A HOLISTIC APPROACH TO LOCAL ECONOMIC DEVELOPMENT IN WESTERN SERBIA

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THE HOLISTIC APPROACH TO LOCAL ECONOMIC DEVELOPMENT

...SETTING UP “BUILDING BLOCKS” TO SUPPORT A DEVELOPMENTAL STRUCTURE
“ASSUMPTION IS THE MOTHER OF ALL DISASTER”

IN BUILDING A SOUND LOCAL OR NATIONAL SYSTEM, EVERYTHING IS RELATED TO EVERYTHING ELSE
Current Position in the World Economy

Historical Background

WHAT?
WHO?
WHY?
HOW?
WHEN?
THE HISTORICAL BACKGROUND

✓ LOST SENSE OF OWNERSHIP

✓ INTERNATIONAL EXPERTISE,

✓ EXPERIENCE OF MORE ADVANCED EUROPEAN TRANSITIONAL COUNTRIES

✓ LOCAL PROFESSIONALS WHO UNDERSTAND HOW SERBIAN MIND WORKS - A FUTURE HUB OF KNOWLEDGE AND EXPERTISE
LOCAL ECONOMIC DEVELOPMENT IN WESTERN SERBIA

✓ HOW TO OBTAIN THE BEST VALUE FOR THE MONEY INVESTED?

STATE-OF-THE-ART

✓ TRAINING

✓ SMALL GRANTS

✓ AGRICULTURAL COOPERATIVES
STATE-OF-THE-ART

✓ BUSINESS IMPROVEMENT DISTRICT (BID)
✓ REGIONAL ECONOMIC DEVELOPMENT AGENCIES
✓ REPUBLIC GUARANTEE FUND
✓ INFRASTRUCTURAL WORKS

LESSONS LEARNED SO FAR

✓ INCOMPLETE VISION OF THE LONG-TERM RESULTS AND SELF-SUSTAINABILITY
LESSONS LEARNED SO FAR

- Assistance not fully tailored to the specific needs of Western Serbia, with regard to its historical background, resources and potential.

POST FESTUM WISDOM

- Degree of LED knowledge/training needs for various target groups?
- Stage of communication among the stakeholders/clear definition of communication rules?
MORE POST FESTUM WISDOM

✓ THE EXTENT OF NEED FOR CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT?

✓ SWOT ANALYSIS OF REDAs AND A NEED FOR DEVELOPING MORE INFLUENTIAL LED ASSOCIATIONS?

MORE POST FESTUM WISDOM

✓ TRAINING IN PLANNING METHODOLOGIES AND SKILLS AND INVOLVEMENT TECHNIQUES FOR STAKEHOLDERS?
MORE POST FESTUM WISDOM

USE OF BEST PRACTICES –

WHICH BEST PRACTICES HOLD THE GREATEST POTENTIAL AS RESOURCES OF IDEAS AND AS MOTIVATING FACTORS?

MORE POST FESTUM WISDOM

TRAINING AND EXPOSURE NEEDED FOR KEY INDIVIDUALS TO DEVELOP AND FOSTER NETWORKING CAPACITIES?
MORE POST FESTUM WISDOM

- DEGREE OF TRUST IN LOCAL AND NATIONAL FINANCIAL INSTITUTIONS?
- KNOWLEDGE OF CITIZENS HOW TO UTILIZE FINANCIAL COMMERCIAL RESOURCES?

THE HOLISTIC APPROACH TO LED
RESTORING THE SENSE OF OWNERSHIP: WHO?

✓ COLLECTIVE EFFORT OF NATIONAL/REGIONAL/LOCAL AUTHORITIES, PRIVATE SECTOR AND LOCAL COMMUNITY;

✓ INTERNATIONAL SUPPORT: AMOUNT OF FUNDING AND QUALITY OF PROJECTS;

✓ LOCAL EXPERTS TO PROVIDE GOOD COORDINATION AMONG VARIOUS NATIONAL AND INTERNATIONAL ORGANIZATIONS;

✓ CITIZEN PARTICIPATION

RESTORING THE SENSE OF OWNERSHIP: HOW?

✓ A STRUCTURED APPROACH AND DEVELOPMENT OF TOOLS TO TEACH CITIZENS HOW TO EXERCISE THEIR DEMOCRATIC RIGHTS;

✓ FAIR AND TRANSPARENT ACTIONS OF LOCAL AUTHORITIES;

✓ INCREASED LEVEL OF PROFESSIONALISM AND BUSINESS ETHICS IN PRIVATE SECTOR.
THE TRAINING COMPONENT

- TARGET GROUPS
- NEEDS ASSESSMENT OF EACH TARGET GROUP
- CONTENT AND EXTENT OF INSTRUCTION
- TRAINING STRATEGY
- WORKSHOP PLANNING AND DESIGN
- TIMING
- INTERACTIVE, PROCESS-ORIENTED INSTRUCTION
- CONTINUOUS REVISION AND UPDATE OF TRAINING MODULES
INSTITUTIONAL DEVELOPMENT AND CAPACITY BUILDING

- Effective strategies for addressing local deficiencies and other issues recognized during the assessment phase;
- Top-down and bottom-up approach;
- Desirable and useful LED mechanisms;
- Result-oriented and self-sustainable;

STRATEGIC PLANNING CYCLE

- Key participants
- Development of planning skills
- Baseline assessment for community profile and LED status
- Business attitude survey
- SWOT analysis
- Strategic plan
- Citizen participation and public approval
- Monitoring
- Evaluation
- Revision
BEST PRACTICES

- EU EXPERTS
- STUDY TOURS
- BEST PRACTICES SEMINARS
- ESTABLISHMENT OF A RECOGNIZED BODY OF LOCAL EXPERTS
- PROFESSIONAL AND INFORMATIONAL NETWORKS
- PARTNERSHIPS

FACTORS IN DEFINING THE REQUIRED SPAN OF TIME:

- PROGRAMME GOALS: NEAR-TERM, MID-TERM AND LONG-TERM CATEGORIES
- AVAILABLE RESOURCES
DIFFICULTIES IN IMPLEMENTATION

POLITICAL CONSIDERATIONS

TACTICAL REASONING

PATIENCE

UNDERSTANDING THAT STRATEGIC PLANNING IS A NEVER-ENDING PROCESS

THE CREATION OF IMPACT

GOAL: ACCOMPLISHMENT OF A “BUILDING BLOCK” STRUCTURE
THE BIG PICTURE:

- The vision of how the structure of LED “building blocks” fits into the “big structure” of overall social, economic and political development of Serbia

- Changes in national policies, laws and regulations in order to accelerate the process

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THE BIG PICTURE:

- Proactive, broad-minded citizens of Serbia

- Defining LED regions in Serbia in a holistic and analytical fashion

- Attraction of foreign investors