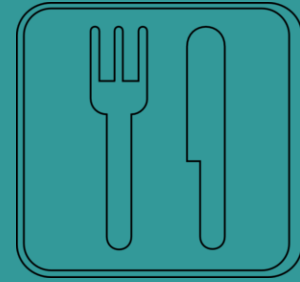


THE ILS LEDA RECIPE BOOK FOR A GOOD ECONOMIC DEVELOPMENT



ILS LEDA is keen to introduce its *Recipe Book for a fair, human, and sustainable territorial development*

The ILS LEDA recipes are elaborated according to the 25 years of experience on the field, and all the lessons learned through trials and failures.

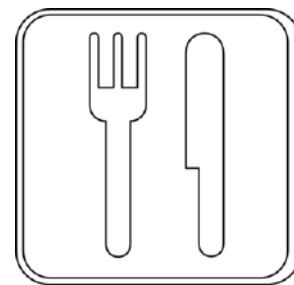
This is the best *menu* you can find about crucial issues on local economic development.

The ILS LEDA book includes the following recipes:

1. IDENTIFYING THE TERRITORIAL RESOURCES
2. VALORISING THE ENDOGENOUS POTENTIAL
3. CREATING A LOCAL ECONOMIC DEVELOPMENT AGENCY
4. MANAGING A LOCAL ECONOMIC DEVELOPMENT AGENCY
5. REALIZING TERRITORIAL MARKETING STRATEGIES
6. DEFINING THE TERRITORIAL PERSONALITY
7. BUILDING VALUE CHAINS
8. MAKING THE TERRITORIAL SERVICES FOR SOCIO-ECONOMIC DEVELOPMENT HARMONISED

RECIPE 1

VALORISING THE ENDOGENOUS POTENTIAL



Valorising **local endogenous potential** is one of the main components of the territorial economic development menu.

Through this valorisation, in fact, the long term and sustainable territorial welfare will result more effective, in terms of jobs creation, revenues, economic added value, new enterprises, innovation, etc., in comparison with other strategies such as, for instance, the mere attraction of external investment.

INGREDIENTS

- Local typical resources
- A sufficient critical mass of resources for competitiveness

TOOLS

- N° 1: The ILS LEDA manual for valorising the endogenous resources
- N° 2: Methodology for elaborating strategic development guidelines
- N° 3: An endogenous resources assessment specialist
- N° 4: Sectorial experts

PREPARATION

- Step 1: Identifying all the resources of the territory, using the Tool N°1.
This will be done in four different ways:
 - a) studying the available literature and statistics
 - b) Interviewing key actors: chamber of commerce, associations of producers, universities, qualified specific ministries, local development agencies, etc.
 - c) realising a preliminary map of resources
 - d) visiting the producers in order to guarantee the quality of their products

- Step 2: Organising workshops involving those “value chains” related to the main potential resources of the territory: i.e. bringing together producers of the “key” product of the chain, producers of the “related” products of the chain, service providers, and including resource experts. The workshops will be developed using the Tool N° 2, through which it is possible to assess, in a participatory way, the competitiveness and sustainability of the endogenous resources.

The Tool N°2 will also provide the criteria for prioritising those resources that is worthwhile to valorise, with the aim of a long term and sustainable territorial development

- Step 3: Organizing a new workshop with the actors of the prioritised value chain. Using again the ILS LEDA Tool N°2, you will identify, together with the participants, the main constrains that the selected resource has for its full valorisation, and then, what structurally causes those constrains. You will systematise this information, according to the procedures included in the Tool N°2.
- Step 4: According to the results of your systematisation, using the Tool N° 3, you will be able to draft the route for a long term, territorial, competitive and sustainable development.
It will be done in two steps:
 - i) drafting strategic development guidelines for each analysed value chain
 - ii) synthesising the above mentioned guidelines in one whole territorial strategy, through using commonalities and specificities of each one of them.

TIME OF PREPARATION

- 3-8 months

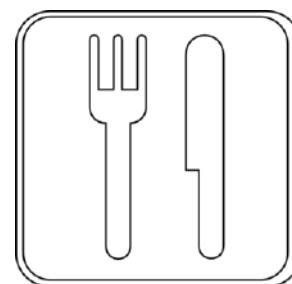
NOTE

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www.ilsleda.org > Knowledge Production > Tool Kit

RECIPe 2

CREATING A LOCAL ECONOMIC DEVELOPMENT AGENCY



Local Economic Development Agency (LEDA) is one of the main components of the territorial economic development menu.

A LEDA is a public-private, no profit, self-sustainable organisation, that provides support to the local actors for implementing strategies aimed at the fair and human economic development.

INGREDIENTS

- A leading institution
- The most relevant actors of a defined territory
- A fund for the LEDA design
- A fund for the LEDA start up

TOOLS

- N° 1: The ILS LEDA manual for establishing the LEDA
- N° 2: Methodology for the analysis of services demand and offer
- N° 3: Methodology for the elaboration of the LEDA financial plan
- N° 4: Indicators for assessing the LEDA feasibility
- N° 5: Methodology aimed at drafting a good statute for the LEDA
- N° 6: Methodology for selecting the LEDA personnel
- N° 7: A specialist in LEDAs creation



PREPARATION

- Step 1: The leading institution (or institutions) prepares a document for justifying the need to create a LEDA or a similar structure
- Step 2: The leading institution meets the local actors, introduces them the above mentioned document, and verifies the interest for the constitution of a Promoting Group. Once the amount of fund for realising the LEDA design is available, it will be used for: contracting the specialist and the local coordinator, realising meetings, workshops, and (possibly) a study tour
- Step 3: Feasibly, the Promoting Group arranges a study tour for visiting existing LEDAs experiences abroad

(ILS LEDA will recommend the most meaningful)

- Step 4: The Promoting Group members get together in a workshop for sharing ideas about common objectives, with the aim of drafting a plan. They have 3 options:
 - a) using the Tool N° 1, and/or
 - b) hiring a specialist, and
 - c) selecting a local operation coordinator
- Step 5: A participatory analysis of the demand and offer of services is now carried out, using the ILS LEDA Tool N°2. The results will be the prioritization of the demanded services and the realization of the offered services map
- Step 6: The matching between demand and offer is then realised; in this way it is possible to establish which are the missing services, and which are those that need to be coordinated
- Step 7: A preliminary organizational design of the LEDA is now possible, according to the service analysis
- Step 8: The Promoting Group participants get together in a new workshop for discussing the results so far achieved and verifying the commitment of the local actors. The national government will be invited in the meeting
- Step 9: A campaign for including new possible members in the LEDA, involving as well other interested governmental institutions, is carried on
- Step 10: The actors interested in participating in the LEDA receive a brief training on “The LEDA as an instrument for implementing good LED territorial and national strategies: experience and perspectives”
- Step 11: Definition of the LEDA financial plan (for 5 years), using the Tool N° 3
- Step 12: Assessment of the LEDA feasibility, using the Tool N°4
- Step 13: Definition of the LEDA organization; this includes membership, decisional organisms, consultative units, technical units with its areas of intervention, supervisory organisms, etc.
- Step 14: The statute is drafted and shared on the base of the Tool N° 5.
- Step 15: The action plan for the LEDA starting-up is defined.
- Step 16: The selection of the personnel, using the Tool N° 6, is carried out.
- Step 17: The capacity building for the management and the executive personnel is organised. In order to do that, ILS LEDA will provide more information and tools.

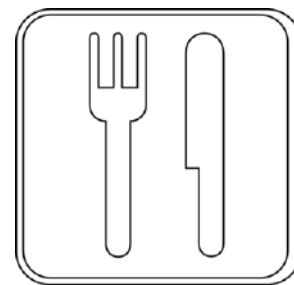
TIME OF PREPARATION

- 8-12 months

NOTE

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RECIPE 3 MANAGING A LOCAL ECONOMIC DEVELOPMENT AGENCY



Managing a LEDA is one of the complementary components of the local economic development menu, which accompanies the LEDA establishment.

In fact, once a LEDA is working, it is important to assure the conditions for its success. A “good management” is one of the most important within these conditions.

INGREDIENTS

- A working LEDA
- A Management Board in action

TOOLS

- N°1: The ILS LEDA manual for the LEDA management
- N°2: The IQUAL Evaluation Program
- N°3: A specialist in LEDAs management

PREPARATION

- Step 1: The management board decides to define the management rules of the LEDA.
- Step 2: The management board defines the management issues it wants to regulate:
 - a) How to make collective decisions
 - b) How to regulate the information flow internally and externally
 - c) How to manage the relationships with the member and external actors
 - d) How to plan the LEDA activities
 - e) How to make a strategic long term plan
 - f) How to manage the activities
 - g) How to monitor the activities
 - h) How to manage the personnel



- Step 3: The management board possibly consults ILS LEDA and/or uses the Tool N° 1
- Step 4: The management board defines “how to make collective decisions”, looking at the correspondent ILS LEDA recipe, and realizes the following actions:
 - a) *Identification of the variables (or criteria) characterizing the issue upon which the decision is going to be made (e.g. a project to be financed), through individual notices. The variables can refer to: job creation, environmental safeguard, economic added value, social impact, gender equality, internationalization, etc.*
 - b) *Decision about the rank to assign to each variable, through individual assignment of a rank, and prioritizing the best top ranks, among the above mentioned variables*
 - c) *Making a comparative analysis among the alternative proposals (e.g. 3 projects) according to response given to each variable, and selecting the best*
- Step 5: The management board defines the information flow on various issues, such as:
 - a) *Internal guidelines, for the technical Director and Unit, through specific “Internal Guidance Sheets”*
 - b) *Meeting Reports*
 - c) *Annual Reports*




The Tool N° 1 contains details about how to do it.
- Step 6: The management board defines how to manage the relationships with the members, through:
 - a) *planning continuous visits and sharing last achievements and activities, current problems and constrains, specific proposals for joint activity with the member or at its benefit, specific requests for services or support from the member, possible joint plans of action*
 - b) *establishing operational relationships (coordinated services provision, joint projects, etc.)*
- Step 7: The management board defines how to manage the relationships with local external actors, through establishing service provisions, implementation of projects, general coordination
- Step 8: The management board defines how to manage the relationships with national actors with the aim at giving national visibility to the LEDA, providing (technical, financial) resources to the LEDA, and influencing national policies and behaviors through:
 - a) *promotional and communicational activities*
 - b) *presentation/accreditation meetings*
 - c) *thematic events*

Refer to Tool N° 1 for more details.
- Step 9: The management board defines “how to plan”, through defining:
 - a) *the contents*
 - b) *the operational tools*
 - c) *the participatory decisional process*
 - d) *the schedule*

- Step 10: The management board defines the LEDA strategic plan, through defining:
 - a) *the contents*
 - b) *the participatory decisional process*

- Step 11: The management board defines “how to manage the activities”, in terms of Services (to entrepreneurs, local administrations and population), Projects (elaboration, financing, implementation), and Initiatives (such as information campaigns, territorial animation, territorial promotion, etc).
 The activities are defined either by customers (population, entrepreneurs, local administrations, NGOs), and by the LEDA. In order to do that, the following sheets will be prepared:
 - a) *a delivery sheet (including activity, delivery office, and customer typology)*
 - b) *a resource sheet (including activity, resources, internal and external required skills, and inputs)*

- Step 12: The management board uses the IQUAL Program and tools (tool N° 2) for assessing the LEDA performance

- Step 13: The management board defines “how to manage the personnel”, through:
 - a) *How to hire the best personnel (Recruitment)*
 - b) *How to rule the personnel engagement (Contracts)*
 - c) *How to improve the skills (Training)*
 - d) *How to assure the best performance (Motivation, Incentives, Career, Work Environment, Rules)*

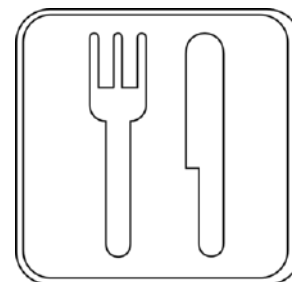
TIME OF PREPARATION

- 2-5 months

NOTE

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RECIPE 4 REALISING TERRITORIAL MARKETING STRATEGIES



Territorial marketing strategy is a complementary component of the territorial economic development menu.

Once the development strategies for valorising the endogenous potential is defined, a strategy for positioning the correspondent products and services on the national and international contexts will amplify the territorial impact.

INGREDIENTS

- A leading institution, such as the LEDA or similar organization
- The most relevant actors of a defined territory
- A fund for the elaboration of the strategy

TOOLS

- N° 1: The ILS LEDA guide to territorial marketing
- N° 2: Methodology for the definition of the territorial personality
- N° 3: A specialist in territorial marketing



PREPARATION

- Step 1: The leading institution launches the plan for realising a territorial marketing strategy, through a consensus with the other most relevant actors of the area
- Step 2: The "*personality*" of the territory is defined through a participatory process, which consists in:
 - a) analysing the most important features of the territory
 - b) selecting those features that make the territory "different" from others
 - c) highlighting and describing the above-mentioned differences as the territorial excellences (or "territorial stars")
 - d) drafting accordingly the "territorial profile" and "personality"
- Step 3: The "*image*" is identified, through contracting a specialist in "image creation", ensuring that:

- a) it is linked to the *territorial vocation* and to the territorial offer
- b) it is focused on credible and *verifiable elements*
- c) it is focused on very *few key-elements*, which make the territory different from others
- d) it stimulates *emotions*

EXAMPLES

- Vigo (Spain): an **OPEN DOOR** on the Atlantic, on innovation, on human relationships
- Cuenca (Ecuador): the **RIVERS** region
- La Libertad (El Salvador): the Sea and Land **WAVES** Territory
- Monte Plata (Dominican Republic): The province of the **WATER**
- Morazán (El Salvador): **FRIENDLY** people, environment, and heritage

- Step 4: The “communication plan” is defined, according to the following elements:
 - a) The communication is addressed to:
 - ✓ *Internal actors*: resident citizens, workers, local companies, local investors
 - ✓ *External or potential actors*: tourists, external companies, external investors
 - ✓ *Internal influences*: media, associations, unions, interest groups, opinion leaders
 - ✓ *External influences*: big consultancy companies, financial institutions, political entities, universities, opinion leaders
 - b) The communication is carried on through:
 - ✓ *Advertising*
 - ✓ *Propaganda*
 - ✓ *Public relations*
 - ✓ *Direct marketing*
 - ✓ *Big events*
- Step 5: The territorial marketing strategy, as emphasized so far, is built in a participatory process between all the most relevant actors of the area, through conferences, workshops, and media campaigns
- Step 6: The territorial marketing strategy is implemented through executive agencies, privileging a Local Economic Development Agency, or a group of coordinated organizations, led by one of them

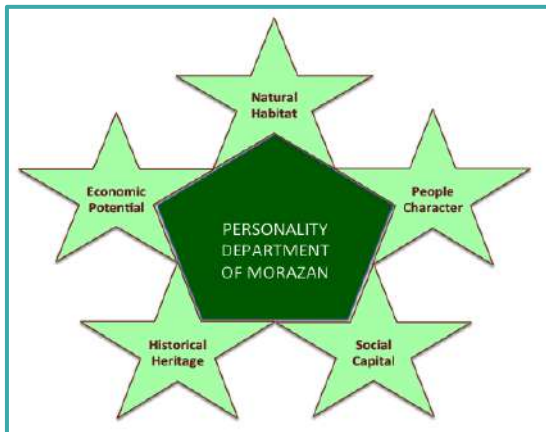
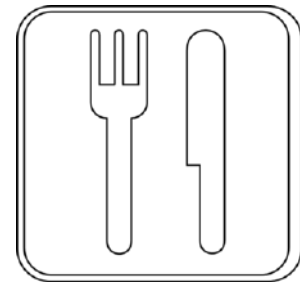
TIME OF PREPARATION

- 4-8 months

NOTE

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RECIPE 5 DEFINING TERRITORIAL PERSONALITY



Territorial personality is a complementary component of the territorial economic development menu, which is strictly linked to the territorial marketing strategy.

It is, in fact, the first and basic step for elaborating the above-mentioned strategy. Territorial personality is based on the elements/excellence that distinguish the territory from others.

INGREDIENTS

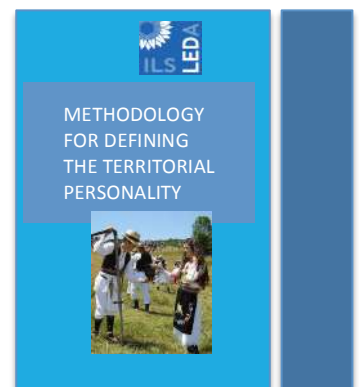
- A leading institution, such as the LEDA or similar organization
- The most relevant actors of a defined territory
- A fund for carrying on the process

TOOLS

- N° 1: Methodology for the definition of the territorial personality
- N° 2: A specialist in territorial marketing

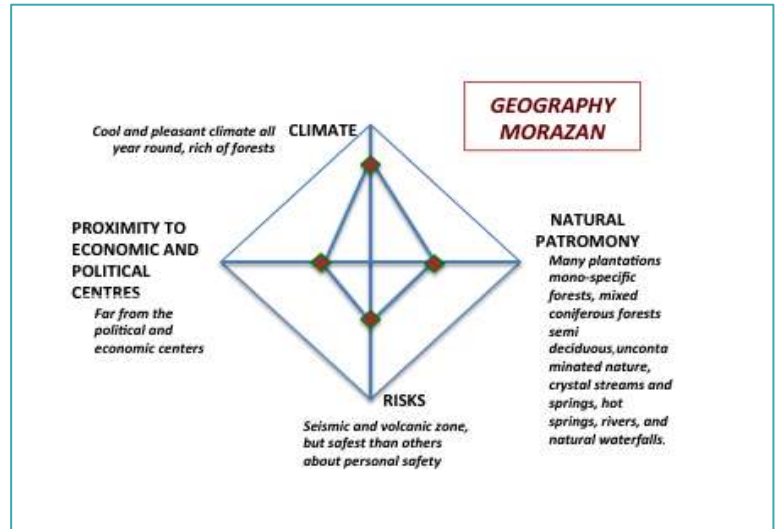
PREPARATION

- Step 1: Making a survey of studies, statistical data, and documentation referred to the characteristics of the territory, such as:
 - a) Geo-morphological position and climate
 - b) Demography and social conditions
 - c) Economy
 - d) Infrastructure
 - e) Social and relational capital
 - f) Character and spirit of the people of the place
 - g) Knowledge
 - h) Cultural heritage.



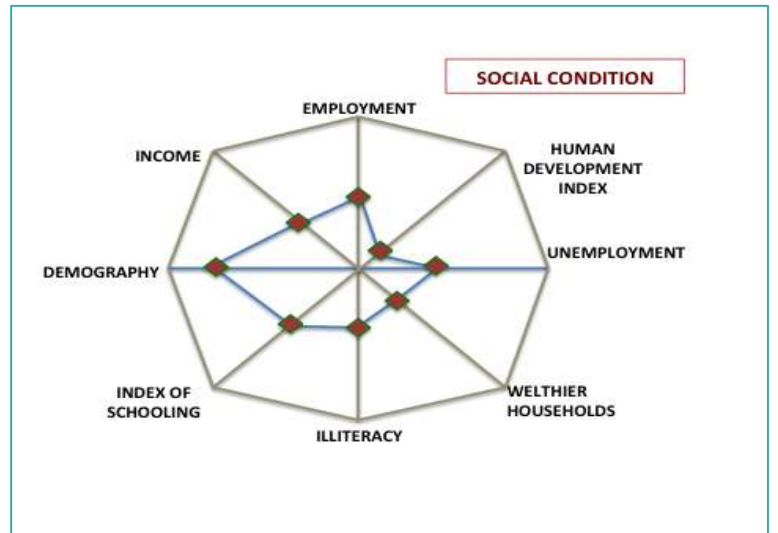
- Step 2: Drafting the profile of the territorial geomorphological position and climate, according to the qualitative “relative” value, and to the following main components (an example is below):

- Climate
- Natural Patrimony
- Proximity to political and economic centres
- Risks (natural and personal)



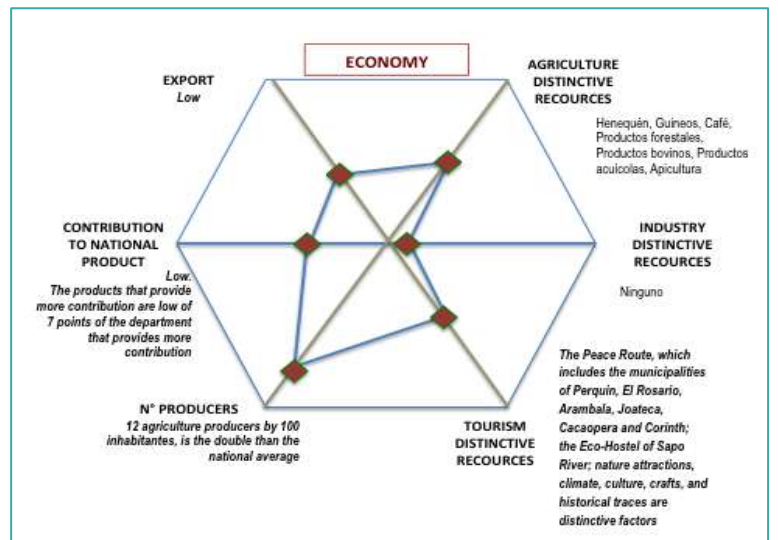
- Step 3: Drafting the profile of the territorial demography and social conditions, according to the qualitative “relative” value, and to the following main components (an example is below):

- Population (N° residents)
- Employment
- Unemployment
- Human Development Index
- Income
- Education Index
- Illiteracy
- Wealthier households



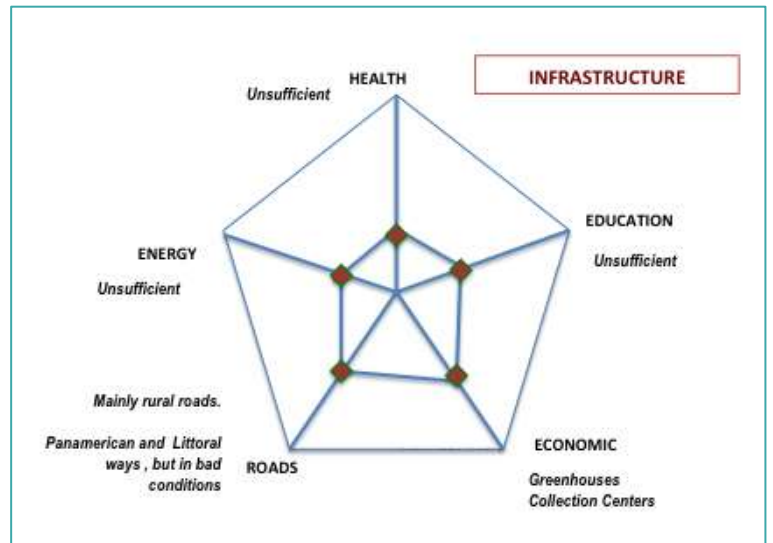
- Step 4: Drafting the profile of the territorial economy, according to the qualitative “relative” value, and to the main following components (an example is below):

- Agriculture distinctive resources
- Industrial distinctive resources
- Tourism distinctive resources
- Advanced services distinctive resources
- Contribution to gross national product
- N° producers



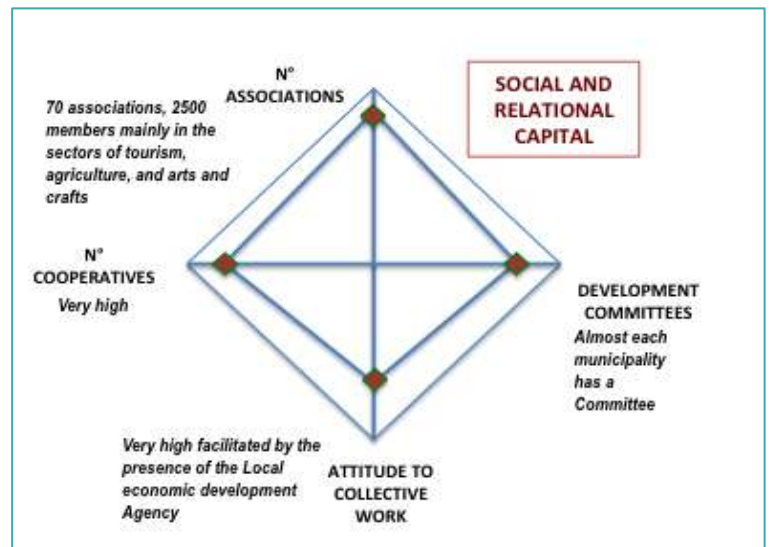
- Step 5: Drafting the profile of the territorial infrastructure, according to the qualitative “relative” value, and to the main following components (an example is below):

- Health
- Education
- Energy
- Economic infrastructure
- Roads
- Ports
- Airports
- Communication



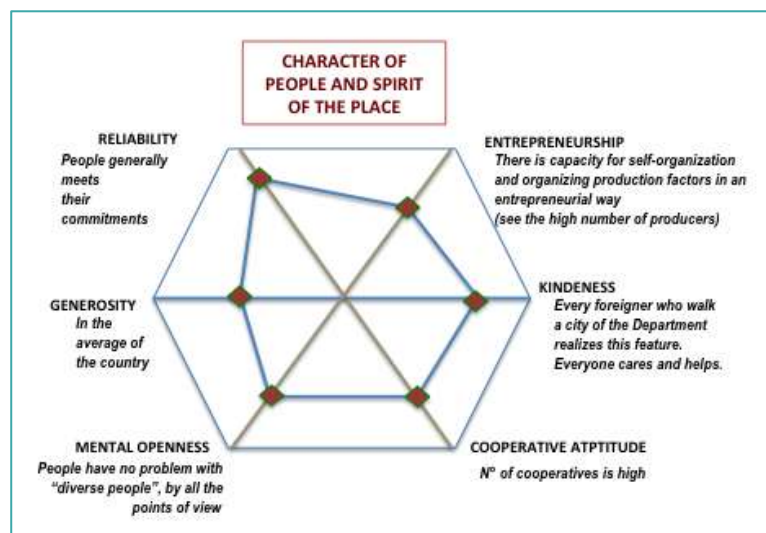
- Step 6: Drafting the profile of the territorial social and relational capital, according to the qualitative “relative” value, and to the main following components (an example is below):

- N° associations
- N° cooperatives
- Development committees
- Aptitude to collective work



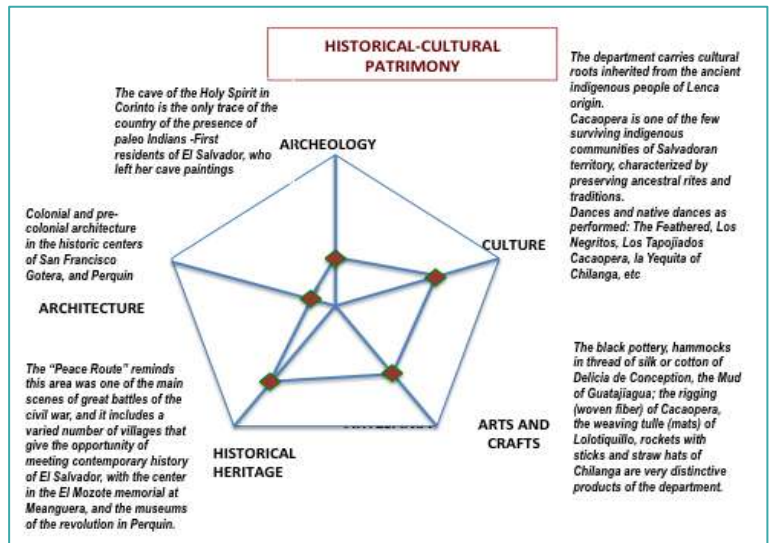
- Step 7: Drafting the profile of the territorial character and spirit of the people, according to the qualitative “relative” value, and to the main following components (an example is below):

- Entrepreneurship
- Reliability
- Generosity
- Kindness
- Mental Openness
- Cooperative Spirit

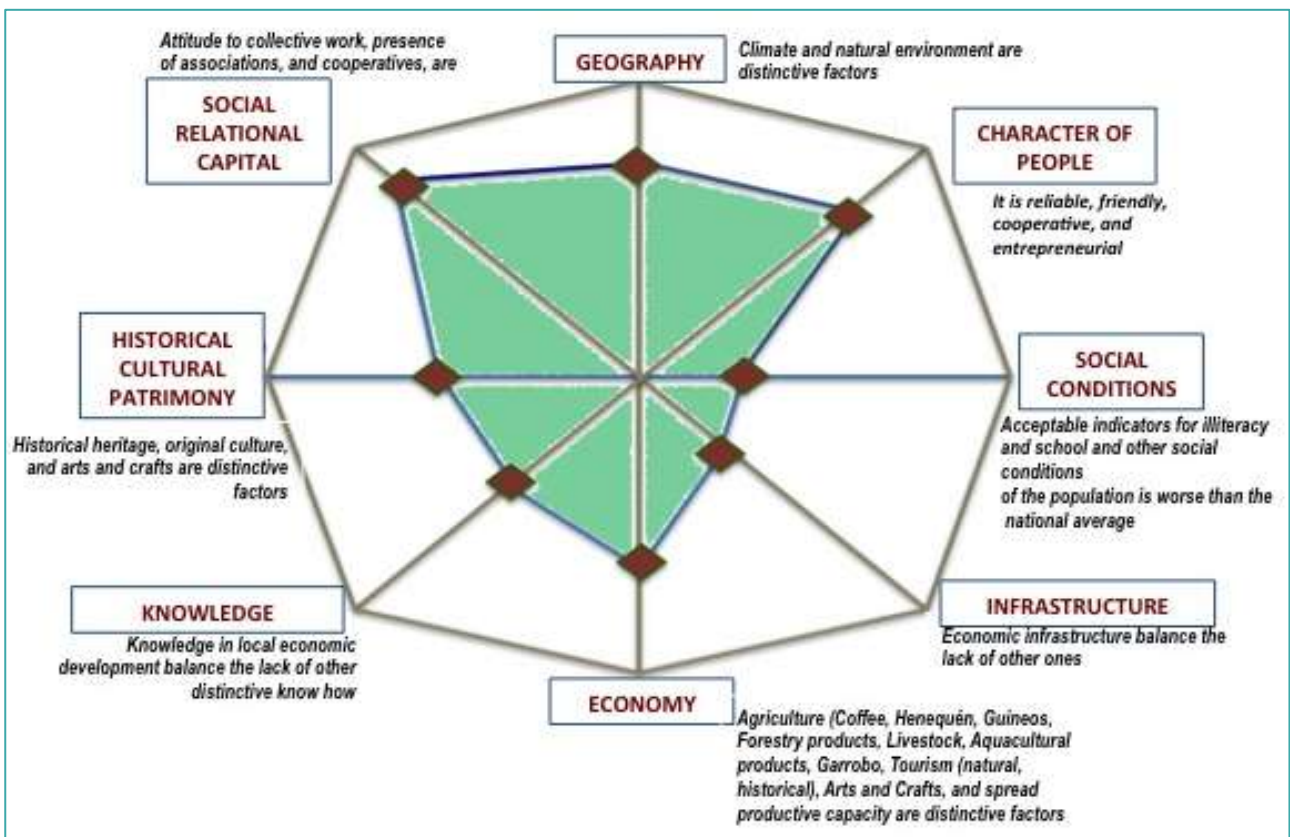


- Step 8: Drafting the profile of the territorial historical and archaeological heritage, according to the qualitative “relative” value, and to the main following components (an example is below):

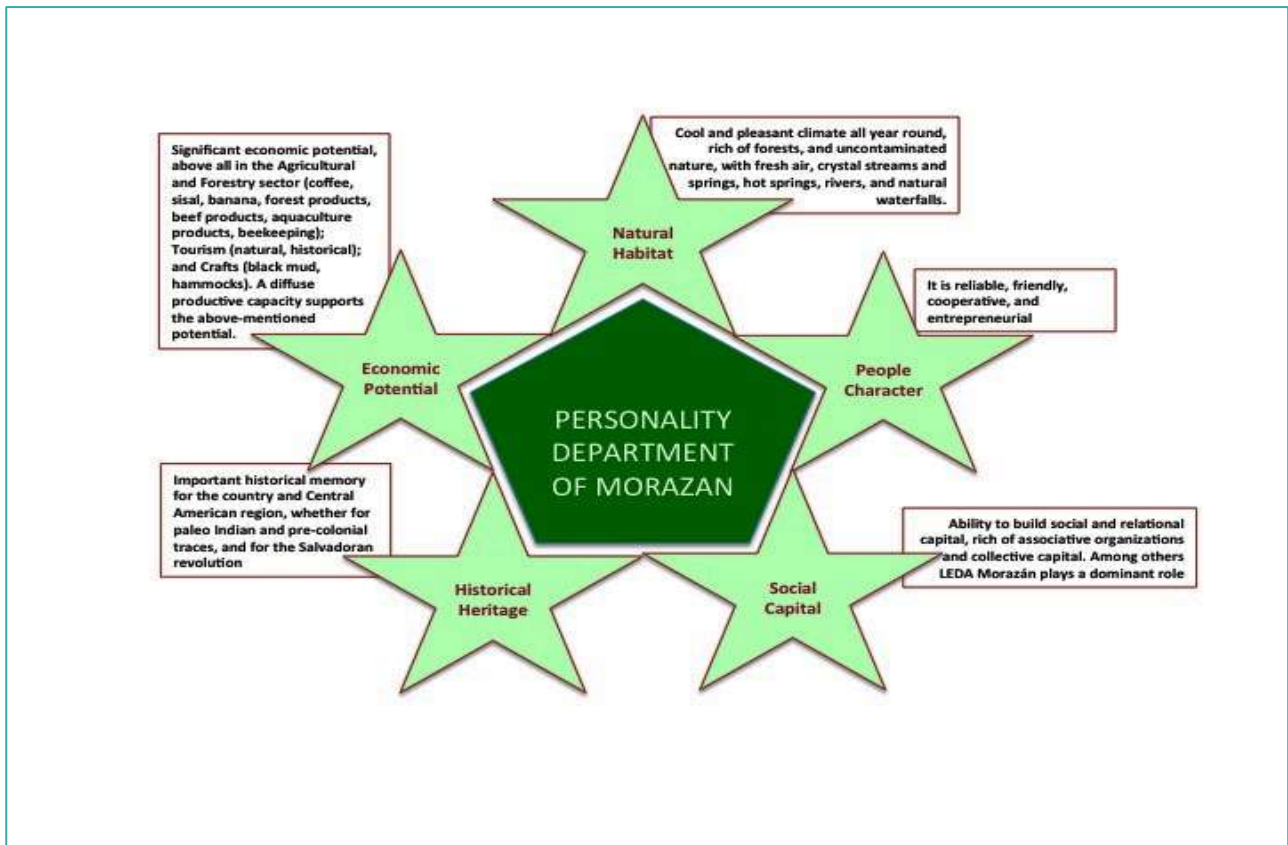
- Archaeology
- Culture
- Architecture
- Arts and crafts
- Historical heritage



- Step 9: Selecting, for every sectorial profile previously described, those elements that constitute the excellence of the territory, i.e. those elements that differentiate the territory from others; (an example is below):



- Step 10: Defining the final territorial personality, listing the excellences (or the “stars”) for each sectorial profile and drafting it as follows:



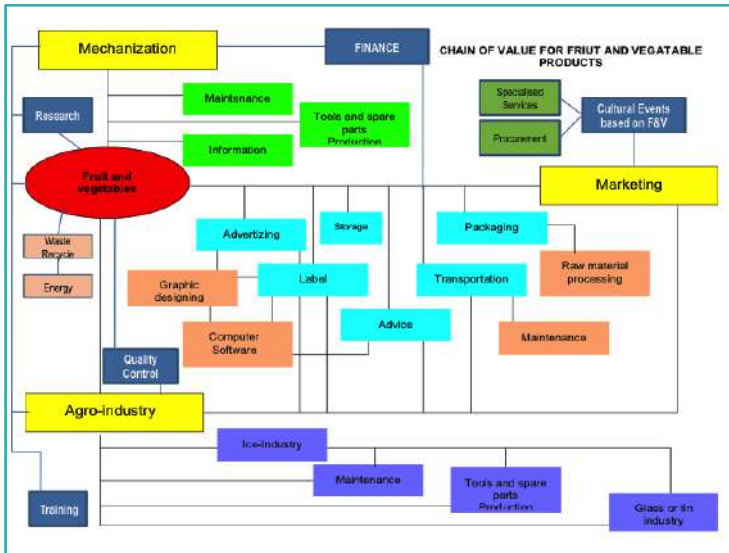
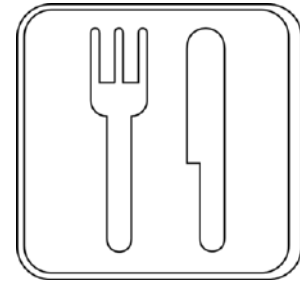
TIME OF PREPARATION

- 3-4 months

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RECIPE 6 BUILDING AND MANAGING TERRITORIAL VALUE CHAINS



Building and managing value chains is an important component of the territorial economic development menu.

A territorial value chain is a chain of activities aimed at producing and selling certain products or services. These products or services pass through all the components of the chain and, during the entire process, they gain some value from each specific component.

INGREDIENTS

- A leading institution, such as a LEDA or similar organization
- The most relevant actors of the territorial value chain, which constitute a “Focus Group”
- A fund for carrying on the process

TOOLS

- N° 1: Methodology for the analysing, building, and managing a Value Chain
- N° 2: A study case on how to assess a value chain
- N° 3: A specialist in value chains

PREPARATION

- Step 1: The leading institution, with the support of a specialist, constitutes and coordinate a “Focus Group”, including producers of: the core product or service (from now on the “product”), the sub-products or services, the complementary products or services. The local institutions involved in the process will also be involved (either for strategies and plan, public policy, service providers)

- Step 2: The Focus Group carries on the analysis of the value chain (V.C.) “status”, through using the Tools 1 and 2, aimed at identifying the virtual/target value chain. In particular, they analyze all the activities related to: core product, all the sub-products (including the sub-products of the sub-products), necessary inputs, possible complementary activities, equipment and tools used in every process, and service needed (see example below).

It is possible to get the correspondent information either from the knowledge of Focus Group members, or from specialists/local experts, or through internet research.

Table 1a: Main product : Monoflower Honey				
	<i>Does it exist in the area?</i>	YES	WEAK	NO
INPUT 1	Bees	X		
INPUT 2	Flowers	X		
INPUT 3	Manpower		X	
EQUIPMENT 1	Hives	X		
EQUIPMENT 2	Centrifugal honey extractors			X
EQUIPMENT 3	Tour for uncapping, knives, forks		X	
EQUIPMENT 4	Hot room, mixing tanks			X
EQUIPMENT 5	Glass jars		X	
EQUIPMENT 6	Warehouses storage			X
COMPLEMENATARY ACTIVITY	Honey fair		X	
SERVICE 1	Bee diseases control			X
SERVICE 2	Quality control			X
SERVICE 3	Transportation	X		
SERVICE 4	Labeling		X	
SERVICE 5	Marketing		X	
SERVICE 6	Purchasing inputs			X
SERVICE 7	Vocational and entrepreneurial training			X
SUBPRODUCT 1	Wax	X		
SUBPRODUCT 2	Cosmetic Creams, soap and shampoo		X	
SUBPRODUCT 3	Pharmaceutics: propolis, pollen, royal jel, poisson			X

- Step 3: The Focus Group replies the same analysis for every single element of the value chain: the equipment, complementary activities, services and sub-products (see one example below for sub products and equipment)

Table 1b: SUB PRODUCT 1: WAX				
	<i>Does it exist in the area?</i>	YES	WEAK	NO
INPUT 1.1	Same as before	X		
EQUIPMENT 1.1	Honeycombs,	X		
EQUIPMENT 1.2	Kettles	X		
SERVICE 1.1	Same as before			
SUB PERODUCT 1.1.1	Candles	X		
SUB PERODUCT 1.1.2	Cosmetics,			X
SUB PERODUCT 1.1.3	Furniture polish			X
Table 1d: EQUIPMENT 1: Hives				
	<i>Does it exist in the area?</i>	YES	WEAK	NO
INPUT E 1.1	Wood	X		
INPUT E 1.2	Manpower			X
EQUIPMENT E 1.1	Filter Net			X
COMPLEMENTARY ACTIVITY E 1	Wood cutting	X		
SERVICE E 1.1	Training		X	

- Step 4: The Focus Group, possibly supported by a specialist, assess the market potential for the value chain products, through using the Tool N° 2. It will be done through:
 - a) identifying the current markets and clients typology for each one of the V.C. products (see table below)

- b) The Focus Group identifies the competitive advantage for each product, i.e. the differential features that make the product not easily imitable from others (see example below)

PRODUCT	COMPETITIVE ADVANTAGE
Honey	- Coming from tropical spontaneous flowers grown on a land with special geological characteristics that give special lovable taste (not too sweet, not too bitter). - Skilled artisanal process - No use of chemical additives
Wax	- Coming from tropical spontaneous flowers - Particularly resistant, due the artisanal skilled process
Cosmetics	- Coming from tropical spontaneous flowers - Driven by the honey image and goodness
Pharmaceutics	- Coming from tropical spontaneous flowers - Driven by the honey image and goodness

- o Step 5: The focus group shares what are the market perspectives desired as target (an example is below):

PRODUCT	GOALS
Honey	- Increase sales on national market - Better positioning on regional and international markets
Wax	- Increase sales on national market
Cosmetics	- Enter en the local and national market
Farmaceutics	- Enter in the international market

- o Step 6: The Focus Group shares the strategic guidelines to improve the market positioning according to the targets, such as:

HONEY				
Client typology	MARKETS			
	LOCAL	NATIONAL	REGIONAL	INTERNATIONAL
Individual Consumers				
Commercial chains				
Public Institutions (schools, hospitals, Canteens)				
Private institutions (catering, canteens, hotels)				
Commercial Intermediaries				
Industry				
Special market niches (biologic, Gourmet, Fair trade, slow food)				

- improving the matrix referring to products/markets, through enhancing the performance of the existing enterprises and creating new ones in the not-existing "elements" of the value chain; enhancing national and international positioning, through common market adoption and brand design; valorizing competitive territorial advantage; enhancing entrepreneurship, and technical skills
 - Improving the services to the value chains (quality control, technical assistance, financial assistance, marketing, etc.)
 - Building knowledge and innovation mechanisms (knowledge centers, innovation transfer centers and incubators, craft academies, etc.)
- o Step 7: The Focus Group, assisted by the leading institution, establishes the value chain governance mechanism, that can be a CONSORTIUM or an ASSOCIATION, formed by entrepreneurs and other institutions related to the value chain (universities, training centers, service entities, LEDAs), and with the aim of implementing the main collective actions of the value chain, such as:

- a) common marketing
- b) common procurement
- c) lobbying with the local and national authorities
- d) raising funds for the common initiatives (quality, innovation, training centers, etc.)

TIME OF PREPARATION

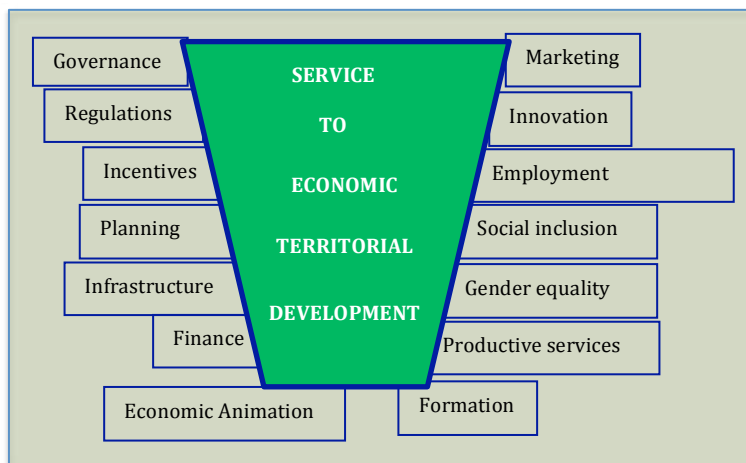
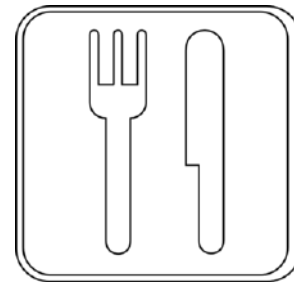
- 5-7 months

NOTE

If you want to learn more about ILS LEDA Tools and Methodology, please visit our website at www.ilsleda.org > **Knowledge Production** > **Tool Kit**

RECIPE 7

HARMONISING TERRITORIAL SERVICES (Criteria and Design Schemes)



Harmonising territorial services is one of the main and hardest elements of the territorial economic development menu.

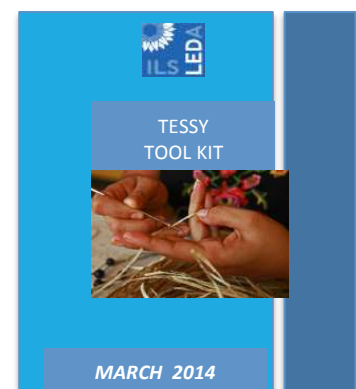
In the majority of cases, it is possible to provide financial and non-financial services to support entrepreneurs, population and local administrations; nevertheless, every service is usually provided separately, not taking into account that customers need an organic and comprehensive support.

INGREDIENTS

- A leading institution, such as a LEDA or similar organization
- The most relevant actors and service providers of a defined territory

TOOLS

- N° 1: The ILS LEDA tool for realising a territorial economic service system (TESSY)
- N° 2: Decentralization of services and territorial economic development
- N° 3: A specialist in territorial service organisation



PREPARATION

- Step 1: The leading institution launches the plan for realising a territorial economic service system, through a consensus with the most relevant actors of the area
- Step 2: Analysis of the service demand is carried on, submitting a questionnaire to the most relevant producers associations or groups. The questionnaire could be sent by e mail or realized during a meeting with the different actors: farmers (grouped by sector), artisans, industry (grouped by sector), civil society, local administrations, third sector.

The questionnaire includes a list of prioritized standard services

- Step 3: Analysis of the service supply is carried on, according to the services prioritization made by the demand of the territorial actors, through:
 - a) Listing the public and private services existing in the area
 - b) Submitting a questionnaire to every service provider (with specific visits)
- Step 4: Survey on the level of satisfaction related to the supplied services, through a questionnaires submitted to a sample of people selected among entrepreneurs, NGOs, local administrations
- Step 5: Synthetizing the step 3 and 4
- Step 6: Sharing the criteria needed to design comprehensive territorial services to economic development, such as:
 - a) Avoid duplication of the same services from one or more suppliers
 - b) Use all existing services (public, private, community), facilitating close coordination and synergies between them
 - c) Involve the public administration, providers and users, i.e. associations or guilds of producers, in the design of the service system
 - d) Addressing the issue of system sustainability (social and economic) in the medium and long term perspective
- Step 7: Realising the proposal for the harmonisation of the territorial services, according to the following scenarios:
 - ✓ Scenario 1: All the needed services are available and satisfactory
 - ✓ Scenario 2: All the needed services are available but not satisfactory
 - ✓ Scenario 3: Only a part of the needed services is available and they are satisfactory
 - ✓ Scenario 4: Only a part of the needed services is available, but not all of them are satisfactory
 - ✓ Scenario 5: There are no available services for economic development

The possible design schemes, according to the above-mentioned scenarios, are the following:

- ✓ Scenario 1 (All the needed services are available and satisfactory)
It is necessary to create a “mechanism of control”, entitled to receive the demands of services and able to articulate the offer of services respecting the above mentioned general criteria
- ✓ Scenario 2 (All the needed services are available but not satisfactory)
It is needed to start a training and strengthening program for service providers
- ✓ Scenario 3 (Only a part of the needed services is available and they are satisfactory)
It is needed to create the services that are not available, through a technical assistance, financial assistance and training. At the same time, it is important to guarantee the coordination and articulation between them
- ✓ Scenario 4 (Only a part of the needed services is available, but not all of them are satisfactory)
In this case, it is necessary to combine the design schemes used in the scenario 3 and 4
- ✓ Scenario 5 (There are no available services for economic development)
It is necessary to create a new coherent service system for economic development, with the help of all the involved actors

TIME OF PREPARATION

- 3-5 months

NOTE

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