



VIOLETA JOVANOVIĆ

Suština je u posvećenosti

She considers herself dedicated and ambitious, essentially interested in everything she does. **Violeta Jovanović** has clear goals and willingness to persevere despite obstacles. Her working day is never long enough, because she loves her job and has the mission to change society for the better and create opportunities for the less daring. Personally, she achieves balance with the help of yoga and an occasional weekend rest.

The essence is in dedication

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Dobitnica ste nagrade Svet različitosti za 2013. godinu, koju dodeljuje Međunarodna alijansa žena (TIAW) na predlog američke ambasade. Kao predsednica **Etno mreže**, koje buduće projekte možete da najavite?

Etno mreža je nastala 2005. uz podršku USAID-a, kao nacionalna asocijacija koja osposobljava žene i mlade iz ruralnih područja za tržišnu proizvodnju rukotvorina i pruža podršku ženama da svoje veštine unaprede i, od amaterki, izrastu u profesionalne proizvođačice sa stabilnim izvorom prihoda. U naredne tri godine, **Etno mreža** će raditi na daljoj profesionalizaciji proizvođača uz licenciranje mentora i edukatora koji čine osnov za aktivno i dosledno čuvanje tradicije. Pokretanje akademije za rukotvorine i stare zanate bi značajno pomoglo u revitalizaciji tradicije kao teme od značaja za očuvanje kulturnog i nacionalnog identiteta, a uz kurseve za decu, tematske i žirirane izložbe i angažovanje dizajnera, tradicija bi mogla da se popularizuje među mladima. Dalja promocija rukotvorina, kao poslovnih poklona koje koriste institucije i privreda, značajno bi doprinela ekonomskom osnaživanju žena na selu.

Jedan od dugoročnih ciljeva **Etno mreže** je da se, u saradnji s Gradom Beogradom (a kasnije i sa drugim re-

You won the WORLD OF DIFFERENCE prize in 2013, which is awarded by the International Alliance for Women (TIAW) on the proposal of the U.S. Embassy. As President of the Ethno Network, which future projects can you announce?

The Ethno Network was created 2005 with support of USAID as a national association that enables women and young people from rural areas to produce handicrafts. It also supports women to improve their skills and develop from amateurs into professional manufacturers with a stable source of income. Over the next three years, the Ethno Network will work on the further professionalization of manufacturers, by licensing mentors and educators, who will preserve traditions in an active and consisting way. The opening of the Academy for Handicrafts and Traditional Trades will have an important contribution to the revitalization of tradition as a topic of importance for the preservation of cultural and national identity. By organizing courses for children, thematic and juried exhibitions and engaging designers it will be possible to popularize traditions among young people. The further promotion of handicrafts as business gifts for the use of institutions and companies, will contribute significantly to the economic empowerment of rural women.

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gionalnim centrima u Srbiji), otvori ekskluzivna gradska etnogalerija u Knez Mihailovoj koja bi vratila dostojanstvo našim rukotvorinama i, uz dodir savremenog dizajna, predstavila rafiniranost peškira sa zlatovezom, keramike iz Zlakuse, bezdanskog damasta, staparskog i pirotskog ćilima, dvoprednjih čarapa i drugih lokalnih i regionalnih brendova koji čine temelj efikasne promocije Srbije zasnovane na autentičnosti našeg kulturnog nasleđa.

Kao izvršna direktorka **NALED**-a, koje dosadašnje rezultate smatrate pohvalnim? Koja je društvena uloga i misija **NALED**-a?

Nacionalna alijansa za lokalni ekonomski razvoj je jedina poslovna asocijacija koja u svom članstvu okuplja predstavnike sva tri sektora – kompanije, opštine i NVO, koji zajedno rade na poboljšanju uslova za lokalni ekonomski razvoj i poslovanje u Srbiji. Od osnivanja (2006) do danas, **NALED**-u je pristupilo gotovo 200 članova, među kojima su najuspešnije kompanije, lokalne samouprave i NVO u Srbiji. Institucije Vlade Republike Srbije i međunarodne organizacije čine preko 40 institucionalnih partnera koji podržavaju aktivnosti **NALED**-a. Misija **NALED**-a je unapređenje privrednog ambijenta Srbije kroz institucionalne reforme uz aktivno učešće i

One of the long-term goals of the Ethno network is to be in partnership with the City of Belgrade (and later with other regional centers of Serbia), in order to open an exclusive urban ethno gallery in Knez Mihailova street and return the dignity of our handicrafts. In this way, we will present with a touch of modernity the refinement of towels with gold embroidery, ceramics from Zlakusa, Bezdán damask, Stapar and Pirot carpets, double-knit socks and other local and regional brands that form the foundation for an effective promotion of Serbia based on the authenticity of our cultural heritage.

As executive director of **NALED**, which results do you consider praiseworthy? What is the social role and mission of **NALED**?

The National Alliance for Local Economic Development is the only business association, whose members bring together representatives of all three sectors - companies, municipalities and NGOs. These three sectors work together to improve the conditions for local economic development and business operations in Serbia. Since its foundation in 2006 and until today, about 200 members have joined **NALED**, including the most successful companies, local governments and NGOs of Ser-

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saradnju privrede, opština i građana. Možda je bolje da govorim o oblastima u kojima smo lideri.

U čemu smo prvi:

Prva smo članska organizacija koja je okupila opštine, privredu i organizacije civilnog društva oko zajedničkog interesa, a to je **lokalni ekonomski razvoj**.

Prvi smo u zemlji pokrenuli kampanju za popis i ukidanje birokratskih procedura koje štete privredi („Iz lavirinta“, jun 2008).

Prvi smo propisali i postavili standarde povoljnog

bia. The Government of the Republic of Serbia and international organizations account for over 40 institutional partners that support the activities of **NALED**. The mission of **NALED** is to improve the business environment of Serbia through institutional reforms, with the active participation and cooperation of industry, municipalities and citizens. Maybe it would better respond to the question “why are we the leaders?”.

What are we the FIRST at?

We were the first organization that brought together municipalities, industry and civil society around a common interest, which is local economic development.

We were the first in the country to launch a campaign for the census and the elimination of bureaucratic procedures that harm the economy (“Iz lavirinta”, June 2008).

We were the first to set and prescribe standards for a favorable business environment (BFC voluntary de facto standard 2007) and corporate social responsibility (CSR standard 2011).

We were the first to calculate and compare operating costs at local level through a unique on-line calculator.

We were the first organization that raised the issue and drafted a list of non-fiscal and para-fiscal levies in Serbia.

We were the first to create an objective quality index for the regulatory environment (RIS Regulatory Index of Serbia).

We were the first to involve citizens in the representation of economic interests.

We were the first organization that pointed out the delay of sublegal regulations and created a unique on-line monitor for legislative activity, the Regulation Barometer.

We were the first organization that gave the chance to the best students from the Diaspora to participate in the development of Serbia through the practice of local governments and businesses

What are we the BEST at?

We improved the business environment of more than 50 municipalities and cities in Serbia through the certification of municipalities with favorable business environment. We established a regional standard for the business environment in South-Eastern Europe, which has been accepted by institutions in Croatia, Bosnia and Macedonia. For three years, we have promoted 22 municipalities and cities at the Belgrade airport, in front of more than 6 million passengers from the country and the world.

We helped the Financial Times to include five certified



poslovnog okruženja (BFC volontarni de facto standard 2007) i društveno odgovornog poslovanja (CSR standard 2011).

Prvi smo omogućili obračun i poređenje troškova poslovanja na lokalnu kroz jedinstveni online Kalkulator.

Prvi smo pokrenuli pitanje i uradili popis neporeskih i parafiskalnih davanja u Srbiji.

Prvi smo kreirali objektivni pokazatelj kvaliteta regulatornog okruženja (RIS - Regulatorni indeks Srbije).

Prvi smo uključili građane u zastupanje interesa privrede. Prvi smo ukazali na kašnjenje podzakonske regulative i kreirali jedinstveni online monitor zakonodavne aktivnosti – Barometar propisa.

Prvi smo omogućili najboljim studentima iz dijaspora da učestvuju u ekonomskom razvoju Srbije kroz praksu u lokalnim samoupravama i privredi.

U čemu smo najbolji:

Unapredili smo poslovno okruženje u preko 50 opština i gradova širom Srbije, kroz Program sertifikacije opština sa povoljnim poslovnim okruženjem.

Uspostavili smo regionalni standard poslovnog okruženja u jugoistočnoj Evropi koji su prihvatile institucije u Hr-

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vatskoj, BiH i Makedoniji.

Promovisali smo 22 opštine i grada, tokom 3 godine, na beogradskom aerodromu, pred više od 6 miliona putnika iz zemlje i sveta.

Pomogli smo da Financial Times uvrsti 5 certifikovanih opština iz Srbije među najbolje investicione destinacije u jugoistočnoj Evropi 2012/13.

Objavili smo 5 izdanja **Sive knjige** i realizovali veliki broj inicijativa za smanjenje birokratije.

Doprineli smo ukidanju 138 **parafiskalnih nameta** koji su privredi uštedeli 100 miliona evra na godišnjem nivou.

Podstakli smo dijalog i sinergiju privrede i opština kroz zajedničke projekte i konferencije.

Uključili smo diplomatski kor u aktivnu promociju Srbije i zagovaranje regulatornih reformi kroz ambadorsku inicijativu i policy briefing-e za ambasade.

Postavili smo zajednički ispred pojedinačnog interesa članova, kako bismo podstakli ekonomski razvoj Srbije.

Izrasli smo u najveću javno-privatnu asocijaciju u zemlji koja broji 180 članova, 20 zaposlenih i ostvaruje više od milion evra prihoda godišnje.

Na duži rok, **NALED** želi da se pozicionira kao nezaobilazni i ključni sagovornik Vlade u domenu regulatorne reforme, implementacije zakona i kreiranja politika za **lokalni ekonomski razvoj**.

Bili ste jedna od kandidatkinja za Žensku vladu. Do kada će se o stručnim ženama u Srbiji govoriti kao o retkoj, ugroženoj vrsti i dokada ćemo slušati da je na ključnim pozicijama potrebno više žena?

Naše društvo pruža priliku ženama da budu na rukovodećim pozicijama u institucijama, privredi i politici, što najčešće zavisi od ličnog samopouzdanja i samosvesti. Kod nas se žene, u procesu vaspitanja i obrazovanja, nedovoljno ohrabruju da sebe vide kao ravnopravne sa muškarcima i da zauzmu ključne pozicije u društvu. Ako želimo da više žena učestvuje u odgovornim poslovima u javnom i privatnom sektoru, potrebno je propisati obavezni procenat učešća žena na rukovodećim pozicijama u politici, privredi i institucijama što bi, kako analize pokazuju, za rezultat imalo veću efikasnost, odgovornost i transparentnost u radu, kao i bolje sveukupne rezultate. Dodatno je potrebno prilagoditi rad svih službi (vrtići, škole, banke, bolnice...) i napraviti ambijent koji pogoduje zaposlenim majkama i omogućuje im da, uz podršku partnera, usklade profesionalne i lične obaveze.

Koliko Vam sati dnevno nedostaje za sve obaveze koje imate, pošto ste angažovani na nekoliko važnih projekata?

Dobra organizacija vremena i pouzdani saradnici u timu omogućuju da se, uz malo dodatnog napora, sav posao uradi na vreme, kvalitetno i efikasno. Prosečan radni dan podrazumeva 10-12 sati intenzivnog rada, što je za naše navike mnogo, dok je na Zapadu ispod proseka.

municipalities of Serbia among the best investment destinations in Southeast Europe 2012/13.

We published five editions of the Grey Book and implemented a number of initiatives to reduce bureaucracy.

We contributed to the abolition of 138 para-fiscal levies which saved 100 million EUR to the economy annually

We encourage dialogue and synergy between industry and municipalities through joint projects and conferences.

We included the diplomatic corps in the active promotion of Serbia and in the support of regulatory reforms through ambassadorial initiatives and embassy policy briefings.

We put the common interest of members ahead individual interests, in order to encourage the economic development of Serbia.

We have grown into the largest public-private association in the country, which has 180 members, 20 staff employees, and an annual revenue of over 1 million EUR.

In the long run, **NALED** wants to position itself as an indispensable and key interlocutor of the Government in the field of the regulatory reform, the implementation of legislation and the creation of policies for local economic development.

You were one of the candidates for the Female Government. Until when will professional women in Serbia be referred to as a rare and endangered species and until when will we hear that more women are needed at key positions?

Our society provides women the chance to obtain leadership positions in institutions, the economy and politics. This is something that depends on personal confidence and self-awareness, but in our country women are not sufficiently encouraged through upbringing and education to see themselves as equal and occupy key positions in society. If we want more women to participate in responsible positions in the public and private sectors, it is necessary to establish a minimum percentage of women in leadership positions in politics, economy and institutions. According to existing analyses, that would lead to greater efficiency, accountability and transparency, as well as to better overall results. It is also necessary to adapt the work of all services (kindergartens, schools, banks, hospitals...) and to create an environment that will favor working mothers and help them align professional and personal obligations with the support of their partners.

How many more hours should a day have, so that you could meet all the obligations that you have as an expert involved in several important projects?

Good time management, reliable collaborators in my team and a bit of extra effort allow me to complete the entire work on time, with quality and efficiency. An average day means 10-12 hours of intensive work, which is a lot for us, but in the West it is below the average. The most important thing is that you should be essentially interest-

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Najvažnije je da ste suštinski zainteresovani za to što radite, da imate jasne ciljeve i spremnost da istrajete, bez obzira na prepreke i neuspjeh, sve dok ne ostvarite ono što ste zacrtali. Dan nikada nije dovoljno dug kad volite svoj posao zato što vam omogućuje da menjate društvo nabolje i stvarate šanse za one koji su manje kadri da se profesionalno i lično ostvare i žive bolje.

Koji je Vaš recept za odmor?

Svakodnevni stres i intenzitet komunikacije zahteva da u kontinuitetu brinemo o zdravlju. Jedan od dokazanih načina za odmor je joga, koju redovno upražnjavam, jer blagorodno deluje na um i telo i dovodi organizam u stanje ravnoteže. Pozorišne predstave, izložbe i knjige, poneki produženi vikend, letnji odmor na moru, zimski praznici s familijom – prava su mera sadržajnog odmora.

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PROFESIONALNI REZIME

Violeta Jovanović ima petnaestogodišnje iskustvo kao programska menadžerka na USAID programima demokratizacije i ekonomskog razvoja. Kao prva zaposlena u Nacionalnoj alijansi za lokalni ekonomski razvoj (NALED), imala je ključnu ulogu u razvijanju organizacije njenog članstva i rukovodstva – od donatorske tvorevine do samoodržive i najveće javno-privatne asocijacije u zemlji, koja zajedničkim naporima svojih članova gradi povoljnu klimu za poslovanje u Srbiji.

*Osnivačica je i predsednica Upravnog odbora **Etno mreže**, koja radi na očuvanju tradicionalnog nasleđa Srbije kroz edukaciju žena i mladih za tržišnu proizvodnju rukotvorina i kroz javne radove snabdeva Protokol Vlade RS ekskluzivnim rukotvorinama za potrebe reprezentacije.*

Poseduje veliko iskustvo u dizajnu, pripremi, realizaciji i izveštavanju o donatorskim projektima. Uspostavlja strateško partnerstvo i saradnju sa institucijama, međunarodnim organizacijama, regionalnim partnerima, donatorima i ambasadama. Predlaže i realizuje programe za podršku poljoprivredi, ruralnom razvoju i privlačenju investicija. Autorka je brojnih kolunni i članaka u medijima, govornica i moderatorka na stručnim skupovima i međunarodnim konferencijama.

ed in what you do. You should also have clear goals and the willingness to persevere despite obstacles and setbacks, until you achieve your goals. The day is never long enough when you love your work, because it allows you to change society for the better and create opportunities for those who are less able to realize themselves professionally and personally and live better.

What is your recipe for rest?

Everyday stress and the intensity of modern communications make us continuously worry about our health. A proven method that I regularly apply is yoga, because it has a beneficial effect on the mind and the body and brings the organism into a state of equilibrium. Theater performances, exhibitions and books together with occasional long weekends, summer vacations at the seaside and winter holidays with the family, are the right measures for a meaningful rest.

CURRICULUM VITAE

***Violeta Jovanović** has a fifteen years experience as Program Manager in USAID programs for democratization and economic development. As the first employee of the National Alliance for Local Economic Development (NALED) she has played a key role in the development of the organization, its members and leaders, from a donors' creation up to the largest self-sustainable public-private association in the country, which builds a favorable business climate in Serbia thanks to the joint efforts of its members.*

She is the founder and CEO of the Ethno Network, which works on the preservation of the traditional heritage of Serbia by educating women and the young people, so that they could produce handicrafts for the market. This organization supplies the Protocol Department of the Government of the Republic of Serbia with exclusive handicrafts for representation purposes.

She has an extensive experience in the design, preparation, implementation and reporting on donor projects. She establishes strategic partnership and cooperation with institutions, international organizations, regional partners, donors and embassies. She initiates and conceives programs to support agriculture, rural development and investments. She has written numerous columns and articles in the media. She has also been speaker and moderator at professional meetings and international conferences.