

# DIPLOMAT OM TERRITORIAL DEVELOPMENT AND MARKETING

UNDP/APPI-UNIVERSITY LOS ANDES-CIRCLE

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## Objectives

The objective of the course is to provide a complete set of knowledge and practical instruments related to territorial socio-economic development issues, with a specific focus on human development and decent work.

It is orientated to form specific specialised professional skills, more and more requested by local administrations, municipalities, regional governments, departments which deal with local development, labour offices, chambers of commerce, universities, private sector, other public institutions, NGO's, for facing the new challenges for providing jobs and welfare at local level.

Colombia is looking for new socio-economic pattern for facing the close opening up of the economy within the global scenario, and it is piloting new models focuses on territorial economic strategies and development, particularly through a partnership with UNDP and the APPI programme, that will operate in some regions of the country.

The idea is of carrying out a Diplomat on the issue, involving about 40 participants, from 4 regions, local administrations, universities, and the private sector, the oncoming Local Economic Development Agencies, for:

- a) strengthening the capacity of the participants in their operational delivery;
- b) providing framework and tools for the diffusions and replication of the diplomat at regional level, through the intermediation of the participants.

## Methodology and implementation

The Diplomat will utilise the expertise and the installed capacity of UNDP-APPI in implementing it. In particular, it will be supported by the **CIRCLE** (Centre for international and Regional Cooperation on Local Economy)<sup>1</sup>, and its network of academic excellence, with consolidated experience in capacity building in developing countries.

The Diplomat will be realised through 7 weekly modules (one module about each month), each one of them focused on a particular issue.

Each module will have a main animator, who, when international, is accompanied and supported by a national professor, who contextualises the global approach to Colombia.

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<sup>1</sup> CIRCLE is a center promoted by UNDP, the University Federico II of Naples and the Campania Regional Government for providing international services on local economic.

The modules will always have a theoretical introduction, accompanied by practical finalisation for setting up appropriate working tools.

### Contents

The Diplomat will be focused on three main issues:

- 1) Basic concept and results from the international experience on TED for facing globalisation (module 1 to 3)
- 2) The governance of territorial socio-economic systems for enhancing competitiveness and reducing poverty (module 4 to 6)
- 3) The territorial marketing and its instruments (module 7).

- Module 1: “Territorial Economic Development and Globalization”.

Indicated International Professor: Antonio Vazquez Barquero of the Autonomous University of Madrid.

Indicated National Partner: Luiz Mauricio Corbo y Humberto Serra

*Duration: 4 days (32 hours)*

*Main objective: to provide the knowledge and the tools, which facilitate the conceptualisation of the processes of local economic development in the times of globalisation. These will be useful in the analysis of the economic dynamics and for building up and managing local development initiatives. The module aims at initiating a discussion with the participants on the reasons why policies based on the use of the endogenous potentials are a useful tool for triggering and accompanying development processes in times when the economies of every area are more and more integrated among each other at all levels, national and international, when the development of areas are strongly inter-related.*

- Module 2: “Strategies and Governance for Territorial Economic Development”,

Indicated International Professor: Francisco Alburquerque Llorens, University of Seville

Indicated National partner: Prof. Raul Zanabia y J.C. Montes

*Duration: 5 days (40 hours)*

*Main objective: to provide adequate know-how to the trainees on how to identify and realize strategies for local economic development in the territories where they work and live. It analyses different scenarios for competitiveness and stimulates a discussion on what kind of economic structure is more adequate for the local context, according to the international experience, in order to face the strategic planning exercise (providing*

*operational tools as well). Finally analysing the European experience, the module intends to provide basic knowledge on the modalities for governing processes of territorial development, mainly through participatory and partnership approaches.*

- Module 3: Policies, Instruments and Perspective for Territorial Economic Development in Colombia

Indicated National Professor: To be defined

National Partner

*Duration: 4 days (32 hours)*

*Main objective: to provide information and acknowledgement about the current policies in Colombia for supporting TED, also through witnesses from representatives of national departments of Industry, Agriculture, and Labour. The participants will compare this pattern with what learned during the previous lessons and discuss it. The idea is of learning how to utilise the current opportunities for best applications at local level.*

- Module 4: “Collective Knowledge and Territorial Development”

Indicated International Professor: Sergio Boisier, Catholic University of Chile

National Partner: to be defined

*Duration: 4 days (32 hours)*

*Main objective: To stimulate the discussion about the relationship between development and territorial complexity. Key elements such as inter-connection, interaction, collective action, reduced geographic dimension, large virtual dimension, constructivism, and inter-subjectivism will be analyzed, in order to provide instruments for creating the collective capital needed for improving the collective (codified and hidden) knowledge system, and enabling innovation.*

*Ten categories will be discussed: cognitive capital, symbolic capital, cultural capital, social capital, civic capital, institutional capital, psychosocial capital, human capital, media-related capital, and synergetic capital.*

*Finally an exercise on how to use these categories in the practical local context will be facilitated.*

- Module 5: “Cultural Factors and the Social Capital for economic territorial development.”

Indicated National Professors: Molina, Davia, Zambrano

*Duration: 5 days (40 hours)*

*Main objective: to provide knowledge about the importance and the role of local cultural elements, such as identity, sense of belonging to the history and the territorial environment. The relationships between certain universal values such as freedom, democracy, justice, peace, solidarity, quality (or equity or the absence of discrimination), ethics, aesthetics, heterogeneity and alterity, without which development in general would be unthinkable, and another set of singular values, peculiar to the territory in question, which are values intrinsic to identity, which provide inner unity and distinguish and separate from what is outside, will be introduced. Policies and instruments for inducing the creation or the enforcement of the local social capital will be illustrated and discussed, in order to enhance ownership and cooperation. Relationship between the local education and economic systems will be faced as important vehicle for improving self-reliance, confidence, cooperation and adequate entrepreneurship models. Techniques for group decision making and group conflict resolution will be provided.*

- **Module 6: “Territorial Competitiveness and Social Inclusion: the Local Economic Development Agencies”.**

Indicated International Professor: Giancarlo Canzanelli, CIRCLE-University of Naples

National Partners: Prof. Carlos Zorro

*Duration: 5 days (40 hours)*

*Main objective: to provide knowledge and instruments for combining competitive strategy with social inclusion and poverty reduction objectives. The competitive advantage adopting a resource-based approach based on their unique and inimitable historical background of local resources and specificities will be approached, as result of the endogenous potential Analytical tools for assessing vulnerability and orientating action accordingly will be provided. Through a schematic review of the theoretical approaches, territorial competitiveness is addressed, and chains of values will be built, according to the areas where the participants come from. Finally a discussion is stimulated, based on the international experience, on the most appropriate service system for enhancing territorial human development in the local context, such as the local economic development agencies promoted by United Nations. Tools for creating and developing self-sustainable agencies will be provided*

- **Module 7: “Territorial Marketing”.**

Indicated International Professor: Enrico Valdani, University Bocconi, Milan, Italy

National Partner: to be defined

*Duration: 5 days ( 40 hours)*

*Main objective: provide knowledge and best practices on territorial marketing and instruments, considering the territory as a learning organisation competing in the knowledge economy. The use of territorial strategic marketing logics and instruments based on the concept of a place as a cognitive system competing in the context of a knowledge economy will be analysed, as a place, that, like a company offer products on different markets to specific customers, and it is involved in a situation of growing competition that imposes the need to construct, defend and increase their competitive advantages.*

*Marketing logics, analytical techniques and tools to satisfy the interests of its major stakeholders while increasing its attractiveness to external reference publics, will be introduced, also through best practices in Europe. Management instruments whose priority concerns are to analyze needs, formulate supply policies designed to satisfy them, and develop instruments capable of offering competitive advantages will be discussed, and among them: 1) planning the most suitable mix of territorial goods and services; 2) creating incentives for the users of these products/services; 3) improving access to territorial products/services; 4) promoting and communicating the image and values of the place in order to ensure that potential users are aware of their advantages; 6) using the local human capital for marketing.*

	<i>Module</i>	<i>Sessions</i>
1	Local economic development theory and models in the globalisation scenario	1. Globalisation and economic dynamic in the national context: the decentralisation issue 2. Local response to global challenge 3. Why “local economic development” 4. Policy and management for local economic development
2	LED Strategies and instruments	1. Economic development and territory: the position of the national and local system in the international context 2. Organisation models of production: different competitive advantage 3. Objectives of a strategy for local economic development 4. Methodology for elaborating a LED strategy: analysis and planning 5. Instruments for implementing the strategy: governance, endogenous potential, ADEL, and SMME’S. 6. Executing strategies: exercise on strategic planning
3	Policies, Instruments and Perspective for Territorial Economic Development in Colombia	1. Current policies in Colombia for supporting TED. 2. Specific tools from national departments of Industry, Agriculture, and Labour 3. The UNDP strategy 4. Comparative analysis
4	Collective Knowledge and Territorial Development	1. Relationship between development and territorial complexity. 2. instruments for creating the collective capital and the collective knowledge system, 3. Analysis of key elements adapted to the areas of the participants 4. Basic categories for the development of the territorial knowledge system 5. Applications

5	Territorial Governance: the Cultural Factors and the Social Capital	<p>1. The role of local cultural elements, such as identity, sense of belonging to the history and the territorial environment.</p> <p>2. Policies and instruments for inducing the creation or the enforcement of the local social capital ownership and cooperation</p> <p>3. Relationship between the local education and economic systems: self-reliance, confidence, cooperation and adequate entrepreneurship models.</p> <p>4. Techniques for group decision making and group conflict resolution will be introduced.</p>
6	Territorial competitiveness and social inclusion	<p>1. Territorial competitiveness: concept and models</p> <p>2. The ESCP methodology: identification of the exploitable, sustainable, and competitive potential</p> <p>3. How to build the chain of value correspondent to the ESCP</p> <p>4. The inclusion of the vulnerable population in the competitive territorial system: the economic animation.</p> <p>5. The local economic development agencies in the United Nation experience.</p>
7	The territorial marketing	<p>1. Introduction to the territorial marketing concept</p> <p>2. Territory as a learning organisation competing in the knowledge economy: how to construct, defend and increase their competitive advantages.</p> <p>3. Marketing logics, analytical techniques and tools</p> <p>4. Management capable of offering competitive advantages</p> <p>5. Communication in marketing</p>