



**INTEGRATIVE STRATEGIC PLANNING AND DESIGN FOR  
THE STRENGTHENING OF IDENTITY AND CULTURAL  
TOURISM IN THE DANUBE CITIES - **SMEDEREVO****





# **INTEGRATIVE STRATEGIC PLANNING AND DESIGN FOR THE STRENGTHENING OF IDENTITY AND CULTURAL TOURISM IN THE DANUBE CITIES - SMEDEREVO**

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## **PARTICIPATORY WEB-GIS PLATFORM TO SUPPORT COMMUNITY-LED LOCAL DEVELOPMENT OF CULTURAL TOURISM IN SERBIA**

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# **PARTICIPATORY WEB-GIS PLATFORM TO SUPPORT COMMUNITY-LED LOCAL DEVELOPMENT OF CULTURAL TOURISM IN SERBIA**

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### **ABSTRACT**

Community-Led Local Development (CLLD) is recognised as fundamental for achieving social, economic and environmental goals of Horizon 2020 Strategy. Recognising the importance of its place-based dimension of development, it promotes process of “territorialisation” perceived as co-production of society and environment, in which both have agency. Therefore, it implies implementation of an integrated community collaborative research and action in the process of discovering and innovation of the sustainable economic trajectories. The CLLD concept is implemented within the EU territory throughout LEADER Programme and the implemented local initiatives were evaluated as very successful. However, operationalisation of the concept of territorialisation and CLLD present a methodological challenge. In the context of the Republic of Serbia, due to the initialised EU pre-accession process, Leader Plus program was initiated. However, in spite of the several very successful pilot initiatives, this program did not reach the expected success. One of the main reasons identified was insufficient capacities to perform and implement collaborative research process at a local level, as in the case of Smederevo. As a consequence, the cultural tourism territorial resources are not used in its full capacity. This research focuses on the exploration of possibilities to build up local capacities with a view to improving cultural tourism offer through a participatory Web-GIS platform.

### **KEYWORDS:**

Territorialisation; Community-Led local development; collaborative action research; community action; Participatory Web-GIS platform

## 1. **COMMUNITY-LED LOCAL DEVELOPMENT FOR THE SUSTAINABLE REGIONAL ECONOMIC TRAJECTORIES**

The current debate on local development highlights the importance of its place-based dimension, recognizing that local development is much more framed by endogenous forces than by exogenous factors (Stimson et. all, 2011). This approach has been translated into European Union (EU) policies and regulations with the concept of Community Led Local Development (CLLD). The assumption is that CLLD concept could be an instrument to mobilise and deeply involve local communities and organisations to contribute to overall effort to achieve the Europe 2020 Strategy (EC, 2010) goals of smart, sustainable and inclusive growth fostering local territorial cohesion toward socio-economic regional policy objectives. The approach is based on the concept of a new understanding of the process of "territorialisation" perceived as co-production of society and environment, in which both have agency (Dessein et. all, 2015; Battaglini et. all, 2015). It refers to "a process in which communities (although in unbounded networks) perceive the specific nature and characteristics of their place, attribute symbols to resources and to local peculiarities, and reify structure and organise space."(Lummina et. all, 2015, p. 6). In these terms, the concept of territorialisation describes the local dynamics and processes in the context of regional development, driven by collective intentionality and stretching beyond localities and geographical or administrative boundaries. Therefore, CLLD implies implementation of the integrated community collaborative research and action in the process of discovering and innovation of the sustainable economic trajectories.

A collaborative research can be generally be defined as "researchers working together to achieve the common goal of producing new scientific knowledge" (Anaquot, 2008, p. 1). In more narrow sense, it is "a research effort done by research groups from different disciplines (interdisciplinary collaboration), either belonging to the same country (national) or several countries (international)

or it may be a parallel research effort by groups from different countries applying the same protocol across various locations or a combination of the above." (Katsouyanni, 2008, p. 1). In theory, the key components for the collaborative research (with multiple and diverse stakeholders) as defined, are: inclusion, participation, individual and collective action, social change and empowerment (Kirby et. all, 2017). The basic premise of collaboration in any initiative is that collaboration supports relational exchange and production of new knowledge contributing to increased productivity, better problem-solving, better communication and improved human capacities. It is assumed that collaboration increases the probability that the knowledge, skills and techniques required will be available within the collaborators, and the time spent learning information or skills is minimized (Anaquot, 2008). Collaboration in research usually happens between individual researchers on specific topic and through team collaboration in research projects, but it can also exist in forms of community and network collaboration. In team research collaboration - focus is on task, the members of the group are known, there are clear task interdependencies, expected reciprocity, and explicit time-lines and goals.

In community research collaboration, on the other hand, although there is a shared area of interest, people share and build knowledge rather than complete specific projects. Truly collaborative research in community "involves respecting and understanding the participants and recognizing the knowledge and capabilities of the local people who can work with researchers to obtain analyses and solutions"(Anaquot, 2008, p. 2). This form of collaboration is of particular importance for relating science and innovative approaches to regional development. It refers to how differently - situated stakeholders (researchers, policy makers, practitioners, impacted communities, etc.) may come together in productive and well-integrated ways to address the different dimensions of the challenges in relation to development (Gonsalves, 2014). Links between participants in collaboration can exist on wide spectrum between weak and strong. In both research

and policy support for collaboration in research, it is assumed that continuity in collaboration matters for both strengthening scientific and interpersonal links and that both elements contribute to the quality of research outcomes (Henderson, 2002; EC, 2010). Collaboration in research can vary in its size and structure, and be of a formal (funded, collaborative research projects) and informal nature. It is performed in real life forms (conferences, presentations, meetings, workshops...) or as virtual collaboration (virtual ambience for conferences, presentations, meetings...). Groups and networks can vary in size and can have inter/trans-disciplinary, intercultural, academia-practice, national - international structure. Viewed as fundamental for innovation, heterogenic collaborations are widely supported in research programs. But, literature review reveals difficulties in conducting the research projects that are based on the problem of knowledge translation between disciplines and cultures (Katz & Ben, 1997; Jari et. all, 2006). The literature on collaboration in research also examines the role of communication and the effects of physical and social proximity and acknowledges that spatial proximity seems to encourage collaboration since it tends to generate more informal communication (Katz & Ben, 1997). Although development of ICT made it possible through variety of devices and tools to overcome physical distances in collaboration, physical proximity still matters especially for the collaborative research in social sciences, which aims to contribute to regional development.

In relation to EU development, collaborative research is recognised as fundamental for achieving social, economic and environmental goals, and funded by European Commission through the Framework Programmes (1-7) and Horizon 2020. Expected outputs express how the value and importance of collaborative research projects is perceived in the EU and include: Human capital development; Research infrastructures, Partnerships & international openness, Outputs for knowledge transfer, Early outputs for subsequent innovation, Outputs for research or market integration, Closer to market outputs, Outputs for wider society, Policy outputs (EC, 2010; EC, 2010).

## **2. OPERATIONALISATION OF COMMUNITY-LED LOCAL DEVELOPMENT**

Operationalisation of the concept of territorialisation and CLLD presents a methodological challenge. The CLLD concept is implemented within the EU territory throughout LEADER Programme targeting development of small municipalities whose territorial capital is spread-out throughout urban-rural continuum (ENRD, 2018). The CLLD is a "term used by the European Commission to describe an approach that turns traditional "top down" development policy on its head. Under CLLD, local people take the reins and form a local partnership that designs and implements an integrated development strategy. The strategy is designed to build on the community's social, environmental and economic strengths or "assets" rather than simply compensate for its problems. For this, the partnership receives long-term funding - and they decide how it is spent." (EC, 2014). The application of the principles of CLLD have spread over the last twenty years, from a small cluster of 200 pilot LEADER projects to around 2600 partnerships covering nearly all rural Europe areas (EC, 2014). The implemented local initiatives were evaluated as very successful in the cases when and where CLLD approaches work well, and underline how they contributed adding the value to national and regional programmes. The experiences underline main benefits of CLLD concept on a local level (EC, 2014):

1. **CLLD PUTS PEOPLE IN A POSITION TO PERSONALLY EXPERIENCE A DEVELOPMENT CHALLENGE.** Strategies are designed and projects are selected by local entities. This is the most distinctive feature of CLLD and its greatest advantage. Compared to other classical local approaches, the people who were previously the passive "beneficiaries" of a policy become active partners and drivers of its development.
2. **CLLD STRATEGIES CAN RESPOND TO GROWING DIVERSITY AND COMPLEXITY.** This diversity is often described as a cornerstone of the European

social model but the challenge is to find ways of conserving it and transforming it into an asset rather than a liability. In certain areas, differences between countries and regions are growing and it is increasingly difficult to deal with them through standard policies conceived from above – even if they are delivered through a local level.

3. CLLD STRATEGIES CAN BE MORE FLEXIBLE THAN OTHER APPROACHES. Some public authorities are concerned that the delegation of certain decisions to local partnerships can make the delivery of CLLD too complex. However, CLLD has been made simpler and more versatile by allowing it to be programmed under one “thematic objective”, while at the same time allowing it to be used to achieve any or all of the economic, social and environmental goals of the Europe 2020 Strategy. Similarly, the activities supported under CLLD do not have to be bound to the standard measures described in the programmes, as long as they are consistent with their overall objectives.
4. THE SCOPE OF CLLD HAS BEEN BROADENED TO ALLOW LOCAL STRATEGIES TO FOCUS ON SENSITIVE OR COMPLEX CHALLENGES like social inclusion, climate change, the segregation of Roma and other disadvantaged groups, youth unemployment, urban deprivation, urban-rural linkages and so on.
5. CLLD BUILDS ON LINKAGES BETWEEN SECTORS AND ACTORS IN WAYS THAT HAVE MULTIPLIER EFFECTS ON LOCAL DEVELOPMENT AND ON THE MAINSTREAM PROGRAMMES. CLLD strategies should not be seen as islands separated from other programmes. On the contrary, they are also tools for enhancing the results of national and regional rural development programmes and sustainable urban development strategies financed under Article 7 of the ERDF Regulation. As such they can form part of or work alongside other tools including Integrated Territorial Investments (ITIs).

6. CLLD IS ABOUT INNOVATION AND ACHIEVING RESULTS THAT BRING ABOUT LASTING CHANGE. The first step usually involves building the capacity and resources of local communities to take initiative. CLLD can also be used to cover some of the small scale investments in infrastructure that are pre-conditions for innovation and further development. But these are generally a means to an end. The participative, multi-stakeholder approach of CLLD leads to a different “demand” or “needs-led” way of looking at challenges, which connects the experience of users to the more specialised knowledge of different types of providers. CLLD can go beyond the “usual suspects” to generate new ideas and finance the small “seed” and pilot projects required to test these out in practice.
7. PARTICIPATION IN CLLD OPENS UP ACCESS TO A LARGE AND GROWING EUROPEAN NETWORK AND BODY OF EXPERIENCE. Over the last 20 years, the existing LEADER and FARNET partnerships, and many EU, national and regional networks, have developed a significant number of methods, guides, toolkits and case studies, which can be of great help to new partnerships. As mentioned, international organisations like the World Bank also have a long experience and have developed many useful methodological manuals.
8. CLLD IS A FINANCIALLY ATTRACTIVE TOOL FOR CARRYING OUT LOCAL DEVELOPMENT. The European Commission recognises that local development is a long term process, which normally lasts several funding periods, and it recommends an equally long term financial commitment to building community capacity and assets. Local partnerships are, therefore, not seen as one-off projects which are simply disbanded at the end of a funding period, but part of a process to put communities on a more sustainable path.

In the context of the Republic of Serbia, due to the initialised EU pre-accession process (RS, 2008), Leader

Plus program was initiated providing start-up financing, professional support services, connections to networks across the rural communities and social sectors, and a platform for people dedicated to sustainable development of the rural areas (Leader+, 2018). However, in spite of the several very successful pilot initiatives this program did not reach the expected success. One of the main identified reasons was insufficient capacities to perform and implement collaborative research process at a local level. Above that, another very specific constraint is identified. It is the hierarchical governance construct and the "culture" of centralised and executive territorial management that was predominant in the last more than twenty years of post-socialist transition period. As a consequence Serbian local communities often become passive waiting for the "top" directive or support.

In that context, the new Italian - Serbian bilateral research program was initiated with the aim to identify and construct a CLLD - intervention model on the regional sustainable development paths in Serbian regions through the implementation of a proactive participatory Web-GIS platform providing a valuable interface between firms, communities, authorities with solution-oriented innovative approaches in a public and participatory dimension (Battaglini, 2016) (Đukanović, et al., 2017) (Živković et al., 2018).

Main aim of this policy- focused research was place-based identification and construction of a CLLD model of intervention on the regional sustainable development trajectories that will enable (Battaglini, 2016):

1. Analysis and mapping of regional territorial characterisation and local heritage dimensions through the interpretative perspective of Territorial Capital (TC).
2. Identification and mapping of the perceptions meanings and values attributed to TC by the local institutions and communities.
3. Identification and mapping of the main strengths and weaknesses, opportunities and threats of CLLD's

sustainable development paths of these regions in order to further promote bilateral economic and commercial cooperation between regions.

4. Analysis and clustering the identified agricultural and tourism good practices towards the adaptation and mitigation of the Climate Change impacts, environmental protection and place - based development.
5. Analysis and clustering good practices of environmental and sustainable development governance cases collected at the policy level.

The overall objective of the research was to: - support Local authorities, communities and companies' strategic visions and policies with "decision aiding" data, instruments and tools in the perspective that local territorial development will depend on the capacities of the entire community to offer different opportunities based on their own social, economic and environmental conditions and options, - valorise the local milieu and the cultural and economic potential of the territories for inhabitants, firms and visitors, - inform the Italian and Serbian tourist and agri-food companies wishing to operate in the regions involved in the project. Learning on the previous experiences of pilot Territorial Information Systems (TIS) initiatives implemented on a Serbian local level (UN-HABITAT, 2008; Lalović, 2008) and the TIS (participatory Web-GIS platform) model developed upon (Lalović, 2013), research on CLLD intervention model was performed on a territory of Zlatibor and Eastern Serbia Regions, resulting with the concept of participatory Web-GIS platform to support Community-Led Local Development.

According to the general territorial analysis of Smederevo, in case of this particular research of Danube regional networking on the cultural tourism development, it was recognised that this developed concept could significantly contribute to the overall objectives of Danube strategy. Additionally it could bring significant changes in local capacities for cultural tourism resources management. Therefore, the concept of participatory



Web-GIS platform to support Community-Led Local Development was implemented through master project researches examining possible impacts and outputs in the field of cultural tourism development.

### 3. **PARTICIPATORY WEB-GIS PLATFORM TO SUPPORT COMMUNITY-LED LOCAL DEVELOPMENT CONCEPT**

The key principles and governance tasks necessary to develop information support to local territorial development were derived within the previous research of the development of the TIS model to support to sustainable development in Serbia (Lalović K. , 2013). They represent the result of the induction of the content analysis of several international documents that define the standards of good governance practice and modern concepts of urban planning for sustainable development (UN-HABITAT, 2007; 2010; ESCAP, 2011; Lalović , 2013) and in this research were taken as starting, general position of the conceptualisation. Here, we will underline key principles of territorial information support to community collaboration processes (Lalović, 2013):

- INFORMATION ON THE TERRITORY IS AS PUBLIC GOOD AND IT IS AVAILABLE TO ALL DEVELOPMENT ACTORS\_ The essential prerequisite of effective participation and informed decision making is quality information on the territorial capital and its transformative processes through time. Therefore, it is of particular importance to ensure public information availability on the territory without any special conditions.
- DATA AND INFORMATION ON THE TERRITORY ARE INTEGRATED\_ This principle is closely linked to the standards of integrated planning and operation through partnerships of the public, private and civil sectors toward subsidiarity and responsibility decentralization on all social development entities. Efficiency in achieving the consensus and further effectiveness of decisions made directly depend on the territorial information integration in terms of

relational logic, not simple collection in one place, which effectively supported with GIS technologies.

- QUALITY AND ADEQUATE INFORMATION SUPPORT TO TERRITORIAL COGNITION IMPLIES DECENTRALIZED, OPEN TO GROW AND CHANGE, FLEXIBLE TO EXPLORE KNOWLEDGE BASE\_ Ensuring adequate and quality information to support sustainable territorial governance is a challenging task due to constant, more or less intensive territorial transformations through the time. It is widely considered that this task is only possible to achieve with the support of the ICT. Considering the issues of enabling the participation this kind of digital knowledge base has to support very complex social communication and cognitive processes. Experiences in the field of building and formalizing such complex knowledge bases favour the decentralization of data collection procedures, using participatory web GIS applications. In the case of local territorial information systems, this means locally coordinated data collection activities from various sources, which, in addition to the public sector as a "data producer" implies the involvement of the civil and private sectors in the information production process.
- TERRITORIAL INFORMATION IS RELIABLE, ACCURATE, HORIZONTALLY AND VERTICALLY COHERENT\_ It is of particular importance that decision making in the process of territorial development is based on as accurate, up-to-date and reliable information, as a prerequisite for the rule of law, public and environmental safety and market accountability. Therefore, it is necessary to provide information quality monitoring. It implies the documenting of the acquiring knowledge procedures, which is publicly transparent and therefore subject to critical review.
- TERRITORIAL INFORMATION ENABLES MONITORING AND EVALUATION OF CHANGES\_ International sustainable policy makers and

broad scholar community insist that an increase in efficiency is not possible without constant monitoring of the plans implementation, context changes and achieved outcomes. Additionally, the increase in effectiveness is impossible without the implementation of procedures of both formative and summative evaluation. This means that modern information support must provide all these functionalities with mandatory periodic public dissemination of the commonly defined indicator sets of statuses.

- INFORMATION ON THE TERRITORY IS TIMELY AND EASY ACCESSIBLE, PRESENTED IN A COMPREHENSIBLE AND EASY TO EXPLORE WAY\_ Achieving the highest standards of comprehensibility of information services to the needs of users is very important, as it directly affects the efficiency and effectiveness of the communication process, achieving common understanding and increasing the chances of achieving consensus. This principle is in direct relation with achieving the efficiency and effectiveness of planning / managing sustainable development, emphasizing an important aspect of a strategic approach to sustainable development that relates to the importance and validity of the methodological approach from the visionary position.
- INCREMENTAL DEVELOPMENT OF TERRITORIAL INFORMATION SYSTEMS - "STEP BY STEP" \_This task is in direct relation with the requirement that information support provide timely, easy access to data and information, comprehensible and tailored to the needs of citizens, but also with the requirement that the whole process of information support development as one of the key components of development also be sustainable. Achieving results on all previously defined tasks is a kind of process of social transformation and requires time, continuous operation and careful programming of the steps so that the one can, without great pressure, evolve to a higher level. In this sense, a number of world experiences point to the need for incremental

approach, the strategic development of information support, with a defined vision, but step by step (cyclical, with qualitative and quantitative progress in each one), problem oriented and integral.

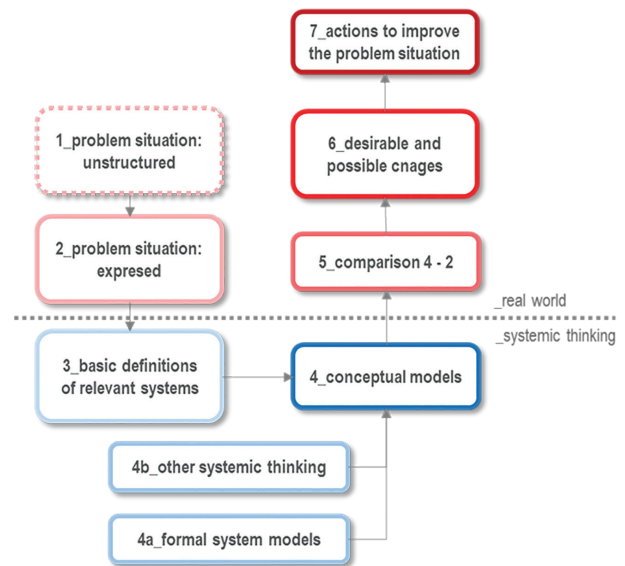
### 3.1. Methodological approach

The basic methodological approach to the implementation of this research is based on Soft System Methodology (SSM) approach (Checkland & Poulter, 2006; Reynolds & Holwell, 2010). It originates from the field of organisational and management science. Traditional approaches to organisational management tend to foster expert consulting approach. However, this approach proved to be non effective in the application areas of strategic thinking, innovation and change management (Hindle, 2012), such as development of local Web-GIS platform to support CLLD. In support of this thesis, we underline the experience of six Pilot Territorial information systems project implementation in municipalities of Serbia where SSM methodological approach had to be implemented in order to ensure effective results and sustainability of the developed information support (UN-HABITAT, 2008; Lalović, 2008; Lalović, 2013). The main problem with the expert approach "stem from the unique and complex nature of many organisational situations, the need for continuous month-by-month innovation by most organisations (rather than intermittent one-off projects) and the need for effective implementation of new ideas by the employees" (Hindle, 2012). Therefore, since the goal of this research is set to support new innovative and long term sustainable local community organisational practice (in this case informed communication and collaboration) we decided to apply the alternative SSM approach.

Often labelled as a "process approach" (Hindle, 2012), SSM was developed within the organisational development community arguing that the effective results could be reached if participants within an organisation are facilitated to innovate their own processes and solve their own problems, and that this capability should become established within the culture of the organisation in

order to provide long term sustainability. The SSM actually represents facilitated modelling approach, an action learning process that support the work of groups of diverse composition in order to help them address complex problem situations in a variety of organisational domains (Hindle, 2012). It is based on a holistic analysis of the way of understanding the situation of those involved in the problem and then applying the methods of systemic thinking (in response to the limitations in the reductionist and narrow technical approach to problem solving) in the conceptual modelling (Hutson, 1993; Duan & Cruz, 2011) of the human activities and relationships to achieve a common goal (Checkland, 1998). The SSM approach integrates thinking about socially and politically feasible operational logic in order to improve the situation and it implies a constant analytical “switching” between the real world and the conceptual thinking of the world (Checkland, 1998; Lalović K. , 2013). It consists of the seven process phases ranging from the explanation of an unstructured problematic situation through the creation of ideal or conceptual models of human activities that would help to improve the situation, which are then comparatively analysed in relation to the problem situation, in order to identify the desirable and feasible changes (Fig. 1).

However, the application of SSM approach within the specific local/regional governance organisation as in this case, puts this particular research in the group of the critical action researches (Davis, 2008). CLLD concept of territorial governance organisation implies optimisation of variety of stakeholders’ interests and common organisational behaviours. Therefore, the critical action research is necessary for governance innovation, because it represents a form of social inquiry whose central theme is problematization of local community organisational knowledge, which is not only a matter of representing and explaining reality, but a social phenomenon itself, which has material-constitutive relations with personal identities, social practices, institutions, state and political structures, including the knowledge produced by researchers through the self-reflex component (Carspecken, 2008).

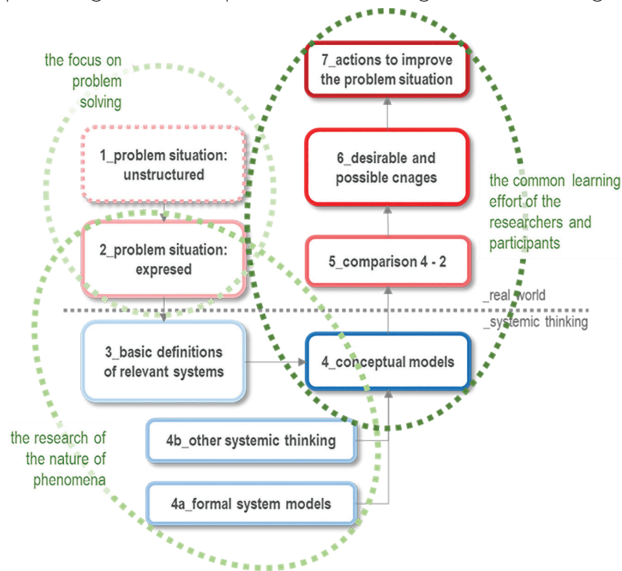


**Fig. 1:** Phases of Soft System Methodology according to Checkland (1998), (Lalović K., 2013)

Since the development of participatory WEB-GIS platform for the specific territories in Serbia aims to produce the concrete utility CLLD instrument, ideally, the methodological process of its CONCEPT development would be carried out through SSM approach within the community-based research (Finley, 2008) characterized by three key features: - the focus on problem solving, - the research of the nature of phenomena, and - the common learning effort of the researchers and participants (Fig. 2).

However, in this case the expected result is more complex. It should lead not only to an organisational improvement, but also to an innovative governance cultural change (Hindle, 2012). Accordingly, we argue that the process of the participatory web - GIS platform conceptualization through SSM in the ideal case should be realized through the methodology of a community-based critical action research (Davis, 2008): 1) recognition and articulation

of the social problem, 2) convening all stakeholders, 3) determining the scope of research and the desired type of social change, 4) selecting a joint research team, 5) programming research, defining research questions and methods, 6) training research associates, 7) guiding exploring and analysis, 8) reporting on the findings in an accessible manner to all stakeholders, 9) identification of an independent body for monitoring and evaluating the quality of research, 10) conduct the research through planning further steps and monitoring of social change.



**Fig. 2.** Soft System Methodology performed through community-based research key features by (Finley, 2008)

As the subject of work is defined broadly - participatory Web-GIS platform, trying to cover as wide as possible range of complexity of European local/regional territorial CLLD governance situations throughout the focused regions of Serbia, implementation of the community-based critical action research model (Lalović, 2014) could not be implemented at full intensity within this preliminary studies of Smederevo.

### 3.2. Social action necessary to enable CLLD participatory Web-GIS platform development

Starting point is initialisation of a local public (TIS) territorial information system. The emphasis on the word "system" marks the importance of a systematic and deeply thought-out approach to this task and is closely linked to local leadership competencies: the ability to represent local interests, communication and facilitate the linking and forming of partnerships (UN-HABITAT, 2005). These competencies are considered the most important and in the same time most complex, because they are related to the fundamental values of representative, collaborative and deliberative democracy. The public TIS plays a key role as an instrument of sustainable development. It contributes to the widest dissemination of knowledge and the creation of public opinion on issues of sustainability. In operational terms, the development of TIS implies enacting the information strategy, programs and action plans in achieving excellence of public information at all levels of government. The choice of means and "language" of public information directly depends on the specificity of the cultural context in which it is being implemented.

From the point of meaning, this system/platform should support following social processes that would enable collaborative research within the community:

- FOSTERING INTEGRAL TERRITORIAL INTELLIGENCE\_ This task is the most complex. The first level of complexity is generated at the level of the meaning of the term "integral" which is interpreted in different ways from different disciplinary and cultural perspectives (Hamilton M., 2006). Secondly, the complexity is generated on an operational level since it implies implementation: 1) Object-Oriented Relational Geodatabase, 2) Development of distributed model territorial data bases, and 3) Collecting quantitative and qualitative data about the territory, which tasks are not recognised commonly within the Serbian context.
- FOSTERING TERRITORIAL NETWORK (MESHWORK)

AND INQUIRY INTELLIGENCE\_ It means, firstly, the process of identifying and analysing the structure of stakeholders in the local community, including vulnerable groups, and then networking them in order to raise the level and intensity of engagement in nurturing the community values. Experience shows that these processes often occur informally, often leaving those with weaker powers outside the process (Hamilton M. , 2006; Hamilton M. , 2008). Overcoming these problems is considered to be the governance task and depends on leadership skills (UN-HABITAT, 2005). Experiences show that systematic support to the social networking contribute to the development of community inquiry intelligence by increasing the intensity of social interaction and information exchange, contributing to the social capacities by encouraging reciprocity and building trust among network members. The development of network intelligence by systemically stimulating the development of virtual social networks is one of the basic components of information support for sustainable urban development (Hamilton M. , 2008).

- DEVELOPMENT OF NAVIGATING INTELLIGENCE\_ It relates to the requirement of ensuring the continuous monitoring of changes in the totality of territory, as well as the evaluation of the achieved results of governed social transformation. One of the internationally accepted forms of global universal navigation "language" is measurement and publication of socially verified development indicators, which proved to be very useful at higher territorial levels of governance. However, this professional navigation "language" in not sufficiently communicative, or is not widely cognitively acceptable. The development of navigation intelligence is aimed to develop a reporting system that uses "life" indicators in accordance with the cultural norms of people who use them. The system should communicate public with a universal language, publishing data that are "valuable"

at the local and on a global level, revealing vital communities' life signs and the extent of ecological footprint in relation to the climate, the boundaries of bearing natural resources, social health, economy, infrastructure, etc. (Lalović K. , 2014a).

- DEVELOPMENT OF EVOLUTIONARY INTELLIGENCE: WEB GIS BASED PLANNING SUPPORT SYSTEMS (PSS)\_ development of evolutionary intelligence is seen as a task that is directed at all stakeholders, including planners and professionals. It implies development and application of modern PSS instruments, which bring together a family of highly diverse scientific and heuristically based GIS analytical tools and functionalities (Geertman & Stillwell, 2009). PSS enable the rationalization and improvement of planning decision-making, focusing on analytical results (rather than analytical procedures) by comparing more different interpretations of reality through multi-criteria evaluation in finding the optimal solution with numerous ways of visualizing and presenting data. Exceptional researches in the ICT field have been conducted, exploring to what extent the structuring and "visualization" of information affects the acceleration of the cognitive process of the community, resulting in User experience design. It is believed that PSS based on web-GIS technologies is a key basis for the development of individual and collective skills of imagining, expressing, understanding, visualizing the future of the city with the consciousness of an eco-regional context and its own contribution to the quality of its environment and the general survival of the planet. Web accessibility with built-in analytics tools increases the motivation of the wider public for inclusion in the process, since it provides the possibility of free and unlimited individual or group user-specific analytical research.
- APPLICATION OF ICT/GIS TECHNOLOGIES AND PERMANENT EDUCATION\_ Operationalization of modern information support for sustainable territorial development is impossible without

the use and application of modern ICT and GIS technological solutions. At present, the available technology overcomes the knowledge and skills of people to maximally use them in everyday work. Therefore, the application of modern technological solutions must be accompanied by permanent education of all participants in the development, both in methodological and technical - technological sense of using information support. The programs of permanent education are an inseparable part of improving information support for sustainable urban development.

#### **4. CLLD PARTICIPATORY WEB-GIS PLATFORM TO SUPPORT SMEDEREVO CULTURAL TOURISM**

The research of Smederevo case identified that there is no culture, tourism or information strategy at the local level, therefore there is no harmonization with the national level. Through further research carried out on the documents that define territorial development it was discovered that the Strategic plan of the local economic development of the city of Smederevo states that tourism represents a promising development opportunity of the city complementary to other economic branches. The issue of strategic orientation of Smederevo towards European integration is also closely linked with the tourism industry, which is in accordance with established principles of decentralisation in all areas as one of the principles of spatial development of Serbia. As one of the insufficiently recognized capacities of the City of Smederevo are its cultural tourism potentials. Some of the main problems in the development of tourism are the insufficient number of professional staff as well as the lack of innovative development projects. Regarding spatial information systems, or general information technologies, the strategy of local economic development did not devote enough attention to this activity (CS, 2009). The spatial plan of the city of Smederevo lists as one of the specific goals the development ICT services along the entire Danube. It is identified that one of the main problems of Smederevo's

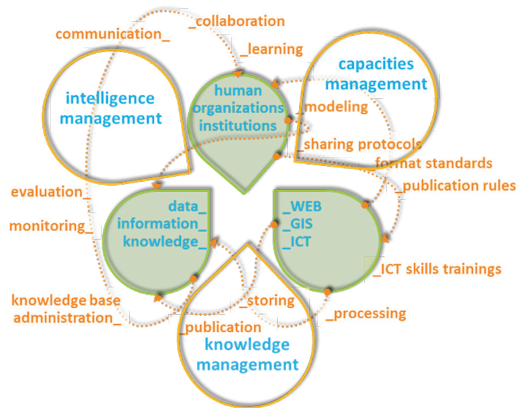
local self-government is the lack of finance, information and networking (CS, 2009). In that sense, two main pilot strategic options were examined following the common Web-GIS platform concept: 1) building city capacities in cultural tourism programming and management, 2) clustering the rural cultural tourism resources. The research results indicate necessity of specific web-GIS platform structure and functionalities.

#### **4.1. RECOMMENDATIONS**

In structural terms, from the perspective of ICT sciences, the participatory web-GIS platform implies the existence of three basic elements (Lalović K., 2013): 1) Knowledge base, 2) Human resources, and 3) ICT technology. Each of the two pairs of basic elements induce logical / functional relations / activities: a) knowledge management implying information system administration, processing, analysis, visualisation, publication etc., b) intelligence management, implying knowledge base modelling, monitoring and evaluation of territorial understanding, communication, collaboration and learning territory, and c) capacities management - ICT education and trainings, data acquisition and sharing standards, rules, protocols, ICT development planning and organisation etc. (Fig.3.)

The territorial knowledge base should be modelled as an object-oriented (SQL, ORACLE etc.) database that contains all available "raw" local spatial and alphanumeric data, that integrated through GIS, allowing description of the territorial resources in the most natural way through spatial typological classification. The unique quality of GIS is its ability to integrate different types of data, text, numeric, video, multimedia, vector, etc. into a common information work environment using a geographic key. In this way, GIS enables intelligent modelling of reality by simulating interrelations of objects in a geographic environment (Sinton & Lund, 2007). There are also other types of information - qualitative, relevant to the particular local community. Collecting quality, subjective data requires the establishment of a local collaborative Geodatabase modelling procedure with clear enactment methodology and sharing/publishing

rules, due to the privacy (Nedovic-Budic, Pinto J., & Warnecke, 2004). Therefore, no territorial data model is a priori superior (Zeiler, 1999) and "the context of the problem to be solved and the type of interactive query or map we want to create leads us to the most suitable model" (Onsrud, 2007).



**Fig. 3.** Participatory CLLD web-GIS platform structure (Lalović K, 2013)

The choice of information is crucial for modelling Geodatabase. When choosing information, it is necessary to solve several problems such as (Sinton & Lund, 2007): - determination which data and information are needed, - finding out if they exist and where, - checking the procedures how to get them if it exists and how to collect them if not, - how to keep this information in an easily accessible way and in an adequate form, - how to intercept data, - how to solve the problem of quality, contradiction and incompleteness, - determine who needs information, and - when and in what form it is to be distributed when needed. Therefore, the Geodatabase modelling is not just an easy collection and integration of available data. It implies the necessity of a full understanding of the cognitive preferences and information needs of all the actors of development, since each of the necessary data classes can be described by

a series of spatial representations or attributes. Therefore, modelling involves the inclusion of users in order to select specific data (spatial representations or attributes) that will satisfy their needs for quality information.

Within each local government there are, more or less, a series of local records, whether in digital or analogue format. Thanks to the available ICT solutions it can be relatively easy to integrate them into the knowledge base, as evidenced by numerous good practices worldwide, including Serbia. The larger problem is the data that is not collected at the local level at the moment, but represent important part of a CLLD knowledge base. The production of these data is a strategically important task of the local government. World experience shows that there are very successful organizational models for collecting locally specific data that do not require extremely large investments as they are usually believed (Zanelli & Feaster, 2003). The strategic local task is horizontal and vertical linking and information exchange, with other administrative and institutional levels, as this provides the necessary information regarding local development but beyond local territorial administrative competence. This means that the different local knowledge bases must be integrated on regional level, as well to have access to information on adopted policies, documents, plans and programs, and good practices in the territory of Serbia and beyond.

The key factor in the construction, development and use of the any kind of territorial information system are humans, organizations and institutions and their activities in the design, organization and implementation of TIS as a decision support tool. In order to facilitate identification and activation of human resources as a basic element of future platform it is necessary to recognise the key roles that actors can have in its development: - developers / modellers, technicians / administrators, users. These roles serve as the basis for finding the optimal local organization, but in no way implicitly refer to a particular organizational structure, because the same person / organization / institution can simultaneously have more than one of these roles.

When deciding on various territorial developmental issues in order to encourage local communication and collaborative processes, we have to process very large amount of data and information (previous description of the knowledge base structure), because the effects of collective decisions depends on the quality of the information on which it is decided. In order to achieve the ability of platform to support complex decisions of individuals and groups, data from the knowledge must be transformed into information adequate and of interest for different users (Laszlo, 2003). In that sense it is necessary that platform contains several functional modules that service different groups of users:

- INFORMING MODULE\_ common contemporary practice is allowing general public access to the platform. Access to information over the internet to GIS based platforms is usually facilitated in two basic ways static or interactive. Contemporary way is through: - online interactive communication of users with the knowledge base through the user interface (standard web design supplemented by the spatial search and visualization tools), where by clicking on a spatial or some other representation of the entity, additional alphanumeric and multimedia information appears, - thematic folders, or different visual reports on one or several issues, where users are allowed to perform multiple different queries to get complex information about the territory. Interactive communication of users with platform means that they have basic knowledge of GIS usage such as Google maps etc. However, the research on communicativeness and performance of web tools as interactive communication tools shows that the concept of web design plays a very important role. It is customary for web design people to be trained primarily in the field of ICT technology. In some cases, this may result in a web design that in cognitive sense, does not suit most users of a given web tool. Based on the findings of research on the structural web design of social networks, which primarily follow the logic of rooting needs and interests for thematic focusing, we have come to

the conclusion that web design of the user interface needs not only to inform, but also to encourage cognitive flows in the community enabling the transforming and innovative behaviour.

- PLANNING SUPPORT MODULE\_ the premise of the effective integrated sustainable territorial development in contemporary global conditions is to replace the currently dominant systemic quantitative approach to sustainable development with comprehensive, synergistic responses that take into account the great powers in all aspect of reality including inner, subjective and cultural. Therefore, when it comes to the planning support module, the following key elements should be focused: - a range of planning expert tools for multi-criteria analysis (Carver S. J., 2007), - a range of good planning practices, - tool for monitoring the planning process.
- MODULE FOR EVALUATION AND MONITORING - DEVELOPMENT OF NAVIGATIONAL INTELLIGENCE\_ Evaluation of programs, project plans is an episodic task and has two main complementary forms: 1) Formative - ex ante evaluation or performance measurement (UN-HABITAT, 2003), 2) summative - ex post evaluation as an assessment of validity, the relevance of the results and impacts of the program, plan or project (UN-HABITAT, 2009). In order to carry out the evaluation process in a quality way, it is necessary to establish a continuous monitoring / monitoring process that supplies the information evaluation process and signalling issues that need to be solved. The evaluation and monitoring module, therefore, must include: - tool for monitoring contextual changes, - tool for monitoring the process of implementation of plans / programs /projects, - Outcome Monitoring Tool, - Impact Monitoring Tool.
- MODULE TO SUPPORT PARTICIPATION - DEVELOPMENT OF INVESTIGATIVE, NETWORK AND EVOLUTIONARY INTELLIGENCE\_ consisting of: - Network intelligence development tool with



- a range of discussion services, - Public Opinion Research Tools, - User Multicriteria Investigation Tools, - Multicriteria evaluation tools for the development scenario, - The visioning future tool.

Initialisation and sustainability of the implementation of the CLLD participatory web platform within local government should assume "step by step" incremental thematic approach through integrated action in all four domains of reality: 1) subjective - raising individual cognitive capacities and improvement of knowledge and skills for modelling modern knowledge base, identification of necessary functionalities, its efficient and effective use, 2) intersubjective - transformation and improvement of local information culture, and p 3) objective - change of the behavioural roles of the subjects of local information function in the processes of planning /managing sustainable development and acquiring new good practices and experiences, and 4) inter-objective - establishment of an institutional, organizational and regulatory framework in order to ensure the creation of conditions for development new and adequate information social functions of planning /managing sustainable local development, and strengthening local ICT technological capacities.

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MASTER PROJEKT: *Kreiranje web platforme za razvoj lokalne zajednice Smedereva kroz kulturni turizam*

6. Responsive design sa dizajnom desktop, tablet i mobilnog interjesa



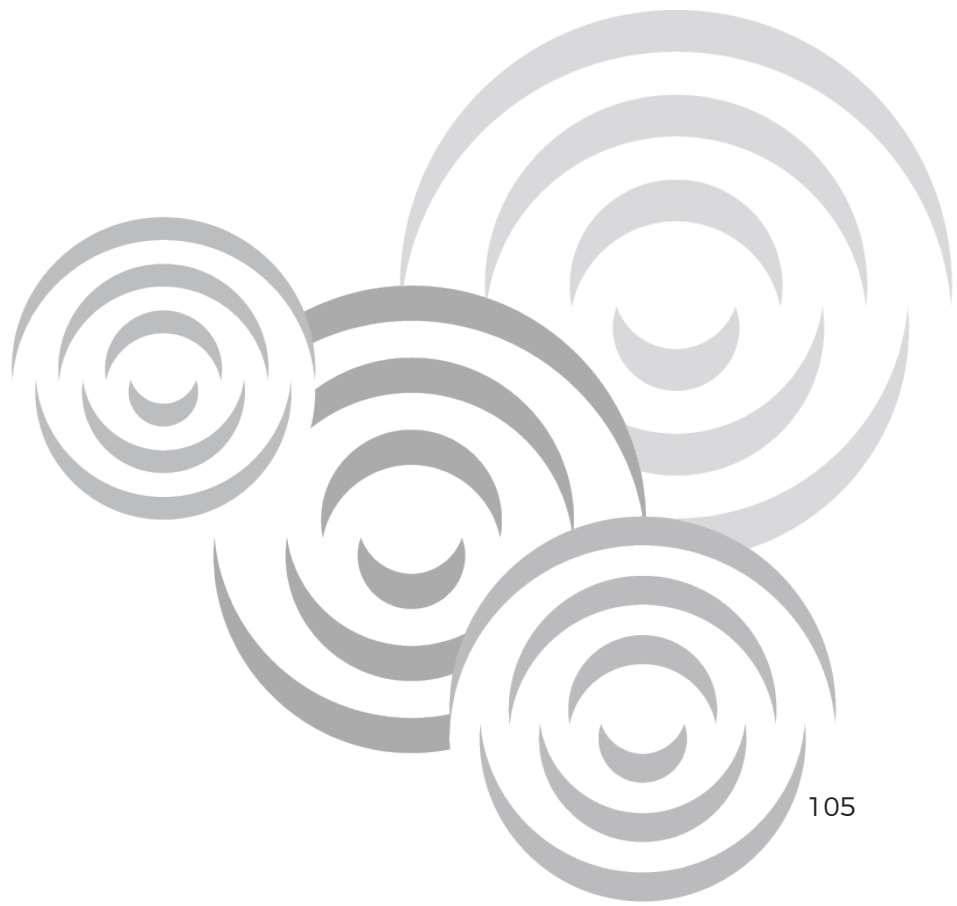
7. Storyboarding metoda sa dizajnom interjesa



Poster 1

RESPONSIVE DESIGN OF PARTICIPATORY CLLD WEB-PLATFORM TO SUPPORT CULTURAL TOURISM MANAGEMENT IN SMEDEREVO

Antonio Mareš  
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