

# MUNICIPALITY OF BRUS

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## STRATEGY FOR LOCAL SUSTAINABLE ECONOMIC DEVELOPMENT

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Dear fellow citizens,

I thank to all our fellow citizens who, in the accordance with their capabilities, needs and interests, have taken an active part in developing strategies for local sustainable economic development of Brus municipality and their efforts, knowledge, capabilities and proposals to give their full contribution.

We would open new jobs by implementing this strategy, help in creating new, and in development of existing micro and small enterprises, of shops and farms and we would make our municipality a place with a favorable business climate for investment by domestic and foreign investors and, together, we would create economic preconditions for better life for all residents of our municipality.

With all respect,  
Mayor of Brus Municipality  
Dr Zoran Šljivić

## INTRODUCTION

The concept of local sustainable economic development began to be practiced in the 1970s because the local authorities realized that very mobile companies and the capital moved from municipality to municipality because of competitive advantages. After a thorough examination of their economic base, municipalities have realized which were the obstacles to establishment new and maintaining old industrial facilities on its territory. With this new knowledge, municipalities tried to broaden their economic base and the basis for employment by devising and undertaking strategic programs that would eliminate the obstacles and enable the creation of new and retention of old businesses and also attract investors.

### **What is local sustainable economic development?**

The purpose of local sustainable economic development is to increase the economic capacity of the local area in order to improve the economic future and quality of life for all residents. It is a process in which public, business and NGOs associate to work together to create better conditions for economic growth and retention and job creation.

### **What does it mean to deal with local sustainable economic development?**

Nowadays, business success of the municipality depends on its ability to adapt to the dynamic conditions of local, national and international market economy. Municipalities increasingly use planning of local sustainable economic development to increase economic capacity, improve conditions for investment, improve productivity and increase competitiveness. The ability of municipalities to improve the lives of its members, create new economic opportunities and to successfully fight against poverty today, depends on the ability of citizens and political, business and NGO leaders to understand the concept of development and implementation of processes of local sustainable economic development, and to quickly act strategically.

### **Preparation of the Strategy of Local Sustainable Development of Municipality of Brus**

Brus municipality, and the Republic of Serbia as a whole, is facing a difficult economic situation resulting from high unemployment, decreasing population, an increasing percentage of socially disadvantaged groups and poverty. Such a complex situation requires an organized and planned approach for solving problems and mobilizing all available resources of the municipality.

Therefore, the municipality of Bruce decided to create a local strategy for sustainable economic development which should define the vision and strategic directions of economic development in the period from 2010 to 2013.

This strategy takes into account local needs and specificities of the municipality of Brus and in cooperation with the Republic of Serbia and international donors should provide:

- greater economic growth;
- retaining the existing and creation of new jobs;
- development of entrepreneurship and innovation;

NGO "Local House of Development Brus" with the support of Fund for an OpenSociety-Serbia, Belgrade, and with the help of the consulting company "Mojsijev" from Vršac, together with local authorities of the municipality of Brus, in the mid-2008, started its activity on development of a strategic plan for local sustainable economic development of Brus.

The process of making the Strategy for local sustainable economic development of municipality of Brus consisted of three phases:

Phase I: "Starting the process of local economic development of Municipality of Brus and selection of Municipal Councils and Working Groups"

Phase II: "Making Local Economic Development Plan for the Municipality of Brus"

Phase III: "Training of elected members of councils and working groups necessary for the successful implementation of strategic local economic development plan for the Municipality of Brus"

## **Methodology**

The process of making Strategy for local sustainable economic development of Bruce is made by participial methodological approach, which consists of the following steps:

**Step 1:** Mapping of resources of the municipality of Brus, within which approached the collection of quantitative and qualitative assessment of the local economy and business environment of the municipality of Brus

**Step 2:** Making the SWOT analysis for each work group based on already made resources map

**Step 3:** Defining and analysis of the problem of business environment by working in focus groups

**Step 4:** Field research on the needs of local businesses

**Step 5:** Defining the vision, strategic objectives, measures and projects

## **Compliance with other strategies**

Strategy on Local sustainable economic development of Bruce is compliant with:

- National Strategy for Serbia joining the EU
- National Strategy of Economic Development of Serbia 2006 - 2012
- National Strategy for Sustainable Development in Serbia
- National Strategy to Combat Poverty
- National Strategy for Agricultural Development
- National Strategy on Food Safety
- Regional Development Strategy and Action Plan for Regional Development and
- National Youth Strategy

Also, the Strategy for of local sustainable economic development of municipality of Brus is adjusted to:

- European Charter of Local Self-Government
- European Charter for Small Enterprises
- National Programme of the Government of the Republic of Serbia for EU integration

# Resources map

## Historical background

Brus is officially founded in 1833, while in 1871 was proclaimed the town. The municipality of Brus he had a turbulent past. Brus was and is the crossroads to the Župa, Raška and Kruševac. Unfortunately, in these roads often came the conquerors. Brus , during the wars that have taken place in our country, was constantly occupied by the Turks and various other invaders who took turns.

Industrial development of the municipality of Brus began in the 1960s, when they built industrial companies in the textile and metal industries in this area.

The devastating earthquake which hit this area in 1980 and 1983 were without loss of life but with lots of material damage. After the earthquake new residential buildings were built and business infrastructure restored.

The disintegration of former Yugoslavia, the war in the region from 1991-1994, as well as thr 1999 bombing, brought few human victims in our community. The sanctions have led to bankruptcy some companies, leaving people jobless and poor.

## Geographic position



The municipality of Brus is situated in the central and southeastern part of Serbia. The territory of Brus is on Kopaonik mountain range spread across the territory of the eastern and part of Kopaonik from the highest place Pančićev top two thousand and seventeen meters to the lowest areas of the village Zlatari, between the the rivers Rasina and Graševka. Municipality of Brus covers an area of 605 km<sup>2</sup>. The average altitude of the municipality is 450 meters.

It can be said that the municipality Brus has a good position to the large geographical units and areas containing significant natural resources of the Republic of Serbia, the position to the roads, developed economic regions and major business centers.

The municipality of Brus borders with the municipalities: Raška, Leposavić, Kuršumljija, Blace, Kruševac, and Aleksandrovac. It belongs to Rasina district.

The administrative center of the municipality is a town Brus located between the the rivers Rasina and Graševka.

## **Natural resources**

The territory of the municipality of Brus has various natural wealth which is more significant in terms of quantity but quality. However, with the rational use, these resources provide important support to the future sustainable economic development of the community.

## **Mineral resources and mineral springs**

Mountainous hinterland lake rises above the rolling surface of Lower Župa and the lower valleys of the river flows spreading across most of the territory (more than 70%). This area is of complex geological construction and consists of sedimentary, igneous and metamorphic rocks .They are formed and changed under different influences from the older Paleozoic to the Holocene. Late Paleozoic is represented by various schists, usually habitus, gneiss, crystalline limestone, marble and dolomite. These rocks spread in mid-mountain ranges, making direct contact overlay of younger Mesozoic (limestone and Jurassic formations of dolomite and limestone) and volcanic rocks (quartz, basic and ultra basic "green "and other rocks).

Wide proliferation of volcanic rocks and their relationship to the Tertiary sediments indicates that volcanic activity was aritmic, that probably alarmed the aligomiocen and of Pliocene, and possibly all to the end of to Quaternary. The large plateau called "flat Kopaonik" with altitude from 1300 to 1700m, is morphologically dominant element of the relief. It slopes gently into the valley of the Western Morava over adjacent, northern mountains-Željina and Goč. On the other hand, the eastern mountains, mountain ranges and their piedmonts are strongly dissected with fluvial processes of erosion.

Other morphological characteristics of the area are frequent displacements of tectonic, magmatic effusions and perforation (skarns), traces of glacial relief in the source of Deep River, numerous karst, hydrology and the appearance of caving.

The territory of the municipality of Brus also has mineral reserves. The site "Rajićeva gora" has adequate amounts of antimony, lead and zinc. On a site called "Vrelo" they discovered significant quantities of basalt. In the mine "Belo Brdo" there is an exploitation of lead and zinc, and higher reserves of these minerals are found on the site "Zaplanina". On the "Jaram-Duboka" were discovered reserves of volstanite. Larger amounts of zeolite minerals were discovered in the village Igroš.

The territory of the municipality of Brus is also rich with mineral waters. So far the studies have been conducted on the locations in Brus, Sudimlje and Žarevo. Behind the current building of the Cultural Centre there is a spring of mineral water where, out of the depth of 700 meters, runs 8 liters of water per second, and the temperature of water is 27 °C .

In addition to mineral properties, these waters have medicinal properties especially in the treatment of skin diseases and diseases of internal organs. Because of physical and chemical of mineral water in Brus, popularly called "Bruska spa" can be used as an additional tool for treating the following diseases : chronic gastritis, duodenitis, gastric and

intestinal diseases, chronic oolecitis, chronic liver disease, kidney disease and urinary tract and others.

There are also seven springs at the nearby Gvozdac, also known as "Maiden Tears" because of their clarity and purity and their spreading in a relatively narrow area.

### **Waters and forests of the municipality of Brus**

The territory of of the municipality of Brus has no major transit flows. Waters in the municipality flow into three basins. The smallest basin is Ibar to whom belongs rivers: Gobeljak, Pločanska and Kriva Reka. Rivers: Golička, Zaplaninska and Duboka belong to the basin of Toplica, the biggest river flow of this territory (Rasina) goes to the Zapadna Morava basin (598 km). Tectonic conditions of the central part of the municipality of Brus caused a marked elbow flow of Rasina river (at the village of Rabojna), from southeast to northeast. Rasina is "hydrologically disabled" because it lost its left tributaries. The largest tributaries of river Rasina are rivers: Grabovnička, Graševačka, Batotska and Blatašnička. Characteristic hydrological phenomena are: "Bruska spa" (hot sulphurous waterwells) and natural resources "Žarevo mineral water and mineral water in Sudimlje". In order to soften the large differences of the water flow of Rasina and stop the driftcarried in Zlatarska gorge, in 1979, 55-meter high dam was built and Lake Čelije was formed.

The artificial lake Čelije and its basin covers an area of 598 km<sup>2</sup>. Average annual flow at the dam is 6,13 m<sup>3</sup> per second. 51,5 million m<sup>3</sup> of water is accumulated in the lake, and this water is used for irrigation and water supply for Kruševac. The depth of the lake is 45 m, and its transparency in the summer is 4m.

Amplitude of water level of Lake Čelije depends on rainfall and the amount of water used. The highest water level is in late spring, and lowest in late summer and early autumn. Low water levels in some years are characterized by the winter months because the flow of water into the lake is reduced to a minimum. During the summer the day temperature of the surface layer of water is 25 to 27 °C, and it is suitable for swimming and water sports. In the winter, thermal stratification establishes an indirect link, but the ice is exceptional phenomenon only during cold winters. Lake Čelije is visited by anglers, and occasionally various events are organized on it..

Public Enterprise "Srbija šume", The Forest Office "Rasina", Kruševac, manage state forests over an area of 61,350 ha, located on the mountains: Kopaonik, Jastrebac, Bukovik, Željin, Goč and Gledić. It performs supervision and technical assistance for private forest area of 40,000 ha, manages the state hunting grounds in the area of 25,000 ha, produces all kinds of conifers and deciduous forests, and buys walnut logs, mushrooms and herbs.

The Forest Office Brus operates within the "Srbijašume", Forest Estate "Rasina,", Kruševac. It is founded in 1906 and it covers the administrative territory of municipality of Brus. It takes care of the area of 210946 ha, 16.218 ha of that is forest, and the rest is bare land. From the total area of forest, 13,200 ha of forest are deciduous, and 3,018 ha are afforested, mostly conifer forest. Most common is the beech. The total timber volume is over 3 million m<sup>3</sup>. The total network of roads is over 300km. 41 persons are currently employed .



## Land

Brus municipality has about 34,470 ha of cultivated land, which is about 0,5 ha per capita, which is almost four times more than the minimum to ensure the existence (as estimated, for the provision of a subsistence enough is 0.17 ha of cultivated land per capita).

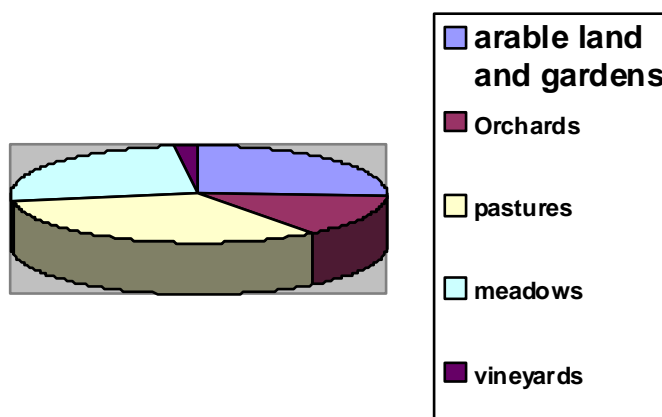
Agricultural land is suitable for growing many crops including healthy food, and the statistical indicators in the municipality of Brus show that people sow corn and wheat the most.

**Table 1** Land by crops

Property sector	Total area Ha	Arable land Ha	Orchards Ha	Vineyards Ha	Meadows Ha	Pastures Ha	Forests Ha	Bare land Ha
Private	33.377	7.865	4.223	679	7.598	3.385	9.206	421
Others	27.200	327	196	6	499	6.937	16.901	2.334
<b>Total</b>	<b>60.577</b>	<b>8.192</b>	<b>4.419</b>	<b>685</b>	<b>8.097</b>	<b>10.322</b>	<b>26.107</b>	<b>2.755</b>

Agricultural land in the municipality of Brus can be shown like this:

1. arable land and gardens 8.192 Ha
2. orchards 4.419 Ha
3. pastures 10.322 Ha
4. meadows 8.097 Ha
5. vineyards 685 Ha



The average farm estate in the municipality of Brus is far higher than in the other municipalities in Rasina District, particularly municipalities located in the plain area such as Varvarin, Trstenik, and Čičevac.

The municipality of Brus is rich in vegetation. Of the total of 60,577 ha of land area, 43.09% of the area consists of forests, 8.43% are orchards and vineyards, and the remaining area occupied by fields, meadows and pastures. Land is divided into 61 cadastral municipalities. The average size of the farm in the municipality of Brus is 6-7 ha. Just under 50% of households own less than 4 hectares of land. It is significantly smaller proportion of medium farms, which have 4-10 ha (about 35% of households) of land. In the municipality, however, are also present the farms with more land. It is estimated that there are about 10% of farms with 10-15 ha of land owned and approximately 5-8% of households with more than 15 ha.

Land in the municipality of Brus is characterized by a large number of small plots, a significant proportion of forests and the grassland (meadows, pastures) and mixed production. In almost all villages, there are areas that are not processed (abandoned land).

Abandoned plots often occur in the mountainous region, in villages where migration is most pronounced. Those are distant plots, of poor quality. Weeds and the beginning of erosion are present on these plots.

Depending on the geological composition at the municipality of Brus there are different types of land, but the land, due to diverse relief, is suitable for degradation and the subject to erosion.

The average farm in the municipality of Brus has the following structure of land ownership:

- 1-1,5 ha – crops
- 0,3-0,4 ha – vegetables
- 1-1,5 ha – orchards
- 1-3 ha – meadows and pastures
- 1-3 ha – forests
- 1-2 ha – abandoned

The average farm size is much larger than the average of the Republic of Serbia and Rasina district, but the structure of land ownership is significantly different compared to other municipalities in Rasina district.

## **Climate**

Depending on latitude and altitude, as well as other factors, the climate varieties of temperate climate range from a typical temperate-continental, in lowland areas, to the sub mountain and mountain at 800 meters above sea level. Mild continental climate dominates in most of our landscapes in a nice distinct seasons and a gradual transition among them. The first cold days start on Kopaonik the end of September and in low areas in the second half of October. The early frost occurs in late October. Average January temperature for the mentioned period is about 0 °C. Average July temperature as the hottest month is 25 °C. The absolute maximum temperature measured in the past decade was 37 °C. The absolute minimum temperature registered in the past decade was -25 °C.

In the past decade the average amount of the rainfall is 700mm. Most of the rainfall is in May (88.14 mm) and least in August and September (about 40mm). The total amount is insufficient, but the annual distribution is favorable, and people have successfully grown all the Central European cultures. However, on average, every fourth year is dry, and every tenth is with heavy summer rains and severe floods (1962, 1978, 1999).

The most frequent winds are south-east and east, which generally blow in spring and autumn, but they appear almost regularly in the winter. Winter Wind (norther) make the low temperatures, making them long remembered by the people.

Fog is a rarity here. At the upper part of of the municipality, air becomes cold and wet, true mountain climate determined by a belt of lying bushy junipers, blueberries, low and high mountain spruce and dry grass.

## Mountain Kopaonik

National park Kopaonik is located in central Serbia, 230 km from Belgrade. Kopaonik can be approached to from the the direction of Jošanička spa or from Brus. The territory of National Park covers an area of 11,810 hectares in the municipalities of Raška and Brus. There are plans to extend the territory of National Park in the municipality of Leposavić. Surrounding buffer zones provide the ecological integrity of the park.

National Park was established in 1981 and it is managed by Public Enterprise of National Park Kopaonik. Protection of the park is guaranteed by the application of the Law on Nature Protection and Law on National Parks, as well as a number of international conventions.

Organization and management of protected areas is carried out in accordance with the Regional Plan for the area of special purpose and other relevant regulations. Supervision is performed by the Ministry for the preservation of the environment, the Ministry of Public Works and the Institute for Nature Protection.

Areas with a particularly important and rare plant and animal species have been isolated and protected as reserves.

There are 12 of the reserves:

1. Kozje stene
2. Vučak
3. Mrkonja
4. Jankova bara
5. Gobelja
6. Barska reka
7. Samokovska reka
8. Metode
9. Jerak
10. Suvo rudište
11. Duboka
12. Ravnica



Kopaonik is the largest mountain range in Serbia, stretches from northwest to south east about 75 km, reaching in the middle the width of about 40 km.

The highest part is the large Flat Kopaonik, where rises up Suvo Rudište with Pancić's (Milan's) peak (2017 m) where the Pančić's mausoleum is, Karaman (1934 m), Gobelja (1834 m) and others. Southeast of the Suvo Rudište, Kopaonik is narrowed and divided into a series of elevations: Čardak (1590 m), Šatorica (1750 m) and Oštro koplje (1789 m), separated by broad faults.

Kopaonik is the most widely broken up forest-pasture areas of central Serbia. On the higher parts are coniferous, spruce and fir, and the sides are beech and oak forests.

Livestock breeding is the main occupation of the population, and more recently mining and tourism. Kopaonik was already mining area in the middle Ages, and from that time many undermines, names and other mining tools left. Mining has been restored in recent years, particularly in Trepča.

Today a major tourist mountain center is on the Flat Kopaonik, with numerous accommodation facilities, a system of ski trails and lifts and other infrastructure.

Another kind of complex is being developed in the village Brzeće on the eastern slope of Kopaonik, where hotels, apartments and houses have approximately 1,000 beds.

On the western side, from the Ibar highway, two roads are going for Flat Kopaonik, one from Biljanovac following Jošanička river, and the other from Rudnica; and from the east side from Krusevac and Toplica through Brzeće. Flat Kopaonik from its eastern branch is separated by lowering the saddle Mramor (1140 m), then climbs to Velika ogledna (1359 m) and wavy ridge Vrata (1072 m), Počar (1163 m) within Javorac and from its top Žurla (869m), dropping steeply into the Jankova gorge which separates it from mountain Jastrebac.

### **General characteristics of Kopaonik**

The attraction of Kopaonik lies into its remarkable pace of relief. Spacious mountain pastures and dense evergreen mixed forest, and mountain peaks from which can be seen Šara mountain, Stara Planina and other surrounding mountains which remain indelible into the memory of all who have visited this mountain beauty.

### **Flora and fauna of Kopaonik**

Kopaonik is a place where you can find examples of endemic flora such as Serbian spruce, Pančić watercress and violet Kopaonik violet. Of the many animal species, most important are peregrine falcon, golden eagle, owls, wild cats and deer.

### **The climate of Kopaonik**

With almost 200 sunny days a year, Kopaonik deserves its other name "Sunny Mountain". Its southern position, height and openness of the terrain prevent the retention of clouds over the mountain. The cold air falls into the surrounding plains and basins, so that winter temperatures are not too low. The average annual temperature is 3.7 ° C. Snow starts in late November and lasts to the May, an average of 159 days a year. The level of rainfall is more than 1000 mm per year.



Mountain Kopaonik

### **Thermal springs and spas within Kopaonik**

At the foot of the Kopaonik is Jošanička Spa (thermal spring, 78 ° C), Lukovska Spa (36-56 ° C) and Kuršumlijska Spa (38-57 ° C). In addition to the thermal springs on Kopaonik, there are mineral springs and sources of low-radioactive water Krčmar on Kopaonik an altitude of 1700 m and Marina water at an altitude of 1950 m.

## Cultural and historical monuments on Kopaonik

In the surroundings of Kopaonik there are many cultural and historical monuments. Some of them are:

- Remains of medieval road: Kukavica (about 4 km)
- Remains of medieval mines: Village Zaplanina, Smokovska river, Kadijevac, SuvoRudište, Brzečka River, Bela reka
- Buildings of religious architecture: a former church at Metode, church of st. Peter and Paul in Kriva Reka , buildings from the Ottoman period - Turkish bath in Jošanička spa
- Monuments from the the wars of liberation: a monument on Mramor, monument Students' grave, Crossroads, a monument to the victims of fascism in Kriva Reka
- Other sites: the Pančić's Mausoleum (located at the complex of special-purpose)
- Important historic buildings: Mijatovic gap, the rural houses: Lisina village, the village Djordjevic, Crna Glava village, the village of Kriva Reka, Village Brzeće, water millsand saw mills: Brzeće, Kriva Reka, Gobeljska reka, Jošanička Spa.

## Demographic potential of municipality of Brus

According to data from 2002, 18.764 inhabitants at municipality of Brus lives, down for 1994 inhabitants compared to the data from year 1991. By an average decline in population of municipalities, Brus is the first at the region and one of the municipalities with the largest percentage fall of the Serbian population. The age structure of the villages is very poor.

The average population density at the municipality is 30 inhabitants per km<sup>2</sup>, which is far below the average of the district. The municipality has employed 4,800 persons, 1,700 waiting for a job, and 700 are located to working abroad.

**Table 2** The census for the territory of Brus, with data from the 1991 census and data from the Census of 2002.

#	POPULATED PLACE	POPULATION				HOUSEHOLDS				FLATS			
		1991	2002	More	Less	1991	2002	More	Less	1991	2002	More	less
1.	BATOTE	698	541		157	178	176		2	201	207	6	
2.	BELO POLJE	83	55		28	30	31	1		35	65	30	
3.	BLAŽEVO	208	180		28	61	57		4	72	98	26	
4.	BOGIŠE	379	351		28	103	104	1		126	104		22
5.	BOZOLJIN	172	129		43	55	52		3	62	59		3
6.	BRANCE	65	45		20	19	19			20	28	8	
7.	BOTUNJA	439	391		48	127	119		8	175	320	145	
8.	BRĐANI	240	204		36	57	61	4		84	63		21
9.	BRZEĆE	251	268	17		60	83	23		108	181	73	
10.	BRUS	4.562	4.783	221		1.342	1.482	140		1.448	1.616	168	
11.	BUDILOVINA	304	294		10	82	90	8		123	107		16
12.	VELIKA GRABOVNICA	643	663	20		139	158	19		174	233	59	
13.	VITOŠE	78	57		21	21	20		1	21	26	5	
14.	VLAJKOVCI	467	469	2		111	136	25		124	207	83	
15.	GORNJE LEVIĆE	209	140		69	70	67		3	75	95	20	
16.	GORNJI LIPOVAC	126	89		37	31	29		2	48	39		9
17.	GRAD	101	97		4	25	25			32	29		3
18.	GRADAC	143	139		4	44	47	3		46	68	22	
19.	GRAŠEVCI	552	508		44	141	149	8		171	218	47	
20.	DOMIŠEVINA	141	104		37	38	36		2	53	44		9
21.	DONJE LEVIĆE	122	87		35	29	28		1	35	35		
22.	DONJI LIPOVAC	271	215		56	76	76			84	81		3
23.	DRENOVA	132	102		30	36	35		1	45	54	9	

24.	DRTEVCI	17	38	21		4	12	8		4	14	10	
25.	DUPCI	482	480		2	138	156	18		198	194		4
26.	ĐEREKARI	37	23		14	14	9		5	47	16		31
27.	ŽAREVO	166	92		74	62	46		16	93	74		19
28.	ŽILINCI	201	155		46	57	53		4	98	67		31
29.	ŽILJCI	402	445	43		111	131	20		127	152	25	
30.	ŽUNJE	454	385		69	119	111		8	175	141		34
31.	ZLATARI	745	667		78	188	186		2	238	232		6
32.	IGROŠ	749	673		76	178	168		10	188	191	3	
33.	IRIČIĆI	61	44		17	24	22		2	30	41	11	
34.	KNEŽEVO	73	60		13	28	25		3	29	28		1
35.	KOBILJE	525	531	6		136	150	14		168	171	3	
36.	KOVIZLA	63	59		4	15	16	1		17	18	1	
37.	KOVIOCI	208	203		5	61	66	5		90	84		6
38.	KOČINE	119	115		4	27	28	1		39	35		4
39.	KRIVA REKA	771	626		145	155	159	4		207	188		19
40.	LEPENAC	992	995	3		245	286	41		384	323		61
41.	LIVAĐE	186	179		7	48	53	5		68	66		2
42.	MALA VRBNICA	261	223		38	79	74		5	96	96		
43.	MALA GRABOVNICA	167	184	17		47	57	10		48	65	17	
44.	MILENTIJA	229	185		44	60	55		5	81	81		
45.	OSREDCI	764	502		262	159	135		24	232	261	29	
46.	PALJEVŠTICA	76	56		20	19	17		2	26	25		1
47.	RAVNI	276	235		41	73	67		6	97	95		2
48.	RAVNIŠTE	146	93		53	48	37		11	51	54	3	
49.	RADMANOVO	158	154		4	29	34	5		38	52	16	
50.	RADUNJE	112	87		25	25	25			30	30		
51.	RAZBOJNA	564	566	2		155	147		8	250	195		55
52.	RIBARI	413	360		53	107	99		8	113	131	18	
53.	STANULOVIĆI	74	55		19	27	23		4	27	51	24	
54.	STROJINCI	566	525		41	149	166	17		177	181	4	
55.	SUDIMLJA	91	50		41	36	26		10	57	52		5
56.	TRŠANOVCI	665	600		65	145	183	38		175	210	35	
57.	ČOKOTAR	46	33			13	13			14	27	13	
58.	ŠOŠIĆE	175	109		66	38	38			55	47		8
	TOTAL	21.420	19.698		1.722	5.694	5.953	259		7.188	7.669	488	

For the municipal center Brus is characteristic that from total district population, urban population consisted 22% in 1991 and 24.4% in 2002. This implies that the population in the city increases and decreases in the villages.

TABLE 2: POPULATION FROM 1991-2002 BY TYPE OF SETTLEMENT

TERRITORY	1991	2002
TOWN	4558	4783
VILLAGE	16773	14915
MUNICIPALITY	21331	19698

TABLE 3: RATES OF BIRTH, MORTALITY AND POPULATION GROWTH FOR MUNICIPALITY OF BRUS FROM 1991-2002

YEAR	BIRTH RATE	MORTALITY RATE	POULATION GROWTH
1991	10,00	12,2	2,2
1995	11,00	10,6	0,4
2002	8,9	15,7	6,8

Natural growth in 1991 was 2.2%, in 1995 was 0.4%, and in 2002 was 6.8%. In 1991 the difference between the number of births the the number of deaths becomes negative, in that year a negative population growth was recorded.

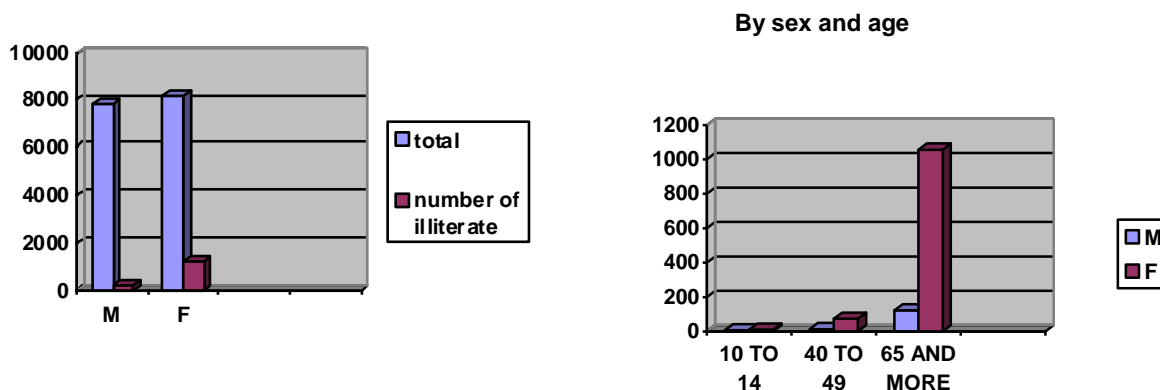
In 1991, the percentage of male illiteracy was 4.1% and females 19.4%. In 2002 the situation has improved. In 2002, in municipality of Brus, the share of the population most high school graduates is about 34%. Then come those with primary school, about 18%. Highly educated are the least.

The resulting structure of the population by educational attainment shows positive trends. The number of people without qualification and, incomplete primary education declines and increases the population with primary, secondary, higher and university education.

TABLE 4: ILLITERATE POPULATION AGED 10 AND OVER BY SEX AND AGE IN BRUS IN 2002

Gender	Total	ILLITERATE									
		Total		10-14	15-19	20-39	40-49	50-59	60-64	65 and more	Unknown
		Number	% in total								
M	7826	251	3,1	7	10	38	13	18	19	122	4
F	8138	1187	14,1	11	18	72	74	93	124	1056	39
total	15966	1718	8,65	18	28	110	87	111	143	1178	43

### ILLITERATE POPULATION



An additional factor in changing the trend of population growth refers to set of economic goals and their implementation. If, with current negative trend of economic growth, a significant move is made in the way of increasing wealth (gross domestic product), it will be directly reflected in the growth of population.

A particular problem that determines the demographic trends in this area is the poverty of the population. This issue covered a wider area, which reflected on the municipality of Brus. This clearly indicates that the municipality addresses to the problem of poverty as a priority need in immediate future planning. The solution lies in the acceleration of economic development because it threatens a real danger that the condition of poverty can be dizzyly increasing. The most vulnerable categories of the poor stand out, because poverty does not equally affect all population groups, children are most affected by poverty, about half of them in Republic of Serbia, the displaced population living in our territory are at more significant risk of poverty from those who were not forced to move. Pensioners with low incomes have very high risk of encountering a group of poor although a large number of them already are in the same. Currently their largest number is concentrated just above the poverty line.

### Employment and earnings

One of the key problems facing the Republic of Serbia is high official unemployment rate which according to the Employment Service of the Republic of Serbia is 41%.

Employment opportunities and job creation are one of the key economic and political problems at both the Republic of Serbia and in the municipality of Brus. Each new investment in any area is primarily viewed in terms of employment and number of new jobs while other aspects of the impact of new investment on economic development are in the background.

TABLE5: AVERAGE MINIMUM AND MAXIMUM EARNINGS IN MUNICIPALITIES OF RASINA DISTRICT



Aleksandrovac	31120 22272
Brus	29987 22114
Varvarin	37964 27166
Kruševac	39886 28570
Trstenik	28922 22591
Čičevac	30186 21741

AVERAGE MAXIMUM EARNINGS IN MUNICIPALITIES IN RASINA DISTRICT IN PERCENTS



AVERAGE MINIMUM EARNINGS IN MUNICIPALITIES OF RASINA DISTRICT IN PERCENTS

Economic structure primarily involves the division of population by economic activity and the level of education.

The structure of the labor force by category consists of three sectors:

1. Primary (agriculture fishing forestry, water management)
2. Secondary (construction, mining industry)
3. Tertiary (transport catering tourism)

The economically active population comprises part of working people as a contingent of people with occupation (full-time) unemployed people actively seeking work and insufficiently employed population. In addition to the economic active population, a contingent of the population with personal income and contingent of dependent population stand out.



In 1991, there is a decline in the number of active population on 48% for the work of increase in the number of persons with personal income to 10%. In 2002, the number of active population is still reduced.

The number of work-capable population decreased in 2002 compared to 1991 to about 2200 people. Participation of the male work-capable population is greater in the reduction, or more male than female work-capable population dropped. The total number of work-capable population has more males than females, approximately the same in 1991 and 2002.

The population of the municipality of Brus is mostly employed in the manufacturing industry; tourism prevails behind it, then the agriculture, although part of the employed population works on their farms.

According to the National Employment Service, Branch in Brus, in January, February and March 2009, 255 people are employed in the municipality of Brus, of whom 66 full-time and 189 part-time and there are 279 new entrants.



Table 6: THE EMPLOYMENT

employees	year	Serbia	Brus	Serbia=100
Number of employees at 100 inhabitants	1981	24,2	11,4	47,1
	1991	25,3	22,9	90,5
	1997	22,5	15,5	68,9
Number of employees at 100 work-capable inhabitants	1981	37,7	17,7	46,9
	1991	41,8	36,6	87,6
	1997	37,1	28,6	90,2
Number of employees in economic sector	1981	38278	20	
	1991	178,981	229	
	1997	304,51	325	
% of employed in the economy	1981	81,6	76,6	93,9
	1991	80,7	85,7	106,2
	1997	86,1	91,5	106,3
% of employed in industry	1981	37,7	50,3	133,4
	1991	41,2	64,5	156,5
	1997	35,6	55,9	157,1
% of employed in	1981	5,1	3,5	68,6

agriculture	1991	5,5	9	163,6
	1997	3,7	7,5	202,7
% of employed out of economy	1981	18,4	23,4	127,2
	1991	19,3	14,3	74,1
	1997	19,1	15,2	79,6
The unemployment coefficient	1981	6,4	2,9	45,3
	1991	20,7	24,9	120,3
	1997	24,3	25,9	106,6

The municipality of Brus has a lot of unskilled workers that are most difficult to ensure job. High participation of skilled workers and secondary education suggests that education does not follow the economy needs.

Local labor market is very static. The demand for labor is very low, supply of labor force is unadjusted to current and prospective needs of the economy, and all relevant facts (the National Employment Service, unemployment, educational institutions and employers) are waiting for someone else to solve the problem. It is therefore not surprising that a large number of unemployed is waiting to work several years.

Unemployed persons, job vacancies and employment in the period from 01.01. to 31.12.2007											
Organizational Unit of NES	Unemployed persons		Пријаве потреба			Employment					
						Total	women	Full time	Women	Part time	women
	Total	women	Total	part time	full time	Total	women	Full time	Women	Part time	women
Branch Brus	1.805	814	951	292	659	717	370	216	112	501	258
<b>TOTAL:</b>	<b>1.805</b>	<b>814</b>	<b>951</b>	<b>292</b>	<b>659</b>	<b>717</b>	<b>370</b>	<b>216</b>	<b>112</b>	<b>501</b>	<b>258</b>

TABLE 7: Unemployed persons, job vacancies and employment in the period from 01.01. to 31.12.2007

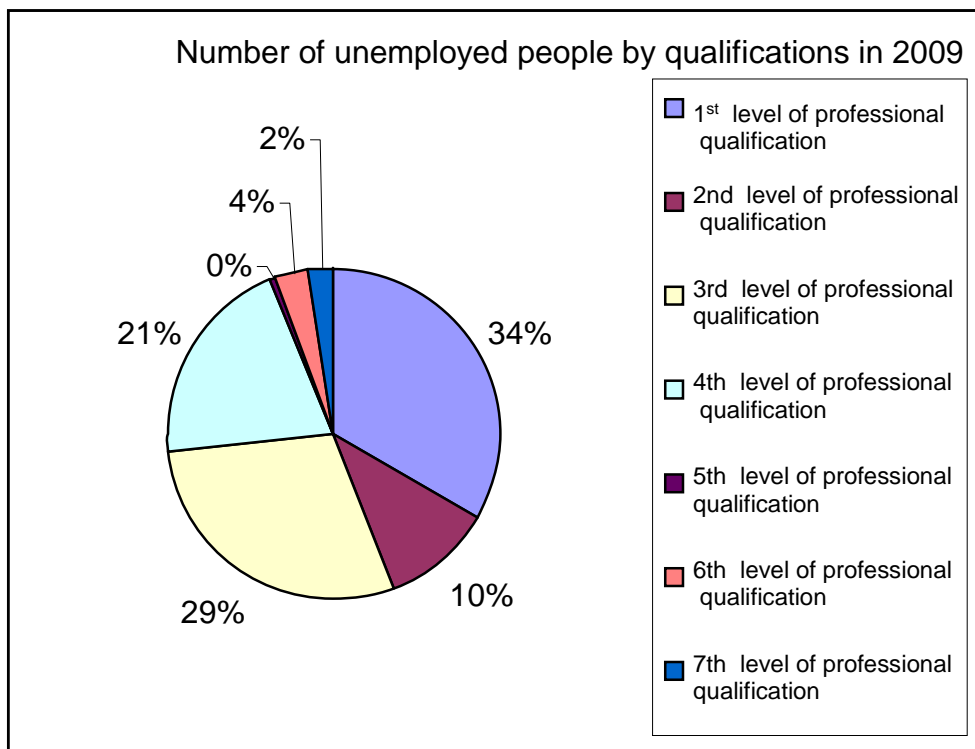
Unemployed persons, job vacancies and employment in the period from 01.01. to 31.12.2008.											
Organizational Unit of NES	Unemployed persons		Пријаве потреба			Employment					
						Total	women	Full time	women	Part time	women
	Total	women	Total	part time	full time	Total	women	Full time	Women	Part time	women
Branch Brus	1.727	784	917	396	521	811	467	316	165	495	302
<b>TOTAL:</b>	<b>1.727</b>	<b>784</b>	<b>917</b>	<b>396</b>	<b>521</b>	<b>811</b>	<b>467</b>	<b>316</b>	<b>165</b>	<b>495</b>	<b>302</b>

TABLE 8: Unemployed persons, job vacancies and employment in the period from 01.01. to 31.12.2008.

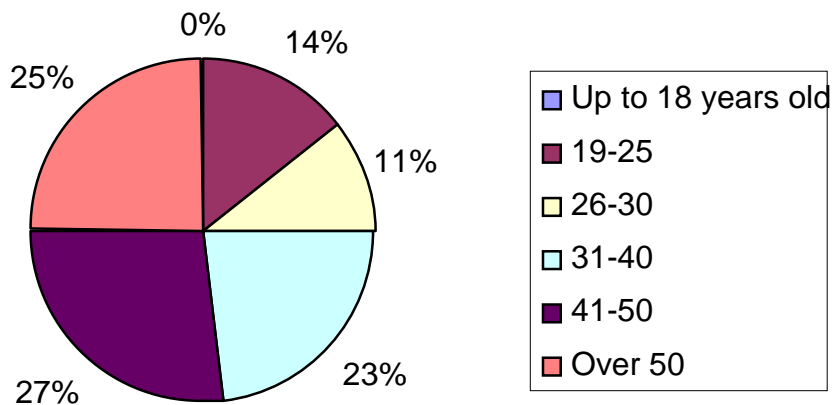
Balance of unemployment by occupation, age and sex as at 31.03.2009							
	Total	Up to 18 years old	19-25	26-30.	31-40	41-50	Over 50 years old
	women	women	women	women	women	women	women
1 <sup>st</sup> level of professional qualification	619	1	52	42	147	146	231
	260	1	23	19	68	64	85
2 <sup>nd</sup> level of professional qualification	194	1	5	6	28	69	85
	121	1	3	5	19	41	52
<b>Total 1st and 2nd</b>	<b>813</b>	<b>2</b>	<b>57</b>	<b>48</b>	<b>175</b>	<b>215</b>	<b>316</b>

	<b>381</b>	<b>2</b>	<b>26</b>	<b>24</b>	<b>87</b>	<b>105</b>	<b>137</b>
3rd level of professional qualification	540	0	117	72	115	153	83
	174	0	39	25	47	52	11
4th level of professional qualification	387	0	63	45	115	116	48
	196	0	29	30	62	50	25
5th level of professional qualification	7	0	1	0	0	0	6
	1	0	0	0	0	0	1
6th level of professional qualification	65	0	22	17	12	8	6
	34	0	12	9	7	5	1
7th level of professional qualification	40	0	6	18	7	4	5
	21	0	3	12	3	2	1
3rd-7th level of professional qualification	1.039	0	209	152	249	281	148
	426	0	83	76	119	109	39
<b>TOTAL</b>	<b>1852</b>	<b>2</b>	<b>266</b>	<b>200</b>	<b>424</b>	<b>496</b>	<b>464</b>
	<b>807</b>	<b>2</b>	<b>109</b>	<b>100</b>	<b>206</b>	<b>214</b>	<b>176</b>

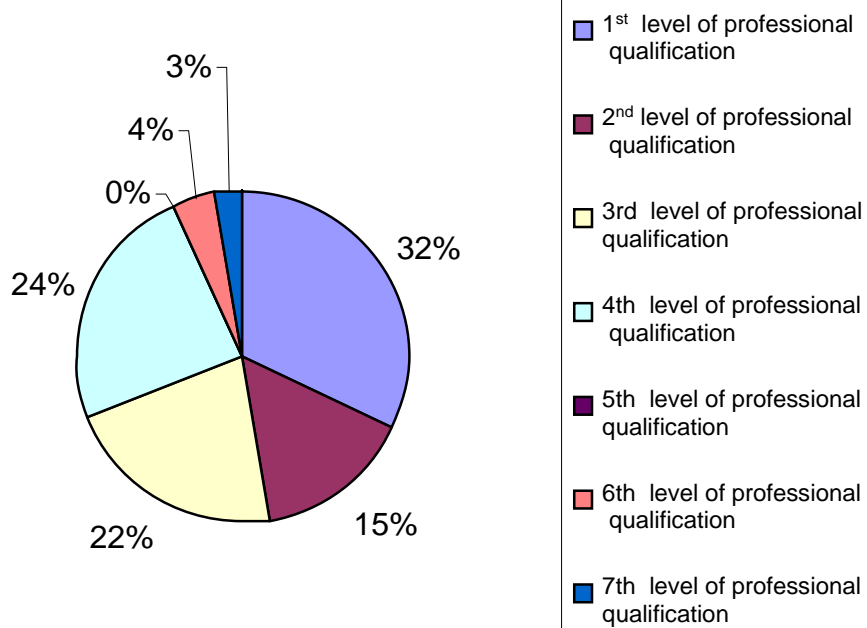
Balance of unemployment by occupation, age and sex as at 31.03.2009

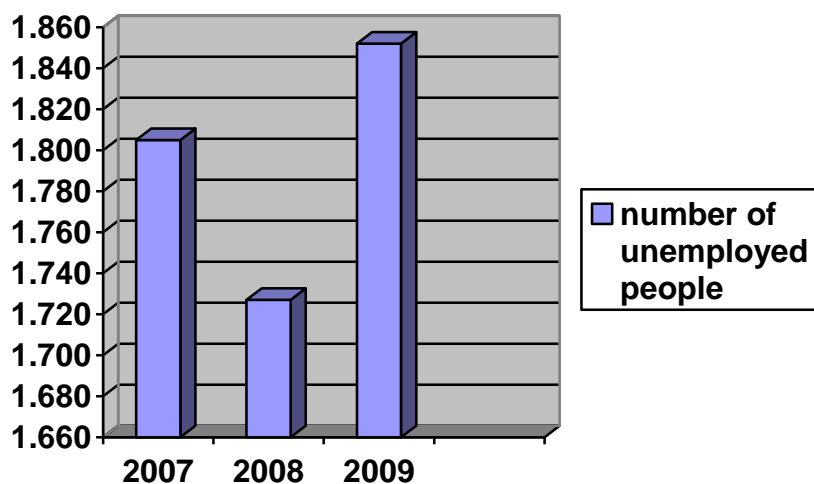


Number of unemployed people in 2009 by age



Number of unemployed women in 2009 by qualifications





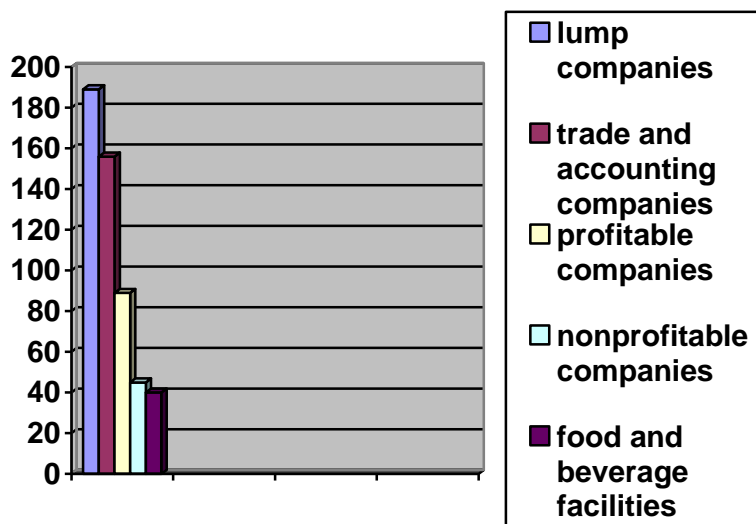
### Data on companies

Industrial development of municipality of Brus starts in the sixties of 20th century, when industrial companies were built in this area in the textile (knitwear factory "Brusjanka" Brus) and metal industry (branch of Trstenik Petoletka "FUD", plant "14Oktobar" Kruševac), and cooling plant "Z.Z Kopaoničanka". Production facilities are mainly located outside of the town: at the entrance of the town are textile mills and knitwear "MODITAL", factory of equipment and parts "FUD" and factory of machinery industry "14 October". At the exit of Brus are factories of machine industry LLC "VIS"; water plant "Brzmin" located in the village Brzeće which is 18 km away from Brus; water plant "Popeks" is located in the neighborhood Rasadnik, factory of plastic "Poliplejt" is located in Batote, nearby village. In addition to these factories about fifty small and medium enterprises works in community that are primarily engaged in processing of fruits and vegetables („Plaža kompani“, „Trgokomerc Obradović“, „Panići group“, „Sweet home“, „Voćeprodukt“, „Professional“, „Panikop“, „Budimgrad“, „Kopifood“, „Foodlend“, „Voćar Kopaonik“, „AS group“) and they are located in nearby villages of the municipality. These companies also sell their products both in Serbia and in abroad.

According to data of the tax office branch in the municipality of Brus there are about 519 registered companies and businesses. Of which:

- profitable companies 89
- nonprofit companies 45
- trade and accounting companies 156
- lump companies 189
- food and beverage facilities 40

According to these data, it can be concluded that the municipality of Brus has highest number of lump companies and retail stores, then the profitable companies, and the last are non-profitable companies, restaurants and shops.

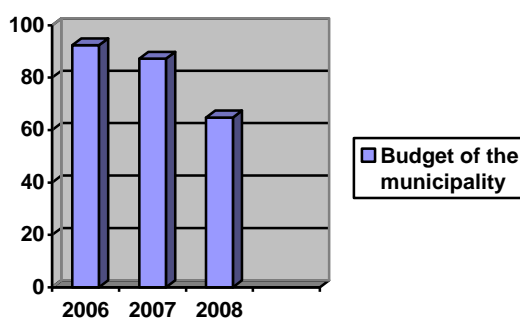


### Financial and advisory services to companies

There are following branches of banks in Brus: Commercial Bank, Vojvodjanska Bank, Banca Intesa and Agrobanka. Loan funds are sold with interest rates of 1.6 -2.2 per month without currency clause and from 12.95 to 15.95 with foreign currency clause, depending on whether the funds are long-term or short term. Insurance companies have their offices in Brus: Dunav insurance, DDOR Novi Sad and Delta Generali.

### Budget of the Municipality

Total budget revenues of municipality of Brus from 2006 have been consistently increasing. However, it is important to note that it has a relatively low budget inflow per capita which is about 18% of the total municipal budget per capita per year. Planned budget of municipality of Brus for year 2006 was 156.2 million dinars and 144.2 million are achieved, which is 92.33% in percentage. Planned budget of municipality of Brus for year 2007 was 339,000,000 dinars, 295,714,000 are realized, which is 87.23% in percentage. Planned budget of municipality of Brus for year 2008 was 532, 000,000 dinars, 344,537,655 are realized, which is 64.76% in percentage.



From presented it can be concluded that realized municipal budget decreases more and more each year in comparison to planned budget.

## Agriculture

Most population in the municipality live from agriculture and livestock breeding is their main occupation. Such production orientation has been caused by the soil structure because of the total 60,577 hectares of land, meadows and pastures make 30.41%. Livestock farmers are generational affiliation and at conditions where villages are mostly of shattered types, a cattle breeding is the most productive occupation.

Crop production is based on 8,192 hectares of land, ie only 13.52% of the municipal agricultural areas. Main field crops in Brus are maize, while barley and wheat are less grown. Crop production is based on small parcels of about 1 ha (economically unprofitable production). Crop production is primarily in the function of livestock production, ie it is valorized through the placement of livestock and milk.

Vegetable production is small and mainly focused on domestic needs and local market. The production is based in gardens and small parcels of 0.5 ha. Only potato is planted on slightly larger parcels of land.

Plums, raspberries, blackberries, apples, pears and grapes are grown in fruit production. The main problem in plum production is the lack of markets or low price for the purchase of plum (7.5 to 10 dinars in 2007). Households are therefore forced to make brandies which also do not have the market for. There are a considerable number of farms with extensive stocks of brandy. Brandy purchase price is extremely low at 1.2 dinars per volume level.

It is much more favorable situation in raspberry and blackberry production. A number of manufacturers built small cold storages for fruits. Raspberries and blackberries have good prices, and the households has organic certificate of production of raspberries and blackberries. These producers united in the agricultural associations and have a secure buyer.

The hilly terrain, where scattered hamlets of Municipality of Brus have always provided the conditions for development of livestock production (sheep, cows, goats), and fruit (plums, apples, raspberries, blackberries) and raising the vineyards in Župa. Because of the distance from their house here they raise wine villages called "Poljane".

Although in some villages there were very rich people because they had hundreds and dozens of sheep and cows, they had several acres of pasture, however, on the whole, Kopaonik villages were and remain the poorest villages in Krusevac area.

Even today there are favorable conditions for cattle breeding and fruit growing in the municipality but because of economic crisis people are not able to invest more in agriculture and to fully exploit the economic resources, but use them only for basic needs.

Estimated structure of the herd of the average household

- Cows – 1
- Sheep – 7 (10-15)
- Swines – 1 (0-2)
- Poultry – 12 (10-15)

## Livestock breeding

Despite the reduction of livestock over the past thirty years in the municipality are grown a significant number of animals, this indicates the great importance of livestock production in the municipality of Brus.

It is estimated that in municipality of Brus about 4,000 households has livestock. Per household on average it is about one sinned. Only about 50 households have 5-10 livestock. There are about 3,800 cows and heifers and 5,000 pigs, which indicates developed cattle production if one takes in account the available land area. In cattle production, there are several specialized farms for fattening cattle. These farms are doing service as subcontractors for some major companies.

The dominant race in cattle breeding the Simmental breed and domestic spotted cattle breed in Simmental type. Cattle are raised primarily in specialized facilities and renovated facilities that, however, are primarily old and not functional. Stables are spacious, but not appropriate to zootechnical conditions, do not have accompanying objects, and are often located next to the house.

Livestock are primarily kept in tied housing throughout the year, though there are villages where the cattle is grazed during the summer months. Rare farms have barns with outlet (a free system of keeping). They use their own pastures and abandoned land (meadows) for grazing.

Cattle is fed on the basis of its own information (not prepared recipe) and in individual cases on the advice of experts and personal norms obtained for grazing. The diet used: grazing cut green mass of hay from the natural grasslands and sown meadows, clover hay, lucerne, etc) for grazing. Distant pastures are abandoned for grazing. The basis of supplemental feeding is corn grains. Larger farms use corn silage in feeding cows. The use of corn silage for cattle breeding is considerably lower in comparison on the other municipalities of Rasinski District. The municipality has no households that store hay. On the medium and larger farms use concentrates premixes and food components (eg cattle flour) that are acquired on the market. Farmers are in most villages satisfied with the work of veterinary facilities. Veterinarians are engaged for vaccination, artificial insemination of cows and sows, cleaning of animal parasites, taking samples of materials for diagnostic tests on the infectious diseases, treatment of animals, confinement of animals, surgical procedures on animals and all other actions related for animal health care.

Average milk production of cows is 10 liters of milk per day, although there are households with about 20 liters of milk per cow per day. Average milk production per animal is below 3,000 liters of milk at lactating. Milking is by hand or small movable mechanical milking machine. The municipality has very few lactofreezes. In the villages there is no organized place of purchase. The milk is in most cases collected and preserved in plastic and aluminium cans. On the field are buckets of stainless steel. Purchase of milk on the field is not organized.



## Repurchase

Dairies that collect milk on the field are "Lazar" Blace and "Stočar" Brus.

With the exception of a small number of farms operating as subcontractors for some major companies, the purchase of cattle is most made by marketeers. Significant markets for selling cattle are Brus, Blazevo and Ravni, of which only the selling point Ravni is registered as cattle driving. As important places for selling are fairs in Brus (from May to September). The calves are often sold in markets with about 160 kg (range 150-200 kg), while beef cattle, weighing about 500 kg, are delivered to some big companies.



## Sheep production

The main difference in comparison to other municipalities of Rasina District is significantly developed sheep production. In the municipality of Brus there are 14,928 sheep, according to data of the Census (2002), which represents over a third of all sheep in Rasina district. By the number of sheep Brus municipality is among municipalities with a large number of sheep in Serbia. Recently, the municipality recorded decline in sheep production and it is estimated that there are in this point 10,000 to 11,000 sheep. The number of sheep is sufficient to begin the systematic development of sheep production. Sheep breeding is developing in mountainous regions of the municipality, in the villages that are known by population migration. Development of sheep breeding is associated with aging and lack of number of labor force. Largest sheep farms have 20-30 sheep. In the region there is no clear racial differentiation in sheep production. The racial composition is dominated by different classes of Pramenka breed and their crosses. Upbringing is also performed of Sjenica sheep, Württemberg and the small percentage of Bergam.

Sheep production is mainly organized in the pastures for most of the year, with the dominant presence of grass of moderately low nutritional value. During the winter the animals are raised in the special purpose facilities but also in improvised buildings and are fed with mainly meadow hay of poor quality.

Sheep are mainly grown for production of lambs that are sold in the period from March-May. Lambs are sold with a body mass of about 30 kg (range 20-40 kg). Lambs are usually sold at a market in Brus and to resellers. It is rare for lambs to be sold in the animal market in Ravni.

## Pig breeding and poultry farming

Intensive pig and poultry production is not present, nor there are prerequisites for their development. Big problems in the planning of development of livestock production are

poor predispositions for development of crop production, grain production and animal foods.

Poultry and pigs are grown for domestic use and do not represent the products sold in the market, i.e. they are basic product and household income. The largest number of farms have one sow. There are farms where there are organized production of pigs. The piglets are commonly sold at local markets and fairs. The municipality have several mini-industrial buildings for fattening poultry and egg production. The buildings are of smaller capacity. The production in these facilities is in accordance with technological standards. At the the average household, however, is grown 10-20 heads of poultry for their own use in extensive systems of husbandry. The municipality does not have a lot of registered animals.

### **Agrotechnical measures**

A small number of farms apply a complete agrotechnical measures. Agrotechnical measures are mainly applied partially. The most important agrotechnical measures that are applied on farms are plowing, fertilization, discing, harrowing. The most important agrotechnical measures in orchards are occasional pruning and spraying. In the municipality is growing consumption of fertilizers and agrochemicals. Most widely used are organic fertilizers for soil nutrition. From fertilizer, NPK is most used, and to a lesser extent, KAN. Fertilization is done based on their own findings and advices received. The quantities of used fertilizer per hectare are significantly different from farm to farm.

Significantly less range of different herbicides, insecticides, fungicides, etc are used in the plant protection, in comparison to the other municipalities of Rasinski District. Wheat and corn have one or two treatments, plums, apples, and raspberries and blackberries from two to four treatments. The number of treatments varies from season, financial strength, intensiveness of production, etc. Two to three treatments are applied in the potato production. The protection is done on the basis of the advices.

Fertilizers and pesticides are purchased in agricultural pharmacies. Farmers do not have organized purchase of fertilizers and products, as a cause of more expensive production.

The largest number of farms does not have full agricultural machinery. Average farms have tractors with smaller or larger number of tractor attachments (tiller, plow, harrow, etc.). There are a lot of motorcultivators.

Lack of machinery is usually compensated in some manual work activities, borrowing from neighbors, renting and compensation services. In some cases the missing machinery is the cause of abandonment of certain land parcels. The existing technology is at average over 20 years old.

In October 2008, Brus opened a regional office for rural development from the Ministry of Agriculture, Water and Forestry to provide feedback to farmers from the municipal territory Brus from the Ministry and vice versa.

## Tourism

Brus is municipality in the foothills of Kopaonik, which determine its priority in opportunities for tourism development in the the following decades. Kopaonik Mountain is one of the most beautiful and most famous mountains. Mountain pastures, spacious coniferous forests, abundance, authentic, spring and mineral waters are exceptional climatic conditions for the development of summer, and especially winter tourism (snow cover lasts for at least 159 days a year and there are 200 sunny days per year).

Hotel "Star" Brus has been redone, and in the process of adaptation of are resorts "Vračar" and "Agroesport". A large swimming pool is located in the town of Brus itself where basketball and volleyball court and a small pool for children are part of the complex.

The municipality of Brus disposes with 250 beds in the hotel "Srebrnac" on Kopaonik.

Three-star hotel "Junior", three-star hotel „Ozon“ with a sports hall and one-star hotel „Kopaonik 1“ are located in Brzeće. The hotel "Junior" has a large football field, two basketball courts, one handball field, one volleyball field and one playground for beach volleyball. Also within the hotel "Junior" there is a small ski trail for children.

Every year there are on average around 100,000 overnight stays.

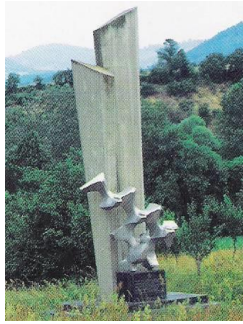
Kopaonik long-term development as a tourist center and the spatial plan of the National Park Kopaonik in the Municipality of Brus, defines the following tourist destinations:

- TC "Jaram"
- TC "Srebrnac"
- TC "Ciganska River-Rendara"
- TC "Kriva Reka"
- TC "Brzeće-Bela River"

Ski lift "Bela Reka" is located in Brzeće which is long 3000 m that is still connected into the system of other ski lifts at Kopaonik. Of course, there is a small ski slope that is not finished.

Also in some villages (such are Brzeće, Ribari, Vlajkovci) there is a potential for rural tourism development. Old mills that are very attractive to visitors are in the process of development and renovation.

Near Brus there are many sources of mineral and spring waters that are increasingly visited. Numerous historical monuments and monasteries from the fifteenth, sixteenth, seventeenth and eighteenth centuries are located in this region that are well attractive to visitors, for example Koznik ...



People of this area are very welcoming and on their tables can be found variety of specialties.

## **Economy**

The economy in the municipality of Brus is developed. Brus now has several large factories, "MODITAL" (factory of knitwear and textiles), "FUD" (factory of machine equipment and parts), "14 October" (mechanical engineering), "Poliplejt" (factory of plastic), LLC "VIS" (mechanical engineering), "Popeks" (water plant), "Brzmin" (water plant), "Vino Župa" cooling plant-Brus ...

The municipality of Brus also has over 50 private companies (wood processing, fruit and vegetables, building materials, etc ...). The best known are: Private company "Elektrokomerc", Private company "Voćeprodukt", " Private company "Matejčić", Private company "Paničić", Private company "Trgokomerc", Private company "Omorikakop", Private company "Beometal", Private company "Javorac", LTD "Sweet-home", LTD "Foodland", LTD "AS-group", Tourist and catering company "Konak-Dobrodolac", Private company "Novi dom", Private company "Voćar-Kopaonik", Private company "Kopi food", Private company "Promaja", LTD "Budim-grad", "Raičević LTD", Private company "Janeks", Private company "Braća Predolac", etc...

There are over 100 shops in Brus that sell food, household and chemical products, sell clothes and footwear, agricultural products, technical equipment, baby equipment, etc. There are about twenty cafés, restaurants and taverns in Brus.

From budget users in the municipality Brus work Cultural Centre, Centre for Social Welfare, Employment Service, Kindergarten, hospital, tourist organization ...

Also in the the municipality of Brus work and non-governmental organizations: NGO "Local Development House Brus, " Nature Conservation Movement, an association of farmers, "Berda"" farmers association "Stočar ", an association of of Fruit Growers "Voćar", beekeepers association, etc. ...

Since 1998 there is Public Company „Radio Brus“, and from recently a tv station „RTV Brus“ which broadcasts programs related to important events that occurred in the municipality of Brus.

## **Education, Culture and Sport**

There are several schools in the Municipality of Brus:

- one preschool (kindergarten "Snowflakes") in the municipality and several pre-schools in the surrounding villagesчетири основне школе

- Primary School "JJ Zmaj" in Brus, "Prvi maj" Vlajkovci, primary school "Vuk Karadžić" Blaževo and PS "Branko Radičević "Razbojna
- Four-year schools in several surrounding villages, but they are closed recently due to the small number of students
- One high school center

High school center in the the municipality of Brus is consisted of two classes of Grammar School, a school of economics, one class of cooks, a pastry department, one department for waiters and department for tourism technicians.

In the elementary school and high school center in the municipality of Brus exists football pitch, volleyball and basketball court. Other primary school in nearby villages tend to have a football pitch.

From cultural properties are particularly noteworthy Ethno museum set in the building of the Cultural Center, with emphasis on the ethnology. Also in the Cultural Center there is town library with a library collection of 35,000 titles.

Big event "Days of Brus" from August 19 to August 21, aims to become a traditional cultural event.

Cultural Artistic Association "Flute" exists in the the municipality of Brus, within which are included sections of folk dancing, singing and recitation. It has over 150 members of all ages, but mostly young people. They have so far achieved significant results both here and abroad.

In the municipality of Brus, there are several sports clubs which compete in various sporting events. Of these, two football clubs are "Kopaonik" and "FUD", which are arranged in three-level competition. For the past ten years exists judo club "Panikop". There is also a handball club. Members of these sports clubs have achieved significant results both in Serbia and abroad.

Brus has two tennis courts, which are mostly full of young people in the summer. Brus also has a large sports hall that can accommodate about 400 spectators. There is also a great football stadium where are often met various football teams from all over Serbia. In addition to the football stadium there is a large swimming pool.

## **Road Infrastructure**

The municipality of Brus have always been located at the crossroads especially thanks to its geographical position. It is located about 100 km from Niš airport and from Belgrade airport about 250 km.

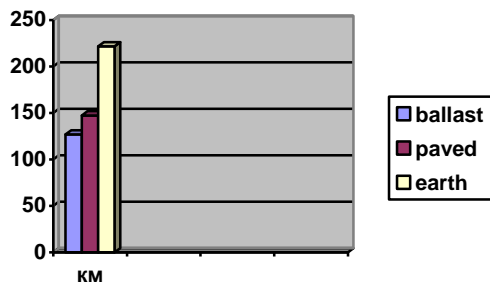
Highway Pojate-Belgrade is located about 65 km from Brus. Main Roads does not pass through Brus but the network of regional and local roads is developed. The nearest railway station is Stopanja (30 km).

In the municipality of Brus there are regional and local roads. Regional road Kruševac - Jošanička Banja and regional road Kruševac -Kopaonik pass through our municipality. Kopaonik Mountain is located 35 km from the Brus; a lake Čelije is located at the half of the regional road Brus-Kruševac at a distance about 20 km from Brus.

The municipality of Brus has around 496 km of roads by the census of 2008 of the Bureau of Statistics. Of these:

- 147.41 km of paved roads
- 126.90 km ballast (made-up) roads
- 221, 70 km of earth roads

There are about 63 km of regional roads, 84,41 km of local roads.



As we can see Brus has great deal of unpaved roads (221.70 km) in the municipality. Certainly paving of these roads should be one of the priorities to rural development and environmental attractiveness of the municipality. Another data that illustrates the traffic underdevelopment is that at 100 km<sup>2</sup> comes just over 60 km of main and regional roads.

### Electrical network

According to of Electric Power Plant Kruševac - Brus facility gives consumers the power in the municipality of Brus, and to part of the territory of Kuršumljija (villages Babica, Žalica and Trećak) and covers the territory of 650 km<sup>2</sup>.

In the territory covered by the facility Brus, there are two 35/10 kW transformer stations. One is Brus with the power of (4 +8), and the other in Brzeće with the power of (2x2, 5) MW. The length of 10 kW's network is 195 km and the length of low voltage network is 750km. Brus transformer station of 10/04 kW is 140.

Power Distribution Kruševac, facility Brus supplies 7444 customers in the category of households, and 650 buyers of category account payment.

Power Distribution Krusevac, facility Brus employs 23 workers.

### Postal communication

Work unit of Postal Communications "Kruševac" provides services in the municipality of Brus. The first building where the postal and telegraph traffic was performed in Brus was in place of the previous post office building, which was demolished in 1996, and in which foundation is now built new, modern post office. JRM post office in Brus 37 220 is a unit of postal network and service areas that cover: Razbojna 37223, Lepenac 37224, Milentija 37227, Blaževo 37226, and Brzeće 37225. In the post office Brus there are 39 employees, of this one with university degree, five employees with V level of education, 22 workers with IV level of education, and 11 employees with eight-year school.

### Telecom Network

Telecom Serbia Ltd, Executive Unit Kruševac - inspectorates for its services of access network covering about 90% of the municipality and two villages of municipality of

Aleksandrovac. It is installed in our area 10 (ten) digital telephone centrals with total capacity of 3500 numbers in the field and in very city are about 3000 numbers. In addition to fixed telephony in our area there are also new technology of providing telephone services, such as WLL wireless system that covers the villages in a rural part of municipalities of, and the latest technology CDMA wireless telephone network, which is mounted in village Blaževo among the first in Serbia and covers about 500 subscribers of the area. The plan is to mount the same CDMA system in Brus where the telephone services would be enabled in whole territory. The planned capacity is about 2,500 connections, which is much more than the currently submitted requests. In addition to telephone services, many users use a broadband internet services, with the capacities of about 300 users, and according to data there are still many requires, which will be realized in the coming months. This service could be also provided and in Brzeće where is installed the most modern equipment existing in this area. The newest service offered to subscribers is IP TV digital television, which is of great interest and that provides the latest services in our market.

## SWOT ANALYSIS

Based on collected data that show the current situation in certain areas, ie provides the basis for assessing the local economy, final SWOT analysis of the municipality of Brus was done, ie analysis of fundamental strengths, weaknesses, opportunities and threats facing Brus. Strengths and weaknesses represent internal factors, ie an internal analysis, which should indicate what are the advantages and disadvantages of our municipality, while threats and opportunities represent external factors or external analysis, which should identify potential threats to development as well as showing what are the chances, or the possibilities our municipality. Strengths and opportunities represent positive, while weaknesses and threats represent negative factors of economic development.

Using SWOT analysis in strategic planning, ie identifying the internal and external factors affecting in development our municipality we will try better to:

- use our strength
- realize the opportunities
- reduce the impact of threats
- eliminate weaknesses

Crossing internal strengths and weaknesses with opportunities and threats we identified the following SWOT analysis for:

## 1. Business environment

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Fifty firms</li> <li>• Business partners</li> <li>• Natural resources</li> <li>• Geography</li> <li>• Certified Company</li> <li>• Experience with foreign investors</li> <li>• National Park</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Debt collection</li> <li>• Lack of skilled workforce</li> <li>• Business infrastructure (water, electricity, road)</li> <li>• Current assets</li> <li>• Investment capital</li> <li>• Lack of knowledge of foreign languages</li> <li>• Inconsistency of tender procedures</li> <li>• New technologies</li> <li>• Business Information Center, Network</li> <li>• Lobbying Office</li> <li>• Local administration</li> <li>• National Park - obtaining the license</li> </ul>
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• New investors</li> <li>• Donor funds of the IPA</li> <li>• New markets</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• The global economic crisis</li> <li>• The Republican administration</li> <li>• Large cities</li> <li>• Lobbying other interest groups</li> <li>• Competition in new markets</li> </ul>

There are over fifty companies in the municipality of Brus, and some of them are certified. The opening of these companies and their successful work contributed mostly natural resources, favorable geographic location, national parks, numerous business partners and experience with foreign investors. That in which are reflected weaknesses and refers to the business environment are business infrastructure, lack of skilled workforce, capital, the investment capital, the local administration and the corporate center. The municipality of Brus has the opportunity for new investors, donor funds of the IPA and new markets. Threats to the business environment represent Republican administration, competition in emerging markets, large cities, global financial crisis and lobbying of the other interest groups.

## 2. Access to Capital

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Banks</li> <li>• The municipal budget</li> <li>• Local investors</li> <li>• Foreign investors</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Interest Rates</li> <li>• Provision of bank guarantees</li> <li>• Lack of information on donor funds</li> <li>• A small inflow into the budget</li> <li>• Local Guarantee Fund</li> </ul>
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• EU funds</li> <li>• the IPA fund</li> <li>• Other donor agencies</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Outflow of capital</li> <li>• Competition</li> </ul>

The municipality of Brus has several banks operating in the municipality, local and foreign investors as well as and municipal budget, which is also its strength in terms of accessing to capital. We see increase of the availability of capital in EU funds, the IPA Fund and other donor organizations. Weaknesses are reflected in interest rates, lack



of information on donor funds, a small inflow of budget and local fund for the guarantee. The threat is seen in outflow of capital and competition.

### 3. Infrastructure

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Plans</li> <li>• Direction</li> <li>• Investors</li> <li>• The attractiveness of potential touristic resources</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• The delay in execution of plans</li> <li>• nonsynced activities of municipal authorities and the contractor</li> </ul>
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• Connecting with other</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Lobbying of other municipalities and cities</li> </ul>

As for infrastructure, the municipality has plans, the Directorate, investors and the attractiveness of potential tourist resources. Weakness are seen in delay in the execution of plans and non-syncing the activities of municipal authorities and contractors. It is possible to connect with other infrastructures, and lobbying is threat to of other infrastructures of municipalities and cities.

### 1. The quality of life

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• healthy Food</li> <li>• Healthy Environmental</li> <li>• Healthy people</li> <li>• Sporting Life</li> <li>• Environmental Movement</li> <li>• Cultural and Artistic Society "Flute"</li> <li>• Number of marriages</li> <li>• The existence of the Gerontological center</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Low salaries</li> <li>• Low standard</li> <li>• Low tolerance</li> <li>• Culture</li> </ul>
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• New technologies</li> <li>• Sustainable development based on a healthy environment</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Low birth rate</li> <li>• Environmental pollution</li> <li>• Natural disasters</li> </ul>

The municipality of Brus has favorable conditions for quality of life. They are reflected through healthy diet, healthy environment, healthy people, the sporting life, the environmental movement, the number of marriages, the existence of the Gerontological center, etc. It also has the capability to introduce new technologies for sustainable development through a healthy environment. The threats to the municipality represent small birth rates, environmental pollution and natural disasters. The weaknesses are reflected in low salaries, low standards, low level of tolerance and cultural life.

## 2. Gray economy

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• There is a gray economy</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• We do not know how big the gray economy is</li> <li>• We do not have plans and people to deal with the gray economy</li> </ul>
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• Various donor funds to solve the gray economy</li> <li>• Better government programs for opening entrepreneurs businesses</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Republican misunderstanding of the gray economy in our country</li> </ul>

There is a gray economy in the municipality of Brus, but no one knows how big it is and there are neither plans nor people for dealing with the gray economy. Gray economy can be prevented with various donor funds for resolving the gray economy and better government programs for opening of entrepreneurs businesses. To minimize it Republican understanding of the gray economy in this country is necessary .

## 6. Natural Resources

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• National Park Kopaonik</li> <li>• Certified wild areas</li> <li>• Lake Čelije</li> <li>• Rivers</li> <li>• Mineral springs</li> <li>• Hunting grounds</li> <li>• Ore wealth</li> <li>• The villages in interesting natural environment</li> <li>• Forests</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Environmental rudeness</li> <li>• Pollutants</li> <li>• Uncontrolled use of natural resources</li> </ul>
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• Connectivity with other natural resources</li> <li>• Protection and use of natural resources through sustainable development, agriculture and tourism</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Natural disasters</li> </ul>

The municipality has favorable natural resources because it is located near the lake Čelije and mountain Kopaonik. We have certified wild land, two rivers flow through the municipality, then we have mineral springs, hunting grounds, mineral wealth. Options are reflected in connecting with other natural resources, protection and utilization of natural resources through sustainable development, agriculture and tourism. Natural resources of this area can be destroyed by natural disasters, pollutants, uncontrolled use of natural resources and environmental rudeness.

## 7. Human Resources

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Enthusiasm</li> <li>• Education</li> <li>• Workers on temporary work abroad, in the country and the major cities</li> <li>• The ability to raise the capacity of people from all social segments</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• exodus of qualified labor</li> <li>• Decrease in population</li> <li>• Conflicts between people</li> <li>• brain drain</li> <li>• Age of population</li> <li>• Lack of agency for marriages</li> <li>• Lack of funds to stimulate the birth of children</li> </ul>
<p><b>Options:</b></p> <ul style="list-style-type: none"> <li>• The inflow of professionals from other cities</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Loss of national characteristics</li> </ul>

Enthusiasm, education, workers temporarily employed abroad and the opportunity for raising the capacity of people from all social segments are strengths of human resources of the municipality of Brus. Outflow of professionals, reduction of the population, conflicts between people, the brain drain, the age of the population and the lack of funds to stimulate the birth of the children promote the reduction of human resources and thus national landmark can be lost. Opportunities for professionals coming from other cities can greatly improve human resources.

## VISION

The vision should be a description of the economic future of the community favored by interest groups. Vision needs to be invoked and that it reflects the key issues highlighted in the assessment of the local economy. The vision is the basis of which are based;

- Objectives,
- Measures, and
- Projects

It is necessary to vision to be developed and agreed on it by all interest groups in order to the vision to be served as a strategy guide and enable the management of the activity of various interest groups in the same direction.

Based on the resources map and the SWOT analysis of the municipality of Brus, as well as taking into account the conclusions of the working groups and councils for development of a strategy and field research on the needs of entrepreneurs of the municipality of Brus conducted from June to October, 2009 „Council for the Strategy”, with the senatorial Consulting team within the house “MOJSIJEV”, membered by Radojica Mojsije, an expert in local development, and Dr..Maniov Vichentie, an international expert on entrepreneurship development from Romania, created a vision, goals, policies and projects of the local strategies for sustainable economic development of municipality of Brus. With this strategy and the realization of the defined vision in the period from 2010 to 2013 would create conditions for:

- prevention of outflow of of the local business resources
- accelerated development of local micro and small enterprises, of entrepreneurs businesses and farms in the municipality of Brus
- rapid establishment of local micro enterprises, of entrepreneurs businesses and farms
- development of a favorable environment for innovative entrepreneurship
- development of network technology and innovation in tourism, agro-food processing and wood-processing industry
- improvement of the territorial, economic and social integration of the municipality of Brus on inter-municipal and regional levels
- establishing a mechanism of local and regional business cohesion in order to attract local, national and foreign investors
- strengthening the stability and competitiveness in local and regional level through the development of business and public partnerships between business, political and NGO sector

**Defined vision of the strategy for local sustainable economic development of municipality of Brus:**

*The vision of economic development of municipality of Brus is directing its natural resources, local and foreign investments in promoting the establishment of new and accelerated growth of the old local micro and small enterprises, of entrepreneurs businesses and farms that work in the tourism, food and wood-processing industry, environmentally sustainable agriculture and service industries in order to establish sustainable local economy and full employment of inhabitants of the municipality of Brus.*

## **STRATEGIC OBJECTIVES**

The objectives accurately show what results are to be achieved. The goals are much more descriptive and concrete than a vision and should be directly tied for findings of the assessment of local economy.

Based on situation analysis, SWOT analysis, defined critical issues and vision of the municipality of Brus, members of working groups and councils for making local economic strategy defined the five goals which, in the period from 2010 to 2013, should be realized in the municipality of Brus so it would become economically moderately developed municipality in Serbia.

### **REVIEW OF STRATEGIC OBJECTIVES:**

#### **Strategic objective 1**

Creating conditions for development of business infrastructure

#### **Strategic objective 2**

Creating conditions for accelerated development of local micro and small enterprises and entrepreneurial activities in tourism, agricultural - food processing industry, wood processing industry and service industries

#### **Strategic objective 3**

Creating conditions for effective utilization of natural resources and the rapid development of local farms and cooperatives

#### **Strategic objective 4**

Creating conditions for improvement of living conditions and doing business in rural villages of the municipality of Brus

#### **Strategic objective 5**

Creating conditions for the establishment and development of social and economic inter-municipal territorial alliance of the municipalities around Kopaonik

## MEASUREMENTS

### Strategic objective 1: Creating conditions for development of business infrastructure

Measure number	Name of the measure
1.1	Preparatory activities for the development of business infrastructure
1.2	Establishment of the Office for promotion of local sustainable economic development of municipality of Brus (KLER)
1.3	Raising the capacity of utility company and improvement of municipal services to citizens and businesses
1.4	Management of solid waste in households and economic subjects
1.5	Establishment of industrial zone Brus
1.6	Establishment of Business Improvement Zone (BID)
1.7	Raising the capacity of local Tourist organization Brus
1.8	Raising the capacity of educational institutions in the municipality of Brus
1.9	Development of a touristic sub center GOČMANCI
1.10	Establishment of better cooperation with the republic authorities and national institutions to develop business infrastructure in the municipality of Brus
1.11	Establishment of a tourist complex - Kriva Reka
1.12	Establishment of a tourist complex - Water reservoir "Čelije"

### Strategic objective 2: Creating conditions for accelerated development of local micro and small enterprises and entrepreneurial activities in tourism, agricultural - food processing industry, wood processing industry and service industries

Measure number	Name of the measure
2.1	Establishment of of the Association of Entrepreneurs of the municipality of Brus
2.2	Establishment of the Centre for development of eco and ethnic tourism of Rasinadistrict
2.3	Establishment of regional economic events RASINSKI BUSINESS PARLIAMENT
2.4	Establishment of regional economic clusters headquartered in the municipality of Brus
2.5	Establishment of business incubators of the municipality of Brus
2.6	Establishment of the health and spa tourism of in the municipality of Brus

### Strategic objective 3: Creating conditions for effective utilization of natural resources and the rapid development of local farms and cooperatives

Measure number	Name of the measure
3.1	Establishment of Rural Innovation Center Brus
3.2	Implementing and maintaining standards of good agricultural practices in the registered farms of the municipality of Brus

3.3	Improving agricultural productivity in the registered farms of the municipality of Brus
3.4	Increase in sales of agricultural products
3.5	Raising the capacity of Veterinary Station Brus

**Strategic objective 4: Creating conditions for improvement of living conditions and doing business in rural villages of the municipality of Brus**

Measure number	Name of the measure
4.1	Establishment of local action groups (LAGs) in villages of the municipality of Brus
4.2	Establishment of local territorial development clusters in the villages of the municipality of Brus
4.3	Reconstruction of infrastructure in the villages of the municipality of Brus
4.4	Revitalization of cultural heritage in the villages of the municipality of Brus
4.5	Revitalization of MEADOWS (POLJANE)

**Strategic objective 5: Creating conditions for the establishment and development of social and economic inter-municipal territorial alliance of the municipalities around Kopaonik**

Measure number	Name of the measure
5.1	Establishment of inter-municipal social and economic territorial alliance of the municipalities around Kopaonik
5.2	Creating a common policy of social and economic development of member municipalities of inter-municipal social and economic territorial alliance
5.3	Creating a common strategy of social and economic development of member municipalities of inter-municipal social and economic territorial alliance



## PROJECTS

### Strategic objective 1: Creating conditions for development of business infrastructure

#### Measure 1.1 – Preparatory activities for the development of business infrastructure

Project number	Project name	Institution in charge of realisation of the project
1.1.1	Establishment of a Council for promotion of business in the municipality of Brus	Municipality of Brus
1.1.2	Starting the initiative for spatial plans of the municipality	Municipality of Brus
1.1.3	Elaboration of spatial plan of the municipality	Municipality of Brus
1.1.4	Adoption of the municipality spatial plan	Municipality of Brus
1.1.5	Starting the initiative for developing a plan of General Regulation of Brus - headquarters of local government	Municipality of Brus
1.1.6	Making a plan of General Regulation of Brus - headquarters of local government	Municipality of Brus
1.1.7	Adoption of a plan of General Regulation of Brus - headquarters of local government	Municipality of Brus
1.1.8	Starting the initiative for making a strategic impact assessment of spatial plan of the municipality on the environment as well as General regulation plan Brus (GreenAgenda)	NGO Local Development House Brus
1.1.9	Making a strategic impact assessment of spatial plan of the municipality on the environment as well as General regulation plan Brus (GreenAgenda)	NGO Local Development House Brus
1.1.10	Adoption of a strategic impact assessment of spatial plan of the municipality on the environment as well as General regulation plan Brus (GreenAgenda)	Municipality of Brus

#### Measurement 1.2 – Establishment of the Office for promotion of local sustainable economic development of municipality of Brus (KLER)

Project number	Project name	Institution in charge of realisation of the project
1.2.1	Development of Action Plan for the establishment and operation of the Office for the promotion of local sustainable economic development (KLER)	Municipality of Brus
1.2.2	Selecting and training personnel to work in the office (KLER)	Brus municipality and NGO Local Development House Brus
1.2.3	Making municipal materials to promote the concept	Municipality of Brus

	of local strategies for sustainable economic development of Brus to local, foreign and domestic investors	
1.2.4	Making action plan to promote the concept of local strategies for sustainable economic development of Brus to local, foreign and domestic investors	Municipality of Brus
1.2.5	Development of a plan of private, municipal and state business locations (lot bank) and the system for quick issuance of building permits in one place	Municipality of Brus
1.2.6	Creating and maintaining of the Web Portal <a href="http://www.kler-brus.rs">www.kler-brus.rs</a>	Brus municipality and NGO Local Development House Brus

### Measurement 1.3– Raising the capacity of utility company and improvement of municipal services to citizens and businesses

Project number	Project name	Institution in charge of realisation of the project
1.3.1	Development of feasibility study on the needs of modernization of utility company	Municipality of Brus
1.3.2	Preparation of project proposals for financing the modernization plan of utility company and applications for funds from international donor institutions	Municipality of Brus
1.3.3	Development of feasibility study on the needs of water supply (drinking water)	Municipality of Brus
1.3.4	Revitalization of water supply system in Vignjišće – more water catchment	Municipality of Brus
1.3.5	Revitalization of the spring to P.K. Stojanović	Municipality of Brus
1.3.6	Replacement of asbestos water supply system of the main pipe	Municipality of Brus
1.3.7	Building of Water Plant " Vljakovci "	Municipality of Brus
1.3.8	Revitalization of Water supply (Gnjila - Krivi Brod)	Municipality of Brus
1.3.9	Regulation of river water flows of Rasina (from artificial lake "Agroesport" to Arsinac) in cooperation with the Serbian Public waters	Municipality of Brus
1.3.10	Development of feasibility study on the needs treatment of waste water from industry and households in Brus	Municipality of Brus
1.3.11	Preparation of preliminary projects of construction of sewerage network with a device for purifying waste water in Brus	Municipality of Brus
1.3.12	Detailed design of construction of sewerage network with a device for purifying waste water in Brus	Municipality of Brus
1.3.13	Making project proposals for financing the construction of sewerage network with a device for purifying waste water in Brus	Brus municipality and NGO Local Development House Brus

1.3.14	Regulation of town green market	Municipality of Brus
1.3.15	Regulation of livestock market	Municipality of Brus

#### **Measurement 1.4– Management of solid waste in households and economic subjects**

Project number	Project name	Institution in charge of realisation of the project
1.4.1	Development of feasibility study for the management, selection and processing of solid waste	Municipality of Brus
1.4.2	Making a plan to remove illegal dumps in the municipality of Brus	Municipality of Brus
1.4.3	Making project proposals for financing the removal of illegal dumps in the municipality of Brus from the Republic of Serbia and international donor institutions	Municipality of Brus
1.4.4	Removal of illegal dumps in the municipality of Brus	Municipality of Brus
1.4.5	A conceptual design of a recycling center for solid waste of the municipality of Brus	Municipality of Brus
1.4.6	Detailed design of the recycling center for solid waste of the municipality of Brus	Municipality of Brus
1.4.7	Issuance of building permits for the construction of a recycling center for solid waste of the municipality of Brus	Municipality of Brus
1.4.8	Making project proposals for financing the of construction of a recycling center for solid waste of the municipality of Brus from the National Investment Plan of the Republic of Serbia and the international donor institutions	Brus municipality and NGO Local Development House Brus
1.4.9	Construction of a recycling center for solid waste of the municipality of Brus	Municipality of Brus

#### **Measurement 1.5– Establishment of industrial zone Brus**

Project number	Project name	Institution in charge of realisation of the project
1.5.1	Development of feasibility study on the establishment of industrial zone Brus	Municipality of Brus
1.5.2	A conceptual design of industrial zone Brus	Municipality of Brus
1.5.3	Detailed design of the industrial zone Brus	Municipality of Brus
1.5.4	Issuance of building permits for the construction of industrial zone Brus	Municipality of Brus

1.5.5	Making project proposals for financing the construction of the industrial zone Brus from the National Investment Plan of the Republic of Serbia and the international donor institutions	Brus municipality and NGO Local Development House Brus
1.5.6	Establishment of the company to manage the industrial zone of Brus	Municipality of Brus and a consortium of local entrepreneurs
1.5.7	Construction of industrial zone Brus	Municipality of Brus and Company BID Brus

### **Measurement 1.6– Establishment of Business Improvement Zone (BID)**

Project number	Project name	Institution in charge of realisation of the project
1.6.1	Development of feasibility study on the establishment of business improvement zone Brus	Associations of entrepreneurs and municipality of Brus
1.6.2	Making conceptual design of business improvement zone Brus	Municipality of Brus
1.6.3	Detailed design of the business improvement zone Brus	Municipality of Brus
1.6.4	Issuance of building permits for the construction of business improvement zone Brus	Municipality of Brus
1.6.5	Making project proposals for financing the construction of business improvement zone Brus from the Republic of Serbia and international donor institutions	Brus municipality and NGO Local Development House Brus
1.6.6	Establishment of the company for managing the zone of Business Improvement BID - Brus	Associations of entrepreneurs and municipality of Brus
1.6.7	The construction of business improvement zone	Municipality of Brus and Company BID Brus

### **Measurement 1.7 – Raising the capacity of local Tourist organization Brus**

Project number	Project name	Institution in charge of realisation of the project
1.7.1	Development of Action Plan of modernization of of the municipal tourism organization Brus 2010-2013	Tourist organization
1.7.2	Making project proposals for funding the Action Plan of modernization of of the municipal tourism organization Brus 2010-2013 from the funds of Republic of Serbia and international donor institutions	Brus municipality and NGO Local Development House Brus

### Measurement 1.8 – Raising the capacity of educational institutions in the municipality of Brus

Project number	Project name	Institution in charge of realisation of the project
1.8.1	Development of Action Plan of modernization of of formal and informal education in themunicipality of Brus 2010-2013	Brus municipality and NGO Local Development House Brus, општинске образовне институције и Национална служба за запошљавање
1.8.2	Making project proposals for funding the Action Plan of modernization of of formal andinformal education in the municipality of Brus 2010-2013 from the funds of Republic ofSerbia and international donor institutions	Brus municipality and NGO Local Development House Brus

### Measurement 1.9 – Development of a touristic sub center GOČMANCI

Project number	Project name	Institution in charge of realisation of the project
1.9.1	Development of Action Plan to build a touristic sub center GOČMANCI	Municipality of Brus
1.9.2	Development of feasibility study of building the touristic sub center GOČMANCI	Municipality of Brus
1.9.3	Making the conceptual project of building the touristic sub center GOČMANCI	Municipality of Brus
1.9.4	Detailed design of building the touristic sub center GOČMANCI	Municipality of Brus
1.9.5	Making project proposals for financing the implementation of action plan for the construction the touristic sub center GOČMANCI from the funds of Republic of Serbia,international donor institutions and investors	Municipality of Brus
1.9.6	Establishment of the company for management of tourism sub-centers GOČMANCI	Municipality of Brus
1.9.7	Construction of a tourist sub center GOČMANCI	Investor consortium

**Measurment 1.10 - Establishment of better cooperation with the republic authorities and national institutions to develop business infrastructure in the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
1.10.1	Starting initiatives for improvement of power supply of the municipality of Brus	Municipality of Brus and Serbian Power Utility
1.10.2	Starting initiatives for improvement of telephone and Internet traffic in the municipality of Brus	Municipality of Brus and Telekom Serbia
1.10.3	Initiative for the improvement of road network in the municipality of Brus	Municipality of Brus and PE Roads of Serbia
1.10.4	Starting initiatives for enhanced cooperation with the Ministry for the Environmental Protection, Agency for Environmental Protection and Fund for Environmental Protection	Municipality of Brus
1.10.5	Starting the initiative for the improvement of cooperation between PE Waters Serbia and the municipality of Brus (drainage and irrigation)	Municipality of Brus
1.10.6	Starting initiatives for enhanced cooperation with a Ministry of Economy and regional development of Serbia and developmental agencies	Municipality of Brus
1.10.7	Starting initiatives for enhanced cooperation with a Ministry of Agriculture, Forestry and Water Management in Serbia and Rural Development Network	Brus municipality and NGO Local Development House Brus

**Measurment 1.11 – Establishment of a tourist complex - Kriva Reka**

Project number	Project name	Institution in charge of realisation of the project
1.11.1	Development of Action Plan of the tourist complex - Kriva Reka	Municipality of Brus
1.11.2	Development of feasibility study for the tourist complex - Kriva Reka	Municipality of Brus

**Measurment 1.12 – Establishment of a tourist complex - Water reservoir "Ćelije"**

Project number	Project name	Institution in charge of realisation of the project
1.12.1	Development of Action Plan for the establishment of of the tourist complex - "Ćelije"	Municipality of Brus

1.12.2	Development of feasibility study for the tourist complex - "Ćelije"	Municipality of Brus
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**Strategic objective 2: Creating conditions for accelerated development of local micro and small enterprises and entrepreneurial activities in tourism, agricultural - food processing industry, wood processing industry and service industries**

**Measurement 2.1 – Establishment of of the Association of Entrepreneurs of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
2.1.1	Development of Action Plan of the Association and incorporation documents	Entrepreneurial initiative group 1
2.1.2	Development of strategic and action plan of the Association 2010 -2013	Entrepreneurial initiative group 1
2.1.3	Founding and registration of the Association	Entrepreneurial initiative group 1
2.1.4	Training of Board members and interested members for the management of Association	Entrepreneurial initiative group 1
2.1.5	Organizing the work of Info entrepreneurial center of the municipality of Brus	Entrepreneurial initiative group 1
2.1.6	Establishment of the Office for saving energy and development of alternative energy sources	Entrepreneurial initiative group 1
2.1.7	Establishment of the Office for branding and promotion of proprietary products from the municipality of Brus and Rasinski district	Entrepreneurial initiative group 1
2.1.8	Organizing the Program of the Council Association and making of development project proposals for financing the activities of the Association and co-finance of business plans for members of national and international donor institutions	Entrepreneurial initiative group 1

## Measurement 2.2 – Establishment of the Centre for development of eco and ethnic tourism of Rasina district

Project number	Project name	Institution in charge of realisation of the project
2.2.1	Development of Action Plan of establishment and founding documents of the Centre for development of eco and ethnic tourism of Rasinski district	Entrepreneurial initiative group 2
2.2.2	Development of strategic and action plan of the Centre for development of eco and ethnic tourism of Rasinski District 2010 -2013	Entrepreneurial initiative group 2
2.2.3	Creating and maintaining the site for the promotion of the Centre for development of eco and ethnic and ethnic tourism of Rasinski district <a href="http://www.etnoturizam.rs">www.etnoturizam.rs</a>	Entrepreneurial initiative group 2
2.2.4	Making project proposals for funding of the establishment and first year of activities of the Centre for development of of eco and ethnic tourism of Rasinski district from the funds of Republic of Serbia and international donor institutions	Entrepreneurial initiative group 2

## Measurement 2.3 – Establishment of regional economic events RASINSKI BUSINESS PARLIAMENT

Project number	Project name	Institution in charge of realisation of the project
2.3.1	Development of Action Plan and establishment of commercial business events called The RASINA BUSINESS PARLIAMENT	Association of Entrepreneurs of the municipality of Brus, Centre for Development of eco and ethnic tourism of Rasina District, Rural Innovation Center Brus and municipality of Brus
2.3.2	Making project proposals for funding of implementation of business events from the funds of Republic of Serbia and international donor institutions	Association of Entrepreneurs of the municipality of Brus, Centre for Development of eco and ethnic tourism of Rasina District, Rural Innovation Center Brus and municipality of Brus
2.3.3	Preparation and realization of the first economic manifestation called The RASINA BUSINESS PARLIAMENT OF ECO AND ETHNIC TOURIST INDUSTRY OF SERBIA	Centre for Development of eco and ethnic tourism of Rasina District and the Rural Innovation Center Brus
2.3.4	Preparation and implementation of the second economic manifestation called The	Rural Innovation Centre, Ministry of



	RASINA BUSINESS PARLIAMENT SERBIAN AGRICULTURAL HOLDINGS	Agriculture, Rural Development Network of Serbia and municipality of Brus
2.3.5	Preparation and implementation of third economic manifestation called The RASINA BUSINESS PARLIAMENT OF WOOD PROCESSORS AND WOOD PRODUCTS	Association of Entrepreneurs of the municipality of Brus

#### **Measurement 2.4 – Establishment of regional economic clusters headquartered in the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
2.4.1	The establishment of clusters for development of eco and ethnic tourist industry Rasina district	Centre for Development of eco and ethnic tourism of Rasina District and the Rural Innovation Center Brus
2.4.2	The establishment of clusters for the collection, processing and sales of berries and wild fruits of Rasina district	Rural Innovation Center Brus
2.4.3	The establishment of clusters for the development of alternative energy sources of Rasina district	Association of Entrepreneurs of the municipality of Brus
2.4.4	Making project proposals for funding of establishment of clusters from the funds of Republic of Serbia and international donor institutions	Association of Entrepreneurs of the municipality of Brus

#### **Measurement 2.5 – Establishment of business incubators of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
2.5.1	Development of feasibility study on the establishment of business incubators Brus	Association of Entrepreneurs of the municipality of Brus
2.5.2	Creating a business plan of operations of business incubator of the municipality of Brus	Association of Entrepreneurs of the municipality of Brus
2.5.3	Making project proposals for funding the establishment and first year of operation of business incubators in Brus from the funds of Republic of Serbia and international donor institutions	Association of Entrepreneurs of the municipality of Brus
2.5.4	Establishment of the company business incubator Brus	Entrepreneurial Consortium

## Measurement 2.6 – Establishment of the health and spa tourism of in the municipality of Brus

Project number	Project name	Институција задужена за реализацију пројекта
2.6.1	Development of feasibility study on the establishment of the Spa and Wellnes scenter Brus	Municipality of Brus
2.6.2	Making conceptual design of Spa and Wellness center Brus	Municipality of Brus
2.6.3	Detailed design of Spa and Wellness Center Brus	Municipality of Brus
2.6.4	Issuance of building permits for construction of Spa and Wellness Center Brus	Municipality of Brus
2.6.5	Making project proposals for financing the construction of Spa and Wellness Center Brus from the funds of Republic of Serbia and international donor institutions and private investors	Municipality of Brus
2.6.6	Establishment of company which would run the SPA center Brus	Municipality of Brus and the Consortium of private investors

## Strategic objective 3: Creating conditions for effective utilization of natural resources and the rapid development of local farms and cooperatives

### Measurement 3.1 – Establishment of Rural Innovation Center Brus

Project number	Project name	Institution in charge of realisation of the project
3.1.1	Development of Action Plan of the establishment and the founding acts of Rural Innovation Center Brus	Entrepreneurial initiative group 3
3.1.2	Development of strategic and action plan of the Rural Innovation Center Brus 2010 -2013	Entrepreneurial initiative group 3
3.1.3	Creating and maintaining the site for the promotion of Rural Innovation Center Brus <a href="http://www.rrcentarbrus.rs">www.rrcentarbrus.rs</a>	Entrepreneurial initiative group 3
3.1.4	Making project proposals for funding the establishment and the first year of operation of Rural Innovation Center Brus from the funds of Republic of Serbia the international donor institutions	Entrepreneurial initiative group 3

**Measurement 3.2 – Implementing and maintaining standards of good agricultural practices in the registered farms of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
3.2.1	Development of Action Plan for promotion and introduction of national standards SERBIA GAP and the world-class GLOBAL GAP in the registered agricultural holdings in the municipality of Brus	Rural Innovation Center Brus
3.2.2	Making project proposals for financing of implementation of standards from the funds of Republic of Serbia and international donor institutions	Rural Innovation Center Brus

**Measurement 3.3 – Improving agricultural productivity in the registered farms of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
3.3.1	Development of Action Plan for improvement of fruit and vegetable growing in registered agricultural holdings in the municipality of Brus	Rural Innovation Center Brus
3.3.2	Development of Action Plan for improvement of livestock production in registered agricultural holdings in the municipality of Brus	Rural Innovation Center Brus
3.3.3	Making project proposals for financing of improvement of agricultural production of registered agricultural households in the municipality of Brus from the funds of Republic of Serbia and the international donor institutions	Rural Innovation Center Brus

**Measurement 3.4 – Increase in sales of agricultural products**

Project number	Project name	Institution in charge of realisation of the project
3.4.1	Development of feasibility study on the the establishment of indoor green public market and of the wholesale market Brus	Rural Innovation Center Brus and the Municipality of Brus
3.4.2	Making conceptual design of indoor green public market and of the wholesale market Brus	Municipality of Brus
3.4.3	Detailed design of indoor green public market and the wholesale market Brus	Municipality of Brus
3.4.4	Issuance of building permits for construction of indoor green public market and the wholesale market Brus	Municipality of Brus
3.4.5	Making project proposals for financing the construction of indoor public green market and the wholesale market Brus from the funds of Republic	Rural Innovation Center Brus and the Municipality of Brus

	of Serbia and international donor institutions	
3.4.6	Establishment of company which would run indoor public green market and wholesale market Brus	Rural Innovation Center Brus and the Municipality of Brus
3.4.7	Building indoor green market	Предузеће пијаца Брус

### **Measurement 3.5 – Raising the capacity of Veterinary Station Brus**

Project number	Project name	Institution in charge of realisation of the project
3.5.1	Development of feasibility study on raising the capacity of the Veterinary Station Brus	Veterinary Station and the Municipality of Brus
3.5.2	Making conceptual design of capacity building of the Veterinary Station Brus	Veterinary Station Brus
3.5.3	Detailed design of capacity building of the Veterinary Station Brus	Veterinary Station Brus
3.5.4	Making project proposals for financing the project capacity building of the Veterinary Station Brus from the funds of Republic of Serbia and international donor institutions	Veterinary Station Brus

## **Strategic objective 4: Creating conditions for improvement of living conditions and doing business in rural villages of the municipality of Brus**

### **Measurement 4.1 – Establishment of local action groups (LAGs) in villages of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
4.1.1	Creation and implementation of the action plan of the campaign for the establishment of local action groups LAGs in the municipality of Brus LAGs	Rural Innovation Center Brus , local rural communities and the Municipality of Brus
4.1.2	Establishment and training of members of local action groups LAGs in the villages of the municipality of Brus	Rural Innovation Center Brus , local rural communities and the Municipality of Brus
4.1.3	Making project proposals for funding of the establishment and the first year of operation of local action groups in the municipality of Brus from the funds of Republic of Serbia and international donor institutions	Rural Innovation Center Brus , local rural communities and the Municipality of Brus

**Measurement 4.2 – Establishment of local territorial development clusters in the villages of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
4.2.1	Creation and implementation of an action plan for the establishment and operation of local territorial development clusters in the municipality of Brus	Rural Innovation Center Brus , local rural communities and the Municipality of Brus
4.2.2	Making project proposals for funding of realization of the Action Plan and the work of local territorial development clusters in the municipality of Brus from the funds of Republic of Serbia and international donor institutions	Rural Innovation Center Brus , local rural communities and the Municipality of Brus

**Measurement 4.3 – Reconstruction of infrastructure in the villages of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
4.3.1	Design and implementation of action plans for infrastructure reconstruction in the villages in the municipality of Brus	Rural Innovation Center Brus , local rural communities and the Municipality of Brus
4.3.2	Making project proposals for funding of implementation of action plans for infrastructure reconstruction in the villages of the municipality of Brus from the funds of Republic of Serbia and international donor institutions	Rural Innovation Center Brus , local rural communities and the Municipality of Brus

**Measurement 4 - Revitalization of cultural heritage in the villages of the municipality of Brus**

Project number	Project name	Institution in charge of realisation of the project
4.4.1	Creation and implementation of an action plan for the revitalization of cultural heritage in the villages of the municipality of Brus	Rural Innovation Center Brus , local rural communities and the Municipality of Brus
4.4.2	Design and implementation of action plans of revitalization of rural saint days into ethnic festivals in the villages in the municipality of Brus	Rural Innovation Center Brus , local rural communities and

		the Municipality of Brus
4.4.3	Making project proposals for funding of implementation of action plans of the revitalization of cultural heritage in the villages of the municipality of Brus from the funds of Republic of Serbia and international donor institutions	Rural Innovation Center Brus , local rural communities and the Municipality of Brus

#### **Measurement 4.5 – Revitalization of MEADOWS (POLJANE)**

Project number	Project name	Institution in charge of realisation of the project
4.5.1	Development of Action Plan for revitalization of POLJANA	Rural Innovation Center Brus and the Municipality of Brus
4.5.2	Development of feasibility study for POLJANA revitalization into a tourist destination in Serbia	Rural Innovation Center Brus and the Municipality of Brus
4.5.3	Development of the creative project of revitalization of POLJANA in the tourist destination in Serbia	Rural Innovation Center Brus and the Municipality of Brus
4.5.4	Detailed design of revitalization of POLJANA into the tourist destination in Serbia	Rural Innovation Center Brus and the Municipality of Brus
4.5.5	Making project proposals for funding of realization of the Action plan of revitalization of POLJANA into a tourist destination from the funds of Republic of Serbia and the international donor institutions	Rural Innovation Center Brus and the Municipality of Brus
4.5.6	Establishment of the company for the management of the ethnic settlement POLJANE	Rural Innovation Center Brus and the Municipality of Brus

### **Strategic objective 5: Creating conditions for the establishment and development of social and economic inter-municipal territorial alliance of the municipalities around Kopaonik**

#### **Measurement 5.1 – Establishment of inter-municipal social and economic territorial alliance of the municipalities around Kopaonik**

Project number	Project name	Institution in charge of realisation of the project
5.1.1	Creation and implementation of the action plan of the campaign for the establishment of inter-municipal business territorial alliance of the municipalities around Kopaonik	Municipality of Brus and NGO Local Development House Brus
5.1.2	The establishment of inter-	Municipality of Brus and NGO

	municipal business territorial alliance of the municipalities around Kopaonik	Local Development House Brus
5.1.3	Making project proposals for funding of the establishment and first year of work of inter-municipal territorial alliance of the municipalities around Kopaonik business association from the funds of Republic of Serbia and international donor institutions	Municipality of Brus and NGO Local Development House Brus

**Measurement 5.2 – Creating a common policy of social and economic development of member municipalities of inter-municipal social and economic territorial alliance**

Project number	Project name	Institution in charge of realisation of the project
5.2.1	Development of the Action Plan of implementation of joint practical politics of development of members of business inter-municipal territorial alliance	Coordinating body of Association and NGO Local Development House Brus
5.2.2	Implementation of a joint plan of practical politics of development of the members of the inter-municipal territorial business associations	Coordinating body of Association and NGO Local Development House Brus
5.2.3	Making project proposals for funding of practical politics of development of the inter-municipal territorial business associations from the funds of Republic of Serbia and international donor institutions	Coordinating body of Association and NGO Local Development House Brus

**Measurement 5.3 – Creating a common strategy of social and economic development of member municipalities of inter-municipal social and economic territorial alliance**

Project number	Project name	Institution in charge of realisation of the project
5.3.1	Creation and implementation of an action plan for making the campaign on joint strategy of social and economic development of members of the inter-municipal associations	Coordinating body of Association and NGO Local Development House Brus
5.3.2	Creation and implementation of an action plan to create joint strategy of social and economic development of members of the inter-municipal alliance	Coordinating body of Association and NGO
5.3.3	Making project proposals for financing the development of joint strategy for socio-economic development of members of the inter-municipal associations from the funds of Republic of Serbia and international donor institutions	Local Development House Brus

## LITERATURE

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