

# Sarajevo Economic Region Development Agency - SERDA -

Sarajevska regionalna  
razvojna agencija



Sarajevo Economic Region  
Development Agency

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## 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 provision of financial support, education, tools for business infrastructure development and capacity building in various sectors, information services for foreign investors and the implementation of inter-regional and international projects.

Through the professional implementation of projects and the dynamic and innovative approach, SERDA has proven itself as the leading development agency of the regional economic development in Bosnia and Herzegovina (BiH). SERDA strives to identify the needs of its founders and other relevant stakeholders in order to maximise effects for a balanced, integrated and harmonized development of the region.

SERDA has a highly qualified staff experienced in various projects implementation (on yearly basis between 60 and 70 small and large projects). Its headquarters are located in center of Sarajevo on 400 square meters and are fully equipped for the purpose.

SERDA is an active associate member of the European Association of Development Agencies (EURADA) and South Eastern Europe Network of Regional Development Agencies (SEENORDA).

## 2. Vision, Mission

The vision of SERDA for the Sarajevo Macro Region is to provide better quality and a more prosperous life for all of its citizens and to set an example for other developing regions regarding all aspects of business, education, cultural and sports life. These goals will be achieved through an integrated and appropriate approach to sustainable economic development. The Sarajevo Macro Region will be the leader in the process of integration of BiH into the European Union.

The mission of SERDA is to create a positive environment for a sustainable economic development in the region, and to advance, strengthen and promote the development of the 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 belong to the Federation of BiH while 13 municipalities are from Republika Srpska. The total surface area is 8.701 km<sup>2</sup> representing 17% of the total surface area of BiH and the population is around 770.000 inhabitants (human population density is 88 per km<sup>2</sup>). 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

#### 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 the SMR, and to improve, strengthen and promote the 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 performs activities, which are directed towards the achievement of the following **strategic objectives**:

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

**The main sectors/types of interventions** 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 partnerships with the European Union, international organizations, the state actors and/or local communities, aimed at creation of a favourable business climate for a harmonized development of the SMR and BiH.

All our activities are harmonized with the standard of Quality Management System ISO 9001:2008 and other international standards. We also 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 ensures a more effective implementation, a better targeting of resources and the 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. 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 BiH with regions, which are characterized by a low level of development. Therefore, all development activities must be focused on building sustainable economy within a 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 the position of the leading development agency in BiH. SERDA has become an unavoidable factor in the economic development of the SMR and a 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. The current activities are grouped within four core areas, namely:

1. *Implementation of projects financed by EU funds;*
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. Current projects

In the past eleven years SERDA developed and implemented over 300 projects/activities and conducted numerous regional and local development activities with relevant stakeholders and partners. Among them, specific importance has been given to the international projects through which SERDA increased its capacities regarding the implementation of such actions.

- 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
- CLOUD-CLusters Orientation towards Up-to-date technologies and models for common Development
- Integrated tourism action plans for SEE excellence - INTOURACT
- Transnational cooperation for the improvement of buildings energy performance and efficiency – TRACE
- SECOVIA - "South East Europe jointly developed common advanced virtual accessibility solutions to support public services"
- SEERISK – "Joint Disaster Management risk assessment and preparedness in the Danube macro-region" (SEE Strategic Call)
- Facilitating Responsible Innovation in SEE countries – FaRIInn
- IPA Adriatic CBC program – project Metris plus, Boosting Research and Innovation Potential of the Adriatic Cross-border Area in a Joint Research Initiative led by Metris Research Centre
- Adriatic Route for Thematic Tourism – ADRIATIC ROUTE
- Traveller Information System for the Adriatic Region –TISAR
- Adriatic Health and Vitality Network – AHVN
- Promoting Zero waste – ZEROWASTE PRO
- Energy Enterprise Generation in the Med Area – ENERGEIA
- Green groWing of SMEs: Innovation and Development in the energy sector in mEd aRea – WIDER
- EUMETAL, Increasing competitiveness of metal industry through developing new occupations and technologies, EC Delegation to BiH Value chain mapping programme (6th call)
- Development of new eco-touristic product – National park Sutjeska, EC Delegation to BiH Value chain mapping programme (6th call)
- Support to the development of the Fast Growing SMEs (FGSME) and local business environment (7th Call)
- Year-round tourism in mountain destination of B&H and Montenegro- 365
- Support to cooperation, inclusion, education and promotion of Roma culture in B&H and Serbia "SA-ŠA"
- Increasing competitiveness of SMEs and enhancement of cross border links in metal industry - EUMETAL2
- Agriculture Forecast-Reporting System (AFRS) in the Cross Border Region
- Development and Promotion of Health Tourism Spas in Cross-border Area of B&H-Serbia – CROSS SPA
- Environment friendly, new and organic approach to agriculture in cross border region of Serbia and Bosnia and Herzegovina – ENO AGRI
- Development of mentoring system for SMEs in Bosnia and Herzegovina, Serbia and Montenegro – Japanese development governmental fund
- Making Markets For The New Generations, Swiss Agency for Development and Cooperation (SDC) – Helvetas Swiss Intercooperation and Posao.ba
- Östsam Regional Development Council – Raising awareness of regional and local politicians about their role in development process – Swedish experience, joint project financed by ICLD (International Center for Local Democracy) Sweden (local partner)
- Waste management – as means to increase local democracy and citizen's influence. Exchange of experiences between Sarajevo Canton and East Sweden Region
- From YU to EU
- European Network of the Civil Resource Centers
- Capacity Building programme for municipality co-operation in the Adria-Balkan- CAP ABC

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**

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SERDAs business orientation will continue to focus on gaining practical experience on the basis of partnership participation in applications for various 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 the SMR, in 2014, SERDA continues its cooperation with the regional and development agencies and other relevant institutions from the EU.

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## APPENDIX

### List of major projects implemented by SERDA

#### CURRENT PROJECTS

Below is the list of international projects led by partners from EU member countries on which SERDA participated as local partner, and contracts signed with EC Delegation to BiH in case of approved projects co-financed from various EU funds.

<b>SEE PROGRAMME</b>
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
CLOUD-Clusters Orientation towards Up-to-date technologies and models for common Development
Integrated tourism action plans for SEE excellence - INTOURACT
Transnational cooperation for the improvement of buildings energy performance and efficiency – TRACE
SECOVIA - "South East Europe jointly developed common advanced virtual accessibility solutions to support public services"
SEERISK – "Joint Disaster Management risk assessment and preparedness in the Danube macro-region" (SEE Strategic Call)
Facilitating Responsible Innovation in SEE countries – Acr: FaRIInn
<b>IPA ADRIATIC PROGRAMME</b>
IPA Adriatic CBC program – project Metris plus, Boosting Research and Innovation Potential of the Adriatic Cross-border Area in a Joint Research Initiative led by Metris Research Centre,
Adriatic Route for Thematic Tourism – ADRIATIC ROUTE
Traveller Information System for the Adriatic Region –TISAR
Adriatic Health and Vitality Network – AHVN
<b>MED PROGRAMME</b>
Promoting Zero waste – ZEROWASTE PRO
Energy Enterprise Generation in the Med Area – ENERGIEIA
Green groWing of SMEs: Innovation and Development in the energy sector in mEd aRea – WIDER
<b>DELEGATION OF EU IN THE B&amp;H</b>
EUMETAL, Increasing competitiveness of metal industry through developing new occupations and technologies, EC Delegation to BiH Value chain mapping programme (6th call)
Development of new eco-touristic product – National park Sutjeska, EC Delegation to BiH Value chain mapping programme (6th call)
Support to the development of the Fast Growing SMEs (FGSME) and local business environment (7th Call)
<b>CROSS BORDER COOPERATION WITH MONTENEGRO</b>
Year-round tourism in mountain destination of B&H and Montenegro- 365
<b>CROSS BORDER COOPERATION WITH SERBIA</b>
Support to cooperation, inclusion, education and promotion of Roma culture in B&H and Serbia "SA-ŠA"
Increasing competitiveness of SMEs and enhancement of cross border links in metal industry - EUMETAL2
Agriculture Forecast-Reporting System (AFRS) in the Cross Border Region
Development and Promotion of Health Tourism Spas in Cross-border Area of B&H-Serbia – CROSS SPA
Environment friendly, new and organic approach to agriculture in cross border region of Serbia and Bosnia and Herzegovina – ENO AGRI
<b>BILATERAL COOPERATION</b>
Development of mentoring system for SMEs in Bosnia and Herzegovina, Serbia and Montenegro – Japanese development governmental fund
Making Markets For The New Generations, Swiss Agency for Development and Cooperation (SDC) – Helvetas Swiss Intercooperation and Posao.ba
Östsam Regional Development Council – Raising awareness of regional and local politicians about their role in development process – Swedish experience, joint project financed by ICLD (International Center for Local Democracy) Sweden (local partner)
Waste management – as means to increase local democracy and citizen's influence. Exchange of experiences between Sarajevo Canton and East Sweden Region
BiH – Bosnian intelligent Housing (Regional cooperation with Italy)
<b>EUROPE FOR CITIZENS PROGRAMME</b>
From YU to EU
European Network of the Civil Resource Centers
Capacity Building programme for municipality co-operation in the Adria-Balkan- CAP ABC
<b>Establishment of Center for adult non-formal education</b>
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 (2009 – 2011)
<b>Transfer of experiences, best practices of Province Cataluña and City of Barcelona in establishment of Center for adult non-formal education</b>
Partner: City of Barcelona Target group/stakeholders: Employment Office of RS and F BiH; Ministry of education of Canton Sarajevo and RS (2009)
<b>Development of pilot program for deficient occupations/skills (commercial officer, key account manager)</b>
Partner: Economy high school Target group/stakeholders: Private companies and Employers; Employers in sector of trade/sales (2009)
<b>Development of labor market in Sarajevo Macro Region – Analyze of labor market with solution recommendations – production of Study</b>
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 (2008 – 2009)
<b>Education program ECDL (European Computer Driving License) for 800 unemployed persons</b>
Partners: Municipalities from Sarajevo macro region (2007 – 2008)
<b>Key projects related to business development and support for SMEs</b>
Loan-Guarantee Fund (KGF) with over 5 million KM in revolving credit sources, accessible through various credit lines – over 200 users (functional loans) (2005 – presence)
Establishment of industrial zones in the SMR Municipalities – from analyzes and surveys, detailed study to zone foundation contract signing (2006 – presence)
First business incubator – instrument supporting start-ups and advanced technologies micro and small enterprises (2005 – presence)
Business development Centers – establishment of 14 BDCs covering 23 Municipalities, supporting SMEs and all forms of business start-up, initiatives and development (2006 – 2008)
<b>Agricultural &amp; rural development projects</b>
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 (2005 – 2008)
<b>Key ecological and environment protection projects</b>
Drafting of several strategic documents/studies: Study on elimination of illegal dumping sites; Study on exploitation of natural water resources; Effective waste management (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 (2007 – presence)
Starting of regional mega project “Clean Miljacka River” on the territory of 10 municipalities covering Miljacka River basin (2009 – presence)
Starting of preparation activities on establishment of first waste processing energy plant in BiH (2009 – presence)
<b>Tourism related projects</b>
Business development plan and valorization of Kraljeva Sutjeska and royal city of Bobovac (2006 – 2008)
Study on spa and recreational tourism in Olovo municipality (2006 – 2009)
Tourism development strategy for upper Podrinje (2006 – 2008)
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. (2005 – 2009)
Development of new eco-touristic product – National park Sutjeska, (6 <sup>th</sup> call) in preparation phase of implementation (2010 – presence)
<b>Projects related to education and application of EU standards</b>
Introduction of ISO 9000:2001 standards to Municipality local governments - in two phases ISO standard adopted in 27 Municipality administrations (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 (2006 – presence)
<b>Projects supporting human resource development and employment</b>
Establishment of Web portal POSAO.BA – first virtual labor market in BiH (2006 – presence)
<b>Large infrastructural projects</b>
Extension of Dobrinja trolleybus ring – phase II (2007)
Situation assessment and development of main pre-investment documentation for tramway route „Ilidža – Hrasnica – Vojkovići – Dobrinja – Nedžarići“ (2007 – 2009)
Development of main pre-investment study for upper Podrinje gasification (2009)
Gasification of Istočno Sarajevo municipalities – phase II (2007 – 2008)
Regulation of water current of Kasindol/Tilava creek (2008)
Development of preliminary design for gasification of Pale and Jahorina and development of study for assessment of gas consumption in Trnovo municipalities (2007 - 2008)
Waste water drainage from Kanare site (2007 – 2008)
<b>Support to the founders, local communities development</b>

Three calls for proposal for Municipalities with small-scale local communities infrastructural projects, selection and implementation of 75 projects (2006 – 2009)
<b>Projects related to regional development and strengthening regional image</b>
Regional development strategy update – continual activity (2007 – presence)
Participation in drafting of local development strategies for SMR municipalities – permanent advisory and expert activity (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 (2009)
Establishment and maintenance of regional Web portal with sub-domains for presentation of municipalities in SMR (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.cepei.ba), using digital and non-digital tools to reach all potential user/ stakeholders (2009 – presence)
<b>Monitoring of projects approved by EC Delegation to BiH</b>
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 <sup>th</sup> call) (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 <sup>th</sup> call) (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 <sup>th</sup> call) (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 <sup>th</sup> call) (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 <sup>th</sup> call) (2008 – presence)
<b>Other activities</b>
Interreg IIIa – New Neighborhood 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