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***The project is co-funded by the European Union and national funds of the participating countries***

To:

Prof. Toni Soklevski, Ph.D. — Contracting Authority, Project Manager Private independent higher education institution higher vocational school Business Academy Smilevski - BAS

St. Herceg Novi 6, 7000 Bitola

FINAL REPORT

From

Nenad Dafinchevski, MBA - Contractor

DATE: 20. 07. 2023

PROJECT: Stimulating green jobs: key points for cross-border educational and technological innovations (G.EM.S)

TENDER Ref. No.07/10-22/7542-3/2 - Delivery of training courses with the development of the regional strategy for the transition of the Pelagonian planning region to a green economy

CONTRACT Ref.No. 07/10-22/7542-3/2

20.07.2023

# **The activities of the consultant:**

The consultant carried out the following categories of activities in task implementation:

* Coordinating the composition of the members of the Regional Development Team (RDT);
* Establishing and training the RDT for the application of the consulting SKITOP methodology (roles and rules in the team, development of the concept of the regional strategy, connecting the regional with the company strategies);
* Developing an organization and plan for synchronized work of the regional and company development teams (CDT);
* Developing agendas and scenarios for RDT work meetings;
* Preparation of educational input for each work meeting of RDT;
* Facilitating the work of the team at the team meeting;
* Giving guidance to the team members for the inter-sessional group and individual preparation for each subsequent work meeting;
* Editing of the products from every work meeting;
* Editing of final draft of the Regional Strategy and the Action plan for its implementation.

# **Course of the task performance**:

The consultant in cooperation with the project managers from the two partner organizations: Prof. Toni Soklevski Ph.D. from Business Academy Smilevski (BAS), and Nikola Dimkovski, MSc, from the Regional Chamber of Commerce (RCC) Bitola, identified the ten eligible companies for the development of Company strategies and from them the future implementers of the company development teams that made up the core of the RDT. At the same time, other stal‹eholders were identified from where the rest of the members of the RDT were recruited: The local economic development departments (LED) from the eight Municipalities of the PPR, the two regional chambers of commerce Bitola and Prilep, the Center for Development of the Pelagonian Planning Region and the Employment Agency of the Republic of North Macedonia - Center in Bitola.

After constituting the RRT, the team members were introduced to the concept of synchronized work of the RDT and the CDT in diagnosing the current condition as an initial basis for the production of the SWOT matrix in the process of determining the strategic priorities. The synchronization was carried out as shown below (see Fig. 1):

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Figure 1. Process of synchronized creation of strategies at regional and company level: Full arrows - exchange of products; Dotted arrows — using consulting experience

According to this concept, a specific calendar of activities for RDT and CDT was made. (Appendix 1). A record is kept of generated ideas and produced products for the overall work of RDT. After the consulting editorial, the products are delivered to all members of RDT and adopted at each subsequent meeting. In attachment 2, the synthetic results of the basic activity of the RDT in creating the initial basis are given: indicators of the internal and external analysis of the conditions in the PPR.

# **Concrete activity results**

In addition to the mentioned empirically based indicators of the existing condition (Appendix 2), the initial result in the creation of the strategy represented the determination of strategic priorities and the necessary strategic interventions derived from them.

*Table 1. From* strategic *priorities* to *strategic interventions for the transition of the Pelagonian planning region to Green Economy*

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Here, by strategic interventions, we mean the institutional and inter-institutional changes that need to be made if the goals resulting from the strategic priorities are to be achieved. After grouping the previously ranked priorities, the development team determined *the priority level* of each of the strategic interventions by multiple voting:

* Level Must (Level I) — a strategic intervention that has the greatest advantage in implementation with limited resources (time, finances, people)
* Level Should (Level II) — strategic intervention for which efforts should be made to secure the necessary resources (time, finances, people)
* Level Can (level III) —a strategic intervenhon that is useful to implement if the necessary resources are available (time, finances, people)

With these basic preparations of the key dimensions of the strategy, RDT prepared two I‹ey results of its work: The proposal of the Strategy for the transition of PPR to Green economy for the period of 2024-2027 (Appendix 3) and the Action Plan for implementation of that strategy (Appendix 4).

# **Factors that influenced the performance of the task (internal/external factors,**

# **problems, opportunities, and resolutions)**

The key factor for the successful completion was the high commitment to the task of the RDT  members. We assume that, in addition to the high professionalism from each of them, the fact

that they were simultaneously preparing the development of their company strategies (the ten representatives from the companies), and the rest of the team was preparing the implementation of their competencies in the implementation of the strategy, had a significant ”impact.

The only deviation was the inclusion (participation) of a representative from the PPR Development Center in the work of the RDT. Specifically, one of their representatives participated only in the first two meetings, after that, they excluded themselves from further participation with the rationale of their excessive engagement with current activities and untimely awareness of their role in this project. The mentioned problem was overcome by appointing a new RDT implementer from the Prilep Regional Chamber of Commerce, which ensured more balanced participation of the two regional chambers of commerce.

# **Conclusions and recommendations**

* + **Key learning points from the activity (Learned lessons)**

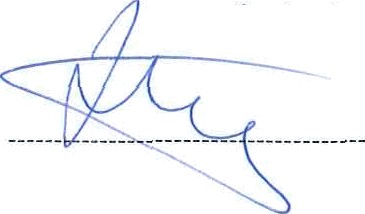
According to the final evaluations at the end of each team meeting, from the statements of the participants can be concluded that they are especially satisfied with the following aspects:

* The applied methodology with a high degree of inclusiveness and participation;
* Enabled active participation of each team member in team meetings and the mentored out-of-session activities;
* Focusing on real circumstances and designing viable strategic interventions;
* The usefulness of the learning experience now and for the future.
  + **Main conclusions from the activity**

According to the statements of the RDT members and the assessment of the consultant, the main conclusions are:

* This methodology provides necessary, comprehensive, and relevant indicators of the internal and external regional environment as a basis for creating useful and viable strategies;
* With the simultaneous synchronized development of another 10 company strategies for companies from the entire region, the implementation, that is, the feasibility of this strategy, which IiI‹e any regional or national strategy, is implemented through appropriate strategic and operational institutional planning documents, has been piloted;
* In the course of the work, effective social partnerships were established between the members of RDT, from which fruitful cooperation is expected in the future.
  + **Recommendations for the implementation of future similar activities**
  + When constituting the teams for similar regional, national, and municipal development strategies, special attention should be paid to identifying the relevant institutional stakeholders and explaining to the top management the work methodology and the role of their representatives in the creation and implementation of the strategic document;
  + At the beginning of the work, the teams should be provided with a wider initial, and then by phases and staged training for certain steps in the operation;
  + At the very beginning, the organization and scope of the field (public) consultation of the wider list of interested parties (not only the participants in the teams) should be defined according to certain documents from the work of the development teams.

Nenad Dafincevski, MBA



Contractor