

# Overall Development Management Model: a New Approach for Emerging Countries

## Comparative analysis of six countries on two continents

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### ABSTRACT

This article, resulting from two qualitative and quantitative researches - From Welfarism to self-development: India and Ethiopia in Comparison; Overall Development Management: Asia and Africa in comparison -, is oriented to the solution of real life problem and, for this reason, wants to provide the management tools for the strategic planning of growth in the developing countries.

This is an innovative approach to development that uses different tools from Economics and Management and introduces a new model and a new vision based, for the first time, on the concept of Macro Management, the idea that development can be managed like any other process.

In our article, we firstly carried on an analysis of the development actors: organizations, stakeholders, institutions that are involved in the development process of countries.

Then, we analyzed many development plans implemented in Asia (India, Philippine, Myanmar) and in Africa (South Africa, Ethiopia and Benin), including the cultural and social ones, in order to understand if these countries had a vision of their long-term economic and human development.

Finally, we used the macroeconomic data to compare the economic performance of the six countries, to verify if economic development may be carried on together with social and human development.

These steps allowed us to introduce the Overall Development Management Model, the Macro Management Strategic Model for the development of the weak areas.

The characteristics of the Overall Development Management Model are then given by: the consideration of human development as a whole; the hybridization of different approaches; the division of development into three phases temporally differentiated (Development Lifecycle); a two-way approach, Top Down and Bottom Up; the strategic planning based on the use of instruments from different systems of economic and social science; the decreasing of the dependence between national and international public actors (Development Matrix Actors), that characterizes the implementation of national autonomy; the peculiar structure of the development plans; the involvement of the population; and the need for countries to define their own unique development process.

Indeed, the key factors to ensure that the emerging countries may be able to manage their growth process is the spread of expertise: material resources and foreign assets must be used for the creation of an independent development path, not a welfare state dependent on foreign aid.

**Keywords:** Overall Development Management Model, Hybrid Research, Economic and Management, Asia and Africa .

### 1. INTRODUCTION

What does a country need for its own development? Which elements are absolutely unavoidable to allow a country's balanced and sustainable development?

Economic and social development, that is the basis of a sustainable development, must be founded on the culture of a country, its traditions, its religion, using these characteristics in order to find a very peculiar development path (and not just the emulation of the development path that has been followed by the advanced countries). The mistakes made in the past related to the assumption that a development model was universal, applicable to all contexts, can no longer be reproduced. International cooperation, according to the old methods, has no reason to exist.

An adequate strategy of growth should be the key element of the development process of the country. As an enlightened parent helps its child on the growth path to make it an independent individual, in the same way the international community must support the country in the early stage of development and then allow it to walk on its own feet and also determine the direction of its path.

We do not intend to give a universal solution, but we want to provide a method which can be used in all the situations, so that each country can formulate its own development strategy and implement it without too much effort.

This can be done by introducing a hybridized methodology between economics and management that uses tools that make the approaches synergistic with traditional Project Management, the Logic Framework Approach and the Result Based Management, so as to allow each country to plan and manage their own development process: An Overall Development Management Model.

The Overall Development Management Model, therefore, helps a country manager to achieve its balanced, sustainable and free development, choosing like a tree the direction of its path.

### 2. A NEW IDEA OF DEVELOPMENT

Development as it has been seen since now is a process that can be driven (Rostow,1961) and that is basically founded on accumulation: of physical capital (Harrod, 1942; Domar, 1957), of human capital (Arrow, 1999; Becker, 1964), of social capital (Bourdieu, 1980; Putnam, 1993). Economic theory has dealt with the research of the right path of development that could fit for any country, at any time. The objective of the theory was to find the key factors that could start, support and sustain the development process, on the basis of the observation of what occurred in the rich countries. Many mistakes have been made,

mostly trying to apply the advanced countries' model of development also to the emerging countries, not considering the huge differences between them.

Not only the theory has failed, since even the financial aid that international organizations such as the International Monetary Fund or the World Bank transferred to many emerging countries, with the aim of supporting their growth and development, often didn't reach the expected results.

Consequently, the theoretical and practical focus on development progressively started to reduce: during the last years, economic theory has made little progress in the field of economic development.

Our research is based on a hybridized approach to development that mixes economics and management tools. The innovation we bring is related to a new idea of development as a process and to the fact that, since it is a process, development can be managed. This is how the management models insert into the economic framework to provide a strategic tool that can be useful for both governments' policies implementation and academia's theoretical advancements. If the first innovation that our model brings is the hybridized methodology, the second one is an innovative (and critical) vision on development. In too many cases, financial aid from international organizations or even technical, educational and health aid from international NGOs have generated a never-ending system of support that never actually enables countries (both at a local and at a national level) to use their own resources and to create a very own development path.

In our vision, development must be a bottom-up and top down process and each country must be provided with the tools to create its own path of development, according to its medium/long-term perspective in an holistic strategy of use of its resources. As most of the literature shows, social and economic factors are the main reasons of development (or lack of development) of a country: the scarcity of education, the absence of basic health standards, a low income population are the reasons of a vicious cycle of poverty that can be stopped by facing the poverty dimensions in a long term perspective.

Starting from a wide acceptance of development, as a process of structural transformation of a country that involves economic growth, implying also the improvement of the living conditions of the population, we extrapolate three areas of intervention: economic stability, health and education. For each area, we provide some indicators that are useful to understand the strengths and the weaknesses of the country, as well as its potential. And this is what we did when comparatively analyzing three countries in Asia (India, Myanmar, Philippines) and three countries in Africa (Benin, Ethiopia, South Africa). Besides that, we analyzed the plans and the programs implemented by national governments in each of these countries (and in each of the three areas: economic performance, health and education), in order to better understand the efforts that had been made for launching the development of the country.

### 3. THE ACTORS OF DEVELOPMENT

The actor is an individual who acts. In this context, the actors of development are all those organizations, institutions and individuals who act in favor of human development areas.

Basing our work on the Development Actors Matrix (Sciarelli, Rinaldi, 2017), we classify the organizations participating to developing through two main dimensions:

1. The 'legal' status that can be public, private or both;
2. The intervention area, divided in global, regional or local.

Intergovernmental Global Actors for development are of all the organizations that have been established between different states by agreements that have been formally approved.

These organizations can act like action regulators, sources, or controllers, even if the same organization can play multiple roles at the same time, like the UN (i.e., the UNDP is a process regulator, an economic and financial source, besides an actor of implementation).

Figure 1 - The Development Actors Matrix

		nature		
		PUBLIC	PRIVATE	MIXED
e c o n o m i c d e v e l o p m e n t	GLOBAL	Intergovernmental Global Actors	Multinational Non Governmental Actors	Global PPP Network
	REGIONAL	Intergovernmental Regional Actors	Regional Non Governmental Actors	THO Network
	LOCAL	Governmental and Local Public Actors	Local Non Governmental Actors	Global PPP Network

Source: Sciarelli, Rinaldi, 2017

During the last years, the importance of the role of local governments in the construction and maintenance of human development increased. National governments' importance is essential for their closeness to the territory, most of all in the disadvantaged countries, because, these countries need to implement complex development programs, for which an intermediate level between the international system and the fragmented local system of the NGOs is necessary.

But what do we mean with the word 'State'? A 'State' is a social group including all the individuals in a country that has the power of imposing a prescribed behavior and sanctioning its non-compliance.

According to some economic theories, mostly in the New Institutional Economics, two characteristics of the state are particularly important when discussing development and these are the principal-agent problem and the dual role of player and arbiter.

Many States face huge challenges because they are either too small or too large to deal with the many dimensions of development and this is the reason why 'regional' organisms are so useful (and with the term 'regional' we mean an area that is geographically definable and characterized by cultural and environmental factors that are included in one country or more).

In many cases, regional organizations operate in those areas that naturally belong to one country, but that for some reason are expression of a supranational or subnational geographical interest.

In the overall development system of a country, public actors of international development tend to cooperate with other non-governmental actors. They are independent, mostly private organizations, that always express the highest attention for human development, (those that hereafter we will call Non-Governmental Actors (NGA)). This category of actors seems to be wider than the third sector and the civil society (organized or not) that is engaged in actions of support to development: it includes all the kinds of organizations, formalized or not, that intervene in the development process, in the between of the state and the market (mainly excluding the state and including the market). As expected, inside our NGA we can find enterprises, universities and social movements rather than bank foundations.

In our perspective, NGAs are included in the third sector and even beyond, but we could better say that the third sector is included in the NGA, even if it is not exhaustive.

Over the last 20 years, the creation of new organizations of global partnership has been the key factor for an extraordinary growth of the collective actions for international development, mainly thanks to the effectiveness of mixed partnerships between private and public organizations, which intervention is essential especially when facing a particular humanitarian issue, since their times of intervention are faster than the ones of the traditional institutions.

For this reason, most of these organizations are focused on a specific challenge or a specific problem, for example, vaccinations, principal infectious diseases, or primary education and this is why they are generally referred to as vertical organizations or vertical funds. Today, international cooperation for development is based on the new kinds of partnership such as the Global Fund or the Global Partnership for Education, that have become prominent if compared to the traditional model of bilateral cooperation, or even to the aid transfers of the development banks. These partnerships grew because the scope and the complexity of the global challenges cannot be faced successfully by individual actors. Even the United Nations are combining more of its own forces with different and often private forces, to address these complex and urgent problems that go beyond the single organizational areas of competence and make ineffective the efforts of any nation that wants to act on its own.

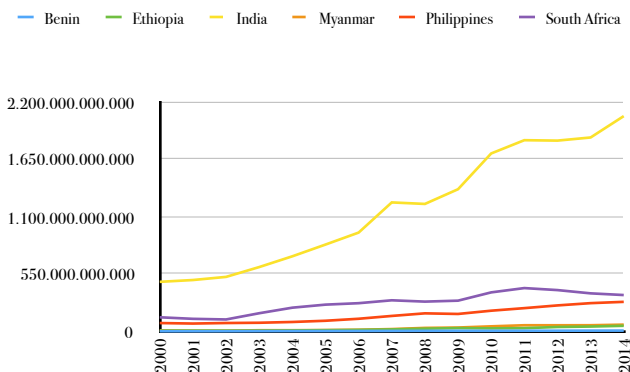
#### 4. THE DATA: FIRST CONSIDERATION

In our research, we used many indicators in each of the three areas we studied: economic performance, health and education. Here, we must limit ourselves to the analysis of just four indicators and we chose Gross Domestic Product (GDP) at current prices, GDP per capita PPP, life expectancy at birth and mean years of schooling.

As it is well known, GDP measures the value of the output that has been realized within a country in one year. Despite being criticized for not being an accurate indicator of the country's well-being (since it just measures the wealth of a country), it continues being the most commonly used indicator to assess the economic performance of national economies.

In our vision, it is just one of the elements that may contribute to understand if a country is performing well in terms of an overall development (and not only of an economic growth). As we may see in Figure 1, among the countries we analyzed, India's GDP is the highest and also shows an almost steady path of growth from 2000 to 2014 (with the exception of a decline in 2008 and a slowdown from 2011 to 2013). The second country in terms of value of GDP, whose amount is nevertheless significantly lower, is South Africa. In this case, the growth path is flatter and tends to a decrease from 2011 on. Only the Philippines show a stable increasing trend, among the remaining countries, while GDP, in the other countries (Benin, Ethiopia, Myanmar) continues being much lower. Within the group of countries we studied Benin is the one with the lowest GDP.

Figure 2 - GDP (Current US\$)



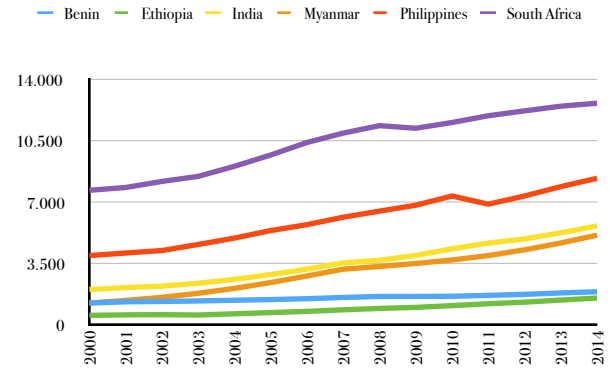
Source: World Bank (only for Myanmar, International Monetary Fund).

As we mentioned before, GDP has been often criticized because it doesn't really give informations about the living standards of the population. A very first indicator that may be used with this purpose is Gross National Income (GNI) per capita Purchasing

Power Parity (PPP). As we may see in Figure 2, since this is a per capita indicator, the volume of the population plays a great role on the final value: this is why India is no longer the richer country (due to the fact that its population amounts to 1.2 billion people).

Data shown in the figure highlight that, in each country, GNI per capita PPP increased from 2000 to 2014. In absolute terms, South Africa shows the highest value of GNI per capita PPP (12.700 international \$ in 2014), followed by the Philippines (8.380), India (5.640) and Myanmar (5.107), while we find the lowest GNI per capita PPP in Ethiopia (1.490).

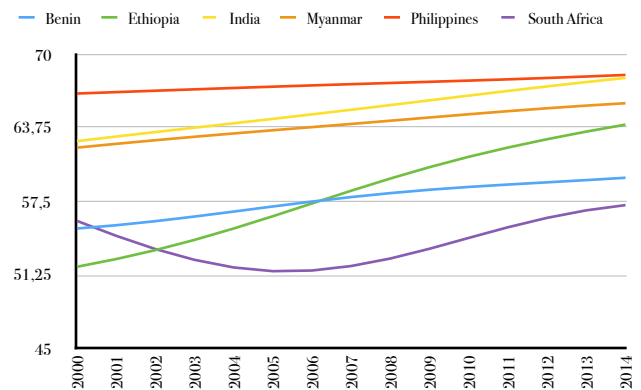
Figure 3 - GNI Per Capita PPP (Current International \$)



Source: World Bank (only for Myanmar, International Monetary Fund).

But the economic performance is only one of the three areas of our model of development. We used many other indicators also for health and education. For the field of health, here we show the life expectancy at birth, that measures the average number of years that a child who is born today may expect to live in his country, if everything remains as it is today. Figure 3 shows how deeply the six countries we analyzed differ from each other.

Figure 4 - Life Expectancy at Birth (Years)



Source: World Bank.

In the Philippines we find the highest life expectancy at birth and it even increases from 66 years in 2000 to 68 in 2014. In most of the countries, life expectancy at birth rises during these 14 years, with the partial exception of South Africa. Indeed, in this country, life expectancy decreases from 2000 to 2006 and then, mostly thanks to the new measures against HIV, it starts increasing, as it gets to 57 years in 2014 (that is, the lowest level of the distribution). On the other side, the highest level is the one of the Philippines, with more than 68 years in 2014, followed by India, with 68 years. Within the group, Ethiopia shows the most dynamic trend of growth: from less than 52 years in 2000 to 64 in 2014, that is more one year for each year,

thanks to the increasing measures of the national government in order to support health services in the country.

To complete the HDI elements, we must analyze the mean years of schooling as a measure of the status of education in the countries we focused on in our research. The data in Table 1 show us that South Africa and the Philippines have the highest value in terms of the mean years of schooling (respectively, 9.9 and 8.9 in 2013, that is the latest data available) and that, between the two, South Africa increased more from 1990 to 2013. In Ethiopia, we find the lowest level of schooling, with just 2.4 years in 2013, even if it increased from 1.5 in 2000. Even in Benin, the mean years of schooling rose from 1.6 in 1990 to 4.4 in 2014.

Table 1 - Mean Years of Schooling

Country	1990	2000	2010	2011	2012	2013	2014
Benin	1.6	2.6	3.2	3.2	3.2	3.2	4.4
Ethiopia	n.a.	1.5	2.2	2.4	2.4	2.4	n.a.
India	3.0	3.6	4.4	4.4	4.4	4.4	n.a.
Myanmar	2.4	3.0	4.0	4.0	4.0	4.0	n.a.
Philippines	7.1	8.0	8.9	8.9	8.9	8.9	n.a.
South Africa	6.5	8.8	9.6	9.7	9.9	9.9	n.a.

Source: World Bank.

Finally, we may analyze the HDI (Human Development Index) of our six countries.

We can observe that Benin is the only country within the group whose HDI decreases: it loses two positions in the period 2009–2014. Benin remains a country with a low human development, due to its disappointing results mostly in life expectancy, despite the health development plan that has been improved by the country's Minister of Health in 2009.

Table 2 – Human Development Index

Country	2000	2005	2010	2011	2012	2013	2014
Benin	0.392	0.433	0.468	0.473	0.475	0.477	0.480
Ethiopia	0.284	0.347	0.412	0.423	0.429	0.436	0.442
India	0.496	0.539	0.586	0.597	0.600	0.604	0.609
Myanmar	0.425	0.478	0.520	0.524	0.528	0.531	0.536
Philippines	0.623	0.640	0.654	0.653	0.657	0.664	0.668
South Africa	0.632	0.613	0.643	0.651	0.659	0.663	0.666

Source: UNDP

Ethiopia's Human Development Index from 2000 to 2010 basically doubled, thanks to programs like the Sustainable Development and Poverty Reduction Programme (SDPRP-2002) and the Plan for Accelerated and Sustained Development to End Poverty (PASDEP). Life expectancy in Ethiopia is 64 years, GNI per capita PPP is increasing, yet low (\$1,500 in 2014), and the country is characterized by wide areas of illiteracy. So, despite a high GDP growth rate during the last years, the well-being of the population isn't still increasing. Indeed, Ethiopia still is a low human development country and ranks 173rd.

The case of India is quite similar: the country grew from an economic point of view over the past twenty years. Despite that, it is a medium human development country, since it ranks 135th in 2014.

Myanmar has the lowest HDI in Asia (0.536). In 2001, the government launched its thirty-year National Long-Term Plan. In 2011, it became a twenty-year Long-Term Planning and National Economic Development.

Among the Asian countries we analyzed, the Philippines have the highest Human Development. The country is classified as medium-HDI: in 2014, it ranks 115 out of 187 countries. Some data: between 1980 and 2012, life expectancy increased by 5.8 years, the mean years of schooling increased by 2.8 and the GNI per capita PPP rose from \$2,786 in 1980 to \$7,915 in 2014. HDI in South Africa steadily grew since 1990. GNI per capita PPP is the strength factor of South Africa: in fact, the country has a low level of life expectancy at birth and a medium level of mean years of schooling. South Africa really needs good strategies and programs to support healthcare, and to defeat HIV and tuberculosis (indeed, these are the primary goals of both the National Development Plan and the Medium-Term Strategic Framework).

## 5. OVERALL DEVELOPMENT MANAGEMENT MODEL

Our model is based on the Lifecycle of Development. On the vertical axis of Lifecycle of Development, we find the Human Development Index, divided into Low HDI (0.0 to 0.549), Medium (HDI from 0.550 to 0.699), High HDI (from 0.700 to 0.799) and Very High HDI (> 0.800); on the horizontal axis, we find the time. (Sciarelli, Rinaldi, 2017).

The lifecycle of development is made of three phases plus one: the startup of development, the hang on phase, and then the self-development or the welfare phases.

The development lifecycle is a tool for each country that decides to start developing, beginning from the startup phase of the process.

The first phase is the toughest one: here the country passes from a low HDI to an high HDI. In this phase, the support of skills and foreign capital is essential for the success of the strategic plan and the achievement of the expected results.

The main actors involved in this stage are the Sustainable Development State (SDS), the International Community (IC), through bilateral or multilateral plans, the Intergovernmental Institutions (II), and the Non-Governmental Actors (NGA). The first actors represent the core of the process, together with the international community, with the primary task of providing material and immaterial resources to the state for starting the process and achieving a fast and balanced growth.

The role of the NGAs is implementing the strategies and involving the population.

The startup phase includes five steps of programming: Strategic Analysis (A), Identification of Strategies (S), Planning (P), Implementation (I) and Control (C). In these steps, instruments from different approaches to management are used, such as the methods of work breakdown, Gantt and Pert Chart, Milestone, planning to output and outcomes, Experiment, Solar System HRM and so on.

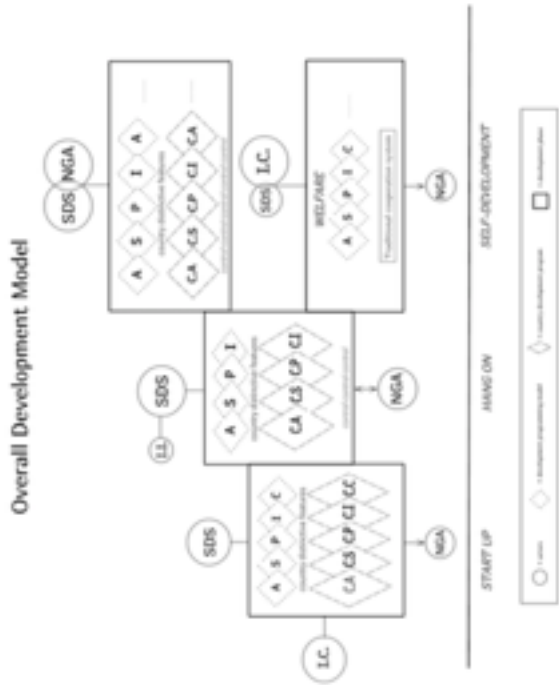
So, when a country wants to begin its development, it uses the indicated method and follows the five steps with its own distinctive features, since every path of development is country-specific. The steps are: Country Analysis (CA), Country Strategy (CS) Country Planning (CP), Country Implementation (ICs) and Country Control (CC). As we see in Figure 5, the first phase provides the involvement of the SDS and the CI and they both have the same weight in the development process, while the CS has a lower weight and it is focused on the implementation of the program of development in the territory. In the phase of Hang-On, a consistent growth and a progressive decline of human economic foreign capital coexist. In this phase, the HDI country is stable and may eventually increase.

The country's main objective is maintaining the growth trend and supporting development, while gradually moving away from the tangible and intangible resources from abroad.

The NGAs, and the people they represent at this stage, also begin to play a fundamental role in planning the development. The involvement of the population, in a strategic two-way approach (top-down and bottom-up), is one of the strategic factors of success. The SDS, with the support of II, however, is the pivot of the development program.

All the actors involved in this phase determine four areas of development (CA, CS, CP, CI), while the control remains as an interphase to monitor both the implementation of the plan and the use of the methodology in the previous phases. In the second phase, the CS acquires a fundamental role, since it helps the definition of planning and implements the development program that has been planned.

Figure 5 - The Overall Development Model



Source: Sciarelli, Rinaldi, 2017

The involvement of the population is essential: during the first phase, it has become richer, healthier and better educated and so it may lead the development process together with the SDS.

The national actors, that are public and private actors, become sufficient for the development of the country itself, and this allows the country to get rid of foreign aid and to achieve a real self-development.

The third stage may include two scenarios: self-development and welfare. The first one represents the real evolution of the development towards the maintenance or growth of the HDI, that the country obtains with its own resources and independently from the international actors. This is the phase in which the government and the population fully become the agents of their own development. The Hang-On phase ends with an independent development, that we called the self-development, whose key players are the SDS and the NGA. These actors set the strategic and the operational planning of the country, and they implement it synergistically, optimizing the full process of development based on a top-down and bottom-up approach.

In the Self-Development phase, the method provides infinite steps, and the duration of the phase itself may never end. The order of the first four steps is the same like we saw in the previous phase, with the control phase repeating throughout the course of programming, but in this case, it is repeated 'n' times, and not limited to a single cycle.

During the Hang-On phase, however, the country may not be able to progress towards a more and more autonomous development and it may need a bigger amount of international aid. The country will undergo the formation of a welfare state, like those states that need help in terms of foreign capital and

Table 3 – Development Lifecycle Phases

DEVELOPMENT LIFECYCLE PHASES	
Phase	<b>STARTUP</b>
Time	5 Years
Mission	Achieve a strong balanced and sustainable growth of HDI in 5 years
Actors	SDS, Local Administrations, Intergovernmental Institutions, International Community, NGA
Strategy	Development strategy, which involves the structural and infrastructural implementation for a new economic and social integration, primarily related to the formulation of agreements
Planning	Phase strategic plan, sectors strategic plans, medium term operative plans on outcomes and short term plans on output (including the bilateral and multilateral plan)
Sources	Internal (government and, in a small part, local administrations) and external (from bilateral and multilateral agreements and intergovernmental agencies) and from national and international NGAs.
Monitoring	Necessary on indicators, based on the systems of control points and milestones, to have a constant and a final check for the re-adaptation of the plan and the resolution of the problem by the government, and by the international community for evaluation
Phase	<b>HANG ON</b>
Time	5/7 years
Mission	Maintaining growth trend and autonomy increase
Actors	SDS, Local Administrations, NGA Intergovernmental Institutions, International Community (increasing independence from the international community, committed by private actors and development mixed actors)
Strategy	Development strategy tending to a strategy of reinforcement; a strong link with the implementation of agreements
Planning	Phase strategic plan, sectors strategic plans, medium term operative plans on outcomes and short term plans on output (increased autonomy from multilateral plans)
Sources	Internal (governmental, local and NGA) and external (from intergovernmental agencies)
Monitoring	Necessary on indicators, based on the systems of control points on the Gantt Diagram and milestones, to have a main constant to prevent crises
Phase	<b>SELF-DEVELOPMENT</b>
Time	From the tenth year onwards
Mission	Achieve and maintain self-sustaining growth
Actors	Public actors (SDS and local administrations), private actors (NGAs) and mixed actors (Public Private Partnership). International community can be involved only on operational innovative objectives.
Strategy	Strategy of maintenance and reinforcement
Planning	Long-term strategic plan, medium and short-term operative plans
Sources	Internal (local public and private sources). External sources are found and used only in the case of a crisis or emergency
Monitoring	Necessary on indicators, based on the systems of Milestones and control points, to have constant monitoring and avert the decline
Phase	<b>WELFARE</b>
Time	From the tenth year onwards
Mission	Maintain the growth dependent on foreign skills and capitals
Actors	External (intergovernmental institutions, international community), internal government, local administrations) and NGA for implementation
Strategy	Strategy of maintenance with use of foreign capitals
Planning	Long-term strategic plan, medium and short-term operative plans (bilateral and multilaterals)
Sources	External (from international cooperation and intergovernmental agencies) and internal (governmental and local)
Monitoring	Necessary on indicators to have control on the plans and to evaluate foreign investments

Source: Sciarelli, Rinaldi, 2017

expertise. In the stage of Welfare, which duration is limitless (since it only ends when the country wants back its development process to begin), our method can always be used



for programming, even if it risks to get transformed into the traditional plans of international cooperation.

The conclusions of the second and the third phases are decisive, since the country may really choose between independence and dependence on foreign countries.

## 6. CONCLUSIONS

Our research, that is the result of two quali-quantitative researches, brings an innovative approach on development that combines Economics and Management, a new development model and a new vision that introduces Macro Management, a new way to solve a real life problem.

On the basis of the data we collected and analyzed, we elaborated a new model of development management that we called the Overall Development Management Model. We believe that the development path of each country can be long-lasting and be based on a self-development (and not on a welfarism approach) only starting from the peculiarities of the country itself. We elaborated a development lifecycle model that allows analysts and policymakers to visualize the current position of the country, believing that the country's long-term objective must be a self-sustainable development path. In this perspective, our model does not show a unique development model, yet it provides a set of tools that is country-specific and that is aimed to enable the country to choose its own pattern of development and to set the timing and the different stages.

We carried on our research not only with the aim of providing support to the policy makers within the emerging countries, but also with the hope to bring an innovative tool of comprehension to our colleagues and the scientific community about what can be done to support the socio-economic development of a country.

Our perspective is based on an economic framework in which we use tools that make the approaches synergistic with traditional Project Management, the Logic Framework Approach and the Result Based Management, so as to allow each country to plan and manage their own development process. The result is an Overall Development Management Model.

The characteristics of the Overall Development Management Model, as said, are given by: the consideration of human development as a whole; hybridization of different approaches; the division into three phases temporally differentiated (Development Lifecycle); a two-way approach, Top Down and Bottom Up; the strategic planning based on the use of instruments from different systems of economic and social science; the decreasing of the dependence between national and international public actors (Development Matrix Actors), that characterizes the implementation of national autonomy; the peculiar structure of the development plans; the involvement of the population; and the need for countries to define their own unique development process.

Since it is not derived from any specific case and because its explicit aim is to be country-specific, our focus has been to implement a methodology that has to be systemic, rather than systematic, since we want it to be adaptable to the socio-economic and cultural differences of the different countries.

We wouldn't like our research to be just a theoretical exercise: we tried to integrate research and real life problem solving, starting from the observation of facts. Our hope is that our model may be disseminated not only in our teaching activities, but also in other colleagues' classes and that policy makers may find our tool useful in order to help managing the development process of the country, so that academy may eventually be integrated with society as a whole.

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