

# TRAINING COURSE ON MANAGEMENT OF TERRITORIAL DEVELOPMENT PROCESSES THROUGH POLICIES, GOVERNANCE, STRATEGIES AND IMPLEMENTING INSTITUTIONS

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## Background

ILS LEDA has prepared and carried on, or contributed to many training courses at university level on local and territorial economic development since more than ten years. These courses have been realised in Albania, Colombia, Cuba, Ecuador, England, Guatemala, Italy, Spain, and Uruguay.

This document illustrates the scheme of an ideal concentrated course on that topic, according to which it is possible to adapt objective and contents to specific situations and demands.

These courses are an instrument of the KIP International School, through the ILSLEDA Programme, to contribute on national policies and strategies based on territorial economic development.

The courses involved high level teachers and experts from universities and institutions of different countries, as well as experts of the experiences of the United Nations Human Development.

In particular, the following people participated to the design and realization of the courses: Albuquerque Llorens Francisco, Bid-Fomin advisor; Boisier Sergio, Catholic University of Chile; Canzanelli Giancarlo, ILSLEDA Director, Carrino Luciano, KIP Scientific Committee Executive Representative; Costamagna Pablo, Director INTE (*Innovación y Territorio*) of Argentina; Cotorruelo Menta Romeo, Territorial marketing expert (Spain); Garofoli Gioacchino, University of Insubria, Italy; Lukovic Jaglicic Jasminka, Director Redasp (LEDA of Serbia); Madoery Oscar, University San Martin of Argentina; Mandell Margie, Concordia University, Quebec-Canada; Mountford Debra, CFE/LEED, OECD, Paris; Rodriguez Hugo, Director Colombian LEDAs network; Saublens Christian, Director EURADA (European Association Development Agencies); Torres Franco UNDP Dominican Republic; Vazquez Barquero Antonio, Autonomous University of Madrid.

In each country, in collaboration with the institutions that they have organized, the courses have been adapted to the institutional and cultural contexts and the specific training needs for the local economic development processes management.

## Objective

The objective of the course is to provide and improve skills in territorial economic development (TED) management, and forming TED agents.



The participants are mainly officials of public administration with task in planning, development, economic or social issues; ONG operators; operators of associations of entrepreneurs or workers, or financial institutions devoted to socio-economic aims.

#### Outcome professional profile

The final profile after the course will be of a Territorial Economic Development Agent and Promoter who is able to:

- implement territorial strategies and plans, through combining territorial competitiveness, human development goals, social equality, and environmental protection;
- provide response to the local capacities and needs, through building consensus, stimulating the local actors to participate in the development strategies, mobilizing the endogenous resources and valorizing them;
- understand how to interact with and support national policies for territorial development;
- start up and manage with success a Local/Territorial Economic Development Agency.

## General Didactic Plan

The didactic plan is articulated in 9 modules, for a total of 34 days and 142 hours, as it follows.

Modules	Duration	Main Objectives
Module 1 Human development and the reforms needed to humanity	3 days 18 days	To provide some theoretical background and familiarization to the concept of human development and their implication on the current policies and strategies, in order to change the current approach based mainly on quantitative indicators. To introduce the Edgar Morin approach for changing thinking paradigms and realizing the seven reforms needed for saving the humanity.
Module 2 Territorial Economic Development (TED) and Globalization	4 days 24 hours	To provide some theoretical background on TED, and facilitating acknowledgement on the importance of the processes of meso-economic development in the times of globalization, through using the endogenous potentials for triggering and accompanying development processes, and the human development approach
Module 3 Territorial development strategies: tools for analysis, mapping, and strategic framework	5 days 30 hours	To provide adequate know-how in the implementation of territorial economic development strategies, which are inclusive of the marginalized segments of the local population. It provides analytical tools for analyzing the endogenous competitive potential of the area, and the way how it can be valorized, exploring constrains and opportunities, also for the economic inclusion of the most disadvantaged people
Module 4 Governance for Territorial Economic Development	4 days 24 hours	To provide adequate know-how on the advanced forms of governance of territorial economic development processes and strategies, including private-public partnerships. Through examination of international experience, the trainees are introduced to methods how establish a good governance system
Module 5 Local Economic Development Agencies	5 days 30 hours	To provide adequate know-how on how to establish and manage local economic development agencies, one of the most powerful tools to enhance and trigger local economic development in a given territory. All the necessary steps will be highlighted, from the creation of the social capital, to the elaboration of proper by-laws, to the selection and the training of the technical unit. The trainees will be also

		exposed to the international experience, the tools for a good management, Critical managerial issues will be discussed as well as the quality system for a LEDA
Module 6 Social Economy	4 days 24 hours	To provide a conceptual framework and principle of social economy, and its role for combining economic and social scopes. Through international examples the social enterprise model is illustrates, and also provided a tool for including the most disadvantaged people in the mainstream economy
Module 6 Territorial Marketing	3 days 18 hours	To introduce concept and principle of territorial marketing and its role into the territorial development strategy, as well as tools for building up the personality and the image of the territory, ending up with the elaboration of the communication strategy
Module 8 National Policies for TED	4 days 24 hours	To provide acknowledgment about the main contents of a ideal national policy for TED, including institutions for governing the multi-level strategies and plans
Module 9 Conclusions and Evaluation	2 days 12 hours	To evaluate the learning of the trainees at the end of the course, through different tools

## Daily didactic plan

### Module 1 Human development and the reforms needed to humanity

#### Day 1 Why human development is important in the current crises

Session 1 *Human development principles and theoretical approach*

Session 2 *The failure of the traditional development model for responding to the needs of the population*

Session 3 *Working group for analysing the crises element at the light of the human development principle in the local context*

#### Day 2 The Edgar Morin approach: from the poly-crisis to the seven reforms for the humanity

Session 1 *Elements of the poly-crisis: financial 'casino', hyper-debt, economic disparity and instability, job-less recovery, ecological threats, widening gap between rich and poor, etc.) can be viewed as interconnected facets of a deeper and systemic crisis of development*

Session 2 *The seven reforms: politics of humanity and civilization, economic reforms, social reforms, reform of thought, education reform, reform of life, moral reform.*

Session 3 *Example of practices correspondent to the reforms*

#### Day 3 How to apply the seven reforms in the local context

Session 1 *Working groups*

Session 2 *Discussion on the working groups' results*

### Module 2 Territorial Economic Development and Globalization

#### Day 1 The processes of territorial economic development

Session 1 *Theoretical approaches, models, experiences*

Session 2 *Why territorial development*

Day 2            Local Economic Development and Globalisation  
*Session 1*        *Globalisation and development*  
*Session 2*        *Local answers to global challenges through the endogenous development*

Day 3            Macro, micro e meso economy: the importance of human development  
*Session 1*        *What is the meso economy*  
*Session 2*        *Application of the human development: principles to territorial development*

Day 4            Establishing development objectives: Working groups

*Questions for group discussions*

- Is globalisation compatible with sectoral and geographical diversity? Up to which point can local societies control development processes?
- In what way endogenous development facilitate the processes of overall development? On which forces does it have an impact?
- What objectives for development?

## Module 3

### Territorial development strategies: tools for analysis, mapping and strategic framework

Day 1            Strategic options for territorial development

*Session 1*        *Alternatives strategic options for territorial development: from the infrastructure-driven to the endogenous potential-driven development.*

*Session 2*        *Theories from the flexible specialization to the collective learning*

*Session 3*        *Competitiveness, sustainability, human development: are they compatible?*

Day 2            How to analyze the territorial competitive system

*Session 1*        *The ILS LEDA model for analyzing the endogenous competitive and sustainable resources: potential, and obstacles, and sustainability*

*Session 2*        *Analysis of the potential competitive and sustainable resources*

*Session 3*        *Method for measuring the obstacles*

*Working group: exercise on mapping the endogenous competitive resources in an area and defining a strategy through applying the ILS LEDA model*

Day 3            Working groups

*It continues the exercise on mapping the endogenous competitive resources*

Day 4            How to set up a strategy: basic components

*Session 1*        *From the analysis of the obstacles to the strategy for overcoming them*

*Session 2*        *Alternative strategic scenarios*

*Working groups: exercise on strategic assessment, through applying the ILS LEDA method*

Day 5            Plenary on the conclusion of the working groups

## Module 4

### Governance for territorial economic development

Day 1            Advanced models for Governance: the public-private partnership

*Session 1*        *Why a public-private partnership for governing developmental process*

*Session 2*        *The multi-level governance, horizontal and vertical interactions, and the role of the private, the public, the social and communitarian sectors*

Day 2            Experience from the world

*Session 1*        *Europe: the negotiated planning, the territorial pacts, the program-contracts*

*Session 2*        *Latin America: the territorial development councils*

*Session 3*        *Asia: the public-private partnerships*

<u>Day 3</u>	<u>How to establish a good governance system</u>
Session 1	<i>Challenges and constraints for the local partnership</i>
Session 2	<i>The concept of competition.</i>
Session 3	<i>Decentralization and proper dimension for the territorial governance</i>
Session 4	<i>Intermediate institutions for governance: and for defining strategies, planning, and execution</i>

Day 4            Simulation exercise facing difficult situations for fostering good governance  
*The participants will be divided in four different groups, simulating the various actors: civil society, entrepreneurs, workers, environmentalists, women, unemployed, local government, appropriately trained by the teacher.*

## Module 5 Local Economic Development Agencies

<u>Day 1</u>	<u>The Local Economic Development Agencies (LEDA) in the world</u>
Session 1	<i>What is a LEDA and what for</i>
Session 2	<i>Historical background: from the first European experience to the international cooperation cases</i>
Session 3	<i>Ledas and human development</i>
Session 4	<i>What geographic borders for a LEDA</i>

<u>Day 2</u>	<u>How to establish a LEDA</u>
Session 1	<i>The prefeasibility assessment: minimum conditions for the creation of a LEDA</i>
Session 2	<i>The feasibility program-step 1: Methodology for analysing the local market of services for territorial human development</i>
Session 3	<i>The feasibility program, -step 2: the preliminary organisational plan</i>
Session 4	<i>The feasibility program – step 3: the business plan</i> <i>Working group: Simulation for establishing LEDAs in the areas</i>

<u>Day 3</u>	<u>The LEDA start up</u>
Session 1	<i>How to draw the statute</i>
Session 2	<i>How to define organisational assets contract personnel</i>
Session 3	<i>What the need for start up and how to define the start up plan</i>
Session 4	<i>How to tackle with the successful conditions</i>
Session 5	<i>Example of successful LEDAS</i>

<u>Day 4</u>	<u>How to manage a LEDA</u>
Session 1	<i>Management tools for the management board</i>
Session 2	<i>How to organise and monitor the LEDA activities</i>
Session 3	<i>What the need for start up and how to define the start up plan</i>
Session 4	<i>How to tackle with the successful conditions</i>
Session 5	<i>Example of successful LEDAS</i>

<u>Day 5</u>	<u>The LEDA sustainability</u>
Session 1	<i>How to assure the Leda sustainability</i>
Session 2	<i>The LEDA internationalization and the international services of ILS LEDA</i>
Session 3	<i>How to manage the human resources</i>
Session 4	<i>Individual test on LEDA management</i>

## Module 6 Social Economy

<u>Day 1</u>	<u>Concepts and principles of the social economy</u>
Session 1	<i>Concept and principles of social economy</i>
Session 2	<i>International legal frameworks</i>
Session 3	<i>Social economy and solidarity economy</i>

Day 2            Example of social economy: Social enterprises and social networks

- Session 1 *The social enterprise between market and social purpose*  
 Session 2 *Mission, ethic, functions, and sustainability of a social enterprise*  
 Session 3 *The Quebec experience in networking organizations with social purposes*

Day 3 Social inclusion in the mainstream economy

- Session 1 *Animating the local communities*  
 Session 2 *Analysis of entrepreneurial potential*  
 Session 3 *The initial basic training to entrepreneurship*

Day 4 Working groups

*The Working Group will respond to the following questions: What kind of social economy initiatives or enterprises are feasible in your area? What difficulties and constrains?*

## Module 7 Territorial Marketing

Day 1 Territorial Marketing as part of the development strategy

- Session 1 *Concept and principle of territorial marketing*  
 Session 2 *Elaborating the “personality” of the territory*  
 Session 3 *Working group exercise on the “personality” of the territory*

Day 2 Territorial Marketing at work: image and communication

- Session 1 *Building the image of the territory*  
 Session 2 *Strategies for external communication*  
 Session 3 *Examples*

Day 3 Importance of the “internal” territorial marketing

- Session 1 *Role of the internal territorial marketing: cohesion, inclusion, sense of belonging, market.*  
 Session 2 *Strategies for internal marketing*  
 Session 3 *Working group exercise on the “internal territorial marketing, with regard to the territorial personality*

## Module 8 National policies on Territorial Economic Development

Day 1 Ingredients and components

- Session 1 *Decentralization as basic issue*  
 Session 2 *General components, and the role of the various public administrations*  
 Session 3 *The virtuous circle of the multi-level governance and the main typical constrains.*

Day 2 Institutions for governance

- Session 1 *How to build institutionality at national level*  
 Session 2 *How to build institutionality at peripheric level*  
 Session 3 *Examples*

Day 3 Strategies and planning

- Session 1 *Building interacting strategies between national and sub-national levels*  
 Session 2 *Planning principles: method for combining central and peripheric plans*  
 Session 3 *Instruments for implementing the plans*  
 Session 4 *Monitoring and Evaluation*

Day 4 Working groups

*Working Groups will respond to the following questions: Is it possible in the country fostering national policies for Territorial Economic Development? What opportunities and what constrains? What guidelines?*

## Module 9

## Conclusions and evaluation

<u>Day 1</u>	<u>What learned</u>
Session 1	<i>Presentation of individual results on learning</i>
Session 2	<i>Introduction to the final test</i>
Session 3	<i>Individual test</i>

<u>Day 2</u>	<u>Individual tests</u>
Session 1	<i>Individual tests</i>
Session 2	<i>Individual evaluations</i>