

New Generation Skills

WP3 D.3.2.1

Local-level comparative case study

Municipality of Savski Venac, Belgrade

SERBIA

Center for Urban Development

Team leader:

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1.OVERVIEW

Country: SERBIA

Name of the organization: City municipality Savskivenac, City of Belgrade, Serbia

Topic:Local comparative case study on Innovation and (Social) Entrepreneurship with the focus on young people from 15-30

Specific objective:Increase competences for business and social innovation

Duration of the project:Start date 01-01-2017, end date 30-06-2019

Funding Programme:

- The Danube Transnational Programme, Call 1. Programme co-funded by the European Union funds (ERDF, IPA)

Total budget:

- Budget in Euro, Overall: 2.121.179,78, ERDF Contribution: 1.564.067,83IPA Contribution: 238.934,95

Key partners:

	Name	Type	Country
1	Local Government and Municipality of District 11 of Budapest, Újbuda	Lead partner	Hungary
2	PRIZMA Foundation for the improvement of employment possibilities, the institution	ERDF partner	Slovenia
3	Municipality of Maribor	ERDF partner	Slovenia
4	NOWA Training CounsellingProjectmanagement	ERDF partner	Austria
5	Akzente – center for equality and regional cooperation	ERDF partner	Austria
6	Intercommunity Development Association Cluj Metropolitan Area	ERDF partner	Romania

Programme co-funded by the European Union funds (ERDF, IPA)

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www.interreg-danube.eu/newgenerationskills

7	Sofia Development Association	ERDF partner	Bulgaria
8	Sofia Municipality	ERDF partner	Bulgaria
9	DEX Innovation Centre	ERDF partner	Czech Republic
10	Institute Mihajlo Pupin	IPA partner	Serbia
11	Corvinus University of Budapest Small Business Development Centre	Associated partner	Hungary
12	City of Graz	Associated partner	Austria
13	City of Belgrade	Associated partner	Serbia
14	North-West Regional Development Agency	ERDF partner	Romania
15	Municipality of Savski Venac	IPA partner	Serbia

Current status:

Project NGS was launched in January 2017 years. All planned activities for the first period of the project have been developed by the project partners under the supervision of a leader partner.

Analysis of the local situation:

This study is the result of summarizing the overall results obtained through the following activities:

Desk research and mapping of all relevant reports, analyzes and documents on youth entrepreneurship and entrepreneurship in general and preparation of questionnaires and interviews, conduct interviews, evaluation of results and transfer in the report.

2. INTRODUCTION

The main objective of this case study is to map the local environment in relation to youth entrepreneurship and innovation.

The Municipality of Savskivenac is one of the three central municipalities in the city of Belgrade and has about 42 000 inhabitants. But 100 000 people work in Savskivenac (daily migrations are present). Municipality of Savskivenac coordinate with all other municipalities in Belgrade (17 municipalities) and is a leader in activities related to youth employment (business incubators), EU projects (implemented several EU projects on ecology and energy efficiency), youth (Office for Youth), and ecology (department of Ecology).

City Belgrade is economically the most developed part of Serbia. More than 30% of GDP in Serbia comes from Belgrade, which provides more than 30% of the workforce in Serbia. With 6,924 companies, Belgrade is one of the major IT centers in this part of Europe.

One of Microsoft's development centers is located in Belgrade, and at the time of the establishment was the fifth center of its kind in the world. Many global companies choose Belgrade as a regional or European city, such as Asus, Intel, Dell, NCR Corporation, Cisco Systems, SAP AG, Acer, Intel Computers, Hewlett-Packard, Huawei, Microsoft.

In the framework of **Local-level comparative case study** of Municipality Savskivenac, Belgrade, the following activities are undertaken:

- Introduction of economic operators of the region.
- Mapping existing practices of innovation, introduction of existing practices of cooperation.
- Mapping and introducing areas of deficit.
- Introduction of the system of municipal and state institutions of the City of Belgrade.
- Collecting the benefits of innovation support, introduction of existing support systems.

- Presentation of the local level regulating systems with respect to support of youth entrepreneurship and innovation.
- Introduction of financial incentive function - analysis of services.
- Introduction of services in the fields of knowledge-sharing and knowledge management available in the region.
- Mapping, introduction, and analysis of services offered by systems and organizations facilitating the utilization and adaptation of knowledge of organizations with different profiles and objectives. Introduction of best practices of knowledge-sharing and cooperation.
- Examination of collaboration of existing services, their potential for improvement.

Analysis of the local situation

The applied methodology included two phases. The first phase included a detailed desk research and mapping of all relevant reports, analyzes and documents on youth entrepreneurship and entrepreneurship in general. This phase, gives specific initial value for the second phase, which included a series of interviews with the relevant stakeholders. The intention was that interviews contribute to existing knowledge about entrepreneurship of young people in Serbia, and to improve the comprehensive approach. Stakeholders are divided into two groups:

- Young people up to 30 years, university educated people (students, graduates, employees and not employees).
- Representatives of state institutions - interviews with policy makers and representatives of relevant ministries, state institutions, both at national and local level, the National Bank of Serbia, etc. Entrepreneurs - interviews with young entrepreneurs, both with successful, and less successful.

The survey was carried out on the territory of Belgrade, in incubators Nova Iskra, Start IT Center and Technology Park in Zvezdara, during June 2017. The method of sampling is voluntarily filling out surveys.

The course of implementation of the survey used

the three methods of interviewing: focus groups that gathered people from the same target group, individual interviews and online surveys, with 40 people surveyed in total.

The survey was promoted through the City Municipality of Savskivenac, and technology incubators in the municipality. Online survey was conducted in two forms, according to the target group and promoted through a network of eco-systems, schools, colleges and mailing lists.

2.1. Definitions and acronyms:

AP	<i>Akcioni plan</i>	Action plan
BELEX	<i>Beogradskaberza</i>	Belgrade Stock Exchange
BSN	<i>Mrežazaposlovnupodršku</i>	Business Support Network
UC	<i>Uprava carina</i>	Customs Administration
RAS	<i>RazvojnaagencijaSrbije</i>	Development Agency of Serbia
EBRD	<i>Evropskabankazaobnovuirazvoj</i>	European Bank for Reconstruction and Development
EIB	<i>Evropskainvesticionabanka</i>	European Investment Bank
FREN	<i>Fondacijazarazvojekonomskenaue</i>	Foundation for the Advancement of Economics
IF	<i>Fond zainovacionudelatnost</i>	Innovation Fund
NI	<i>Nova iskradizajninkubator</i>	Nova iskra design incubator
NBFI	<i>Ne-bankarskafinansijskainstitucija</i>	Non-bank Financial Institution
NEET	<i>Nisuzaposleni, niti u obrazovanjuiliobuci</i>	Non in education, employment or training
NSZ	<i>NacionalnaslužbazazapošljavanjeRepublik eSrbije</i>	National Employment Service of Serbia
MFI	<i>Mikrofinansijskainstitucija</i>	Microfinance Institution
SBAN	<i>MrežabiznisanđelaSrbije</i>	Serbian Business Angels Network
APR	<i>Agencijazaprivredneregistre</i>	Serbian Business Registers Agency
RZS	<i>Republičkizavodzastatistiku</i>	Statistical Office of the Republic of Serbia

RK	<i>Rizičnikapital</i>	Venture Capital
SOO	<i>Stručnoobrazovanjeiobuka</i>	Vocational education and training
USAID BEP	<i>USAID Projekatzaboljeusloveposlovanja</i> <i>Kancelarijazalokalniekonomskirazvoj</i>	USAID Business Enabling Project Office for Local Economic Development

3. METHODS AND SOURCE OF DATA USED DURING SITUATION ASSESSMENT

3.1. Literature, document and website analysis:

This chapter of study, the situation of youth in the City of Belgrade and Serbia is made from the analysis of several studies related to young people and employment as well as the analysis of a series of strategic documents on the local and regional and city level.

Studies and strategies used in this document are:

- Strategy of Scientific and Technological Development of Republic of Serbia for the period 2016-2020 - Research for Innovation
- National Youth Strategy for the period 2015-2025
- Development Strategy of youth health in Serbia
- Action Plan for the implementation of the National Youth Strategy for the period from 2015th to 2017th
- City of Belgrade Development Strategy
- Local Employment Action Plan for 2017
- Regulation on the establishment of a program of encouraging regional and local development in 2017
- Strategic Development Plan of the City municipality ofSavskiVenac
- Serbia Smart Solution - SIEPA, ICT SECTOR
- Mapping of barriers for young entrepreneurs, DanijelaBobic

- Action Plan for young City municipality of Savskivenac
- Local Employment Action Plan of the City municipality of Savskivenac for 2013
- City of Belgrade Development Strategy
<http://www.palgo.org/files/knjige/strategy%20low%20english.pdf>
- Local Employment Action Plan for 2017
<http://www.rarei.rs/index.php/vesti/rarei/item/706-usvojen-lokalni-akcioni-plan-zaposljavanja-za-2017-godinu>
- Strategic Development Plan of the City municipality Savskivenac
- Strategy of Scientific and Technological Development of Republic of Serbia for the period from 2016 to 2020 - Research for Innovation
- Regulation on the establishment of programs to encourage regional and local development in 2017
<http://ras.gov.rs/uploads/2017/03/>
- The strategy of development of youth health in Serbia
<http://www.zdravlje.gov.rs/tmpmz-admin/downloads/zakoni1/Strategija%20Za%20Razvoj%20I%20Zdravlje%20Mladih.pdf>
- National Youth Strategy for the period from 2015 to 2025
http://www.mos.gov.rs/mladisuzakon/attachments/article/389/nacionalna_strategija_za_mlade0101_cyr.pdf
<http://www.mos.gov.rs/wp-content/uploads/download-manager-files/Nacionalna%20strategija%20za%20mlade%20-%20ENG.pdf>
- Action plan for implementation of the national strategy for youth for the period from 2015 to 2017
<http://www.mos.gov.rs/wp-content/uploads/download-manager-files/Akacioni%20plan-NSM-2015-2017..pdf>
- Serbia Smart Solution – SIEPA, ICT SECTOR
<http://ras.gov.rs/uploads/2016/02/ict-industry-in-serbia.pdf>
- Mapping barriers to youth entrepreneurship, Danijela Bobić

3.2. Desk research of existing statistical data

For the analysis of statistical data, the following sources were used:

Research on the status and needs of youth, the Ministry of Youth and Sport

<http://www.mos.gov.rs/mladisuzakon/attachments/article/387/Istrazivanje%20polozaj%20i%20potrebe%20mladih%20-%202013.pdf>

- In search of more and better jobs for young people of Serbia, ILO Subregional Office for Central and Eastern Europe, *Gorana Krstić and Valli Corbanese*
http://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-budapest/documents/publication/wcms_168813.pdf
- 2016 Annual Review of Labour Relations and Social Dialogue Serbia DRAGANA PETKOVIC GAJIC February 2017
<http://library.fes.de/pdf-files/bueros/bratislava/13230.pdf>
- Report on Measures to Combat Youth Unemployment in Serbia
<http://www.youthforum.org/assets/2014/10/Report-Serbia-FINAL.pdf>
- Reviews on youth policies and youth work in the countries of south east europe, eastern europe&caucasus - serbia
http://www.youthpolicy.org/national/Serbia_2011_Youth_Policy_Review.pdf
- Government of the Republic of Serbia SECOND NATIONAL REPORT ON SOCIAL INCLUSION AND POVERTY REDUCTION IN THE REPUBLIC OF SERBIA
<https://danube-inco.net/object/document/14151/attach/Second-National-Report-on-Social-Inclusion-and-Poverty-Reduction-final.pdf>
- Ministry of Youth and Sports National Youth Strategy 2015-2025

<http://www.mos.gov.rs/wp-content/uploads/download-manager-files/Nacionalna%20strategija%20za%20mlade%20-%20ENG.pdf>

- Youth and Public Policy in Serbia
http://www.youthpolicy.org/pdfs/Youth_Public_Policy_Serbia_En.pdf
- Evaluation of the Youth Service Package and the Relevant Programmes and Measures Funded from the Republic of Serbia Budget and Targeted at Youth - Summary
https://www.fren.org.rs/sites/default/files/FINAL_Dopuna%20SIZEA%20%20POLITIKA%20EN%20.pdf
- The Role of Serbian Employers Association in Youth Employment Promotion through Better Partnership and Impact on Training Institutions Dr. Joseph Prokopenko, September, 2008
http://www.ilo.org/public/english/dialogue/actemp/downloads/projects/youth/serbia_report.pdf
- Employment and social reform programme in the process of accession to the european union
<http://socijalnoukljucivanje.gov.rs/wp-content/uploads/2016/06/SIPRU-ESRP-2016-English.pdf>

3.3. Qualitative data collection:

The collection of quantitative data has been concentrated in a very short period of 5 days. Quantitative data were collected via interviews, by the maintenance of two focus group (divided by the target groups), as well as the survey on-line sent to the email addresses of the representatives of the target group).

3.4. Quantitative data collection:

In the same way are collected quantitative data.

Two types of questionnaires, adapted to the target groups were sent through the mail adress, through stakeholders who are part of the eco system.

In order to obtain better and more accurate results, we used findings of a survey conducted by AIESEC, through the project Youth speak. (In total 800 males and 1458 females).

The questions asked cover the field of education and career expectations:

- *What methods they think are most useful for learning*
- *Does the addition of formal education engaged in activities aimed to career*
- *Do they thinkthat they can find jobs they want in Serbia*
- *What are the motives that drive them*
- *What channels they used tobe informed on a daily basis*
- *Do you know what are the objectives of sustainable development*
- *What arguments would make them happy when choosing a job*
- *Three things are important when they choose a job*

3.5. SWOT Analysis

strenght	weakness
<ul style="list-style-type: none"> • lower employment cost, • motivated people • better quality of life (value for money) • english speaking • western business culture 	<ul style="list-style-type: none"> • brain drain, • outdated financial and business framework • inert administration

opportunity	threat:
<ul style="list-style-type: none"> fast growth and lower costs of running business, good mobility growing tech community 	<ul style="list-style-type: none"> no awareness of potentials, no synchronized support, slow response from state regulators no access to local finance the funds will not be assigned where needed

4. THE REGIONAL AND LOCAL-LEVEL CONTEXT

4.1. Demographic study of the youth

Source: <http://webrzs.stat.gov.rs/WebSite/Public/>

According to data for 2013 at the level of EU, unemployment rate of young people aged 15 - 24 years was **23.4%**, while in August 2014 in the Republic of Serbia, was **41.7%** for young people aged 15 - 24 years, or 33, 27% of young people aged 15 - 30 years. In addition, the problem is that young people in Serbia are inactive in the labor market. In August 2014, the inactivity rate of young people aged 15 - 24 years was **71.2%**, while for ages 15 - 30 years inactivity rate was **52.87%**. The unemployment rate is the highest for ages 15 - 24 years, and this is precisely the age there is the greatest difference in employment rates between young women and men. The rate of long-term unemployment in this age group for women is 28 and for men 24, while the inactivity rate for women is 78 and for men 66.

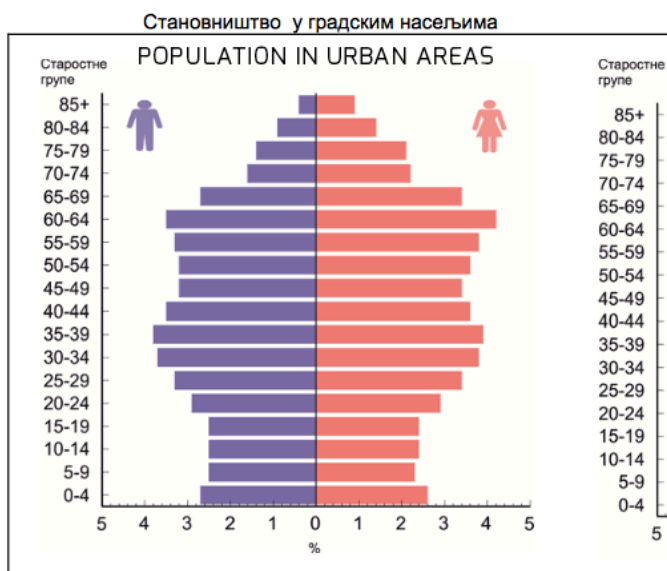
СТАНОВНИШТВО ПРЕМА СТАРОСТИ И ПОЛУ,
ПО ПОПИСУ 2011.

	Република Србија / Republic of Serbia				
	укупно Total	Србија – север / Srbija – sever		Србија – југ / Srbija	
		Београдски регион Beogradski region	Регион Војводине Region Vojvodine	Регион Шумади- је и Западне Србије Region Sumadije i Zapadne Srbije	Регион Јужне Источне Срби- је Region Južne Istočne Srbije
Укупно	7186862	1659440	1931809	2031697	1563916
0–4 године	328255	82075	88727	92447	65006
5–9	350154	77473	94809	103535	74337
10–14	346869	73182	93934	102503	77250
15–19	401994	84528	109832	117320	90314
20–24	439741	98239	121166	126802	93534
25–29	480286	124931	132324	127937	95094
30–34	496362	133595	135769	129807	97191
35–39	493934	123423	132016	134429	104066
40–44	469928	110513	127444	130649	101322
45–49	483986	108033	136037	136535	103381
50–54	520344	114042	144716	151921	109666
55–59	596279	134576	158309	174979	128416
60–64	528414	123068	140188	143823	121336
65–69	339444	72536	89878	94459	82571
70–74	354142	77625	92183	101282	83052
75–79	298612	63768	73131	88370	73342
80–84	176568	38089	41894	52439	44146
85 и више година	81550	19744	19452	22460	19894
Просечна старост	42,2	41,8	41,8	42,3	43,2

Statistical yearbook of the Republic of Serbia 2015 / Статистички годишњак Републике Србије 2015

Of all inactive persons who do not seek work because of childcare or adult incapable persons, 97% are women, of which 54% aged 15-34 years. Young women make up half of all young people in Serbia and their position is different from the young men in the labor market. From the above it follows that the youth unemployment rate in Serbia was more than two times higher than the general unemployment rate in Serbia.

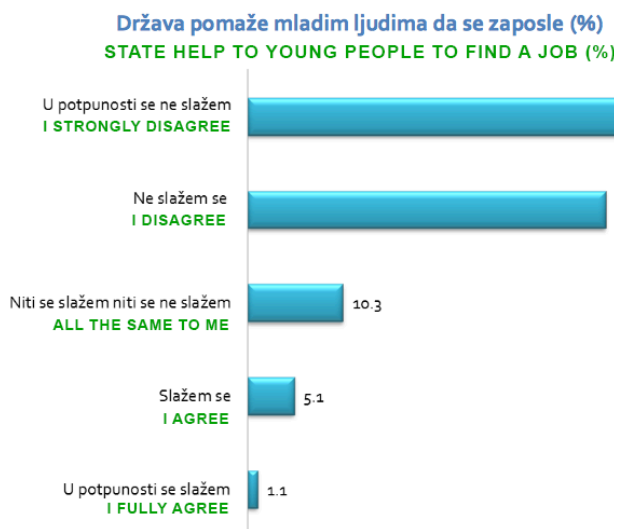
AGE-GENDER STRUCTURE OF POPULATION IN
ESTIMATION 201
**Старосно-полна структура становништва Реп
(процена средином 20**



In addition, the chances of young people recruited are three times lower (ILO, 2015). At the same time, the quality of the jobs of those who are employed often do not fulfill criteria of the definition of "decent work". Total 47.4% of employed young people are employed informally. In terms of their earnings, 22.6% of all unemployed of youth receive a net salary of 200 euros, while two-thirds have a net salary to 380 euros.

In addition, the issue of underemployment adds to the problem of the quality of jobs, in terms of those part-time employees who would prefer to be full-time employees.

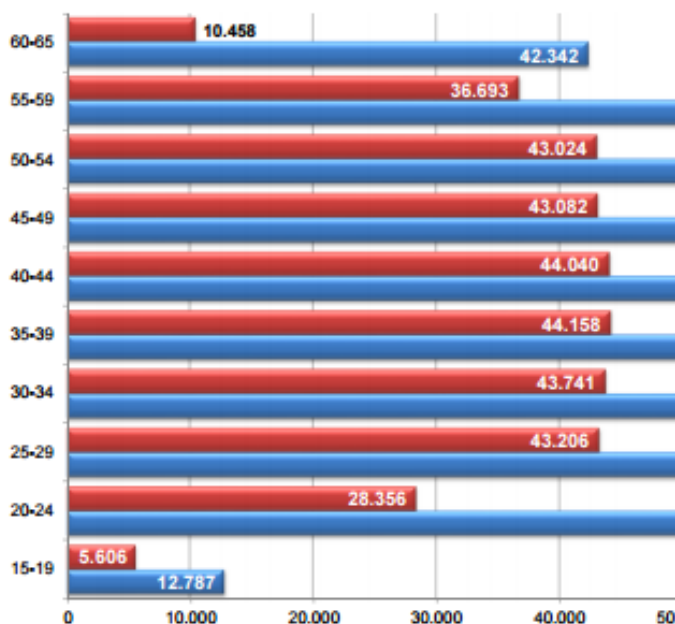
According to the official Labor Force Survey in the Republic of Serbia, it is estimated that 20.8% of unemployed of youth engaged under part-time. On the other hand, 18.8% of young people are retrained for work (Marjanovic, 2016). All this leads to problems of high unemployment, or, of poor quality and unsustainable employment. In addition, the lack of experience among young people further marginalize this segment of the population in terms of the labor market.



IZVOR: ISTRAŽIVANJE O POLOŽAJU I POTREBAMA MLADIH U SRBIJI
 SOURCE: RESEARCH ON THE STATUS AND NEEDS OF YOUNG PEOPLE

Entrepreneurship could be part of the solution to youth unemployment. A total of 36% of young individuals in Serbia would rather have launched their own business, but they would be employed in the private or the public sector (which is higher than the overall national average of 30%) (CEVES 2012). However, entrepreneurial activity among young people is still low. In addition to the risks Entrepreneurship carries in itself the young in Serbia not only face greater obstacles than entrepreneurs in general, but also major obstacles that stand in front of young people in developed countries.

Графикон Бр. 10 - Незапослена лица према староси
Chart No. 10 - Unemployed persons by age and



Education

With a degree or without it, young people in Serbia are mostly out of a job or looking for it. Statistics show that more and more of those who see their future in other countries. However, those who want to stay, they say that the chance of success seen in his country.

Statistics show that two thirds wants to leave the country. Primarily due to high unemployment, low income and uncertainty. No job is almost half of the parents while serving more than 60 percent of young people. Competent says that it is necessary to motivate young people to stay in the country.

Citizens do not see education as an important problem that Serbia is facing at the moment. They are preoccupied with existential problems such as unemployment and low standards. According to a survey conducted by the Government of Serbia and the Team for Social inclusion and conducted by IPSOS agency, citizens are made following views on the condition of the education system in Serbia:

- Education as one of the most important problem is highlighted by citizens with a higher education degree, as well as citizens whose children are currently attending Faculties.
- Every second citizen points out that the satisfied of the education system in Serbia. Compared to the average, significantly greater number of highly educated citizens said they were dissatisfied with the education system in Serbia.
- As a major lack of education in Serbia, in the opinion of citizens spontaneously stated a lack of practice, and then the poor quality of the curriculum, the lack of interest of teachers, as well as too extensive curriculum. The lack of practice as the greatest problem was the highly educated and younger citizens (18-29 years).

EDUCATION IN SERBIA Citizens' views on education in Serbia, Jun - Jul 2015

<http://omk-obrazovanje.gov.rs/wp-content/uploads/2015/09/Obrazovanje-u-Srbiji-%E2%80%93-Stavovi-gra%C4%91ana-o-obrazovanju-u-Srbiji.pdf>

4.2. Study of innovatory capacities of the area

Based on the proposal of the Ministry of Education, Science and Technological Development, the Government of the Republic of Serbia has adopted, in 2016, the Strategy for Scientific and Technological Development of Republic of Serbia for the period from 2016 to 2020 - "Research for Innovation". The strategy, based on an analysis of the current situation and key problems identified objectives in the area of science and innovation in the Republic of Serbia by 2020, as well as instruments and guidelines for their achievement.

The vision of the Strategy is that within five years science in the Republic of Serbia should be based on a system that supports excellence in science and relevance for economic development, competitiveness of the economy in the Republic of Serbia, as well as the development of society as a whole.

The mission of the Strategy is to establish an effective national research and innovation system integrated into the European Research Area, which relies on partnerships at home and abroad and contribute to economic growth, social and cultural progress, raising the standard of living and quality of life.

EDUCATION AND INNOVATION



Center for Career Development and Student Counseling of the University of Belgrade

The key role of the Center is to help students of the University of Belgrade in the development of the knowledge and skills that will be relevant to employment; to assist in gaining work experience while studying and learning about the world of business, and to prepare Students for a successful transition to the next level of their career development after graduation.

<http://www.razvojkarijere.bg.ac.rs>



Center for Career Development - CCD helps participants and students to make informed decisions about their career. Services Career Center are free for students ITAcademy, BusinessAcademy, InternetAcademy for students of ITS, and they include resources, special programs and individual counseling on career development, as well as assistance in providing vocational training and employment.

<http://www.razvoj-karijere.com>

EDGE was established in 2005 with a mission to help ambitious companies to achieve sustainable profitable growth by providing them



with the latest knowledge, methodologies and tools.

<http://edge.rs>

4.3. Introduction of economic operators of the region:



Development Agency of Serbia (RAS), the agency of the Government of the Republic of Serbia, provides a wide range of services announced that six programs supporting entrepreneurs total value of 435 million dinars.

Incentives are aimed at micro, small and medium enterprises in the context of the action 'Create a life' which supports beginners in business, helping exports and creating new jobs and raising the competitiveness of the domestic economy. Startups will be able to obtain a grant of up to 70 percent of needed money to begin work drafting a business plan, purchase of equipment and raw materials, furnishing and improving operations. For the existing companies and entrepreneurs, RAS will provide up to 50 percent of the necessary funds for improving operations, development of new technological processes, preparation of export and trade fairs, and incentives to 60 percent are aimed at companies, business associations and organizations for their projects preparations for the first exports. RAS has increased this years budget for this program due to the great interest, as it has approved 320 projects in Belgrade (1072 in total) compared to 19 in 2016, and 1072 in Serbia.

Chamber of Commerce and industry of Serbia

CCI is an independent, non-governmental, professional and business-interest association of legal entities and individuals and represents the common interests of companies and other economic entities from state bodies and organizations, in creating economic systems, economic policies, economic conditions and business.

<http://www.pks.rs/Default.aspx?idjezik=3>

4.4. Introduction of the system of council and state institutions

REPUBLIC OF SERBIA



Ministry of Education, Science and Technological Development

<http://www.mpn.gov.rs/>



Ministry of Labour, Employment, Veteran and Social Affairs

<http://www.minrzs.gov.rs/>



Ministry of Youth and Sports

<http://www.mos.gov.rs>



Ministry of Economy

<http://www.privreda.gov.rs>

CITY OF BELGRADE

Secretariat for Sport and Youth

The Secretariat monitors activities and cooperates with associations of public interest so to work with young people, associations, youth associations and associations for youth.

<http://www.beograd.rs/en/city-authority/202026-secretariat-for-sport-and-youth/>



Youth Office and cooperation with NGOs of City of Belgrade office is an integral part of City of Belgrade.

It was established in the framework of the implementation of the National Youth Strategy of the Republic of Serbia, as well as the Strategy to support the development of civil society in the city of Belgrade.

Deals with the creation and implementation of youth policy in the City of Belgrade; creating a local action plan for youth, informing and providing any kind of service the youth of Belgrade in accordance with the powers and possibilities.

<http://www.kancelarijazamlade.rs/index.asp>



Regional agency for development and European integration Belgrade RAREI

- the focal point of strategic development of the City of Belgrade as European region,
- focal point of national and international institutions and organizations in the European integration process,
- focal point for coordination of activities and sources of funding for projects.
- focal point for the strong support MMSPP sector

<http://www.rarei.rs>

THE CITY MUNICIPALITY OF SAVSKI VENAC



The municipality of SavskiVenac is one of the oldest and at the same time the central Belgrade municipality. Name of Savskivenac is symbolic, because the territory of the municipality as a wreath on the right bank of the Sava River. Was formed in 1957 on the territory of 1,580 hectares.

<http://www.savskivenac.rs/en/>



Youth Office SavskiVenac

The Municipality of Savskivenac established Youth Office, which has a very wide range of activities. It represents a link between young people and the local government, or a mechanism that allows young people to collaborate with institutions that directly affect decision-making and engage in problem solving and contribute to improving the quality of life in local communities.

The Municipality of Savskivenac also adopted Action Plan for Youth Savskivenac 2010-2013, and developing an Action Plan for Youth 2014-2019.

https://www.facebook.com/pg/Kancelarija-za-mlade-Savski-Venac-385876288290262/about/?ref=page_internal

4.5. Introduction of financial incentive function of councils, analysis of services

According to study: *“Barriers to youth entrepreneurship”*, access to finance is the single most important bottleneck for youth entrepreneurship in Serbia. Youth are considered highly risky

and are therefore off the radar for the majority of traditional financial institutions. This derives from the fact that they lack experience, collateral and a proven track record. Alternatives to traditional financing in the form of microfinance and venture capital, though still underdeveloped, cannot significantly resolve the issue of access to finance for youth. Even with the potential for alternative financing fully utilized, the majority of youth would still remain without any possible access to finance. The crucial missing element are alternative mechanisms that could improve the chances of obtaining financing for a considerably higher number of young people.

The best option so far for the startups would be the alternative financial instruments such as microfinancing, VFs, crowd funding and business angels but there is no legal framework and the initiative that have been initiated are still in the procedure. The lack of institutional framework has made microfinance incentives available through existing bank thus increasing the overall cost of lending.

LOCAL FUNDING



The intention of the **Innovation Fund** is to contribute to the overall development of innovations through various financial aid instruments, particularly by fostering the establishment of new and strengthening the existing companies, by positioning them to access venture capital markets, and by attracting foreign direct investment in the high-tech research and development.

<http://www.innovationfund.rs>



The Western Balkans Enterprise Development & Innovation Facility (WB EDIF), funded by the EU, aims at improving access to finance for small and medium-sized enterprises (SMEs) in the Western Balkans.

WB EDIF focuses on:

- Boosting the participation of private sector actors

- Addressing the needs of the Western Balkans SME market
- Building up a local venture capital market
- Widening the scope for SME finance,
- Increasing available funding and financial instruments

<http://www.wbedif.eu/about-wb-edif/>



StartLabs is a US based fund investing in startups from Southeast Europe. They provide funding, mentorship, office space, technical infrastructure, business services and networking channels to exceptional entrepreneurs and their teams helping them turn ideas into sustainable business.

<http://startlabs.co>

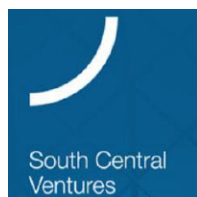


SEAF South Balkan Fund

The **SEAF** Mission: Improving lives and communities through Entrepreneur-led Development.

They envision a world where entrepreneurs anywhere have the capital, tools and support they need to improve the economy, their communities, and the environment.

<http://seaf.com/what-we-do/our-locations-investment-vehicles/central-eastern-europe/seaf-south-balkan-fund/>



South Central Ventures

Within the fund's 'seed pocket', € 1.5 million is allocated to investments of up to € 100 000 per company. These investments are meant to help tech companies get off the ground and validate their business concept.

<http://sc-ventures.com>



Enterprise Europe Network

as the largest European network of business support, offers a wide range of assistance to small and medium-sized enterprises in the European Union and beyond. Serbian Chamber of Commerce coordinates the Network in Serbia and, together with partners, to participate in the implementation of these activities within the project is implemented under the EU Program for the Competitiveness of enterprises and SMEs (EU Program for the Competitiveness of Enterprises and Small and Medium-sized Enterprises - COSME).

<http://www.een.rs/sta-je-enterprise-europe-network>

4.6. Introduction of services in the fields of knowledge-sharing and knowledge management available in the region

THE MOST RELEVANT ORGANIZATIONS:



AIESEC is a global platform for young people to explore and develop their leadership potential

AIESEC

<http://aiesec.org.rs>



Umbrella Organization of the Youth of Serbia KOMS

Umbrella

56 youth organizations (both youth led and organizations for youth) participated in working groups, discussions and plenary sessions at the

Organization of the Youth of Serbia KOMS

Founding Assembly of KOMS. One of the founders is Resource Centre Leskovac, full member of YEU International.

<http://koms.rs/>



Belgrade Open School

Belgrade Open School (BOS) is a nonprofit, educational organization of civil society.

BOS empowers human resources, improve the work of public institutions and civil society organizations, develops and advocates public policy in order to build a better society based on freedom, knowledge and innovation. <http://www.bos.rs/>

Junior Achievement in Serbia



Junior Achievement Worldwide (JAW)

is a global nonprofit organization financed by local businesses and other agencies/institutions. Junior Achievement Serbia is a member nation within Junior Achievement Europe.

<http://www.ja-serbia.org/sr>



Smart kolektiv

Smart Kolektiv pioneers the promotion of CSR concept in Serbia. The organization is guided by the idea of connecting business and society in finding ways to apply business logic and experience to the solution of social problems. Smart Kolektiv helps companies to cooperate articulately and strategically with the community, while helping various social groups to get the business sector's attention to their needs and initiatives. It operates through four key programmes: corporate social responsibility, social innovation, youth entrepreneurship and social marketing. It administrates the Business Leaders Forum Serbia.

<http://www.smartkolektiv.org>



Youth Portal is a service that publishes a daily basis in one place information and competitions with the idea that young people inform, educate and motivate.

Portal Mladi

<https://www.portalmjadi.com>

NETWORKS



ITkonekt

is a community of IT professionals, which is becoming increasingly greater. We gather students of technical and IT science, then juniors in IT, as well as experienced seniors and managers of large IT projects. The goal of its community is to take advantage of the vast connectivity options in the IT world, which brings new projects, better jobs, big profits, and limitless possibilities of promotion and development of IT experts.

<http://it-konekt.com/en>

Forum for Responsible Business



is a network of socially responsible companies that contribute to community development. FOP encourages the development of corporate social responsibility and the establishment of permanent and stable CSR practices in the business sector.

<http://odgovornoposlovanje.rs>



Business of Youth in Serbia is a support network for young entrepreneurs. Make it successful managers, businessmen, companies and SMEs, which have developed a vision and a dynamic economy and a richer society. Access is dedicated and focused on personal and professional development of young people who are willing to learn, gain experience and take responsibility for their future.

<http://biznismladihsrbije.org>



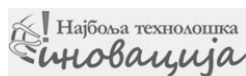
CSR Index Serbia is a tool to recognize, reward and promote good business practices in Serbia, which are in accordance with the principles of sustainability, and launched him Forum for Responsible Business and Smart collective with the support of USAID.

<http://csr-index.rs>




Evaluations package of services for young people and relevant programs and measures financed by the budget of the Government of the Republic of Serbia that are aimed at young people <https://www.fren.org.rs/node/580>

The best technological innovation



The competition for the best tech innovation promotes entrepreneurial thinking and behavior by providing financial and educational support to competitors from Serbia.

<http://inovacija.org>

 **PREDUZETNICKI SERVIS** **Entrepreneurial Service** is a network for support for young entrepreneurs.

<http://www.preduzetnickiservis.rs>

GENDER SUPPORT

ITgirlsSrbija



ITgirlsSrbija

*Looking through orange glasses, remove barriers!*The idea is to form an environment within which to examine the causes of a small number of IT experts female, popularize interest among adolescents and encourage women to exercise professional in this industry

This small community has a duty to familiarize you with the programmer, designer, or you will read and watch and listen to their interviews, you will find out what it looks like one working day of the girls in the IT company, and more. Come together to remove potential barriers and help women to assert themselves as professionals in IT through research, education and promotion.

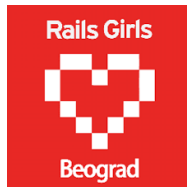
<http://itgirls.rs>

Spacevent



Spaceventis team that organizes various events, primarily education, in science and IT. We are focused on supporting girls who (want to) work in these areas, as well as other community members, but we probably know from before, thanks to Rails Girls Belgrade and Ada Lovelace Day. Maybe with some other projects we had the opportunity to work or out of town. This year they are preparing some new, interesting and larger, the contents of which

you will be able to find out more here, and soon on the web page <http://spacevent.org/>.



Rails Girls Belgrade is a community that exists since 2013. Through workshops, as well as accompanying programs, we provide girls and women with the opportunity to learn web programming, as well as tools that will help them to express their creativity and realize their ideas.

<http://railsgirls.com/beograd.html>

Events



Belgrade venture
forum

Conference, Pitching, Exhibition

Serbian Venture Network is organizing Belgrade Venture Forum (BgVF) – largest investment forum in the region, dedicated to promotion of entrepreneurship and investments in innovative companies and ideas.

<http://www.belgradeventureforum.org>



SHARE Conference

SHARE Conference is a weekend-long public, free and non-commercial hybrid event blending an Internet culture and technology related daytime conference with dynamic cutting-edge music festival by night. Its bringing together hundreds of passionate people, forward-thinkers, cultural creatives, activists and artists from all around the world for talks and parties in 72 hours of powerful gathering to share ideas, knowledge and creativity.

<http://www.shareconference.net/sh>



Mikser

Mikser is a non-for-profit network of professionals and enthusiasts involved in production of various trans-cultural projects dedicated to development of creative economy in Serbia and the region. Mikser organizes competitions, exhibitions, cultural events, conferences, educational courses and lectures. The results of Mikser's collaborations are projects that establish dialog between contemporary global tendencies and local creative scene and industries.

<http://www.mikser.rs>

CO-WORKING SPACES AND OFFICES

Mokrin house



Mokrin House is a coworking and coliving space located in the north of Serbia. It is a modern and urban spot in the rural surrounding. Mokrin House is a perfect place for freelancers, entrepreneurs and digital nomads, who are looking to getaway from the big cities and enjoy living and working in the countryside, for 2 weeks, 2 months or 2 years.

<http://www.mokrinhouse.com>

Smart Office



Located in the very center of Belgrade, our cozy office space with 30 desks and 2 conference rooms is tailored to mobile professionals, start-ups, work-from-home entrepreneurs, freelancers, small teams and anyone who needs fully functional, affordable working space with fully flexible terms of use. We also offer virtual office registration and supporting business services.

<https://smartoffice.rs/en/>

Impact Hub Belgrade Impact Hub represents an international network of coworking spaces, with the first one created in London in 2005 known as “The Hub”. Today, these spaces could be found in more than 70 cities all around the world. The main aim of each Hub is to contribute to the sustainability of socio-economic and ecological changes. Even though in Belgrade Impact Hub arrived in 2014, 9 years later than the one in London, they are not far behind – its modern design and number of people that use it indicate that.



<http://belgrade.impacthub.net/?lang=en>

Office Me



Office Me. It is located in New Belgrade, which is a modern business district of Serbia’s capital. This space is offered to entrepreneurs, part-time workers, freelancers, companies and organizations in need of innovative space, who are focused on coworking and community engagement. However, comparing to the other coworking spaces previously mentioned, Office Me is a bit more expensive.

<http://www.office-me.com/en/Coworking>

IN Centar

Cooworking space



Unique platform that is based on a community of entrepreneurs, freelancers, companies, organizations and creative people with different experiences.

<http://incentar.org>

Polygon Hub

Cooworking space



<http://polygon.rs>

Tip Pixel



The idea of mixing education with the people that actually work in the industry seemed like the most logical thing in creating our little workshop of knowledge and general awesomeness.

<http://tipsypixel.com/coworking/>



New Space is modern, functional and comfortable coworking space located in the very center of Belgrade.

<http://www.newspace.rs/en/home>



MARCHotvorenomprostorucoworking, Butikcoworkingprostor u srcugrada

<http://openspace.marsh.co.rs>

Mywork



Mywork

New Coworking Office Space in Belgrade, Municipality Savskivenac!

- Just across the street from Belgrade's famous "London" at KnezaMilosa 23.
- 2 minutes walk from any possible public transport connection
- 2 public parkings just a few minutes away

<http://mywork.rs/home>

ANGELS

Business Angel Network community Serbia



Serbian Business Angels Network is the first organization of this type in Serbia whose main goal is to connect Business Angels (individuals ready to invest in new business ideas and projects) and entrepreneurs with a developed business plan and a team of people ready to implement the idea and to develop the business project.

<http://mentorsandfounders.com>

INCUBATORS



The Business Technology Incubator of Technical Faculties Belgrade

L.L.C. has been established as a partnership between the four technical faculties of the University of Belgrade (Civil Engineering, Mechanical, Electrical and Technological/Metallurgical), the Municipality of Palilula and the Democratic Transition Initiative, and the establishment has also received support from the Organization for Security and Cooperation in Europe (OSCE).

<http://www.bitf.rs/cms/item/about/en.html>



NTP Beograd

NTP Beograd was founded in partnership of the Government of the Republic of Serbia (on behalf of the Government, the Ministry of Education, Science and Technological Development), the City of Belgrade and the University of Belgrade, in order to create a favorable environment for linking the economy and scientific research and education organization, knowledge transfer, development of new technology, innovation commercialization, networking and stimulating

the growth of the knowledge economy.

NTP Belgrade is developing into a new technological core of the city that brings together technology development companies, domestic and foreign, and promote the establishment of start-up companies, creating a favorable environment for innovation, technological development and competitiveness.

<http://www.ntpark.rs/?language=english>



ICT Hub

ICT Hub is a center for the development of technological entrepreneurship.

ICT Hub aims to help technology entrepreneurs to successfully develop its product and enable the transition to the stage of funding and time to market.

Young people provide modern working space and a full mentoring, technical and infrastructural support to put their ideas into a successful business.

<http://www.ichub.rs/o-ict-hub-u/>



Nova iskra

This coworking space supports mainly young professionals from different spheres of design, but others are welcomed as well. They offer a unique and fully equipped working space for up to 64 members. It is located in the city center near main railway station. “Central European Startup Awards” represents a series of events in the countries of Central and Eastern Europe with the aim of identifying the best and most important start-ups, initiatives and individuals in the region, and in 2015, Nova Iskra was awarded for the best coworking space of the year.

<http://novaiskra.com/en>



STARTIT CENTAR

Startit Center is a place of knowledge, innovation and inspiration, dedicated to the local IT community, and in the center of Belgrade.

<https://startit.rs/centar/>

4.7. Examination of collaboration of existing services, their potential for improvement

There is a general lack of institutional coordination and systematic approach in supporting youth entrepreneurship. Each relevant public institution is running its own programs, without relation or harmonization with the others. Ultimately, they fail to create a synergetic effect. This is especially visible at a local level. Local NES offices provide trainings for self-employment; local DAS offices (former local offices of the National Agency for Regional Development) have mentorship programs; while Youth Offices in local municipalities cover trainings on starting a business. None of these institutions has any inter-connected programs, while most of them overlap.

4.8 The phenomen of digital nomads in Serbia

The largest number of digital nomads in Serbia has the cities of Belgrade, Novi Sad and Nis. In Belgrade, at one point has a maximum 3-4000 digital nomads, and during the year in the circulation is up to 10,000.

In Belgrade, DIGITAL NOMAD are mostly citizens of the following countries: UK, FR, NL, D, E, Scandinavian countries, Portugal, Italy, USA, Russia, Switzerland ... and fewer of them coming from China, Japan, Canada, Denmark, Belgium, Turkey.

The most common professions of digital nomads

in Belgrade are: designers, content manager, the

Digital Marketing Expert-i Copyright-era, programmers, translators, project managers and freelance artists, a somewhat rare audio / video producers, managers, HR specialists.

"Triggers" (reasons) that attract them to live in Belgrade:

- "cool" place for young people (they heard about it in their circles, Lonely Planet, Trip Advisor, or other similar media, as well as the world's youth, NGOs, musical and artistic media)
- high quality of life (which they can have in Belgrade with their salaries / fees global earn)
- great fun (Belgrade is one of the best clubbing capital, a Serbia has a very good international festivals and events)
- "cool" place for foreigners
- a large number (especially of youth) who speak good English
- creative industry / IT / Design / Art environment
- security
- correct connection between cheap flights with the world
- Serbs are the least xenophobic people who have met (so they claim)
- companies, investment funds, Hubs, which they know or with which they cooperate or have cooperated with and having office in Belgrade
- the existence of hubs and programs that promote DIGITAL nomadic lifestyle (Start IT, ICT Hub, Nova Iskra, Mixer, TECHNOKRATIA ...)
- A large number of our people who live abroad, with whom they worked or where they met
- great hospitality, openness and warmth of our people
- several extremely successful global companies, start-ups, publishing houses, audio and video producers, artists and other entrepreneurs located in Belgrade.

Average time they remain living and working in Belgrade is between 3 and 6 months.

What would motivate DIGITAL NOMADE to increasingly coming and stay longer:

- the existence of one or more digital media that make it easier for individuals to find their optimal path for moving, living and working in Belgrade.
- the existence strategy of a state, city, or a cluster of companies, organizations, HUB's, which would be better, stronger and truer transfer DIGITAL NOMAD around the world as far as Belgrade is a good destination for this.
- the existence of digital media to show the best true stories DIGITAL nomads who live and work or lived and worked in Belgrade, with the ability to directly contact them interested, consult and obtain recommendations.
- the existence of several companies, organizations, HUBs in Belgrade that employ foreigners or give them a chance to practice professionally.
- more programs for digital NOMADE through which they could come for a while and see for themselves how it feels good to stay in Belgrade.

5. IDENTIFICATION OF RELEVANT POLICIES AND LEGISLATION

5.1. General overview of the policy instrument:

So far, the city of Belgrade and its municipalities have subsidized the NGO sector by 80% of discount on rent. Based on the new law on innovation activity, the newly registered incubators and innovation centers should be added to the beneficiary list as the city recognizes only NGOs.

The state has demonstrated a willingness to solve the problem of youth employment through a variety of strategies implemented in the previous period, such as: Strategy of Scientific and Technological Development of Republic of Serbia for the period from 2016 to 2020 - Research for Innovation

- National Youth Strategy for the period from 2015 to 2025
- Action plan for implementation of the national strategy for youth for the period from 2015 to 2017
- The strategy of development of youth health in Serbia
- City of Belgrade Development Strategy
- Local Employment Action Plan for 2017
- Regulation on the establishment of programs to encourage regional and local development in 2017
- Strategic Development Plan of the City municipality Savskivenac
- Serbia Smart Solution – SIEPA, ICT SECTOR
- Mapping barriers to youth entrepreneurship, Danijela Bobić
- Action plan for young City Municipality Savskivenac
- Local Employment Action Plan of the City Municipality of Savskivenac 2013

However, these strategies are not fully implemented. Likewise, measures that are implemented are not working effectively enough. The reason is mainly the lack of institutional capacity and lack of clearly defined priorities.

LER Office as an engine for regional development

OFFICE FOR LOCAL ECONOMIC DEVELOPMENT -

Municipality of Savskivenac, started with work in 2011 and operated within the BusinessCenter #47. The Office was formed, in order to support European integration process, build and strengthen institutional capacity and encourage local economic development through support for SMEs, entrepreneurs and self employment.

The legal basis of the Office for LER is contained in:

In Article 12, paragraph 2, of the **Statute of the City Municipality of Savskivenac** ("Official Gazette of the City Belgrade", number 45/08, 18/10, 35/10, 33/13 and 36/13), Article 74 and 77 of paragraph 2, the **Statute of Belgrade**, ("Fig. Gazette of Belgrade" no. 39/2008,),

At the National level, the legal basis for the implementation of LER activity and providing infrastructure support for the sector of small and medium enterprises can be found in:

Strategy to support the development of small and medium enterprises, entrepreneurship and competitiveness for the period from 2015 to 2020, page 29-31, which is adopted by the Government of RS ("RS Official Gazette", Nos. 55/05,), and

Action Plan for implementation of the Strategy to support the development of small and medium enterprises, entrepreneurship and competitiveness for 2015, with the projection for 2016 - Measure M2 - Development of business infrastructure for innovative SMEs.

5.2. Strengths and weaknesses of the policy instrument

There is a general lack of institutional coordination and systematic approach to support youth entrepreneurs. Each of the relevant public institutions runs their own programs without connecting to or reconciliation with others. The response and the initiatives are fragmented, lacking synergy. On the other side, the youth is not aware of the programs and efforts made by

relevant institutions. The programs are not communicated well with the intended users and there is lack of relevant data that accesses the needs, success rate and effects of used funds. Decision-makers do not know how many individuals in Serbia want to start their own business, who they are, what are their ideas and concerns. Without being able to examine the problems and obstacles they face, it's almost impossible to create effective custom policy.

5.3. The influence of the policy instrument:

There is space for improvement of the legal and institutional framework. One of the biggest problems is the implementation of existing laws and procedures. It happens that, even when there are relevant laws and strategies in power, some of them are not fully implemented, which is same situation that legal provisions do not exist. The reason can be either a lack of institutional capacity or lack of control over the institutions that carry out enforcement. There are also a number of laws that could be improved - especially in the field of international business. While young entrepreneurs tend to operate in the global market, legal environment hinders the efforts of obsolete provisions.

Some of the main problems addressed in the Serbian National strategy for development of SMEs are:

- an insufficient level of development of human resources in the public sector and the inability of public sector institutions to meet the requirements for efficient servicing of citizens and businesses
- incomplete and inadequate institutional infrastructure capability to support SMEs
- insufficient financial resources for the comprehensive implementation of planned measures and activities due to budgetary constraints;
- poor organization of the SME sector and the lack of dialogue and partnership with the public sector
- lack of willingness of entrepreneurs to acquire new knowledge and skills;

- insufficient capacity of public and private sector to make full use of available resources (pre-accession EU funds, the development programs of the EU and other international institutions, donor programs to support development of SMEs)
- the availability of significant resources of the EU (as well as the resources of other international institutions and donors) aimed at supporting SME development and innovation and competitiveness in Serbia

This leads to problems in access to appropriate forms of support to SMEs in the region and insufficient focus on companies with innovative and export potential, which are able to increase employment. The economy of the Republic of Serbia is characterized by the absence of an organized system to encourage innovative activities and there is little cooperation spirit among the various organisations and institutions operating in the country. Moreover direct participation and consultation of CSO's to policy making, especially for what concerns local economic development, is practically non existent, and cross fertilisation among sectors and organisations is not a practice.

So far, the local development platform and the module of local interactions that MSV has successfully implemented has made a limited impact on decision makers in the city and state administration. Some of the initiatives have made their way to implementation but with a lot of effort and mostly with the individual, not the institutional support from the stakeholders. The Savamala community redevelopment project had the most impact but outside of the country, attracting artists, designers and other creative entrepreneurs to this area. The results of the project were misunderstood as the perception of the neighbourhood was made only through the newly opened bars and restaurants without any awareness of the main community support projects. This showcase needs to be presented and defined in the way the decision makers can understand and, after all use it in the proper way as a model for the future initiatives. According to the research done by Social inclusion and poverty reduction team, official body of the Government of the Republic Serbia, municipality of Savskivenac, according to all indicators, is the most developed municipality in Serbia.

6. GOOD PRACTISES

Savamalaredevelopment project is the original project initiated at the Venice biennale of architecture 2006 under the Project:Belgrade program and executed by municipality of Savskivenac. The program has forseen the organic redevelpment of the neglected neighbourhood through social engineering by creation and support of new networks of stakeholders and content development in different fields, mainly in creative industries, art, architecture, urban planning and ecology. Municipality has provided the spaces for the new initiatives, administrative support, EU partner search and project managment and initial funding for some of the initiatives. Currently, we are supporting seven hubs in the fields of ICT, creative industries and art. As a part of this initiative, Municipality of Savskivenac has created a special relationship with the local creative, tech and art community, providing daily support and mentorship. The cases that will be presented are the most successful initiatives in Savamala district.

CASE 1

<http://novaiskra.com/en>

Background:

Incubator Nova Iskramanages design and employs innovation in order to discover new values in the fields of creative business, education, social improvement and empowerment of local communities. It is a multifaceted platform that embraces the design process as a starting point for developing problem-solving ideas, projects and services.

They use progressive ideas and experiences from the creative domain as a tool to empower, update and develop small and medium-sized businesses, as well as to provide creative and business support to entrepreneurs, on a local or global level.

Problems before implementation

The state of the creative industry in Sebia, when the project was initiated, could be described as underdeveloped and misunderstood. The awareness about design as a factor of competitiveness and export potential for SMEs and other companies was very low.

The educational institutions do not provide functional knowledge and practical skills and there were no programs that help student to understand the market and how to make the living out of their work. There was no place where young creative professionals and entrepreneurs could get professional support (legal, administrative, consulting), meet other people with similar interest and well established professionals.

There are two high schools in the Municipality of Savskivenac with the design and creative industry orientation along with the several faculties located elsewhere in the city.

Preparation

Nova Iskra was established in collaboration between NGO KulturnoKod and with the support of Municipality of Savskivenac, companies and Embassy of Sweden. The municipal policy was to boost the redevelopment of old Savamala district through activation of unused spaces by content development in support for different industries, and this initiative was the perfect match. Similar redevelopments were taking place elsewhere in the world so this was to good way to test the new approach.

Project objectives and purposes

The objective was to set up a platform for support of young creative professionals, entrepreneurs and the overall creative industries sector in Belgrade and Serbia. The idea was to form the first co working and conference space with the business support services and mentoring where local companies and SMEs could meet young creative professionals. A place where companies could get the support for development of competitive products and services and professionals could get training and advice. Located in the district with the rich history and cultural heritage, the specific challenge was to help slow transition from the domain of “culture” towards “cultural industries” and then “creative industries” and to raise and enhance

awareness about the potentials of entrepreneurial approach within the creative disciplines such as design, architecture, art.

Project beneficiaries

The main target groups are young creative professionals, entrepreneurs and freelancers but also local SMEs, professional public and policy makers.

Project activities

Main activity is the management of, what started as a 350m² now is 700m² of coworking space in downtown Belgrade, with 65 desks, 3 conference rooms, makers space and urban farm. The team is focused on development and realization of capacity-building and education programs. Iskra has become the place for social dialogue and several projects involving vulnerable groups from different parts of Serbia are developed in the hub. NI has developed the range of services that are offered to the SME's such as match making, product development and design-related services and promotion.

Management

The organization has 8 full-time employees and a network of 20 more regular collaborators and subcontractors. It is managed through three sectors:

- Coworking
- Education Platform
- Nova Iskra Studio

Each sector has a dedicated manager, while the organization as a whole has a General Manager.

It acts through two legal entities – NGO and a limited company. Additional experts or staff are hired on the project basis.

Monitoring and evaluation system

The monitoring and evaluation procedures are conducted internally by the board.

Obstacles and problems

The main problem is the absence of a developed market for creative industries due to the low awareness of the potentials of design as a motor for competitiveness of companies. Perceived in this way, it is difficult to find the local funding for programs, state or private. This issue causes the lack of capacity to secure matching funds for EU-related and other large-scale projects (Creative Europe, Interreg).

Problem-solving practices

The wide network of variety of partners provides the good base for the solution of problems.

List of partners

Municipality of Savski Venac / Samsung / Generali Inglass / IKEA / Simpo / Bosch / Dremel / Smart Kolektiv / ERSTE Bank / Extraform / Nelt / Ministry of Culture of Serbia / Ministry of Science and Education of Serbia / GIZ Serbia / British Council / Goethe Institute / French Institute / Embassy of Sweden / Swedish Institute (Sweden) / IASPIS (Sweden) / Mokrin House / Velux / Designed.rs / Coda&associates / Beforeafter / Coworking Serbia / Poligon (Slovenia) / Coworking Croatia / Betahaus (Germany) / Waag Society (Holland) / Embassy of the Netherlands / Kolektiv Gallery / G12 Hub / NIS-Gasprom / Ecolab / Belgrade Flower Festival / Gallery Shtab / Lunatronik / Group for Creative Economy / Geze / Faculty of Media and Communications / Factoria Cultural (Spain) / Bios (Greece) / Share Foundation / ICT Hub / Startit

Center / ImpactHUB Belgrade / GI Group / Fund for an Open Society / Mikser / Macura Museum / MAO (Slovenia) / Oaza Studio (Croatia) / Tjedandizajna (Croatia) / Global Press / Metaklinika Studio / Swiss Contact / Nordic Business Alliance / SAMPLE / Stpln (Sweden)

Innovative elements and novel approaches

There are two main issues concerning innovative elements of this project. One is the issue of rebuilding communities through content development and smart use of space. The local dialogue that was tested during the development of NI between the local administration, creative community and stakeholders was for sure something new in Belgrade. The other issue concerns the way NI is managed. It is a truly open platform that welcomes collaborators and partners from extremely diverse fields and a unique meeting point of industry and freelance professionals, of stakeholders and civil society organizations with companies. It pioneered the coworking model in the Balkan region, and basically brought the concept of coworking to Serbia. The combination of services and continual education is a unique point, which feeds the development of the organization at large. A “fluid” model has been setup, that may be subject to change every 6 months, with the aim to fully respond to the changes in the market, business environment, competition and so on.

Evaluation results

The project made a great impact on the creative community in Belgrade and Serbia. Furthermore, it strengthened the cooperation between the companies, creative community and public representatives. Some of the results include:

- More than 300 people used the coworking service
- More than 20.000 visitors since the opening of the space
- More than 3.000 beneficiaries of free consultations and capacity building programs
- More than 300 programs realized in-house, as well as at events in 20+ countries
- 300 creatives grouped in Nova Iskra Creative Hub

- 100+ projects-jobs generated for the creative community
- Numerous international partnerships

Internationally, NI is an initiator and a founding member of European Creative Hubs Network and serves as a contact point between local and international organizations and companies. Unfortunately, the project needs better financial support for additional programs.

Lesson learned

No matter how great the project idea is, it needs the support of the whole community. The kick start provided by the municipality that included funding of works, subsidized space and administrative help during the initial phase has set the good base for this project to succeed. The other relevant factor was to let the management team do their job without any further political or administrative involvement. It is difficult for municipalities to run its own full time program of any type of specialized support.

Success factors

The main success factors are the timing and pioneering role in the field in the Balkan region, as well as the diversity and a combination of mixed and shared experience of the co-founders and team members and the dedication of the municipality for this project to succeed.

Transferability

This concept could be transferred to the other municipalities in Belgrade and Serbia as there are available and unused spaces and the number of initiatives that can make the change in their community. Nova Iskra has already extensively shared its experience with other initiatives from Serbia and the region, providing free consultations to colleagues who started similar projects. Currently, a second hub location (planned to be triple in size – around 2.000 m²) is being

prepared. The current space is used over its capacity and the demand for the coworking service is still high and inquiries are received on the daily basis. The organization has already had a number of requests for consulting related to setting up similar projects in Croatia and Kosovo*.

The model of Nova Iskra has been presented at 100+ events and conferences.

CASE 2

Startit center

<https://startit.rs/centar/>

Background:

Startit center was established in collaboration between NGO SEE ICT, municipality of Savskivenac and the group of IT companies that are supporting the creation of ICT ecosystem. Municipality of Savskivenac has provided the space, an old pharmaceutical warehouse and initial funding for the part of the construction works, as the part of the already mentioned policy of reactivation of abandoned spaces through content development and community support initiatives. In 2016 SEE ICT had launched a global crowdfunding campaign on Kickstarter platform through which various projects collected donations from individuals and companies from around the world. In less than a month more than \$ 100,000 was collected. This campaign seems extremely successful and on a world scale, since only 40% of projects fail to achieve the goal. Kickstarter campaign called "Startit Center - Tech Community for a Better Society" became the most successful crowdfunding campaign in Serbia in the category of Technology-Makerspace.

Problems before implementation

Prior to the project of development of Startit center, the comprehensive research was made by 15 ICT organizations involving 1650 developers, out of what 31% senior, 34% medium and 35% junior, coming from Belgrade (54%), Novi Sad (24%) and Niš (7%) Only 11% were women. This research provided the insight on the tools, computer languages and technologies that are used,

level of formal knowledge. This research provided the relevant information for the creation of future programs and activities in the Center. Some of the important were that almost half of the developers didn't finish the technical faculty and got their skills through informal trainings and there was no salary gap between developers with formal and informal knowledge. From the developers surveyed, 60% are employed, 15% are freelancers, 13% of owners of their company, and 12% are unemployed (mainly those who are still students). Part of the survey was dealing with the favorable technology, tools and computer languages used and the preferred ways of learning and training. Municipality of Savskivenac and the other central Belgrade municipalities are affected the most by the brain drain so the hub that would provide the training and employment in the fastest growing industry was the right thing to do.

Project objectives and purposes

Based in Belgrade, SEE ICT is a grass root non-profit organization with the mission to provide meaningful, deep support to start-ups and entrepreneurs improving life and work with technology.

Startit center is a networking platform for activists, organizations and startups that support the development of start-up eco-system, IT entrepreneurship and knowledge sharing in Serbia. It provides professional education, training, mentorship and networking events. Technology is a huge driver of positive changes in the society and the best way to foster higher employment and economic growth. This project offers creates the conditions for greater involvement of young people in the IT industry and technological entrepreneurship, and improving the necessary infrastructure, increasing the quantity, quality and accessibility of educational content and improving cross-sectoral cooperation in this field.

Project beneficiaries

IT & tech communities in Serbia, IT enthusiasts and novices, unemployed and inactive youth, participants in startup eco-system, local communities in towns in which we provide our activities, and Serbian society in general.

Implementation of good practice

Project activities

Main project activities include the management of coworking and conference space, event planning and implementation. The flagship programs include:

- Startup Academy, which prepares future teams to present their ideas to the market;
- Social media academy, months-long training program managers to take social networking
- iOS academy that prepares developers and programmers to work with iOS applications.

Startit also organizes frequent Tech Meetups, Demodays and Pitching sessions. In addition to the regular program, the existence of Startit Center in Belgrade has encouraged the launch of more than twenty organizations that bring together professionals in programming, information science, design, business and entrepreneurship.

The space offers a free library for general ICT public, not just the members of Startit center community.

Management

SEE ICT is a non profit organization with 16 staff members and a network of more than 150 mentors. It is managed through five sectors:

- Centers (coworking space, conference)
- Online platforms
- Administration

- Programs (courses, meetups, education/training)
- Projects

Each sector has a dedicated manager, while the organization as a whole has a General Manager. Additional people are included depending on the activities and programs in progress.

Monitoring and evaluation system

The monitoring and evaluation procedures are conducted internally by the board.

Obstacles and problems

Most obstacles and problems in project realization came from legal and procedural standards not adjusted to this kind of endeavours. This is why SEE ICT also adopted lobbying activities in order to make running IT & tech business in Serbia as smooth as possible. We are making an effort to take a part in as many academic and administrative conferences, round tables, meetups, workshops etc as possible, making sure that in decision-making processes, our voice and voice of IT & tech community is heard loud and clear.

Problem-solving practices

The intensity of activities in Startit centers along with the awareness campaign 'I know we can do it' has created a large and steadily growing community around the mission and a thriving startup ecosystem which stimulates knowledge sharing, giving back mentality and volunteering towards a higher goal. The wide network of variety of partners provides the good base for the solution of problems.

List of partners

Besides the support of Municipality of Savskivenac, the SEE ICT projects were supported by: German Agency for International Cooperation (GIZ), USAID, UNDP, the Embassy of the United

States, Germany, Israel, the US Chamber of Commerce, the Ministry of Youth and Sports, Municipality of Zemun, IEEE, Limundo, Nokia, RNIDS, ERSTE Bank and foundations, Collective, Infostud, Vast, .ME, VIP, Telenor, Telekom Serbia, Ericsson, PS Tech, Nordeus, Groundlink and many others...

Innovative elements and novel approaches

There are two main issues concerning innovative elements of this project. One is the issue of rebuilding communities through content development and smart use of space. Startit Center is a place of innovation, motivation and inspiration in which the daily educational activities - lectures, workshops, meetings, mentoring program, joint work on development of businesses and products to young people provides the necessary support, expertise, contacts, competences and skills for the establishment of the company, receiving investments, and increase the chances for successful employment. The compound inspired by the vision, knowledge and intelligent performance creates new ways of doing business, new solutions of old and current problems in various fields. The Center actively promotes the implementation of innovative concepts and teams and individuals provide continuous opportunities for acquiring new knowledge, transfer of experience and networking with industries that need innovative solutions. Our startups have already created innovative products for many areas of work - from medicine and research through education and parenting, marketing, pharmacy and agriculture.

Transferrability and lesson learned

Evaluation results

In the past year Startit Center in Belgrade was held more than 300 events, which is visited by more than 13,000 people.

So far SEE ICT has:

- Opened 7 Startit Centers (Belgrade, Novi Sad, Zrenjanin, Vršac, Inđija, Majdanpek, Valjevo) and organized more than 400 events

- More than 21.000 people have passed through our training programs and conferences
 - Implemented 5 generations Startup Academy - more than 100 entrepreneurs
 - Published more than 1000 job ads on StartitPoslovi (the largest database of IT jobs in Serbia)
 - 50 IT communities regularly networking and exchanges knowledge
 - 70.000 readers a month read our blogs on startit.rs
 - 100+ coworkers in our locations across the country
 - Opened Startit Community bar in Novi Sad

SEE ICT is the founding member of a newly found Association Digital Serbia Initiative, which gathered biggest local tech companies towards the same goal - helping Serbian society embrace technological changes and push Serbia economy towards digitalization and therefore towards big growth. SEE ICT is the only NGO in this association and is in the society of biggest local tech companies (Nordeus, Seven Bridges, Microsoft and Infostud) and corporations interested in digitalization (Telekom Srbija, Telenor, PriceWaterHouseCoopers and Ringier Axel Springer). Domestic start-ups have provided 50 million investment only in the past year, more than 30,000 jobs, the current demand job market for IT professionals, the average salary is more than 1200 euros.

Lessons learnt

The experience in establishing Startit Centers has shown that close cooperation between all three sectors at the local level is needed.

Besides the initial funding, public sector support was crucial in communication with other local institutions such as schools, employment offices etc helping the center to integrate better in the local eco system. The subsidized space provided by the municipality is the important factor of the overall sustainability of such projects.

Success factors

The main success factors is the dedication of the initial team that was recognized by the municipalities involved in the project and the business community that is supporting activities in the centers.

Transferability

Belgrade Startit Center model has been replicated with variations in six other towns in Serbia - Novi Sad, Indjija, Vrsac, Zrenjanin, Majdanpek and Valjevo.

The awareness campaign "I know that we can" that promotes the rapid development of technological entrepreneurship in Serbia and point out the opportunities for young people in the IT industry is getting more public support with Novak Djokovic, Ana Brnabić the new PM of Serbia and other joining the cause.

CASE 3

<http://www.creativementorship.org/km/en/>

CREATIVE MENTORSHIP

Background:

Creative Mentorship is the first mentorship program in Serbia which tackles the issue of personal and professional development of upcoming leaders in the fields of culture, creative industries and education.

Problems before implementation

The idea for the program has grown from the successful project “Creative Society”, initiated by the Embassy of Sweden in Belgrade in 2011, and led by the former Cultural Counselor Helene Larsson. The goal of the project Creative Society was to promote concepts of creativity, innovation and entrepreneurship in Serbian society through an exhibition, a large educational program for children, and Monday Club - weekly discussions during which successful professionals from Sweden and Serbia shared their experiences with wider audience. As a part of the project, an informal group of 11 professionals from different areas of cultural and education sectors was formed. These 11 people, called the ETC group, had the opportunity to meet in person guest lecturers from Sweden, have a conversation and get professional advice, insights and support from them. Inspired by the idea of sharing knowledge and experience through mentorship, which in Serbia is generally limited to the academic community, the ETC group has started the project “Creative Mentorship” with the support of the Embassy of Sweden in Belgrade and the Swedish Institute.

Preparation

In order to get the know-how related to mentorship, in April 2012 members of the ETC group had training on the Role of the Mentor run by Nätverkstan, Sweden, while in May 2012 the ETC group went to Stockholm on a study visit organized by the Swedish Institute to be inspired by different mentorship programs.

As a result of insights from Sweden and volunteer efforts of the ETC members the first Creative Mentorship program was launched in November 2012 which introduces 24 promising professionals from Serbia to 24 mentors, established professionals from diverse backgrounds. Through monthly meetings during one year the mentors offer to mentees a professional guidance for achieving their goals, and exchange thoughts on future plans and challenges. A toolkit, website and workshops have been developed in order to raise the knowledge and capacities related to mentorship among the participants and to promote the mentorship as a concept in wider Serbian society. The entire project was designed and launched thanks to the enthusiasm and voluntary work of the members of the ETC Group. As the need for the project

development and its sustainability raised, in 2013 the project management was transferred to the local partner consisting of two members of the ETC Group, while many other members of the ETC group still actively contribute to various project activities.

Project objectives and purposes

CM aims to promote mentorship as a way of lifelong learning and exchange of knowledge and experience between an established professional, the mentor, and emerging professional, the mentee. The main objectives of the program are:

- Empowerment of future cultural leaders by supporting their personal and professional development
- Affirmation of mentorship as the method for lifelong learning, personal and professional development and exchange of knowledge and experience
- Encouragement intergenerational and intersectorial exchange, communication, and thinking out of the box
- Support to cultural sector and providing opportunities for cooperation and exchange with other fields
- Creation of a community of open, socially responsible and motivated individuals devoted to the development of society based on knowledge, culture and creativity.

The goal of Creative Mentorship is to contribute to the development of Serbian society based on knowledge, culture and creativity by using mentorship as a method of investment in leadership skills of promising and committed professionals in cultural and educational sectors.

Project beneficiaries

Main beneficiaries are young professional from the cultural and creative sector.

Project activities

Each of the CREATIVE MENTORSHIP program cycles actively lasts for a year and enables for about 25 mentees, future leaders in the field of culture from different parts of Serbia, to gain a year-long mentorship support by prominent professionals in various disciplines. CREATIVE MENTORSHIP chooses mentors based on the needs, goals and challenges mentees explain in their applications during the selection process. Through regular monthly sessions during the year, mentors support mentees in achieving their goals, offer professional guidance as well as exchange of perspectives on future plans and challenges. In addition to individual mentoring, program participants are given various trainings on mentorship, personal and professional development as well as workshops on fundraising, coaching, presentational skills, etc. Important parts of the program are also formal and informal gatherings which are opportunities for networking and cooperation among program participants.

Management

PROJECT TEAM consists of three persons which implement “Creative Mentorship” program. Program Manager, Education and Development Manager and Operations and Communications Manager. This team works actively and devotedly on further development and sustainability of the program. The team cooperates closely with ETC group, which initiated the project as well as with Advisory Board, which supports program in its development.

Monitoring and evaluation system

Detailed evaluations and monitoring, includes:

- Evaluations of all workshops done immediately after the workshops, evaluating not only the satisfaction with the content, methods, trainer and organization, but also the key learning outcomes that participants find relevant for their work, as well as the comments and suggestions for improvement. The evaluation shows that participants are

highly satisfied with the educational program – ranking it with average score of 4.8 out of 5.

- Monitoring calls / meetings with mentors and mentees were implemented twice during the program in order to monitor the satisfaction and progress of mentoring couples and support them if needed. The first call was implemented during October and November 2016 with all mentors and mentees and showed that the majority of both mentees and mentors is undoubtedly satisfied with the achieved communication, collaboration and progress, as well as with the relationship with the Creative Mentorship team and its support. Mentees appreciated all three elements of the program: individual mentoring, monthly educational programs and possibility to network and exchange with other participants and alumni. As monitoring of mentees satisfaction and needs was continued primarily via monthly online reports (see below), the second round of calls / meetings with mentors was done in March and April 2017 especially with those who were not able to attend joint consultations, or those who needed our support, who were in communications with us less etc. On this occasion team got key information from the mentors on the development of their relation with mentee as well as potential doubts and obstacles, and supported couples in overcoming those issues by sharing guidance and good practice examples.
- Support gatherings for mentors were implemented in November 2016 and March 2017, in order for mentors to connect better among each other and also share and reflect their experiences, as well as for the team to be able to give general advice and make connections among different experiences. The conversations were just partly moderated by the team members and Olga Svoboda, one of the mentors and CM educational partner. A short video was made to provide mentors with notes from the meeting.
- Monthly online forms for mentees were introduced by the team in November 2016, after the October phone monitoring, in order to provide mentees with means of reflection on mentoring meetings and provide a channel of continuous communication with the team, in order to better and quicker support them. The online form can be accessed here.
- The detailed written questionnaire at the end of the program was sent to participants in

end of May 2017 with responses collected and analyzed in June 2017. This detailed evaluation was done through 4 online questionnaires on the SurveyMonkey platform sent to 4 different groups of Creative Mentorship participants: mentees, mentors, alumni mentees (from 2014/2015 generation) and alumni mentors (from 2014/2015 generation). Alumni mentors and alumni mentees have been approached in order to assess their experience with CM two years after the program and collect longitudinal data on the effects of the program to participants. The questionnaires for mentees and mentors had 4 different areas of assessment:

- Mentoring relationship (topics and areas of joint work, effects of mentoring on different aspects of mentees' as well as mentors' development, number of meetings, etc)
- Knowledge, experience, contacts and cooperation gained through the program from means other than mentoring relationship
- Assessment of the usefulness of different aspects of the program (trainings, workshops, toolkit, website, etc), including the team support, organization and outline of the program
- Participants' future involvement in the program as alumni, through diverse ways of support and recommendation of the program (including the recommendation of the new round of mentors and mentees)
- Preliminary and final narrative and financial report in the mid and after each cycle are evaluated and approved also by the international Advisory Board of the Creative Mentorship.

Obstacles and problems

The main obstacle in the implementation of the project was the issue of what mentor and mentee should do. Not all of the participants understood their roles and what is expected from the relationship. The training and the guidelines are provided for the both groups.

The other issue is the lack of public awareness, a chronic issue following every new initiative.

Problem-solving practices

The wide network of variety of partners provides the good base for the solution of problems.

List of partners

Main sponsors of the program so far have been The Headley Trust, British foundation protecting cultural heritage, local companies SBB and Medicon, Embassy of the US in Serbia. Sponsors have been Titan CementaraKosjerić, Coca Cola Hellenic, Swedish Institute, Embassy of Sweden in Belgrade, Ministry of Culture and Information of the Republic of Serbia, ERSTE bank and the French Institute.

Partners of the program have been Mokrin House, Vizartis, Nova Iskra, Unfold Transformation, British Council, Mikser, Cultural Centre Parobrod and AmCham. Main educational partner is Gi group HR Solutions and educational partners are Pamela von Sabljär, Stella Karl Ćosić and ReljaDereta.

Innovative elements and novel approaches

The mentorship program so far was something related only to the academic community. Creative mentorship is supporting development of practical skills using direct and personal approach. Through the mentoring relationship the mentee:

- develops his/her self-awareness and self-esteem
- creates a better personal and professional development plan
- improves his/her own capacities
- enlarges an existing network of contacts.

Evaluation results

CREATIVE MENTORSHIP is for 5 year now bringing together young emerging leaders in culture and leading professionals from diverse fields, building a community of active, creative,

responsible and open-minded professionals, and inspiring mentorship, lifelong learning, understanding, solidarity and exchange in society.

In 2016/2017 a third generation of 50 mentors and mentees was going through the program, on top of a community of 100 individuals who participated in the 2012/2013 and 2014/2015 program cycles.

So far this project has received significant attention and positive feedback from all people involved in it, and caused a large interest of professionals from numerous fields.

Lessons learnt

There is the great potential in this approach. Matching mentors and mentees from different sectors, creating a personal bond, providing unique solutions for the challenges in personal and professional growth has shown great results.

Success factors

The main success factors is the quality the interactions during the course of the project. Experienced professionals are more and more interested to participate in this program due to the positive feedback they get from the participants in the project. Year by year we will build and inspire a community of open-minded, socially responsible, knowledgeable and motivated leaders committed to developing Serbian society based on knowledge, culture and creativity.

Transferability

This project could be replicated within every business or local community as it requires minimal resources. It is a great way to mobilize the community, share knowledge and experience.

CASE 4

<http://festival.mikser.rs/vesti/>

MIKSER

Background

Mikser is a non-for-profit network of professionals and enthusiasts involved in production of various trans-cultural projects dedicated to development of creative economy in Serbia and the region. Mikser organizes competitions, exhibitions, cultural events, conferences, educational courses and lectures. The results of Mikser's collaborations are projects that establish dialog between contemporary global tendencies and local creative scene and industries.

Problems before implementation

These region share turbulent history over the last 20 years and faces the similar economical and social difficulties towards development of creative scene, industry and audience. The design sector shows the same conditions in the whole region: designers don't engage in continuous professional development and lack the necessary entrepreneurial skills to communicate effectively with business sector and they are not equipped to deal with challenges in the public sector. Despite research demonstrating that design can have an impact at both the micro level of the companies and as a driver of growth at macro level and that design constitutes the greatest proportion of the creative industries in the region, design is under-represented in policies and there is no awareness in different economical and social sectors about benefits of using the design. General public is either not aware that good design can enrich and improve their living either can't afford it since lot of production or offer is not accessible and affordable.

In order to improve the social and economical conditions for design practice and to stimulate wide audience interest in and improve their access to contemporary design it is necessary to create a notion of Balkan Design as a concept of a uniting sense of community within the region by creating synergy and coherence with the aim to foster cultural exchange and economical growth based on innovation and creativity. The regional exchange of ideas and experiences can accelerate development of creative industries and help to realize the vision of the European Commission that "by 2020, design is a full acknowledged, well-known, well recognized element of cultural innovation policies across the Europe"

Preparation

Mikser is a non-profit, cultural organization founded in 2002 in Belgrade, bringing together professionals and enthusiasts in the field of art and design, and to the production of various trans-cultural projects encourages the development of design, architecture and communication as a key instrument for intellectual and economic development of Serbia. Mikser organizes competitions, exhibitions, cultural events, conferences, educational courses and lectures.

Like all good things in life, the exciting process of creating Mikser Festival began spontaneously, naturally developing an independent *Ghost project*, launched with the intention to expose "invisible" home-grown talent in the field of industrial design. By providing practical platform for interaction between designers, companies, media and products, Mikser organization has launched and managed its own festival of creative industry, simply called Mikser Festival.

Mikser has developed a regional network of creative organizations and people with the common vision. In particular, the organizations share a concern that with unifying regional design scene and bringing it closer to the business sector and international audience and market, with strengthening its creative potential by offering additional education and practice to young designers and with widening the audience for the design the project can contribute to the restoration of multi-cultural cooperation in the Balkan region and to the creation of sustainable society.

Project objectives and purposes

Mikser is a platform that facilitates dialogue between the design sector, industry, government and audience to respond to raise both the standard of professional design practice and its use by industry, government and society as a whole. Its collaborative nature serves the purpose of interconnect designers and industry and audience as a catalyst of economical and social change. By advocating design as a strategic tool for innovation and as an enabler of strategic change across society and economy the project purpose is to provide benefit for communities, cities and society in general.

The main goal is to promote design as a relevant factor in building of European sustainable and innovative society and reinforcement of sector's capacity to operate trans-nationally. This will be achieved by:

- Strengthening capacities of design sector to operate trans-nationally
- Testing new business model of regional design networking
- Facilitating cross sector cooperation and production of contemporary design
- Testing new approaches to audience development that stimulates interest in and improve access to contemporary design
- Promoting transnational circulation of design works and mobility of designers
- Offering new educational models and exchange programs for young creative players
- Increasing awareness about the Balkan design scene and its potential on the regional and international level

Fostering cultural exchange

Mikser emphasizes promotion of contemporary design by developing activities to target specific audiences like SME's, general audience or public authorities since increasing awareness and understanding of design involves engaging with a range of different actors. As a result of action mixer, projects that establish a dialogue between contemporary global tendencies and local creative scene and industry.

Project beneficiaries

The main target groups are young creative professionals, entrepreneurs, production companies and SME's, cities and local communities.

Project activities

Mikser Festivalis one of the largest and most influential festivals of creativity and social innovation in southeastern Europe, gathering innovative creative professionals and artists from the region and all over the world, facilitating exchange between progressive global and regional practices. Over the course of nine years, Mikser Festival has established unique multicultural platform that strongly advocates for Balkan culture and creativity, focusing on discovering, nurturing and promoting young Balkan talents from various creative disciplines. Owing to its multidisciplinary approach, Mikser Festival has established itself as an inevitable meeting point for interaction between designers, architects, urban planners, artists, companies, civil society organizations, public institutions, local community, citizens in general and media. Mikser Festival's signature lies in its ability to discover abandoned, underused industrial facilities and transform them into vibrant hubs of creative industries, showcasing that urban revitalization based on innovative ideas and original content is possible in spite of scarce budgets.

MIKSER HOUSE /DESIGN CENTER/presents the balanced mix of educational, cultural, entertaining and commercial activities, in an inspiring converted industrial facility.

The project itself aims at becoming an unique DESIGN AND INNOVATION CENTER, the leading regional hub for exposure of local talents and progressive production in the fields of design, communication, arts, media, etc. Multifunctional concept space contains:

- Design Info Center (source for design competitions, grants, available design positions, etc.);
- Performing space with professional stage and equipment
- Auditorium for professional seminars, trainings and conferences;
- Creative Lab: playground for workshops, competitions and DIY sessions

- Design Mediateque– print and digital sources in the field of product design, lifestyle, fashion, technology, etc.
- Designers club – gathering place for design community, student canteen, café, floating office for freelancers, computer lab, print shop, etc.
- Balkan Design Store: showcasing selection of innovative products by local designers-entrepreneurs who initiated their own brands / platform for continuous communication with designers and real-time feedback from the customers and audience
- Local Design Markets: regular bi-monthly market events gathering wider scope of creative entrepreneurs and massive audience, helping creation of an alternative, authentic market and securing self-sustainability of independent design enterprises.

Balkan Design Network (BDN) is an innovative platform that stimulates and supports the production and presentation of the Balkan design with an aim to demonstrate the benefits of high-quality design for social development, to highlight the value of design for businesses and to promote design to the wide audience. The three main participating organizers: Croatian Designers Association (Croatia), Public Room (Macedonia) and Mikser organization (Serbia) unite expertise and experiences with local and international designers, design institutions and festivals to create a new collaborative venture in European design.

Management

Mikser organization is a private, independent initiative, with a number of strategic partnerships locally and abroad. Mikser Association is a non government organization. There are 12 active members and wide network of members that contribute to the organization frequently, as well as numerous collaborators. Mikser Association doesn't have employees, people are paid by projects or they are engaged as volunteers. Mikser Association initiates and manages all non-for-profit projects such as Mikser Festival, Refugee Aid Miksalište, Balkan Design Network,

Young Balkan Designers and all artistic and educational programs within Mikser House: workshops, exhibitions, lectures, theater performances, humanitarian campaigns, etc.

Mikser House Ltd is an example of SME in creative business which manages premises of Mikser House and its commercial aspects: space rentals, event production, conferences, architectural and design services, etc. Synergy of Mikser Association and Mikser House Ltd is securing the self-sustainable model of socially engaged creative center. Eighty percent of funding for

Mikser's non-for-profit activities comes from self-generated revenue of Mikser House company, while 20% from European funding and grants by International partner organizations, Embassies and commercial sponsors.

Monitoring and evaluation system

The annual accounts and reports on the Association's activities are presented to the members at the convening of the Association's Assembly, while the monitoring and evaluation procedures within the limited company are conducted internally by the board.

Obstacles and problems

Despite all that design still suffers from a lack of understanding in the private and public sectors and therefore raising awareness about design is required to mobilize design resources and realize the potential of the sector for contributing to cultural, economical and social sustainable growth.

Problem-solving practices

As a socially engaged platform Mikser takes a proactive role in pointing out the problems within the society, taking action and mobilizing the public. Mikser uses its public influences to initiate the dialogue, facilitate communication between the partners and push changes into desirable direction much faster. In this process they made a lot of enemies but made even more friends.

The wide network of variety of partners provides the good base for the solution of problems.

List of partners

INTERNATIONAL: Imperial College London / Chapter 4, Cardiff / Nobel Women / Oxfam / Danish Refugee Council / UNICEF / Save the Children / Csilla Von Boeselager Foundation / UN Women / International Center For Migration Policy Development, Vienna / Istituto Europeo di Design, Milan / Design Austria, Vienna / Eurisce, Torino / Co-Design, Stockholm / Kitev, Oberhausen (Germany) / Givrum, Kopanhagen / URBEGO, Brussels / Basurama, Madrid / Mataroa (Greece) / Contemporary Museum of Architecture, Budapest / Pakhuis De Zwijger , Amsterdam / We Love The City, Amsterdam

INTL REPRESENTATIVES IN SERBIA: EU Delegation to Serbia / EUNIC Serbia / Goethe Institute / British Council / Austrian Cultural Forum / French Institute / Cervantes Institute / Italian cultural Institute / Embassies of Israel, Sweden, Greece, Switzerland and Netherlands

REGIONAL: Balkan Democracy Trust / Swiss Cooperation Office in Serbia / Aljazeera Balkans, Sarajevo / Public Room, Skopje / Croatian Design Association, Zagreb / Weekend Media Festival, Rovinj / Oaza studio, Zagreb / D Day design festival, Zagreb / Museum of Architecture and Design, Ljubljana / Kibla, Ljubljana / City of Ljubljana / Fluid, Podgorica / Academy of Art, Sarajevo / Lift organization, Sarajevo / Rukotvorine, Konjic / Gazzda, Sarajevo

LOCAL: Ministry of Culture Republic of Serbia / City of Belgrade / University of Art – UNESCO Chair / School of Urban Practices / Faculty of Architecture – University of Belgrade / Faculty of Applied Arts – University of Belgrade / ALUM The Academy of Fine Arts and multimedia, Belgrade / Metropolitan University / Kolektiv Architecture Gallery / G12 Hub / Nova Iskra / Creative Mentorship / Young Ambassadors / International Tango Festival / BUNT, classic music festival / Yugoslav Drama Theater / Divac Foundation / UNITAS Foundation

COMPANIES: Nordeus / Metalac / Hemofarm / Telekom Serbia / GIR / Ktitor / Red Bull / Coca Cola / Prevent

Innovative elements and novel approaches

Mikser has established a new model of independent and self-sustainable creative hub, in a very discouraging political and economic environment, combining the logic of circular economy, social entrepreneurship and multidisciplinary mix of services and activities in a single transformable multifunctional space.

Innovative mix of creative, cultural, commercial and social roles of an institution under one roof has made a great impact to the local community. Applying expertise of Mikser members in Architecture and Urban design in achieving successful and affordable revitalization of abandoned industrial heritage site into a vibrant urban center.

Evaluation results

The project made a great impact on the creative community in Belgrade and Serbia and the region.

Furthermore, it strengthened the cooperation between the companies, creative community and public representatives. Some of the results in the period of last 5 years include:

Mikser House hosted more than 1500 events in the field of creative sector: 400 music and 180 dance performances; 19 original theater productions with more than 100 performances; 75 literature related events; 40 conferences; 50 public debates and discussions; 240 design markets and festivals; 80 art and design exhibitions, etc.

Above events attracted more than 1.250.000 visitors during 5 years period

Through specially developed design oriented projects, such as Young Balkan Designers, more than 3000 designers participated in open calls, while nearly 200 of them were beneficiaries of YBD travelling and educational programs. Through Mikser's design talent platforms, 855 prototypes have been shown to public. Since its foundation in 2016 Balkan Design Network gathered more than 700 members: designers, design collectives, design schools and design-oriented companies. Mikser organized more than 50 art and design competitions which

showcased and generated visibility and increased job opportunities for more than 500 members of creative community.

This project is also seeking to upgrade professional design sector by implementing activities to enhance the business and entrepreneurship skills of designers and up-skills to cooperate internationally.

Internationally, Mikser has been recognized as a one of main promoters of Serbian creativity and talent, as well as significant catalyst for urban revitalization of entire neighborhood.

Mikser is also very active online with 96.000 followers on Facebook, 10.500 on Instagram and 10.100 on Twitter.

Lessons learnt

Only by ensuring that all components of the system (design promotion, design associations, networks and clusters, the professional design sector, design education, research and knowledge transfer and policy) operate cohesively, design could be a source of competitive advantage for nations and regions.

Design can be force for innovation in Europe, particularly in the context of the paradigm shift away from technological to service and can be a driver of innovation for private sector products, services and internal processes as well as for public sector service renewal and user-centered policy-making. Design, and more broadly, design thinking, can be viewed as a creative problem-solving tool that can be utilized across industries with respect to innovative products, services, processes and even societal challenges.

Success factors

The key to the success of Mikser is persistent and dedicated team with ethic standards recognized by the community.

Transferability

Mikser is already transferring its experience to similar organizations and partners in the region and is invited to present its results on numerous international events and conferences, 20 events only in 2017 so far, more than 100 since the opening of its center in Savamala in 2013. Although Mikser House has closed its location in Savamala, it will open a new place in fall in Sarajevo and assessing several new locations in Belgrade for spring 2018. Mikser is mentoring projects in Skopje, Šabac and Niš and similar hubs could be developed in Ljubljana and Niš.

7. BAD PRACTISES

At this point we will not point out an individual case but rather mention the most common problems. There are a lot of incubators that are in the state of vegetation. Usually they are not a product of a strategic approach to local development but rather a product of one time funding opportunity. These places lack sustainable business model and/or a committed management team. With no root in the business or civil sector community, these places did not find their role in the local ecosystem. The services they offer do not provide enough funds for sustainable operations so they are highly dependent on local administration.

8. CONCLUSION

The main purpose of this comparative local case study is to understand the current situation related to the local innovation environment with respect to the youth entrepreneurship. We have presented three hubs and one initiative that have made the great impact in Serbia. We have demonstrated that there is an emerging community of young innovative and creative entrepreneurs. Their projects and experience could be multiplied as there is a great reaction from the community to their activities.

We have identified three directions of any future effort to improve local ecosystem for young entrepreneurs through Hubs:

Improvement legal framework

State needs to create a predictable financial and legal system that lowers the risk of doing business in the starting phases combined with the incentives such as tax breaks, micro finance instruments, easier international transactions and better state service. Complicated and frequently changing legislative framework and procedures combined with the inert administration are creating an informational gap as well. In such an environment it is hard to predict future expenses, plan financial flows or raise the required capital on time. The shift needs to be made in the overall business culture. Overall rating of Serbia on Doing business list has increased for 7 places showing the effort government to improve the environment.

Better access to information and Skills development

Based on the relevant studies and interviews, lack of relevant information and skills to start and run a business, as well as access to business networks are the major issues related to the individual needs of young entrepreneurs. There is the need for systemized approach in order to enhance abilities of young people in order to develop their potential in the area of innovation and (social) entrepreneurship, new teaching and learning methods are required both in school and outside of schools' environment. Business ethics need to be incorporated in the new skills development with the reference to wider awareness of the role within the community based on the impact that previous mentioned initiatives have made.

Increased mobility

Key challenge is the brain drain that needs to be reconsidered as an opportunity. The increased mobility of young professionals and globalization have made the location of the business flexible. It is time to reconsider the benefits following the certain business activity. These young professional will have the opportunity to work in some of the biggest and most advanced companies in different sectors. They will be able to follow firsthand the global trends, embrace the business culture of successful brands and access the networks of highly skilled

entrepreneurs. No state can create the program that could have such effect to the economy. Instead, the points of contact (hubs) need to be supported with the focus on mobilizing knowledge, links and access to finance with the local business community. The traffic of ideas people and funds need to be liberalized. Changes have to be assessed as positive. We are facing the new age in business and economy where knowledge needs to be assessed flexibly with the constant education and capacity building of all stakeholders in order to follow the world trends. The increasing number of business nomads is the best key to understand the benefits of running the global business locally.

Innovation and tech community is growing with or without state support. As we have seen, the most active organizations are overstretched running their own programs, fund raising and most of them are supporting many other initiatives. Adequate support, coordinated with the key hubs and initiatives could boost the developing startup ecosystem. State and local budgets should be increased for these organizations as they provide the specific knowledge and skills in need. They are most flexible to react on the global demand and opportunities. Some state operators have recognized this trend and increased the funding such as RAS, but still there is a lack of understanding as we are getting fragmented reactions from some municipalities and institutions. Greater attention, from all sectors should be made to opportunities that EU programs offer as they provide the framework for networking, internationalization of business, knowledge sharing and mobility. The support should be synchronized and updated through a constant dialogue between the state administration and key stake holders in innovation, youth and tech community.

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