087	3.119	3.152	3.201	3.286	3.332
<i>Hoče-Slivnica</i>	9.904	10.041	10.274	10.520	10.755	10.819
	4.854	4.933	5.080	5.248	5.459	5.474
	5.050	5.108	5.194	5.272	5.296	5.346
<i>Maribor</i>	112.356	111.612	110.989	110.817	111.415	112.878
	53.913	53.532	53.386	53.659	54.254	54.846
	58.443	58.080	57.603	57.158	57.162	58.032
<i>Miklavž na Dravskem P</i>	6.045	6.091	6.151	6.222	6.215	6.252
	2.972	2.987	3.014	3.071	3.071	3.101
	3.073	3.104	3.137	3.151	3.144	3.152
<i>Rade-Fram</i>	6.225	6.302	6.359	6.408	6.453	6.561
	3.059	3.099	3.120	3.162	3.197	3.254
	3.166	3.203	3.239	3.246	3.256	3.307
<i>Starše</i>	4.022	4.063	4.093	4.080	4.072	4.086
	1.959	1.975	1.997	1.980	1.987	2.008
	2.063	2.088	2.096	2.100	2.085	2.078

: SORS 2004-2009

100.000 . 2000

2007 2007 (2000 . 115.415, 2004

112.356 2007 110.817 2009

112,878).

3.101 10.819 (2009 .)

(3.20).

() ()

2007-2009 (3.21)

3.21	(2007–2009)					
	2007		2008		2009	
	5.636	856	5.604	861	5.672	920
(%)	15,2%		15,4%		16,2%	
	894	172	947	163	904	174
.()	950	238	660	228	307	188
(1- .)	523	2	701	31	959	45
(1- .)	590	5	884	4	1.287	51
()	2.108	328	1.738	323	1.238	325
- (2- .)	5	0	19	1	66	2
	11		29		9	
(2- .)	135	1	164	2	380	21
()	290	78	306	81	246	82
()	81	32	91	27	100	30
(3- .)	49	0	65	1	176	2

: SORS 2007–2009,

15,2% 2007 , 15,4% 2008
16,2% 2009 .

2.2

3 8

*Lu ka Lorber*⁸¹

⁸¹ Vice-dean, Department of Geography, Faculty of Arts University of Maribor

19,1%

1918-1945.

:

1938

27

Melje, Tezno Studenci.

6.293

.. 35,7%

3.700

1952

13

48,2%

33,6%

6,2%

3,8%.

1946-1948

60

60-

45%

19,8%

9,5%.

70&80-

70–
 ().
 80–
 ,
 .
90 **2005** . 90–
 . 1992–1996
 .
 1996 . (1990 ,
 7000).
 1999

Slovene Development Corporation

(3.22).

3.22	(%)											(1989–2002)
	1989	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	$\theta(93-02)$
	60,4	41,3	40,3	37	38,2	36,1	29,8	28,4	28,8	30,1	30,8	34,1
	7,9	6,7	7,5	7,9	6,8	6,6	6	7,3	7,9	8,2	6,3	7,12
	23	31,5	26,2	24,1	29,8	28,6	29	28,5	27,5	26	27	27,8
&	3,2	2,2	1,6	6,7	7,2	6,9	8	8,6	9,4	9,9	10	7,05
	1,4	9,5	16,2	15,9	15,3	17,8	13,3	13,7	13,3	12,3	12,4	14,0
	4,1	8,8	8,2	8,4	2,7	4	13,9	13,5	13,1	13,5	13,5	9,96

:Lorber L.: *The Economic Transition of Slovenia in the Process of Globalizatio.*

1989, 1993 2002 , 34,1%
 $\theta(1993-2002)$
 34,1% $\theta(1993-2002)$

1989 (60,4%) . . . 43,57%.

1995

2005 :

↷ 1995 25%

↷ 1998 30% ;

↷ 2004–2005 300 .

2008 2009 .

1994 .

(1.000).

(3.23).

3.23	(1.000)				(2008–2009)	
	2008		2009			
I / I	(1.000)				(1.000)	
SLOVENIA	152.541	881.598	95.786.283	160.931	864.347	83.060.213
Podravska	21.001	123.632	10.955.343	22.381	120.008	9.192.508
Duplek	325	779	39.966	360	819	35.156
Hoče–Slivnica	686	3.595	423.169	740	3.520	357.346
Maribor	9.175	69.742	5.925.680	9.715	67.375	5.149.012
Mar/SLO (%)	6,01%	7,91%	6,19%	6,04%	7,79%	6,20%
Mar/POD (%)	43,69%	56,41%	54,09%	43,41%	56,14%	56,01%
Miklavž na Dravskem P	457	1.255	89.632	488	1.297	78.953
Rače–Fram	400	1.246	118.284	425	1.250	101.008
Starše	226	437	19.945	244	485	18.651

: SORS,

3.

3.1

2000–2009, (3.24):

- ✓ (+)
- ✓ (),
- ✓ , (),
- ✓ (),
- ✓ ().

T	3.24		/ Podravska/								2000–2009 (.)	
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	θ	
SLOVENIA	3.204,9	3.329,4	3.591,3	4.246,9	4.179,4	4.418,2	5.161,9	5.944,6	6.401,4	5.237,0	4.571,5	
<i>Podravska</i>	291,1	359,6	409,0	429,5	433,6	503,8	697,3	808,6	899,7	685,3	551,7	
<i>Maribor</i>	178,0	179,9	221,5	200,6	218,9	260,9	378,1	369,0	414,0	388,8	281,0	
%Mar/SLO	5,55%	5,40%	6,17%	4,72%	5,24%	5,91%	7,33%	6,21%	6,47%	7,42%	6,04%	
%Mar/Pod	61,16%	50,04%	54,15%	46,70%	50,49%	51,79%	54,22%	45,63%	46,02%	56,74%	51,69%	
)												
SLOVENIA	1.474,8	1.467,5	1.679,0	2.113,1	2.046,2	2.104,6	2.465,1	3.006,5	3.402,7	2.781,7	2.254,1	
<i>Podravska</i>	150,2	179,3	192,1	197,1	229,0	299,5	418,9	506,2	588,0	469,5	323,0	
<i>Maribor</i>	99,1	99,7	115,8	102,6	123,2	152,8	221,5	209,0	232,7	259,3	161,6	
),												
SLOVENIA	1.568,3	1.696,8	1.730,4	1.964,4	1.960,8	2.128,5	2.495,7	2.730,8	2.747,4	2.186,9	2.121,0	
<i>Podravska</i>	132,2	170,3	200,9	218,8	189,7	188,0	260,7	284,5	286,5	186,9	211,8	
<i>Maribor</i>	71,0	72,6	98,1	89,6	85,9	95,9	144,9	146,0	159,9	106,5	107,0	
)												
SLOVENIA	161,8	165,1	181,9	169,4	172,3	185,1	201,1	207,3	251,3	268,3	196,4	
<i>Podravska</i>	8,6	10,0	16,0	13,6	14,8	16,3	17,7	17,9	25,2	29,0	16,9	
<i>Maribor</i>	8,0	7,6	7,6	8,4	9,9	12,3	11,7	14,0	21,3	23,0	12,4	

: SORS,

2000–2009

Podravska

- 2000 414 2008 2009 291,1
388,8 (
- .281);
7,42% 2009 , 5,55% 2000
6,04%;
- 2000 45,63% 2007
61,16%. 2009
56,74% *Podravska.*

130

()

(20–

35

15–

.82

- ⇒ **2013;**
- ⇒ (2012);
- ⇒ **Naskov** (): 2007
 2009 , 2.075.516,00 ()
) 1.154.365,00 ;
- ⇒ (1–2)
 9.867.300 12.000.000 3.254.882
 4.200.000 ;
- ⇒ **Pohorje** 12.000.000
 ;
- ⇒ **CITEAIR II -**
 65.000 55.250 ;
- ⇒ - , - :
 817.200 578.850
 , 152.250 86.100
 (2007– 2009);
- ⇒ **Euresun -**
 57.387 39.434
 , 13.145 4.808 ;
- ⇒ **PIMMS TRANSFER**
 3.296.955
 2.610.135 , 16.851
 , 8.425 ,
 ;
- ⇒ **01.01–30/09.2010**
22– (/)
 11.381.466 551.600).

⁸² Pregled evropskih projektov v mestni občini maribor – , Služba za razvojne projekte in investicije
 - projektna pisarna, 2010

3.2

(

)

- ✓
- ✓ *Probanka* , ;
- ✓ – NKBM ;
- ✓ ;
- ✓ , ;
- ✓ , Podravje;
- ✓ *Vipa* , ;
- ✓ , s.o.o.;
- ✓ , Podravje;
- ✓ *SKB* , ;
- ✓ *Sparkasse* , ;
- ✓ , ;
- ✓ - - ;
- ✓ - ;
- ✓ , ;
- ✓ , .

:

(3),

(5)

(10–).

3.3

2005–2009

θ(2005–2009) (3.25).

3.25		(2005–2009)					θ
		2005	2006	2007	2008	2009	
SLOVENIA	()	4.418,2	5.161,9	5.944,6	6.401,4	5.237,0	5.433
	-	813.100	824.839	853.999	879.257	858.171	845.873
	/ ()	5.434	6.258	6.961	7.281	6.102	6.407
	-	731.597	741.587	766.050	789.863	767.373	759.294
	-	81.503	83.252	87.949	89.394	90.798	86.579
	-	50.146	51.519	53.303	55.442	58.508	53.784
		31.357	31.733	34.646	33.953	32.290	32.796
Podravska	()	503,8	697,3	808,6	899,7	685,3	719
	-	118.482	120.513	125.722	129.887	124.895	123.900
	/ ()	4.252	5.786	6.432	6.927	5.487	5.777
	-	104.539	106.387	110.837	114.923	109.830	109.303
	-	13.943	14.126	14.885	14.965	15.065	14.597
	-	7.919	8.029	8.227	8.439	8.857	8.294
		6.024	6.097	6.658	6.525	6.208	6.302
Maribor	()	260,9	378,1	369,0	414,0	388,8	362
	-	60.291	61.736	65.002	67.580	64.278	63.777
	/ ()	4.328	6.125	5.677	6.126	6.049	5.661
	-	56.750	58.129	61.313	63.822	60.492	60.101
	-	3.541	3.607	3.689	3.758	3.785	3.676
	-	3.287	3.350	3.410	3.484	3.525	3.411
		254	257	280	274	261	265
(%) . / . .	7,41%	7,48%	7,61%	7,69%	7,49%	7,54%	
(%) . / . .	50,89%	51,23%	51,70%	52,03%	51,47%	51,47%	

: SORS,

✓
60.291 2005 67.580 2008 . 2009
64.278 (3.302 2008).
✓
4.328 (2005)
(5.434)
(4.252). 2009 6.049
;
✓
63.777 7,54% 51,47%
;
✓
2005 2009 .

4.

.
,
. .
,
(95%)
,
,
.

4.1

.
” ”
.
.
.

start-up

4.2

-
-

;

.

:

(

),

,

2007–2013

—

.

.

.

:

↗

,

↗

/

,

↗

,

↗

/

/

,

↗

,

↗

,

↗

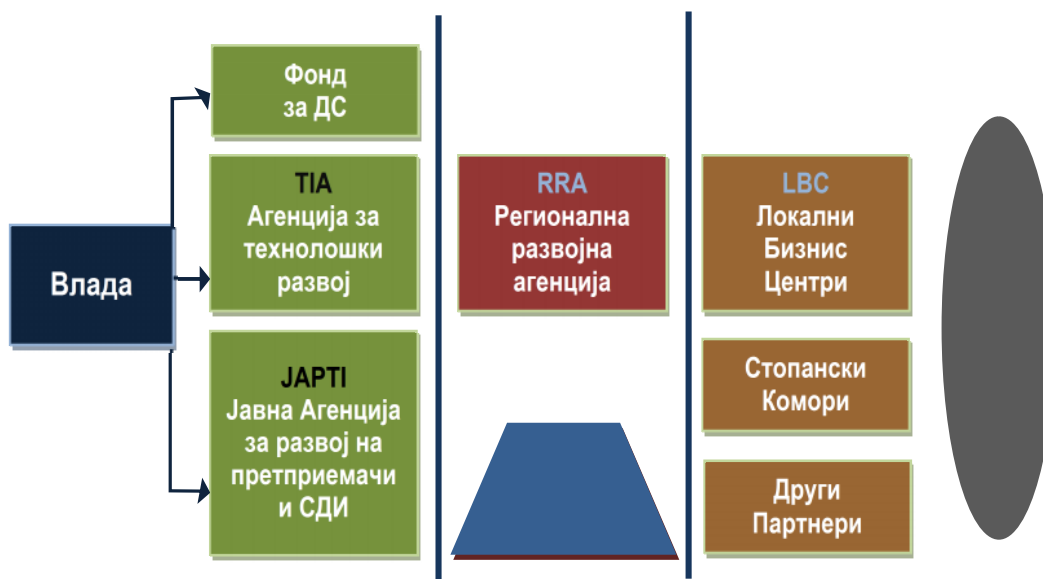
,

.

Web

(3.5).

3.5:



: Dmrovsek, Glas: *Business Incubators in Slovenia*, 2006,

1991–1996

Štajerska /Pesnica/ (1994) 16

60

35%,

0%,

45%

20%.⁸³

⁸³ J. M. Ulijn: *Entrepreneurship, cooperation and the firm: the emergence and survival of high-technology ventures in Europe*

” ” , , ,

1999,

84

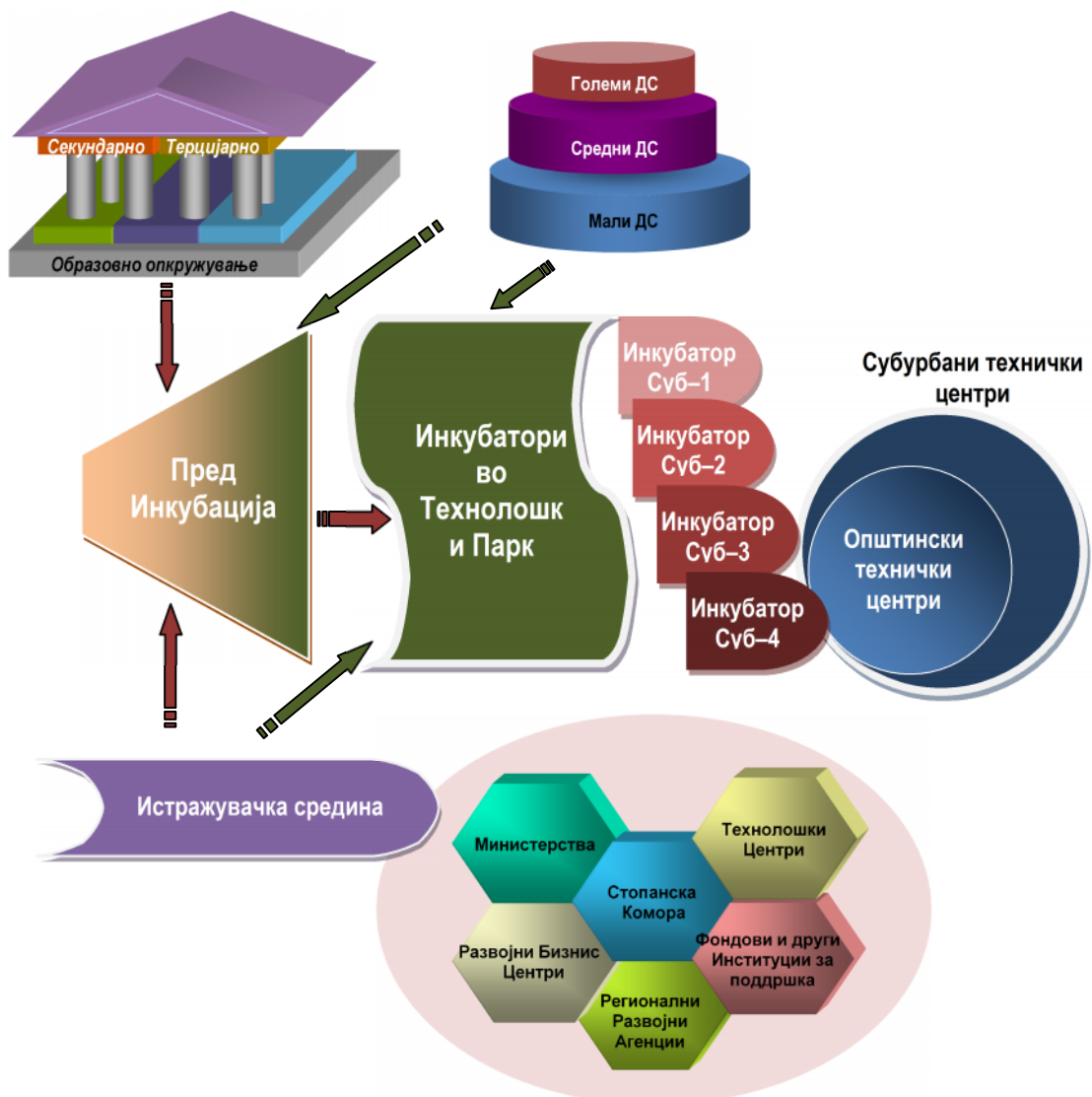
(-)⁸⁵

(3.6).

⁸⁴ Mateja Drnovsek, : **Benchmarking of business incubators in Slovenia**

⁸⁵ 211 12 ,
6.

3.6



: Iztok Lesjak: *Business & technology incubators, Instruments of regional development,*

⁸⁶ Nina Djurovi : *Kabinet župana Mestna ob ina Maribor, Ulica heroja Staneta 1, 2000 Maribor-*

2007–2009

2.364.721

(

3.26).

3.26	(2007–2009)
2007	€810.546
2008	€808.568
2009	€745.607
	€2.364.721

:

:



(

-

—

/

);



;



;



;



;



.

4.3

:

1.

,

2.

,

3.

,

4.

,

- 5. ,
- 6. *Bank Nova KBM*, ,
- 7. *Hypo Alpe-Adria-Bank*, ,
- 8. *SKB Societe Generale Gr*,
- 9. ,
- 10. ,
- 11. – ,
- 12. *MRA*, .

(EIM)

(MAR)

4.4

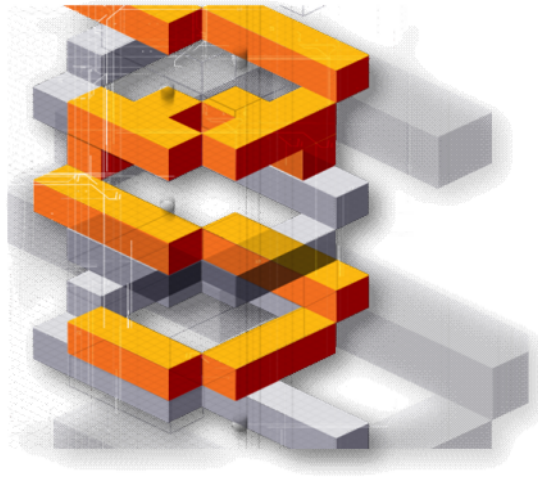
()

SWOT

87

⁸⁷ *Strateško razvojni dokument s področja razvoja Mestne občine Maribor in strateškega upravljanja mesta, s prenosom dobrih praks iz Gradca, 2010*

3.28	
1	49,00%
2	45,90%
3	40,50%
4	38,00%
5	37,70%
6	34,00%
()	
(Slomšek)	
7	26,80%
8	24,00%
9	22,00%
10	21,80%
11	14,00%
12	8,20%
13	7,80%
: - , 2010	

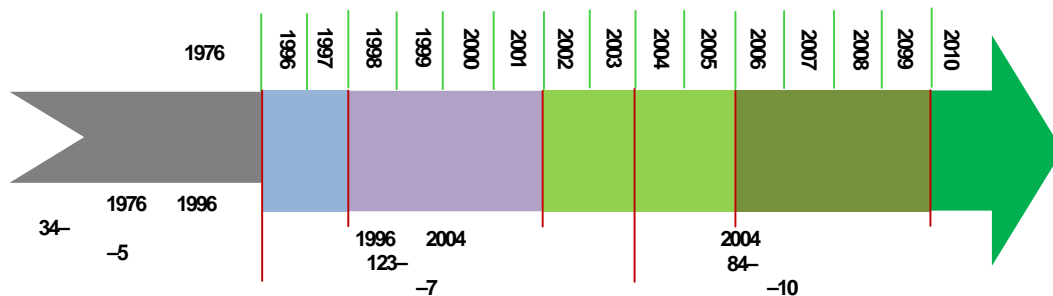


1.

1976 1996 34 (29/5)
 5
 (1996),
 123 (116/7) 7
 (2004)
 123 84 (74/10)
 10 (4.1).

4.1

1976–2010



:

— ,

89

(4.2) (-3)-

,

,

,

,

,

,

, 30

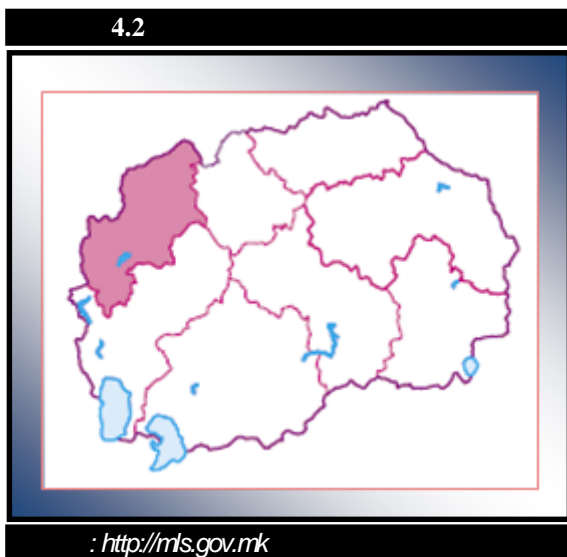
(-4),

⁸⁹ NUTS–Nomenclature of Units of Territory for Statistics / Nomenklatura na statistički teri totijalni edini ci .

123 (-5).⁹⁰

8- 84-

:



, 2009
84 1.767

286 (4.1)

4.1	(2009)
84	1.767
9	215
11	217
13	286
10	188
9	343
9	184
6	192
17	142

⁹⁰ UNDP-Socio-economic disparities among municipalities in Macedonia, noemvri 2004 Skopje, str. 7.

() 9 6-

(92-) 3-

(92-) (4.2)

() 2006-2009

15% (4.2).

4.2	(2006-2009)			
/	2006	2007	2008	2009
	2,041.941	2,045.177	2,048.619	2,052.722
	154.161	153.929	153.872	153.837
	180.791	180.422	180.100	179.846
	222.141	222.221	222.064	221.899
	172.067	172.238	172.485	172.693
	235.861	235.141	234.659	234.320
	310.853	312.106	313.110	314.194
	174.076	174.139	174.415	174.876
	591.991	594.981	597.914	601.057

310.853 2006 , 312.106 2007 , 313.110 2008

314.194 2009 .

15%

2000-2008

103,2 (2000) 187,6 (2008)

81,9% 2000 .

(2008 2000)

74,2%.

91,2% (4.3)

4.3	(2000–2008)									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	08/00 %
	236,4	233,8	244,0	251,5	265,3	286,6	320,1	365,0	411,7	74,2%
	16,2	17,9	18,2	19,8	19,8	21,3	26,2	28,5	30,2	86,4%
	16,4	14,8	15,3	15,9	16,8	18,3	20,9	24,2	31,3	91,2%
	20,8	19,4	20,7	18,4	20,1	20,8	23,8	25,6	33,5	60,8%
	17,2	16,7	17,2	18,7	19,8	22,8	24,3	28,0	29,0	68,3%
	32,2	33,0	35,9	37,0	35,3	34,7	36,5	41,1	49,1	52,5%
	17,5	15,7	16,7	19,2	18,9	20,9	23,9	26,4	29,8	70,3%
/	7,4%	6,7%	6,9%	7,6%	7,1%	7,3%	7,5%	7,2%	7,2%	-2,2%
	12,9	10,6	11,2	11,9	11,6	12,1	14,4	16,1	21,3	64,7%
	103,2	105,7	108,8	110,5	122,9	135,7	150,0	175,0	187,6	81,9%

:

2000

17,5

7,4%

2001 ,

1,8

15,7

6,7%.

2003 2007

7,6% 7,5%

2008

7,2%

2008

2000

2008

2,2%

2000

70,3%.

68.200

2000

2005

52,21%

.(4.4)

4.4.	, 1000 (2000-2008)									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	θ (00-08)
	116,7	114,9	120,8	124,1	130,5	140,7	156,9	178,6	201,1	142,7
	104,2	114,9	118,0	128,5	128,5	137,8	170,2	184,9	196,0	142,6
	89,4	80,5	83,9	87,5	92,5	100,7	115,7	134,1	173,8	106,5
	93,1	86,5	93,4	82,9	90,5	93,5	107,0	115,1	150,8	101,4
	99,1	96,0	100,3	109,1	115,3	132,4	141,4	162,8	168,2	124,9
	131,9	135,1	150,9	155,6	148,7	146,9	154,7	174,6	209,0	156,4
	57,7	51,6	55,0	62,9	61,6	67,8	77,0	84,9	95,3	68,2
	75,6	61,9	65,1	68,8	66,7	69,8	82,8	92,6	122,0	78,4
	180,3	183,5	188,6	190,4	210,4	231,1	254,0	294,9	314,5	227,5

261,98² 86.560 , 5
 92 1053²
 195.746 . 460-500
 () ()
 , , , , , ,
 : (20-), (13-), (10-
), (14-), (18-)
 (17-). (2009
) : 83%- , 12%-
 5% .

193.998 (2007) 194.878 (2008)
 0,45% (2008/2007).

2009 195.746 2008
 0,45%.

3- : () 88.944

θ(2007–2009) 45,6% ,
 () 29.971 15,4%
 () 26.153 13,4% (4.5)

4.5		() (2007–2008)							
	2007	(%)	2008	(%)	2009	(%)	θ(07–09)	θ (%)	
	29.875	15,4	29.976	15,4	30.061	15,4	29.971	15,4	
	16.229	8,4	16.304	8,4	16.378	8,4	16.304	8,4	
	25.885	13,3	26.146	13,4	26.428	13,5	26.153	13,4	
	10.829	5,6	10.835	5,6	10.852	5,5	10.839	5,6	
	22.631	11,7	22.665	11,6	22.696	11,6	22.664	11,6	
	88.549	45,6	88.952	45,6	89.331	45,6	88.944	45,6	
–	193.998	100,0	194.878	100,0	195.746	100,0	194.874	100,0	

:

54,4% ()
 45,6%

4.6		31.12 (2004–2010)							
	2004	2005	2006	2007	2008	2009	2010	θ(10/04)	θ(%)
	11.032	10.711	12.364	13.417	14.254	14.441	13.621	12.834	43,7
	17.248	16.608	16.493	16.330	16.245	17.226	15.242	16.485	56,3
	28.280	27.319	28.857	29.747	30.499	31.667	28.864	29.319	100

:

2009 2010 .
 2004–2010
 43,7%. ,
 2008
 2009 5– .
 56,3%
 (4.6).

2004–2010

29.319

2004, 2005, 2006 2010

, 31

4.950.

2006, 2009 2010

.(4.7)

4.7	31.12.9 (2004–2010)								
	2004	2005	2006	2007	2008	2009	2010	θ(10/04)	θ(%)
	2.919	3.043	4.374	3.871	3.700	4.594	3.662	3.738	75,5
	1.992	963	696	795	1.239	1.262	1.540	1.212	24,5
	4.911	4.006	5.070	4.666	4.939	5.856	5.202	4.950	100,0

2.

, - ,
 .
 ,
 ,
 :
 ,
 ,
 ,
 ,
 : **RENOVA** (.)
 .
 (), (),
 ; (); **Mobilje Nuhija, Inter Mobil, Inter Mond**
Dormina (. .), (.), **Eko Sharr**
 (.), (**POFIX** (.)), **Frigo Tehnika Frigo Tehnika 2000** (.
), - (.), **Vezë Sharri** (.) .

Ecolog

2009
 70.710 38.107- , 31.873- , 533-
 197- 2009 4.025
 59,03% 2.376 , 40,27%
 1.621 , 0,62% 25
 3 0,07% (4.8).

4.9	(31 2009)								.1,
	RM								
	70.710	363	259	262	154	249	2.738	4.025	
'	2.815	13	21	15	7	8	21	85	
	57	-	1	-	1	1	-	3	
	144	-	-	2	3	-	3	8	
	8.225	56	28	29	9	32	347	501	
(%) / ()	11,6%	15,4%	10,8%	11,1%	5,8%	12,9%	12,7%	12,4%	
'	124	-	1	1	1	1	-	4	
	4.004	43	28	47	12	34	211	375	
(%) / ()	5,7%	11,8%	10,8%	17,9%	7,8%	13,7%	7,7%	9,3%	
;									
'	29.270	148	112	95	71	96	1.306	1.828	
(%) / ()	41,4%	40,8%	43,2%	36,3%	46,1%	38,6%	47,7%	45,4%	
	3.938	39	16	16	12	23	222	328	
(%) / ()	5,6%	10,7%	6,2%	6,1%	7,8%	9,2%	8,1%	8,1%	
'	6.496	19	38	39	18	23	127	264	
(%) / ()	9,2%	5,2%	14,7%	14,9%	11,7%	9,2%	4,6%	6,6%	
	334	-	-	2	-	-	7	9	
'	6.215	6	2	3	5	2	157	175	
;									
	219	-	-	-	1	-	5	6	
	954	7	3	5	3	5	34	57	
	3.246	22	6	7	4	19	135	193	
'	4.669	10	3	1	7	5	163	189	
	-	-	-	-	-	-	-	0	
	-	-	-	-	-	-	-	0	
:									

↙	375	9,3%	
		5,7%.	
↙			328
	8,1%		
	5,6%.		
↙	,		
	264	6,6%	
	9,2%.		
↙	,	,	
			85
4.025	2%	50%	4%.
			7.561
	3.937		
().
:	,	,	
.			
2007			().
			2008
.			
2007-2009		193	
92,6			100,4
	(48%/52%)	()	
		0(07-08)	145,3
(75%),		16,4	(8,5%)
10,8		(5,6%).	
			2008
2007			

-50,2%

2008

99,6%

2009

2009

2008

(4.10).

4.10		(000)				
	2007	2008	2009	0(07-08)	08/07	09/08
	15.501	1.010	32.774	16.428	-93,5%	3145,0%
.	2.029	1.010	3.603	2.214	-50,2%	256,7%
	2.997	19.408	1.400	7.935	547,6%	-92,8%
.	2.997	959		1.319	-68,0%	-100,0%
	3.038	6.640	4.950	4.876	118,6%	-25,5%
.			4.950	1.650		
	5.080	494	17.166	7.580	-90,3%	3374,9%
.	5.080	494		1.858	-90,3%	-100,0%
	22.502	3.889	6.090	10.827	-82,7%	56,6%
.	19.845	73	3.289	7.736	-99,6%	4405,5%
	25.480	166.676	243.803	145.320	554,1%	46,3%
.	6.979	123.764	102.735	77.826	1673,4%	-17,0%
	74.598	198.117	306.183	192.966	165,6%	54,5%
-	36.930	126.300	114.577	92.602	242,0%	-9,3%
.	37.668	71.817	191.606	100.364	90,7%	166,8%

:

3.

3.1

(4.11).

4.11	
.	.
1.	,
2.	,
3.	,
4.	,
5.	,
6.	,
7.	,
8.	,
9.	,
10.	,
11.	,
;	
-	

2008

2007

2008

91

2,5

27,9%

2008

2008

(

).

2008

2007

12,8%.

2009

3,5%.⁹²

- :
- ✓ *e* (IFC)
 - 750.000 ,
 - 5- , 2- ;
 - ✓ ()
 - 15.000 750.000 ,
 - 8- , 1- ;

⁹¹

⁹² 2009, , .11

- ✓
 - 100.000 200.000 ,
 - 7- , 2- ;
- ✓
 - 30.000 2.000.000 ,
 - 8- , 1- ;
- ✓
 - 50.000 500.000 ,
 - 4 12- , 3- ;
- ✓
 - 2.000.000 ,
 - 3- ,
- ✓
 - 100.000 ,
 - 5- , 1- ;
- ✓
 - :
 - 300.000 ,
 - 5- , 1- ;
- ✓
 - -
 - 20.000-200.000 666.700 ,
 - 2-3- , 6- ;
- ✓
 - 45.000-450.000 3.500.000 ,
 - 4-5- , 1- ;
- ✓
 - 400.000 ,
 - 10- ;

✓

- 15.000 , 500.000 ,
- 8- 1- ;

✓

- 30.000 , 300.000 ,
- 3- ;

✓

- 30.000 - 2.000.000 ,
- 3- ;

✓

EAR

(PHARE)

()

- 5.000 100.000 ,
- 5- ; 6- /1-

✓

()

- 100.000 500.000 ,
- 6-10 ; 3-

3.2

(Remittances)

(Remittances)

: , ”
 . ()
)
 .
 .
 . : , , , ,
 , - .
 - , .
 ,
 :
 ₪ ();
 ₪ ();
 ₪ (: *Money Gram, Western Union*);
 ₪);
 ₪ - ().
 ” ” .
 .
 ()
).
 .
 0,57% 1993 4,6% 2009 (4.12).

4.12	(\$)	%	(1993–2009) (%)
1993	16,00		0,57
1994	14,00		0,41
1995	41,00		0,92
1996	67,78		1,54
1997	77,69		2,09
1998	63,24		1,77
1999	76,54		2,08
2000	80,92		2,26
2001	73,44		2,14
2002	105,90		2,79
2003	173,66		3,75
2004	213,02		3,97
2005	226,57		3,90
2006	266,56		4,18
2007	345,01		4,36
2008	406,62		4,52
2009	401,29		4,60
Σ(1993–2009)	2.649,24		/
θ(1993–2009)	155,84		2,70

: UNCTAD, UNCTADstat, annual 1993-2009,

1993–2009

2,65 (

2010 .)

155,84

2,7% . (4.12)

0,94%,

15,28% (UNCTADstat).

:

,

,

/ (UNCTADstat),

(

).

2007-, 2008 2009

, . . .
,
(4.13).

4.13	() (2007-2009)		
	2007	2008	2009
- (\$)	345,01	406,62	401,29
()	2,044	2,047	2,050
	168,79	198,64	195,75
-	193.998	194.878	195.746
- ⁹³	32.745.230	38.710.939	38.317.518
<i>: UNCTADstat, annual 1993-2009, (. /)</i>			

38,3 2007, 2008 2009 32,7 , 38,7

3.3

2009/10) : (23,70%), (58,40%) (17,90%) (4.14).

4.14				()	
Greenfield			(%)		
0	391	0	391	23,70	
0	685	279	964	58,40	
295	0	0	295	17,90	
295	1.076	279	1.650	100	

()

EFT 2002

300.000

700 , 150

4

2010

700

4.

2002

..

2009

.

:



.

,

.

,

,

.

.

.

.

,

.

.

94

.

,

- (80%),
- (10%)
- (10%).

2002–2009 : , ,
 . (4.15)

4.15		2002-2005							
		2002	(%)	2003	(%)	2004	(%)	2005	(%)
		25.309.573	88	30.991.866	72	38.258.218	80	51.662.569	22
		3.456.732	12	2.008.771	5	660.423	1	2.167.215	1
		–	–	9.871.669	23	8.808.647	18	179.186.643	77
		28.766.305	100	42.872.306	100	47.727.287	100	233.016.427	100
		29.458.000		3.6048.091		47.140.000		236.263.000	
%	/	97,7%		118,9%		101,2%		98,6%	

2002–2005
 28,76 2002 233,02
 2005 7,1 2002 .
 ,
 2005 (88%-22%).

(4.15)
 , 2006–2009

272,46 2006 405,3
 2007 ⁹⁵ 2009 227,5

2002 6,9 2006
 16,49%.
)
 2009 4%
 2006 (4.16).
 ,
 .
 ,
 .
 2002–2005 , 2006–2009
 (86%, 70,5%, 82%) 2009 58% (4.16)

4.16		2006-2009 ⁹⁶							
		2006	(%)	2007	(%)	2008	(%)	2009	(%)
		88.210.070	32	133.513.717	33	148.023.423	12	132.987.936	11
		58.439.758	21	9.328.138	2	49.379.593	4	53.850.262	4
		125.655.775	46	262.492.312	65	1.010.832.761	84	1.049.525.722	85
		272.460.003	100	405.334.167	100	1.208.235.777	100	1.236.363.920	100
		317.446.411		575.322.878		1.040.239.889		1.208.156.346	
	% /	85,8%		70,5%		116,15%		58,04%	

:
 ,
 .
 (2002–2005)
 () 23,99 2002 236,26
 2005 .

⁹⁶

2002 831.905 3% 2005
 159,62 74%
 190,8 2002 . (4.17)

4.17		2002-2005							
		2002	(%)	2003	(%)	2004	(%)	2005	(%)
		14.020.819	58	14.622.900	39	14.950.437	33	21.601.258	10
		6.623.141	28	11.719.700	31	20.078.235	44	34.471.501	16
		2.520.221	11	3.529.400	9	6.295.741	14	523.307	0
		831.905	3	7.491.660	20	3.830.293	8	159.619.426	74
		23.996.086	100	37.363.660	100	45.154.705	100	216.215.492	100
		29.458.000		36.048.091		47.140.000		236.263.000	
%	/	81,5%		103,6%		95,8%		91,5%	

(91%) 2002 (81,5%).
 2006–2009

(4.18).

4.18		2006-2009							
		2006	(%)	2007	(%)	2008	(%)	2009	(%)
		41.534.482	10	178.360.553	44	568.646.025	48	632.130.415	65
		–		–		3.958.735	0,8	6.254.504	1
		124.390.832	47	97.669.434	24	179.302.175	15	207.476.476	21,4
		0	0	0	0	292.904.117	25	22.357.019	2
		–		–		2.612.939	0,2	1.933.000	0,2
		96.760.483	37	130.751.070	32	128.176.675	11	100.987.345	10,4
		262.685.797	100	406.781.057	100	1.175.600.666	100	971.138.759	100
		317.446.411		575.322.878		1.040.239.889		1.208.156.346	
%	/	82,7%		70,7%		113%		80,4%	

2006 96,7 37%
 2007 130,75

32% .

2006 2007

82,7% 70,7% . 2008

1.175,6

2007 2,9 ,

(11%).

2009 ,

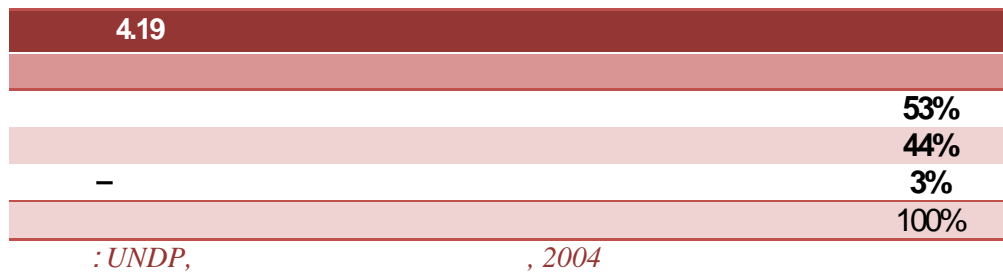
80,4% 10,4%

4.1 2002-2009

UNDP, , ” ”⁹⁷

: (53%), (44%) (3%)

(4.19)



44% 9%

⁹⁷ UNDP, , 2004

3%.

2002 2009

2002-2009

2002-2005

2003 , 2.717.000 36%

2005 424.699 0,3%

2006

13,68 2007 10%

2008 2009

31% 6%

(4.20)

4.20		2002-2005							
		2002	(%)	2003	(%)	2004	(%)	2005	(%)
		269.645	32	2.717.000	36	550.629	14	424.699	0,3
		562.260	68	4.774.660	64	3.279.664	86	159.194.727	90,7
		831.905	100	7.491.660	100	3.830.293	100	159.619.426	100
		2.146.016		8.240.000		5.668.000	100	161.332.000	
%		38,8%		90,9%		67,6%		98,9%	

4.21		2006-2009							
		2006	(%)	2007	(%)	2008	(%)	2009	(%)
		3.079.040	3	13.682.509	10	5.907.170	5	8.204.558	8
		93.681.443	97	117.068.561	90	122.269.506	95	92.782.787	92
		96.760.483	100	130.751.070	100	128.176.675	100	100.987.345	100
. .		110.862.037		195.511.593		187.126.058		235.828.455	
% /		87,3%		66,9%		68,5%		42,8%	
:									

2002–2009
 2005
 2009
 159.619.426 ,
 235.828.455
 42,8% (4.21).
 2005 , . . .
 :
 100 ,
 59.6 .
 2005 2009 90%
 3–10%.

/
 90%,
 .
 (.)

5.

5.1

: 2007 2009

↺ (): , ;

↺ ();

↺ .

: (Σ),
% (+/-)

2007-2009 2008
2009 (

,).

2009

2007 ,
.

111 (10,3%); 131 (12,2%

54 (5,7%) 2007, 2008 2009

, . . (4.22).

4.22									
(2007-2009)									
							Σ	(%)	(%) +/-
2007	38			38			38	4,2	/
2008	54		29	25			54	5	42,11
2009	65		34	31			65	6,9	20,37
2007	48		21	27	3	1	52	5,7	/
2008	85		40	45			85	7,8	63,46
2009	86		18	68			86	9,1	1,18
2007	50		15	22	13		50	5,5	/
2008	56		16	20	20		56	5,2	12,00
2009	97		17	68	12		97	10,3	73,21
2007	111		52	59			111	12,2	/
2008	130		23	107	1		131	12,1	18,02
2009	52		17	35	1	1	54	5,7	-58,78
2007	15		10	5			15	1,7	/
2008	31		29	2			31	2,9	106,67
2009	20		15	5			20	2,1	-35,48
2007	638		378	255	5	4	642	70,7	/
2008	717	19	270	423	5	9	726	67	13,08
2009	619		354	260	5	1	622	65,9	-14,33
2007	900	0	476	406	18	7	908	100	/
2008	1.073	19	407	622	25	10	1.083	100	19,27
2009	939	0	455	467	17	2	944	100	-12,83

:

() 2007-2009,

(4.22):

⇒ 2007 642

(70,7% -) 638

4 ,

⇒ 2008 726

(67% -) 717

9

			2008		2007
			13,08%,		
➤	2009				622
	(65,9%	-)	619	
	1				2
			2008		2007
			14,33%.		
				2007-2009	
			(4.22):	
➤	2007			908	
	900			7	
	1				
					;
➤	2008				1.083
	1.073				10
			2008		2007
			19,27%;		
➤	2009				944
	939				2
			3		
	2008		2007		12,83%.

6.

-

,

, ,

() .

.

- 2010 ,

.

200

.

200

4.025

(Confidence Level) 95%

(Confidence Interval) ±6,76.

,

:

1.

;

2.

-

;

3.

;

4.

;

5.

.

:

,

,

,

,

,

,

,

-

-

.

:
 ,
 , 200
 (-31 -169). 26-

,
 :
 ()

Excel

,
 :

Chart Wizard

, ,

6.1

200

5%

98

: 47%, 16%,
 10%, 1%, 21,5% 4,5% (4.23):

4.23		
.	f _i	%
1	94	47,00%
2	32	16,00%
3	20	10,00%
4	2	1,00%
5	43	21,50%
6	9	4,50%
:	200	100,00%

✓ 2001–2005 36% 72 ,
 ✓ 1996–2000 26,5% 53 ,
 ✓ 2006–2010 19,5% 39 ,
 ✓ 1989–1995 13,5% 27
 ✓ 1988 4,5% 9 .

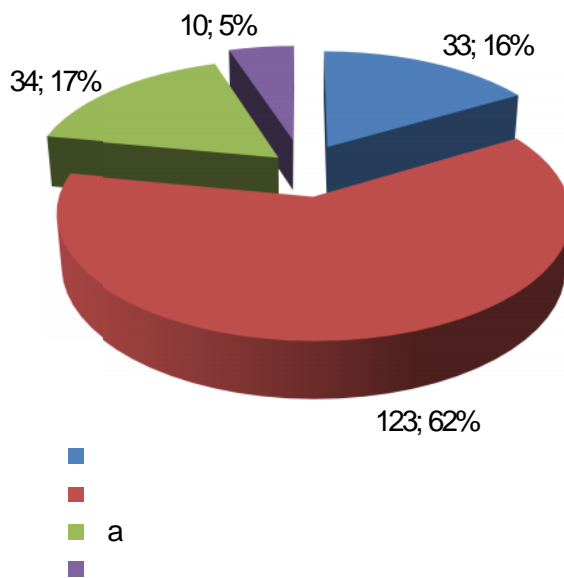
10 20 (62,5%),

22 .

: 30,5%;
 26,5%; 25,5%
 14,5% 3%.

,
 (4.1):

4.1:



62% 17 16%, 10 5%.

200

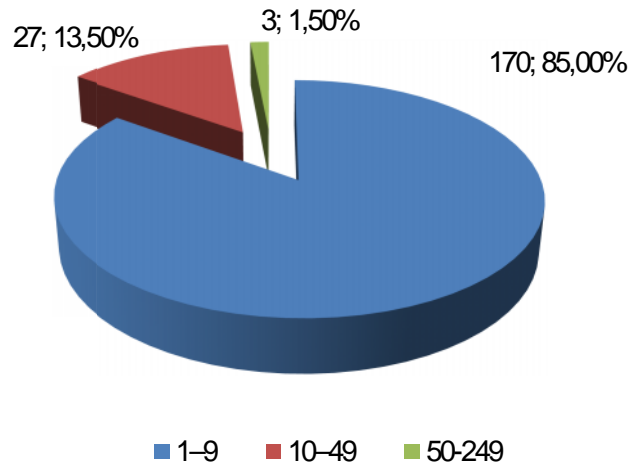
30.000 (31%) 50.000 (31%)

4.24:

4.24			
.		f _i	%
1	15.000 ,	29	14,50%
2	15.001-30.000 ,	47	23,50%
3	30.001-50.000 ,	62	31,00%
4	50.000 .	62	31,00%
		200	100,00%

:

4.2



1-9 . . 170 (85%)
,
27 (13,5%) 10-49 ()
3 1,5% 50-249 ().

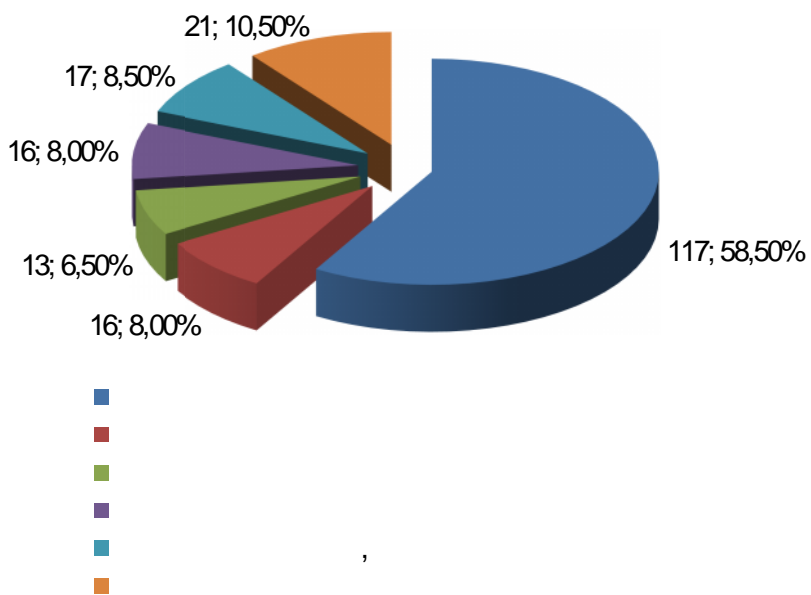
59%

:

↙ 62 (31%) 1-3,
↙ 29 (14,5%) 7,
↙ 27 (13,5%) 4-7.
37,5% 3,5%

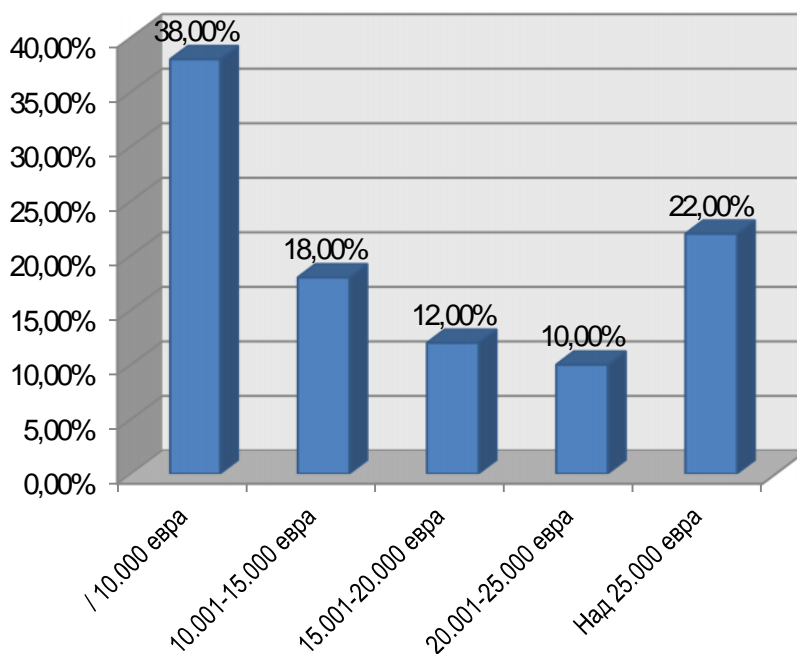
()
,
58,5%
(117). 8% (16)
,
(4.3).

4.3



38% 10.000 , -76 44
 22% 25.000
 10.001-15.000 36 18%, 15.001-20.000
 24 12% 20 10%
 20.001-20.000 (!)(4.4):

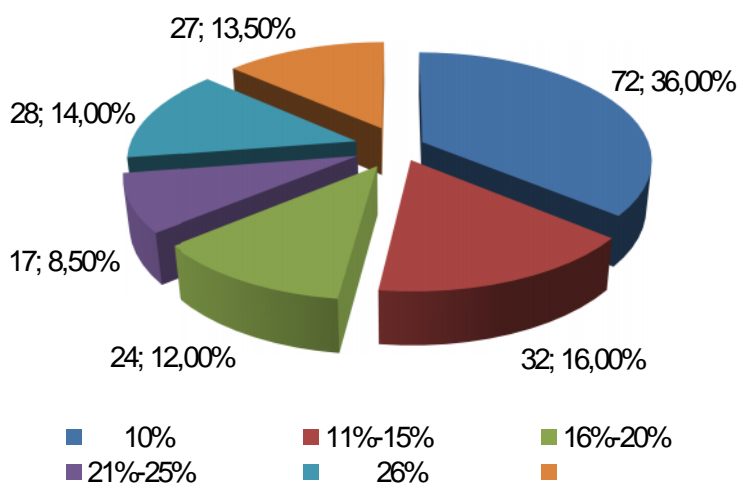
4.4



2009 (

$\cdot 100$. 13,5% (27)
 173 :
 ✓ 72– (36%), 10%,
 ✓ 32– (16%), 11–15%,
 ✓ 28– (14%), 26 %,
 ✓ 24– (12%), 16–20%,
 ✓ 17– (8,5%), 21–25%.

4.5:



),

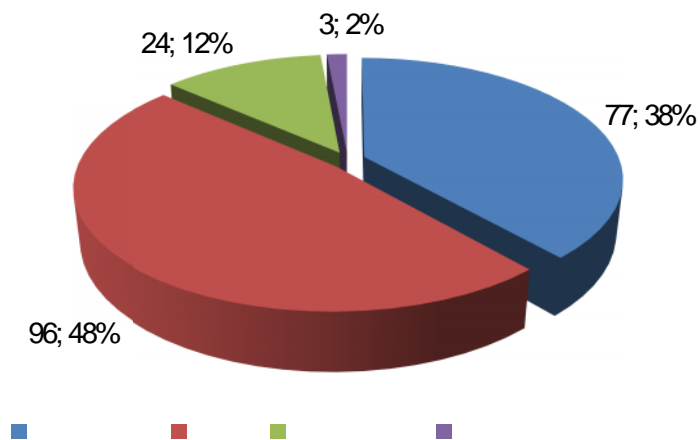
:

4.25		()									
	1988	1989–1995		1996–2000		2001–2005		2006–2010			
	3	33,3%	1	3,7%	1	1,9%	6	8,3%	0	0,0%	11
	0	0,0%	10	37,0%	18	34,0%	16	22,2%	18	46,2%	62
	3	33,3%	15	55,6%	20	37,7%	31	43,1%	9	23,1%	78
	3	33,3%	1	3,7%	14	26,4%	19	26,4%	12	30,8%	49
	9	100,0%	27	100,0%	53	100,0%	72	100,0%	39	100,0%	200

:

✓ 3 (33,3% 9)
1988 , 66,7% , .
✓ (100%).
✓ 2001–2005
8,3%
✓ 189 (91,7%) (-22,2% -
43,1% -26,4%).
48% 38,5% 13,5%
(4.6):

4.6:



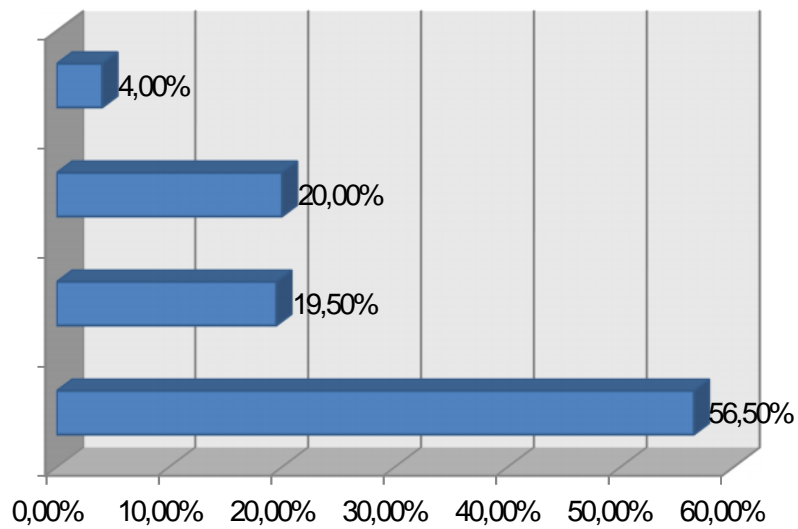
184 (92%)

16

(8%)

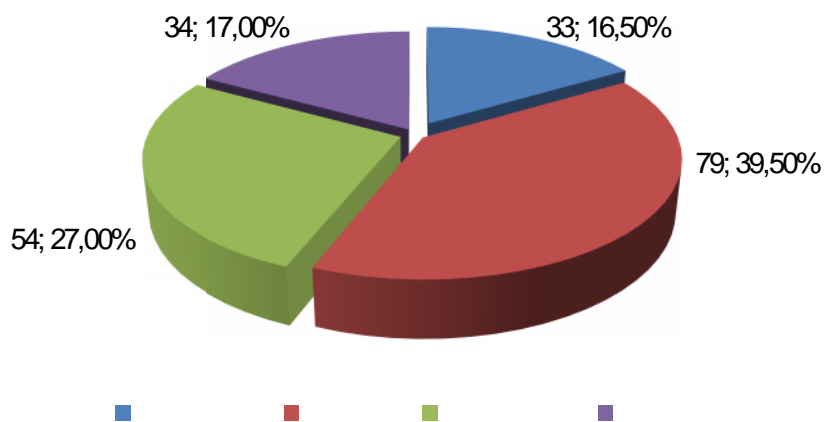
(37,5%)
138 (69%)
(31%)
62
(113)
43,5% (4.7):
56,5%

4.7:



39,5% (79)
60,5% (121)
79
15.000 , 13
15.001-30.000 , 25
30.001-45.000 , 7
45.001-50.000 4 2% 200
60.000 .
-167 (83,5%)
33
(16,5%) (4.8):

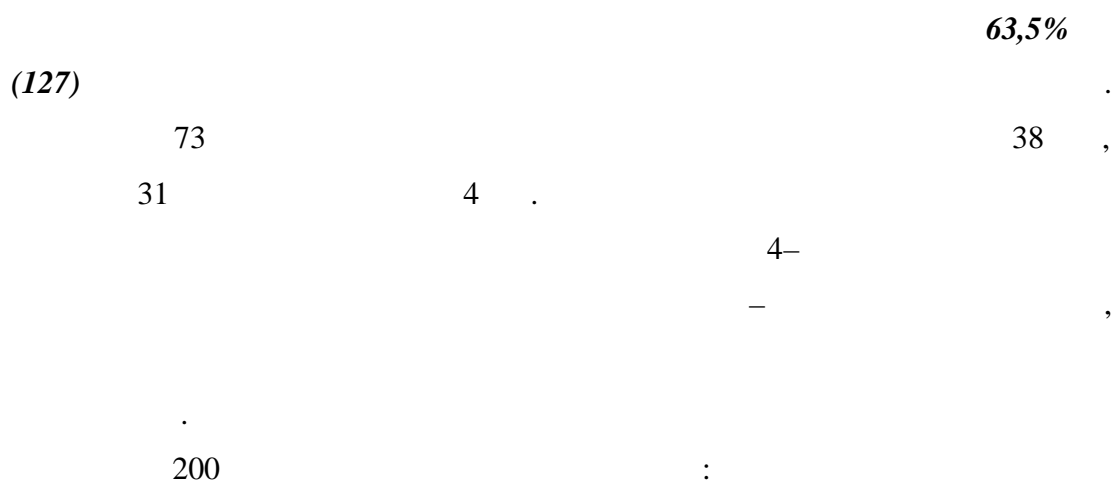
4.8



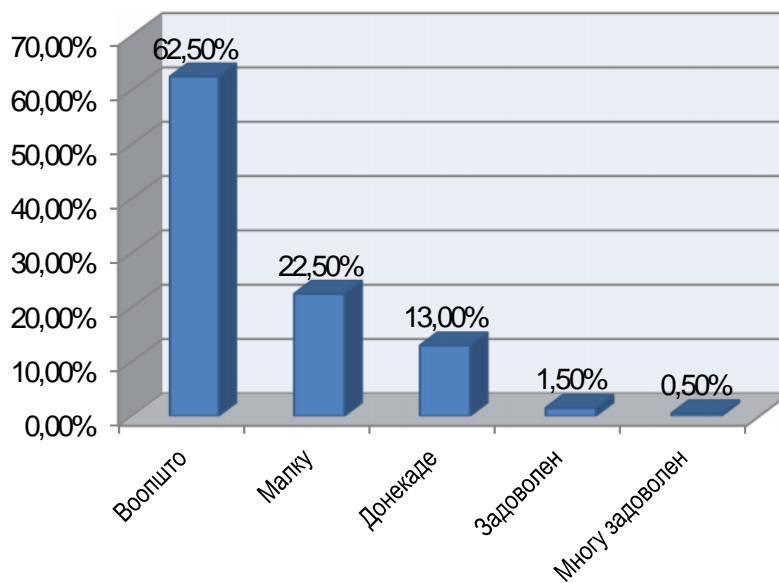
2010

(4.26):

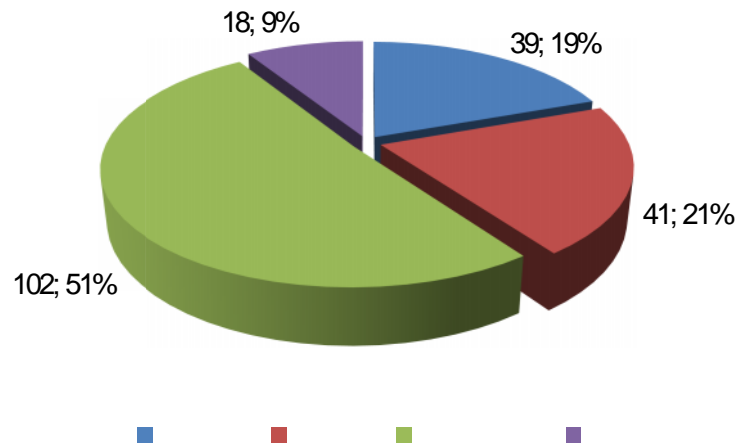
4.26		
.	f _i	%
1	127	63,50%
2	38	19,00%
3	31	15,50%
4	4	2,00%
	200	100,00%



4.9



	200	, 62,5% (125)	
			.
		22,5%,	13%,
1,5%			
	0,5%		
2010	.		161
(81%)		2010	
	(21%,	51%
39	19%		9%).
		2010	
	-	(4.10).
4.10	2010		-



7.

-

()

2011-2012

: ,

¹⁰¹

↔

↔

↔

↔

↔

101

2011

:

↔

,

↔

,

↔

,

↔

,

,

.

,

,

,

:

↔

,

,

↔

,

↔

,

↔

,

,

,

↔

.

9-

(. 5,6,7,8 9) 2011
 (. 1,2,3,4) (4.27) 2012

4.27		2011-2012						
		2011	2012	2011	2012	2011-2012	(%)	
1	-	200.000	150.000	650.000		1.000.000	3,78%	
2		1.242.000	452.000			1.694.000	6,41%	
3	(CAEM)	150.000	150.000	350.000	350.000	1.000.000	3,78%	
4	(CBC-IPA)	1.520.073	651.460	6.350.166	2.721.499	11.243.198	42,53%	
5				3.000.000		3.000.000	11,35%	
6		2.075.000		4.325.000		6.400.000	24,21%	
7		148.500		347.650		496.150	1,88%	
8		300.000		700.000		1.000.000	3,78%	
9		300.000	300.000			600.000	2,27%	
		5.935.573	1.703.460	15.722.816	3.071.499	26.433.348		

26.433.348

28,9%

71,1%

11.243.198

42,53%

()

(4.28).

4.28			
		- ,	-
	<ul style="list-style-type: none"> • (. 12,9 2008-2010) • - • Štajerska • Startup- • - • 	<ul style="list-style-type: none"> • - • (ESA) • - (YES) • - • / 	<ul style="list-style-type: none"> • (/ /) • , • , • , •

			-
	<ul style="list-style-type: none"> • - • • 	,	<ul style="list-style-type: none"> • /
	<ul style="list-style-type: none"> • : 2010- 2020 (-26) • - , - • : 2012 	<ul style="list-style-type: none"> • (- , •) - , • 2011 (: :) 	<ul style="list-style-type: none"> • : • (- •) (19/8) •) • - • -
-	<ul style="list-style-type: none"> • • • • , 	<ul style="list-style-type: none"> • () - • & 9- • 	<ul style="list-style-type: none"> • : • (• • • -

			-
	<ul style="list-style-type: none"> • • • (-) • • • • / • • 	<ul style="list-style-type: none"> • • - • () , • • , • () 	
(2008-2010)	<ul style="list-style-type: none"> • 121,5 • / • 15,09 • / 12,4% • 49,6 • / 40,8% • ✓ • 12,9 • / 10,67% 	<ul style="list-style-type: none"> • 20,56 • (7,27) • 10,3 • / 50,1% • (1,46) • 3,39 • / 16,5% • (14,65) 	<ul style="list-style-type: none"> • (• -) • 20%
		()	

			-
		<ul style="list-style-type: none">••	<ul style="list-style-type: none">•• <p>/ .</p>
-	<ul style="list-style-type: none">• -• -• - <p>www.maribor.si</p>	<ul style="list-style-type: none">• - <p>www.tetova.gov.mk</p>	
:			

()

.

, -

.

, ,

.

:

■

)

,

(

,

■ ” ” ()

■ ,

■ . , ,

9.

- ,

,

-

.

.

.

:

✓

,

✓

,

✓

.

:

-1

-

■

-

,

■

,

,

”

■

,

■

,

,

.

-2

-

■

,

■

/

/

,

■

/

,

-3

■

,

■

,

■

/

/

(

)

- / / () :
- ⊖ (
- ⊖),
- ⊖ , ,
- ⊖ ,
- ⊖ ,
- ⊖ () ,
- ⊖ ,
- ⊖ , / ,





1.

2007

2010

■

—



✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓



✓

,

-

,

✓

-

(

),

✓

,

✓

,

✓

,

✓

,

✓

,

,

,

✓

,

✓

,

✓

,

,

(

),

(

,

.),

✓

,

.



2.

100% , 20 .
 (80%) ()
 (20%) () .

1. ()
 2. (,) .
 3. :

- ⇒ ,
- ⇒ ,
- ⇒ ,
- ⇒ ,



4. \Rightarrow ,
 \Rightarrow .
 4. :
 \Rightarrow ,
 \Rightarrow ,
 \Rightarrow ,
 (,
 , (.),
 \Rightarrow ,
 \Rightarrow .
 5. :
 \Rightarrow ,
 \Rightarrow ,
 \Rightarrow ,
 \Rightarrow - ..
 6. ,
 7. :
 \Rightarrow : ,
 (() ,
 \Rightarrow () .
 8. .
 9. :
 , , .. :
 10. :
 , ,
 .
 11. .



12.

,

13.

-

(

)

14.

.

,

,

15.

(

)

16.

,

,

,

,

,

(

)

:

(one stop shop)

,

(

,

),

,

,

17.

-

,

,

(

,

,

,

,

,

,

,

,

,

,

,

,

,

,

,

.)



18.

,
· (40%)

(100%)

, · ·

3.

— ,
· : , ,

■

,

■

)

(

■

:

, ,

1.

2.

3.

5.0

МИСИЈА

- Развој на локалното стопанството по сите сектори за поголеми инвестиции, можности за вработување и повисоко квалитетно живеење на граѓаните,
- Мотивирање и поддршка на претприемачите (особено печалбарите) за поголеми инвестирања и голема конкурентност во регионот,
- Современ амбиент на живеење заснована на квалитетно: образование, култура, рекреација и современа јавна администрација

ЦЕЛИ

Охрабрување на земјоделството

Создавање на адекватни услови за мотивирање и охрабрување на безнадежните земјоделци во ТЕ–регион

Задачи

- Да се помогнат земјоделците во насока на официјализирање на земјоделските дејности.
- Да се ревитализираат опустените земјоделски ареи со субвенционирање на земјоделците.
- Директна поддршка на одреден број на земј. организации во наредните години (според план)
- Одржување на инфраструктурата до земјоделските. ареи.
- Создавање на берза за земјоделски производи.

Стратегии

- Организирање на форуми со земјоделците и откривање на слабите точки на системот,
- Реформирање на системот за менаџирање со земјоделството со нудење на конкретни мерки за управување со парцелите
- Креирање на здружение на земјоделци и мрежа на одделни земјоделци,
- Обезбедување на обука за земјоделците,
- Издвојување на финансиски фондови за субвенции на оскудните земјоделски производи, за земјод. производи репрезентативни за ТЕ–регион и за земјоделците кои ќе се самовработуваат во 3. Организ.
- Користење на финансиски средства од ЕУ за земјоделство.

Развој на бизнисот и технолог.

- Креирање на адекватен деловен амбиент за забрзување на технол. во преработувачките и други инду. активности во ТЕ–регион
- Поддршка на малиот бизнис

Задачи

- Да се потпомагаат при создавање на 5–7 ДС годишно со современи технологии во репрезентативните инду. активности во ТЕ–регион
- Создавање на адекватен деловен амбиент во ЕЛС за привлекување на внатрешни и надворешни инвестиции,
- Одржување на семинари за промовирање на атрактивни локални бизниси
- Преструктурирање на администрацијата за поддршка на приватната иницијатива

Стратегии

- Организирање на форуми на локалните бизнисмени со високите образовни институции за размена на идеи,
- Креирање на институции за поддршка на деловните бизниси: *бизнис центри–инкубатори, кластери и др.*
- Аутсорсинг–собирање на искуства од странски и внатрешни искусни бизнисмени преку советувајште
- Контактирање на претприемачите интересирани за започнување на бизнис активности,
- Истражување на пазарите и ориентирање на заинтересираните бизнисмени кон клучните пазари
- Креирање на едно шалтерски систем во ЕЛС за поедноставување на административните процедури.
- Промовирање на локалните бизниси–производи

Развој на туризмот

- Обновување и развој на зимскиот туризам во Попова Шапка
- Создавање на услови за развој на алтернативен туризам: *селски, планински, речен и земјоделски.*

Задачи

- Инвестирање во нова патна инфраструктура и реконструирање на веќе амортизираната инфраструктура
- Одржување на семинари и симпозиуми за промовирање на атрактивните места, села, реки за привлекување на туризмот
- Да се бараат приватни инвеститори и креирање на ЈПП,
- Зголемување на бројот на странските и внатрешните посетители

Стратегии

- Ревитализирање на најатрактивниот зимски терен во РМ–Попова Шапка преку различни форми од јавно–јавно приватно партнерство до приватна инвестиција,
- Креирање на информативни туристички бироа за афирмирање на убавините што ги нуди ТЕ–регион низ 4–сезони,
- Создавање на соодветна патна инфраструктура, трговски капацитети како поддршка–стимулирање на посетителите,
- Создавање на промотивен материјал за убавините и атрактивностите што ги нудат селските, планинските, речните и другите места во насока на привлекување на странски и внатрешни туристи,
- Создавање комерцијални капацитети за привлекување пензионери како и одморалишта за деца (странски / внатрешни посетители).

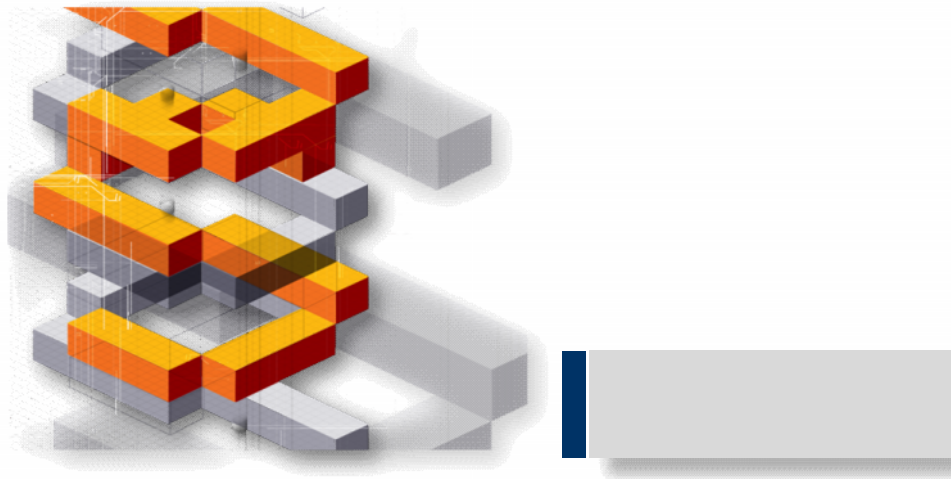


()

$H_1 =$

(/),

- ✓
- ✓
- ✓
- ✓
- ✓
- ✓
- ✓



/

/

/

/

.



, , , , ,

1.

(FF)

/ /
/

, ,
/

,

WCO

/

,

/

NUTS

SORS

Statistical office of the R.Slovenia-

. .

UNCTADstat

United Nations Conference on Trade and Development

(

-

)

,

,



, , , , ,

2. ,

-1

1.1 , , , ECHO

1992-2001

1.1

1.2

1.3

-2

2.1

2.2

2.3

2.4

2.5

2.6

2.1

2.2 -

2.3

2.4

2.5

2.6 -

2.7 -



2.8 ISO 9001:2008

2.9

2.1

2.2

2.3

1900–2009

-3

:

3.1 NUTS

3.2 1994–2009

3.3

3.4 2004–2009

3.5 2004 2009

3.6 1000

3.7 (2004–2009)

3.8

(2004–2009)

3.9 (2004–2009)

3.10

(1000 EUR)

3.11 (2004–2009)

3.12 (2004–2009)

3.13 (EUR)

(2004–2009)

3.14 / (EUR)

(2003–2009)

3.15 (EUR) (2003–2009))

3.16 – (EUR) (2001–2008)

3.17 / (EUR)

(2003–2009)



, , , , ,

3.18 (EUR) (2001–2008)

3.19

3.20 5– (2004–2009)

3.21 (2007–2009)

3.22 (%) (1989–2002)

3.23 , , (1.000)

(2008–2009)

T 3.24 /Podravska/ (.)

2000–2009

3.25 ,

(2005–2009)

3.26

(2007–2009)

3.27

3.28

3.1 NUTS

3.2 NUTS 2–3

3.3 ,

3.4 1994 2006 .

3.5 , ,

3.6

3.1 2009

2004

4.1				(2009)
4.2				(2006–2009)
4.3		,		(2000–2008)
4.4	–		, 1000	(2000–2008)
4.5				(2007–2008)
4.6				31.12
4.7				31.12
4.8			,	, 31
4.9		2009		.1,
4.10		(31	2009)	
4.11	(000)			
4.12			%	(1993–2009)
4.13				(2007–2009)
4.14			()	
4.15				(2002-2005)
4.16				(2006-2009)
4.17				(2002-2005)
4.18				(2006-2009)
4.19				
4.20				(2002-2005)
4.21				(2006-2009)
4.22				
4.23			(2007–2009)	
4.24				



, , , , ,

4.25 ()

4.26

4.27 2011–2012

4.28 ,

4.1 (1976–2010)

4.2

4.3

4.1 –

4.2

4.3

4.4

4.5

4.6

4.7

4.8

4.9

4.10 2010

5.0



3.

:

.

.

.

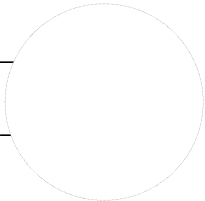
,

,

.

:

∴



1.

?

- a) ,
- b) , ,
- c) , ,
- d) , ,
- e) ,
- f) .

2.

?

- a) 1988,
- b) 1989–1995,
- c) 1996–2000,
- d) 2001–2005,
- e) 2006–2010.

3.

?

- a) (),
- b) (),
- c) (),
- d) .

4.

?

- a) ,
- b) , ,
- c) ,
- d) .

5.

- a) ,
- b) ,
- c) ,
- d) ,
- e) .

6.

- a) 1-9, :
- b) 10-49,
- c) 50-249,
- d) 250 .

7.

- a) 15000 , ?
- b) 15001-30000 ,
- c) 30001-50000 ,
- d) 50000 .

8.

- ? a) ,
- b) ,
- c) ,
- d) ,
- e) ,
- f) .

9.

- ? a) ,
- b) 1-3 ,
- c) 4-7 ,
- d) 7- ,
- e) .

10.

- ? a) ,
- b) ,
- c) ,
- d) ,
- e) ,
- f) .

11.

?

- a) 10.000 ,
- b) 10.001–15.000 ,
- c) 15.001–20.000 ,
- d) 20.001–25.000 ,
- e) 25.000.

12.

?

- a) ,
- b) ,
- c) ,
- d) ,
- e) .

13.

?

- a) ,
- b) ,
- c) ,
- d) .

14.

?

- a) 10%,
- b) 11%–15%,
- c) 16%–20%,
- d) 21%–25%,
- e) 26%,
- f) .

15.

?

- a)
- b)

16.

?

- a)
- b)

17.

?

- a) ,
- b) ,
- c) ,
- d) .

18.

?

- a) ,
- b) ,
- c) ,
- d) ,
- e) ,
- f) .

19.

?

- a) ,
- b) ,
- c) ,
- d) .

20.

?

- a)
- b)

21.

?

- a) 15.000 ,
- b) 15.001-30.000 ,
- c) 30001-45000 ,
- d) 45001-60000 ,
- e) 60.000 ,
- f) .

22.

?

- a) ,
- b) ,
- c) ,
- d) .

23.

?

- a) ,
- b) ,
- c) ,
- d) .

24.

- a) ,
- b) ,
- c) ,
- d) .

25.

—

–2009

?

- a) ,
- b) ,
- c) ,
- d) .

26.

2010

?

- a) ,
- b) .
- c) ,
- d) .

!

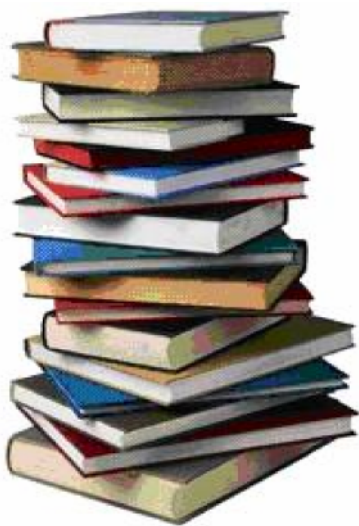
4.

1	3	.	-	26	-	.	-
2	-	.	-	27		.	-
3		.	-	28	-	.	-
4		.	-	29	-	.	-
5		.	-	30		.	/ -
6		.	-	31		.	-
7		.	-	32		.	-
8		.	-	33		.	-
9		.	-	34		.	-
10	-	.	-	35	-	.	-
11		.	-	36		.	-
12		.	-	37	..	.	-
13		.	-	38		.	-
14		.	-	39		.	-B
15	- -	.	-	40		.	-
16		.	-	41	-	.	-
17	-	.	-	42		.	-
18	-	.	-	43		.	-
19		.	-	44		.	-
20	-	.	-	45		.	-
21	-	.	-	46		.	-
22	-	.	-	47		.	-
23	-	.	-	48		.	-
24	-	.	-	49		.	-
25		.	-	50	-	.	-

51		.	-	96		.	.	-
52		.	-	97	-	.	.	-
53		.	-	98	-	.	.	-
54		.	-	99		.	.	-
55		.	-	100		.	.	-
56		.	-	101		.	.	-
57	-	.	-	102		.	.	-
58	-	.	-	103		.	.	-
59	-	.	-	104	-	.	.	-
60		.	-	105		.	.	-
61		.	-	106		.	.	-
62	-	.	-	107		.	.	-
63	-	-	-	108		.	.	-
64	-	.	-	109		.	.	-
65		.	-	110		.	.	-
66		.	-	111		.	.	-
67		.	-	112	-	.	.	-
68		.	-	113	-	.	.	-
69	-	.	-	114		.	.	-
70		.	-	115		.	.	-
71		.	-	116	-	.	.	-
72	2009	.	-	117		.	.	-
73		.	-	118		.	.	-
74		.	-	119		.	.	-
75		.	-	120	-	.	.	-
76		.	-	121		.	.	-
77	2002	.	-	122		.	.	-
78		.	-	123		.	.	-
79		.	-	124		.	.	-
80		.	-	125		.	.	-
81		.	-	126	-	.	.	-
82		.	-	127		.	.	-
83	-	.	-	128	-	.	.	-
84		.	-	129	-	29	.	-
85		.	-	130	-	.	.	-
86		.	-	131	-	.	.	-
87	-	.	-	132	-	.	.	-
88	1001	.	-	133	-	.	.	-
89		.	-	134	-	.	.	-
90		.	-	135	-	.	.	-
91		.	-	136		.	.	-
92		.	-	137	-	.	.	-
93	-	.	-	138		.	.	-
94	-	.	-	139		.	.	-
95		.	-	140		.	.	-



141	-	.	.	-	171	-	.	.
142		.	.	-	172		.	-
143		.	.		173		.	
144		.	.	-	174	-	.	-
145		.	.	-	175	-	.	
146		.	.	-	176		.	
147		.	.	-	177		.	-
148		.	.		178		.	-
149		.	.	-	179	-	.	-
150		.	.	-	180	-	.	-
151		.	.	-	181		.	-
152		.	.	-	182		.	-
153		.	.	-	183		.	-
154		.	.	-	184	&	.	
155		.	.		185	-	.	
156		.	.	-	186		.	
157		.	.	-	187		.	
158	.	.	.	-	188	-	.	
159	-	.	.	-	189		.	-
160		.	.	-	190		.	-
161	- 3	.	.	-	191		.	-
162	97	.	.	-	192	-	.	
163	-	.	.	-	193	-73	.	-
164		.	.		194		.	
165	-	.	.		195		.	-
166		.	.		196		.	-
167	-	.	.	-	197	-	.	-
168	-	.	.	-	198	-	.	-
169	-	.	.		199		.	
170		.	.	-	200		.	-



ЛИТЕРАТУРА

/

/

/

/

—

-
17. Boudeville, J.R. (1966): **Problems of Regional Economic Planning**, Edinburgh: Edinburgh UP.
 18. Boyer, Robert, (2004): **The Future Of Economic Growth: As New Becomes Old**, Edward Elgar Cheltenham, UK, Northampton, MA, USA.
 19. Branch, Ben, (1999): **Investments, principles and practices**, Irwin McGraw-Hill.
 20. Capello R., Nijkamp P. (2009): **Handbook of Regional Growth and Development Theories**, Edward Elgar, Cheltenham.
 21. Carter, Louis and Ulrich D., Goldsmith, M, (2005): **Best Practices in Leadership Development and Organization Change**, Pfeiffer, San Francisco.
 22. Case, Scott Shane, (2005): **Economic Development through Entrepreneurship**, Edward Elgar, Cheltenham.
 23. Casson, Mark, Elgar, Edward, (2003): **The entrepreneur: an economic theory**, Cheltenham.
 24. Charles, I. Jones, (1998): **Introduction to Economic growth**, W.W. Norton Company, London.
 25. Charles, P. Jones, (2001): **Investment-Analysis and Management**, 8-th edition, Irwin McGraw-Hill.
 26. Chaudhuri, Primit, (1989): **The Economic Theory of Growth**, the Iowa University Press.
 27. Commission of the European Communities (2005): **The activities of the European Union for small and medium-sized enterprise (SMEs)**, , Brussels, 8.2.2005, SEC.
 28. Cooke Philip and Piccaluga Andrea (2006): **Regional development in the knowledge economy**, Rutledge, New York.
 29. Crosby, Barbara C. and Bryson, John M. (2005): **Leadership for the common good: tackling public problems in a shared-power world**, Jossey-Bass, San Francisco.
 30. Davies Mark (2009): **Mixed-use Incubator Handbook: A Start-up Guide for Incubator Developers**, *infoDev*, Washington DC.
 31. Demirguç, Aslı K., Levine, R. (2001): **Financial structure and economic growth a cross-country comparison of banks, markets, and development**, MIT Press Cambridge, Massachusetts London.
 32. Donegan Michael C. (2002): **Growth and profitability: optimizing the finance function for small and emerging businesses**, John Wiley and Sons- New Jersey.
 33. Douglass C. North.(1990): **Institutions, institutional change and economic performance**, Cambridge University Press, Cambridge.

-
34. Drucker, Peter (1991): **Inovacije i poduzetnistvo**, Privredni pregled, Beograd.
 35. Dreman, David, (1998): **Contrarian Investment Strategies: The next generation**, SIMON Schuster, New York.
 36. Dmrovsek, Mateja (2005): **Benchmarking of Business incubators in Slovenia**, Centre for Entrepreneurship Development, University of Ljubljana – Faculty of Economics, Ljubljana.
 37. Eftimovski, Dimitar, (2003): **Ekonomija na razvojot**, Ekonomski institut Skopje.
 38. Ellicott, Karen (edit) (2002): **Cities of the World** Sixth Edition, Volume Europe and the Mediterranean Middle East, Gale.
 39. European Commission COM (2004): **Green Paper on Public-Private Partnerships and Community Law on Public Contracts and Concessions**, Brussels.
 40. Fabozzi F.J., Peterson P.P. and Habegger W. (2004): **Financial Management and Analysis**, Second Edition, WILEY, New Jersey.
 41. Fabozzi, J. F., Modigliani F., Ferri G. M. (1988): **Foundations of Financial Markets and Institutions**, Prentice Hall, New York.
 42. Fabrizio, Barca, (2009): **An Agenda for a Reformed Cohesion Policy**, Independent Report
 43. Farrell, Mary; Hettne, Björn; Langenhove, Luk Van (edit) (2005): **Global Politics of Regionalism Theory and practice**, Pluto Press, London.
 44. Feibel, Bruce J. (2003): **Investment Performance measurement**, John Wiley & Sons, Inc., New Jersey.
 45. Fleuriet, Michel (2003): **Finance, a fine art**, WILEY, New York.
 46. () (2002): , .
 47. Franci, Žohar (2008): **Reform of financing of municipalities in Slovenia, Government Office for Local Self-Government and Regional Policy**, (Professional article), Ljubljana.
 48. , (2003): , .
 49. Gianluigi, Viscusi G., Batini C., Mecella (2010): **Information System for eGovernment: A Quality-of-Service Perspective**, Springer-Verlag Berlin Heidelberg.
 50. Gillis, Perkins, Roemerr, Snodgrass (1996): **Economics of Development**, fourth edition, W. W. Norton & Company New York London.
 51. Grimsey, Darrin and Lewis, Mervyn K. (2004): **Public private partnerships: the worldwide revolution in infrastructure provision and project finance**, Edward Elgar, Cheltenham.

-
52. Group of authors; Mazlami, Jeton (co authors) (2008): **TETOVO–Economic status and development**, FBA–SEEU, Arberiadesign, Tetovo.
 53. Hans, Vilhelm Alfen (authors) (2009): **Public-Private Partnership in Infrastructure Development Case Studies from Asia and Europe**, Bauhaus-Universität Weimar.
 54. Henry, Michel; Clark, B. E., Gros Lambert, B. (2003): **Country Risk Assessment A Guide to Global Investment Strategy**, WILEY, Chichester West Sussex England.
 55. Howard H.; Stevenson, J.; Carlos Jarillo (1990): **A paradigm of entrepreneurship: entrepreneurial management**, *Strategic Management Journal*, Vol. 11.
 56. IFC, MIGA, and IBRD (2008): **Special Economic Zones Performance, lessons learned, and implications for Zone Development**, Washington.
 57. International Labor Organization (1999):
: , ,
, Washington.
 58. International Labor Organization (1999):
: , Washington.
 59. Jack C.; Francis, R. Ibbotson (2001): **Investments-A Global Perspective**, 6-ed, Prentice hall.
 60. Jones, Charles (1998): **Introduction to Economic Growth**, W.W. N&C, New York.
 61. Jovanovic, Miroslav N. (2006): **The economics of international Integration**, Edward Elgar, Cheltenham, UK Northampton, MA, USA.
 62. Kaul, Inge, Conceição, Pedro (edit) (2006): **The New Public Finance: Responding To Global Challenges**, UNDP, New York.
 63. , . (2001): , , 2, . , .
 64. Križani , France (2001): **U inkovitost investiranja v Sloveniji**, mag. Žan Oplotnik, Ljubljana.
 65. Krizanik, F., Oplotnik, Z. (2001): **Ucinkovitost investirawa v Sloveniji**, Ljubljana.
 66. Krugman, Paul (1998): **Development, Geography, and Economic Theory**, Massachusetts Institute of Technology, London.
 67. Leonard, D. White (1955): **Introduction to the Study of Public Administration**, New York.
 68. Little, Steven S. (2005): **The 7 irrefutable rules of small business growth**, John Wiley & Sons, Inc., New Jersey.
 69. Lichtenstein, Gregg A. and Lyons. S. Thomas (2010): **Investing in entrepreneurs: a strategic approach for strengthening your regional and community economy**, Praeger, Oxford.

-
70. Lucas, Robert (1988): **On the Mechanics of Economic Development**, *Journal of Monetary Economics*.
71. Mack, Charles S. (2001): **Business strategy for an era of political change**, Gregory S. Casey, London.
72. Maddison, Angus (2001): **The World economy a millennial perspective**, OECD.
73. Maddison, Angus (2001): **The World Economy: A Millennial Perspective**, Development centre of the organisation for economic co-operation and development, OECD.
74. Madura, Jeff (2001): **Financial Markets and Institution**, 5th edition, South Western College Publishing, Cincinnati OH.
75. Mankiw N. Gregory (2001): **Principles of ECONOMICS**, 2-edition, Copyright.
76. Mankiw N. Gregory (2003): **Macroeconomics**, 5-edition, Copyright.
77. , & , (2005):
, , .
78. Marcou G. (2002): **Regionalization for Development and Assession to the EU: a copmarativ perspectiv**, OSI, LG and Public Service Reform Initiativ,
79. Matthäus, I.M. and Pischke, J. D. (Editors) (2006): **Microfinance Investment Funds: Leveraging Private Capital for Economic Growth and Poverty Reduction**, Springer –KfW, Berlin.
80. Matthew, P. Fink, (2008): **The rise of mutual fund: an insider's view**, Published by Oxford University Press, New York.
81. Mazllami, Jeton (2006):
”
, 2006.
82. McConnell R. Campbel; Brue L. Stanley (1999): **ECONOMICS, Principles, Problems, and Policies**, Fourteenth Edition, I. McGraw-Hil.
83. Michael E.Porter (1998): **Clusters and the New Economic of Competition**, *Harvard Business Review*, Reprint number 98609.
84. Mrak, Mojmir; Rojec Matija, and Silva-Jáuregui Carlos (2004): **Slovenia: from Yugoslavia to the European Union**, The World Bank Washington, DC.
85. Mistry, P., and N. Olesen (2003): **Mitigating Risks for Foreign Investments in Least Developed Countries** Ministry for Foreign Affairs, Sweden: Stockholm.

86. Mitchell-Weaver, C.; Manning, B. (1992): **Public-Private Partnerships in Third World Development: A Conceptual Overview**, in *Studies in Comparative International Development Winter, organosis and growth of firms, sectors and countries*, Edward Elgar Cheltenham, UK Northampton, MA, USA.
87. (2010):
88. (2003):
89. (1996):
90. (2000):
91. OECD (2005): **Business Clusters**, Promoting enterprise In central and eastern Europe, Local Economic and Employment Development, Paris.
92. Örjan Sölvell (2008): **Clusters – Balancing Evolutionary and Constructive Forces**, Ivory Tower Publishing.
93. Peet R., Hartwick E. (2009): **Theories of development: contentions, arguments, alternatives**, 2nd ed, Guilford Press New York.
94. Panayiotopoulosand, P. (2001): **World Development An Introduction: Gavin Capps**, Pluto Press, London.
95. Paul Plummer, Mike Taylor (2001): **Theories of local economic growth: concepts, models, and measurement**, Environment and Planning, EPA volume 33.
96. Perroux F,(1988):**The pole of development and the general theory of the economy**, in Regional Economic.
97. Peters, G. (1987&1997): **Third party governments and public-private partnerships**, Department of Political Science, University of Pittsburgh, M5; **With a little help from our friends: public–private partnerships as institutions and instruments**, London: Macmillan.
98. (1999):
2003
99. (2004):
100. (2002):
101. Pierre, J. & Peters, G. (2000): **Governance, Politics and the State**. London: Macmillan.
102. Richardson, H.W. (1979): **Regional Economics**, Urbana: University of Illinois Press.

-
103. Ricketts, Martin (2002): **The Economics of Business Enterprise**, Edward Elgar Cheltenham, UK Northampton, MA, USA.
104. Robert W. Baird Investor Education (2009): **A Look at Mutual Fund Categories**, Standard & Poor's, a division of the McGraw-Hill Companies.
105. Romer, P.M. (1994): **The origins of endogenous growth**, *Journal of Economic Perspectives*, 8(1), 3–22.
106. Rose S. Peter (2000): **Money and Capital Markets**, seventh edition, Irwin McGraw-Hill.
107. Salvadori, Neri (2003): **The Theory of Economic Growth: a 'Classical' Perspective**, Edward Elgar And University of Pisa, Italy.
108. Samuelson, A. Paul & Nordhaus William (2000): **Ekonomija**, MATE, Zagreb.
109. Sanidas, Elias (2005): **Organizational innovations and economic growth: organosis and growth of firms, sector and countries**, Edward Elgar Cheltenham, UK Northampton, MA, USA.
110. Setterfield, Mark (2010): **Handbook of Alternative Theories of Economic Growth**, Edward Elgar, Massachusetts.
111. Schiller, R. Bradley (1997): **The Economy Today & the Macroeconomic Today**, seventh edition, Irwin McGraw-Hill.
112. Shone, Ronald (2002): **Economic Dynamics: Phase Diagrams and Their Economic Application**, Cambridge University Press, New York.
113. Socan. L. (1999): **Strateski razvojni cilji in mozni scenarij razvoja pri uklucevanju v EU**, Ljubljana.
114. S.Stanka -Canka; V. Stane and K. Maja (2000): **Local Governments in Central And Eastern Europe decentralization: experiments and reforms**, *Local Government in Slovenia*, Ljubljana.
115. Teichova A., Matis H. and Pátek J., (ed) (2002): **Economic Change and the National Question in Twentieth-Century Europe**, EH.NET, London.
116. Thirwall, A. P (1999): **Growth and Development-with special reference to developing Economies**, sixth edition, MacMillan Press LTD.
117. Thorvaldur, Gylfason (1999): **Principles of Economic Growth**, Oxford University Press.
118. Thorvaldur, Gilfason (1999): **Natural resources and Economic Growth**, Working papers Oxford University Press.
119. Tullock, Gordon (2005): **Public Goods, Redistribution and Rent Seeking** Edward Elgar Cheltenham, UK Northampton, MA, USA.

120. United Nations Human Settlements Programme (UN-HABITAT), (2005): **Promoting Local Economic Development through Strategic Planning** — *Volume 1: Quick Guide, Volume 2: Manual, Volume 3: Toolkit, Volume 4: Action Guide, Volume 5: Trainer's Guide.*
121. United Nations–Department for development support & Management services, (1995): **Performance Contracting for Public Enterprises**, New York.
122. Vernon Raymond, (1966): **International investment and international trade in the product cycle**, *Quarterly Journal of Economics* 80 190–207.
123. Vlj, Stane (2005): **Local Self-Government in Slovenia—centralism or decentralization**, (paper) IFIMES, Ljubljana.
124. William Sh., Gordan J. Al., Jeffrey V. B. (1998): **Investments**, 6-edition, Prentice Hall.
125. Wysocka S.A. (2009): **Theories of Regional And Local Development – Abridged Review**, Bulletin of geography socio–ECONOMIC SERIES NO. 12/2009, University of Silesia, Poland,
126. Yilmaz, Serdar, Hegedus, J. Michael E. Bell (edit) (2003): **Subnational Data Requirements for Fiscal Decentralization Case Studies from Central and Eastern Europe**, The World Bank, Washington.
127. , . (2000): , , .
128. Zarsky, Lyuba (2005): **International investment for sustainable development**, The Nautilus Institute for Security and Sustainable Development, Earthscan UK and USA.
129. Zoltan, J. Acs, Bernard Yeung (1999): **Small and Medium-Sized Enterprises in the Global Economy**, The University of Michigan Press,
130. , (2006): , 4– , , ,
131. , (2001): , , , .

1. : “ 2004–2010’ , .
2. EU Commission: “*Communication on Public Private Partnerships*”, /09/509, Brussels, 19 November 2009.
3. : “ E , :2666/2000’ , 5 2000.
4. EBRD (2006): “*Strategy for Slovenia*”, As approved by the Board of Directors.
5. Economic Indicators (2006): “*Making sense of Economics*”, 6^{edit}, The economist, Profile Books Ltd, London.
6. . 2000-2010 ” , : “
7. : “ 1997-2000, 2001-2003, 2004-2006, 2007–2009’ , “
8. : “ .1, (31 2009’), .
9. : “ 2007– 2009’ , .
10. : “ 2004–2010’ , .
11. Government of Republic of Macedonia (2000), “*Poverty Reduction Strategy Paper*”, Version, Skopje.
12. IMAD (UMAR slo) (2005): “*Slovenia’s Development Strategy*”, Ljubljana.
13. Mariborska razvojna agencija (MRA) (2007): “*Regionalni razvojni program podravja 2007-2013*”, Maribor.
14. () (2009): “ a: ” ,
15. : “ 2006– 2010’.
16. : “*Prora un za leto*” 2008, 2009, 2010,

17. : "What Future for Cohesion Policy? An Academic and Policy Debate", Maribor 2011.
18. : " (2007–2010)", .
19. : " - IV", 2006 2007–2009.
20. : " ”.
21. MOM: "Kratek pregled" 1999-2002, 2003-20006, 2006-2009, Mestna ob ina Maribor.
22. : " 1994–2010 ”, .
23. Niels Bosma and Rebecca Harding (2005-2006): "Global entrepreneurship monitor", Babson, London.
24. , : " – 2011 ”, .
25. , : " ”2002–2010, .
26. Oxford University (2000): "The Politics of Economic Growth in Postwar America", Press, Inc, New York.
27. Republike Slovenije za makroekonomske analize in razvoj (2006): "Slovenija: poro ilo o razvoju 2007" Ljubljana.
28. Služba Vlade RS za razvoj (2006): "Okvir gospodarskih in socialnih reform za pove anje blaginje v Sloveniji", Ljubljana.
29. Služba Vlade RS za razvoj (2006): "Rezolucija o nacionalnih razvojnih projektih za obdobje 2007-2023", Ljubljana.
30. SORS: (2007): "Slovenske regije&stevilka", Ljubljana.
31. SORS: "Slovene Regions in Figures 2004–2010", Ljubljana.
32. SORS: Administrative territorial structure: "Territorial units and house numbers, Slovenia", 1994–2009, Ljubljana.
33. . : " ”, .84 03.10.2005 , .47 09.04.2010 .
34. . : " ”, .156 25.12.2009.

35. : “ ”, . 5 29-01-2002.
36. : “ ”, .63
22.05.2007,
37. : “ ”, . 28/04
30.04.2004
38. : “ ”, .
.61/4 13.09.2004.
39. : “ ”, . 2009–2019”,
.119 30.09.2009
40. .55 16-08-2004.
41. .7/08,
42. , , 1999.
43. UMAR-SGR (2001): “Slovenija u novom desetletju: Trajnost Konkurencnost, Clanstvo vo EU”,
“Strategija gospodarskega razvoja Slovenije 2001-2006 Povzetek”, Ljubljana.
44. UNCTAD: “World Investment Report”, 2004, 2005, 2006, 2007, 2008, 2009, 2010
45. UNDP (2002): “ ”(
).
46. UNDP (2004): “ ”,
.
47. UNDP (2004): “ 2004 ”,
.
48. UNDP (2004): “Socio-economic disparities among municipalities in Macedonia”, .
49. : “ ”, 2005.
50. Urad RS za makroekonomske analize in razvoj (MAR) (2001): “Slovenija v evropski uniji
Strategija gospodarskega razvoja Slovenije”, Ljubljana,
51. World Bank (2003): “Former Yugoslav Republic of Macedonia country partnership strategy”.
52. World Bank (2004): “Beyond Economic Growth an Introduction to Sustainable Development”,
New York.
53. World Bank (2006–2007): “Financial Sector Development and the Millennium Development
goals”.

54. World Bank, DFID, Carl-Bertelsmann: "Making LED Strategies: A Trainer's Manual".

55. World Bank: "World Development Indicators-2004/05".

56. World information: "Slovenia profile", 2004–2010.

1. : <http://www.avrm.gov.m>
2. Business zones Slovenia: <http://www.business-zones.si>
3. : <http://www.brr.gov.mk>
4. Doing Business (Measuring business regulation): <http://www.doingbusiness.org>
5. : <http://www.stat.gov.mk>
6. Index of Economic Freedom: <http://www.heritage.org>
7. Mariborska razvojna agencija (MRA): <http://www.mra.si>
8. (): <http://www.economy.gov.mk>
9. (): <http://mls.gov.mk>
10. (): <http://www.finance.gov.mk>
11. (): <http://www.nbrm.mk/>
12. OECDLibrary (Statistics): <http://www.oecd-ilibrary.org/statistics>
13. : <http://www.komunabogovine.gov.mk>
14. : <http://www.brvenica.gov.mk>
15. : <http://www.inserver.info/jegunovce/>
16. : <http://www.maribor.si>
17. : <http://www.tearce.gov.mk>
18. : <http://www.tetova.gov.mk>
19. Regionalna razvojna agencija (MURA): <http://web.rra-mura.com>
20. Statisti ni urad Republike Slovenije (SURS) (SORS eng): <http://www.stat.si>
21. The Global Resource Site for Local Economic Development: <http://www.ledknowledge.org>
22. UNCTADstat-reports: <http://unctadstat.unctad.org>
23. UNDP Macedonia: <http://www.undp.org.mk>
24. Urad RS Slovenije za makroekonomske analize in razvoj (UMAR): <http://www.umar.gov.si>
25. : <http://www.zels.org.mk>