

Sarajevska regionalna
razvojna agencija



Sarajevo Economic Region
Development Agency

- **SERDA Mandate**
- **Vision, Mission**
- **Facts on Sarajevo
Macro Region**
- **Strategic
objectives and
sectors of
interventions**
- **Principles of
implementation**
- **Overview of
current activities**
- **Past experience**
- **Future
perspectives**



Address:

SERDA d.o.o.
Hamdije Čemerlića 2/XI
71000 Sarajevo
Bosnia and Herzegovina

Telephones:

+387 33 652 935
648 686

Fax:

+387 33 663 923

E-mail:

serda@serda.ba

Web site:

www.serda.ba

Sarajevo Economic Region Development Agency - SERDA -

1. SERDA Mandate

The Sarajevo Economic Region Development Agency (SERDA) is a non-profit limited liability company governed by public law and owned by the Canton of Sarajevo, the City of Sarajevo, the City of East Sarajevo and 32 municipalities from the Sarajevo Macro Region (SMR).

SERDA was established in May 2003 by the Canton of Sarajevo, the City of East Sarajevo, and 20 municipalities from both entities. Subsequently, the City of Sarajevo and other 12 municipalities joined SERDA, so that there are currently 35 founders.

The role of SERDA is to encourage and strengthen the regional development through the provision of financial support, education, business infrastructure development, capacity building, information services for foreign investors, and through implementation of inter-regional and international projects.

Through the professional implementation of projects and the dynamic and innovative approach, SERDA has proven itself as a leading development agency of the regional economic development in Bosnia and Herzegovina (BiH). SERDA always strives to identify the needs of its founders and other stakeholders in order to maximise effects for balanced, integrated and harmonized development of the region. SERDA creates all activities through participatory actions and maintain good practice serving as a successful example to other development agencies in the country as well as in the region of the Western Balkans.

SERDA is also an associate member of the European Association of Development Agencies (EURADA). This membership facilitates endeavours for inclusion, presence, promotion and positioning among other EU organizations that promote regional development based on the principles of exchange of experiences and good practices.

2. Vision, Mission

The vision of SERDA foresees the Sarajevo Macro Region as an economic region, which will, through sustainable economic development, provide better quality and a more prosperous life for all of its citizens and be an example for other developing regions regarding all aspects of business, education, cultural and sports life. The Sarajevo Macro Region will be the leader in the process of integration of BiH into the European Union.

The mission is to create positive environment for sustainable economic development in region, and advance, strengthen and promote development of Sarajevo Macro Region with all available resources, supporting Bosnia and Herzegovina approaching to EU integrations.

3. Facts on Sarajevo Macro Region

The Sarajevo Macro Region is one of the five economic regions in BiH spreading over the territory of 32 municipalities in both entities out of which 19 municipalities belonging to the Federation of BiH while 13 municipalities are from Republika Srpska. The total surface area is 8.701 km² representing 17% of the total surface area of BiH and the population is around 770.000 inhabitants (human population density is 88 per km²). The largest concentration of population is in the metropolitan area of the City of Sarajevo, the capital of Bosnia and Herzegovina.

The territory of SMR is rich in forests, herbs, thermal springs as well as springs of mineral and drinking water. It has significant energetic potentials and potentials for industry development. SMR is distinguished by its tourist tradition and resources for the development of winter, health, sports, rehabilitation and congress tourism and has significant human and educational potentials as well.

Natural resources, the specific tradition and authenticity, the knowledge and experience as well as the existing capacities, the offer of financial and business services, the developing trade and light industry, the existence of national and foreign universities and new technologies, and the strong presence of international companies are reasons why this region has been recognized as an important geostrategic area in the Western Balkans as well as the administrative centre of BH.

4. SERDA strategic objectives and sectors of interventions

All priorities, areas of intervention and individual activities are targeted to create a positive environment for sustainable economic development in SMR, and to improve, strengthen and promote development in the region using all internal capacities and through mobilization of available regional partner's and stakeholder's resources.

The harmonized dynamic economic development of SMR aimed to the strengthening of mechanisms of BiH accession to EU is the overall objective that SERDA strives to.

SERDA implements projects, and perform activities directed towards achievement of the following **strategic objectives** as set in regional strategy document of SMR development:

1. *Development of economic activity in region;*
2. *Creation of impetus-providing business framework in region;*
3. *Human resources development;*
4. *Strengthening competitiveness of region.*

Main sectors/types of intervention include:

- Supporting local communities and non-government organizations in strengthening absorption capacities;
- Supporting entrepreneurs through technical assistance in provision of favourable financing;
- Linking unemployed with entrepreneurs through labour market development;
- Supporting entrepreneurs through development of business infrastructure and innovative entrepreneurship;
- Providing relevant information to potential investors;
- Supporting creation and promotion of tourism products;
- Addressing environmental issues;
- Promoting resource efficiency and renewable energy;
- Providing technical assistance in implementation of infrastructure project;
- Supporting agriculture development;
- Providing access to information and promotion of European Integration process;
- Preparing studies and development strategies.

5. Principles of implementation

SERDA's policy is a quality implementation of the projects with regional character, continuous strengthening of partnership with the European Union, international organizations, the state actors and local communities, aimed at creation of business climate favourable for harmonized development of SMR and BiH.

All our activities are harmonized with the standard of Quality Management System ISO 9001:2008 and other international standards. While doing so, we adhere to the following principles:

- *Transparency and visibility.* Compliance with this principle is of most importance. Dissemination of on time and detail information, promotion of success stories and best practices will strongly support all efforts in economic and social development.
- *Partnership.* This principle is directly connected to ownership and sustainability and is meant to facilitate the changes of economic conditions. Participation of all important development stakeholders ensure more effective implementation, better targeting of resources and development of capacities of all partners involved. It is achieved by common interest for close collaboration in the design, implementation and monitoring of regional programmes.
- *Integration* of common local needs at regional level, in geographic terms and by the content, which would eventually mean that any regional objective will lead to influence at local level. Integration is achieved through active participation of all regional actors.
- *Common good.* Projects, which are to be candidates, have to be designed for the purpose of common goods, and not exclusively to meet the needs of the founders/members.
- *Sustainability.* This principle is crucial in sense of long-term development activities. Its implementation is particularly important in the BiH with regions that are characterized by a low level of development. Therefore, all development activities must be focused on building sustainable economy if possible, within local community or region that will constitute sustainable national economy within the EU community for which BiH is potential candidate.

Constant institutional strengthening of SERDA, and self-capacity building measures resulted with position of leading development agency in BiH and an unavoidable factor in the economic development of SMR and significant development stakeholder in BiH.

6. Overview of SERDA current activities

SERDA's main activities are currently aimed at creating and supporting an environment that is primarily conducive to the economic development of the Sarajevo Macro-Region, and secondly the overall development of the country as a whole. Concretely, activities are grouped within four core areas, namely:

1. *Implementation of five projects financed by EU funds with a total value of 3,7 million euros;*
2. *Implementation of projects funded through bilateral cooperation and support of international organizations;*
3. *Implementation of projects through a partnership between SERDA and its founders;*
4. *Implementation of projects in partnership with domestic institutions, non-governmental organizations and businesses.*

7. Past experience

In past eight years SERDA developed and implemented over 300 projects/activities and conducted numerous regional and local development activities with relevant stakeholders and partners. Among them the specific importance has been given to the international projects through which SERDA staff increased their capacities regarding implementation of such actions. Below is the list of some international projects led either by SERDA or by partners from EU member countries where SERDA participated as local partner, and contracts signed with EC Delegation to BiH:

- Grant Contracts, External Actions of the EC, (2005/100-976; 2005/109-006; 2005/115-405; 2006/132-456);
- INTERACT Project COMPART- COMPARING PARTNERSHIPS;
- STRA:DE 2 – Development of strategies for environment in Bosnia and Herzegovina;
- Interreg IIIa – C.O.T.U.P.-TTB, Turismo-Therme-Benesere;
- EU Aquis Communautaire – Support to Sarajevo Canton;
- Partner participation in CARDS 2003 and CARDS 2004 programmes;
- USAID project "Streamlining Permits and Inspection Regime Activity (SPIRA)";
- EU Training And Consultancy (EU TAC) project;
- Preparation of municipalities in SMR for EU fund management – LEADER methodology;
- UNDP – Sustainable Transfer to Return related Authorities (SUTRA) project;
- UNDP – Integrated Local Development Project (ILDLP);
- Interreg IIIa – New Neighbourhood Programme, Adriatic Network for Institutional Cooperation-AdriaNet;
- EU VET III - Development of Vocational Education and Training;
- CBIB- Cross Border Institutional Building – preparation for IPA CBC programmes 2007-2013 (regional partner of Direction for European Integrations);
- CBI - Centre for the Promotion of Imports from developing countries, Business Support Organization Development Program of support to companies exporting or ready to export to EU markets (local partner);
- IPA CBC – SEE program – Project TEX-EASTILE, sustainable innovation for textile in SEE;
- IPA CBC – SEE program – Project F.A.T.E, „From Army to Entrepreneurship“;
- EUMETAL, Increasing competitiveness of metal industry through developing new occupations and technologies, EU Delegation to BiH Value chain mapping programme;
- Development of new eco-touristic product – National park Sutjeska, EC Delegation to BiH;
- Project "METRIS PLUS".

SERDA has a vast experience in implementing various scale projects funded by other international donors as well as those projects funded by founders for covering interventions in local communities of SMR. Please find enclosed the list of major projects in the Appendix.

8. Future perspectives

SERDA business orientation will continue to focus on gaining practical experience on the basis of partnership participation in application for EU funds, and participation in project activities in the programs of cross border cooperation between BiH and Serbia/Montenegro, IPA Adriatic, and within the transnational programmes South East Europe and MED.

Aware of the fact that only inter-institutional cooperation in domestic and international factors can lead to a new quality in the development and improvement of economic opportunity of SMR, SERDA in 2011 also continues cooperation with the regions and development agencies from Eastern Sweden, Belgium, Spain, Italy, Croatia, Serbia, and Turkey.

Sarajevo Economic Region Development Agency – Bosnia and Herzegovina

Hamdije Čemerlića 2/XI, 71000 Sarajevo, Bosnia and Herzegovina

Tel: +387 33 652 935 +387 33 648 686 **Fax:** +387 33 663 923

E-mail: serda@serda.ba **Web site:** www.serda.ba

APPENDIX

List of major projects implemented by SERDA

Establishment of Center for adult non-formal education		
Partner/donor: AECID, Spain Agency for International Cooperation and Development Target group/stakeholders: Employment Office of RS and F BiH; Ministry of education of Canton Sarajevo and RS Public schools and Universities; Private companies and Employers	Beneficiaries: unemployed young persons; long-term unemployed persons; unemployed persons with disability	2009 - 2011
Transfer of experiences, best practices of Province Cataluña and City of Barcelona in establishment of Center for adult non-formal education		
Partner: City of Barcelona Target group/stakeholders: Employment Office of RS and F BiH; Ministry of education of Canton Sarajevo and RS	Beneficiaries: Sarajevo economic region development agency - SERDA	2009
Development of pilot program for deficient occupations/skills (commercial officer, key account manager)		
Partner: Economy high school Target group/stakeholders: Private companies and Employers Employers in sector of trade/sales	Beneficiaries: unemployed persons under age of 35 from commercial related professions	2009
Development of labor market in Sarajevo Macro Region – Analyze of labor market with solution recommendations – production of Study		
Partner: AECID - Agency for International Cooperation and Development Target group/stakeholders: Employment Office of RS and F BiH; Ministry of education of Canton Sarajevo and RS Public schools and Universities; Private companies and Employers	Beneficiaries: unemployed young persons; long-term unemployed persons; unemployed persons with disability	2008 - 2009
Education program ECDL (European Computer Driving License) for 800 unemployed persons		
Partners: Municipalities from Sarajevo macro region	Beneficiaries: unemployed young persons;	2007 - 2008
Key projects related to business development and support for SMEs		
Loan-Guarantee Fund (KGF) with over 5 million KM in revolving credit sources, accessible through various credit lines – over 200 users (functional loans)	Partners: founders Released through commercial banks	2005 - presence
Establishment of industrial zones in the SMR Municipalities – from analyzes and surveys, detailed study to zone foundation contract signing	Partners: Municipalities, SMEs operating within zones	2006 - presence
First business incubator – instrument supporting start-ups and advanced technologies micro and small enterprises	Partners, donors: AECID, Spain	2005 - presence
Business development Centers – establishment of 14 BDCs covering 23 Municipalities, supporting SMEs and all forms of business start-up, initiatives and development	Partners, donors: EC Delegation to BiH, Municipalities	2006 - 2008
Agricultural & rural development projects		
Drafting of several strategic documents/studies: support to Ilijaš, Breza, Vareš, Visoko and Olovo municipalities in development of agricultural production and processing agricultural products; Study on usage of wild medicinal herbs and mushrooms; Study on rural development of SMR	Partners: founders	2005 - 2008

Key ecological and environment protection projects		
Drafting of several strategic documents/studies: Study on elimination of illegal dumping sites; Study on exploitation of natural water resources; Effective waste management	Partners: founders	2006 – 2009
Organization of 2 regional dumping sites for municipalities Visoko, Kiseljak, Kreševo, Fojnica, Breza, Vareš and Olovo, and for 10 municipalities in Upper Podrinje surrounding Drina River	Partners: founders	2007 – presence
Starting of regional mega project "Clean Miljacka River" on the territory of 10 municipalities covering Miljacka River basin	Partners: founders	2009 – presence
Starting of preparation activities on establishment of first waste processing energy plant in BiH	Partners: founders	2009 – presence
Tourism related projects		
Business development plan and valorization of Kraljeva Sutjeska and royal city of Bobovac	Partners: founders	2006 – 2008
Study on spa and recreational tourism in Olovo municipality	Partners: founders	2006 – 2009
Tourism development strategy for upper Podrinje	Partners: founders	2006 –08
And number of smaller interventions, such as: Reviving of Natural monument Skakavac, Tunnel of salvation revival, Construction of public lightning on the tourist route to Jahorina mountain, Online TV coverage from Bjelašnica, Igman and Jahorina mountains, etc.	Partners: founders	2005 – 2009
Development of new eco-touristic product – National park Sutjeska, (6 th call) in preparation phase of implementation	Partners, donors: ECD to BiH, Foča Municipality, EU TAC	2010 – presence
Projects related to education and application of EU standards		
Introduction of ISO 9000:2001 standards to Municipality local governments - in two phases ISO standard adopted in 27 Municipality administrations	Partners: founders	2007 – 2009
Series of educations/trainings for founders, Municipalities: Public Relations training; Raising computer literacy level - ECDL for SMR municipalities; Project Cycle Management (PCM) for SMR municipalities	Partners: founders	2006 – presence
Projects supporting human resource development and employment		
Establishment of Web portal POSAO.BA – first virtual labor market in BiH	Web implement.: Development studio	2006 – presence
Large infrastructural projects		
Extension of Dobrinja trolleybus ring – phase II	Partners: founders, Municipalities	2007
Situation assessment and development of main pre-investment documentation for tramway route „Ilidža – Hrasnica – Vojkovići – Dobrinja – Nedžarići“	Partners: founders, Municipalities	2007 – 2009
Development of main pre-investment study for upper Podrinje gasification	Partners: founders, Municipalities	2009
Gasification of Istočno Sarajevo municipalities – phase II	Partners: founders, Municipalities	2007 – 2008
Regulation of water current of Kasindol/Tilava creek	Partners: founders, Municipalities	2008
Development of preliminary design for gasification of Pale and Jahorina and development of study for assessment of gas consumption in Trnovo municipalities	Partners: founders, Municipalities	2007 – 2008
Waste water drainage from Kanare site	Partners: founders, Municipalities	2007 – 2008
Support to the founders, local communities development		
Three calls for proposal for Municipalities with small-scale local communities infrastructural projects, selection and implementation of 75 projects	Partners: founders, Municipalities	2006 – 2009

Projects related to regional development and strengthening regional image		
Regional development strategy update – continual activity	Partners: founders, NGOs	2007 - presence
Participation in drafting of local development strategies for SMR municipalities – permanent advisory and expert activity	Partners: founders	2007 - presence
SMR urban transformation program is in development phase, pilot project was implemented in 15 Municipalities, resulting with concept designs of rural city centers	Partners: Municipalities, Architectural Faculty Sarajevo	2009
Establishment and maintenance of regional Web portal with sub-domains for presentation of municipalities in SMR	Partners: founders	2005 - presence
CEPPEI - Center for support and promotion of European Integrations was established to collect, sort and process information and data on EU Integration process, regional economic development and practical implementation of EU standards. Presentation through Web site (www.ceppei.ba), using digital and non-digital tools to reach all potential user/ stakeholders.	Partners: founders	2009 - presence
Monitoring of projects approved by EC Delegation to BiH		
Monitoring of financial and operational capacities as well as monitoring implementation progress of project: „Strengthening marketing skills in agriculture“. Total project budget is 220.000 EUR of which EC's provides 198.000 EUR (4 th call)	Beneficiary: ECON	2005-2007
Monitoring of financial and operational capacities as well as monitoring implementation progress of project: „Integral approach to tourism development in Upper Podrinje“ – abbreviated project title „Aquatic Ćiro“. Total project value is 273.695 EUR of which EC provides 167.000 EUR (4 th call)	Beneficiary: Rudo municipality	2005-2007
Monitoring of financial and operational capacities as well as monitoring implementation progress of project: „Construction Of Bijambare vacation complex –Phase 1“. Total project budget is 177.600 EUR of which EC's provides 159.840 EUR (4 th call)	Beneficiary: Association CESD	2005-2007
Monitoring of financial and operational capacities as well as monitoring implementation progress of project: "Development and advancement of SME competitiveness in the field of enhancement of energy efficiency". Total project value is 253.551 EUR of which EC provides 223.125 EUR (5 th call)	Beneficiary: Chamber of Economy of Sarajevo Canton	2008 - presence
Monitoring of financial and operational capacities as well as monitoring implementation progress of project: "New tourism product - rural ecotourism in Šabići". Total project value is 300.000 EUR of which EC provides 270.000 EUR (5 th call)	Beneficiary: NGO Local Democracy Foundation, Sarajevo	2008 - presence