



Continuous Improvement of Finnish LEADER Work

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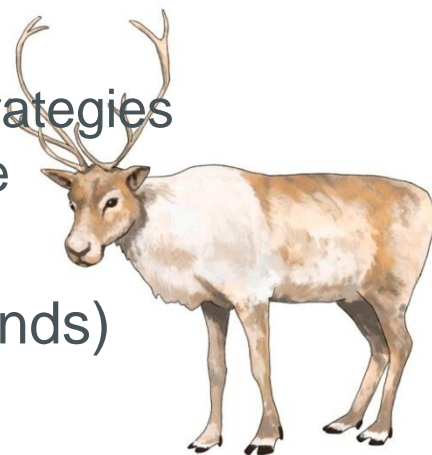


State of play of Finnish LEADER



Finnish LEADER 2014-2020

- Selection process started in June, 2013
 - Two phase process with possibility to improve the strategies on the grounds of feedback from selection committee
- 54 LAGs were officially selected in January 2015. (later on there will be one more LAG in Åland Islands)
- LAGs cover the rural areas of Finland
- 300 million euros of public funding is allocated to Leader work through Rural Development Programme
 - EU 42 %, national 38 %, municipalities 20 %
- Aim: 35 % of private funding
- 2,9 – 11,1 millions euros of public funding per LAG



Implementation (LEADER), state of play 9/2015

- First calls for applications were opened in April and June, 2015
- 562 development project applications
 - 82 % were electronic applications
- 345 rural business support applications
 - 87 % were electronic applications



Continuous Improvement of Finnish Leader work

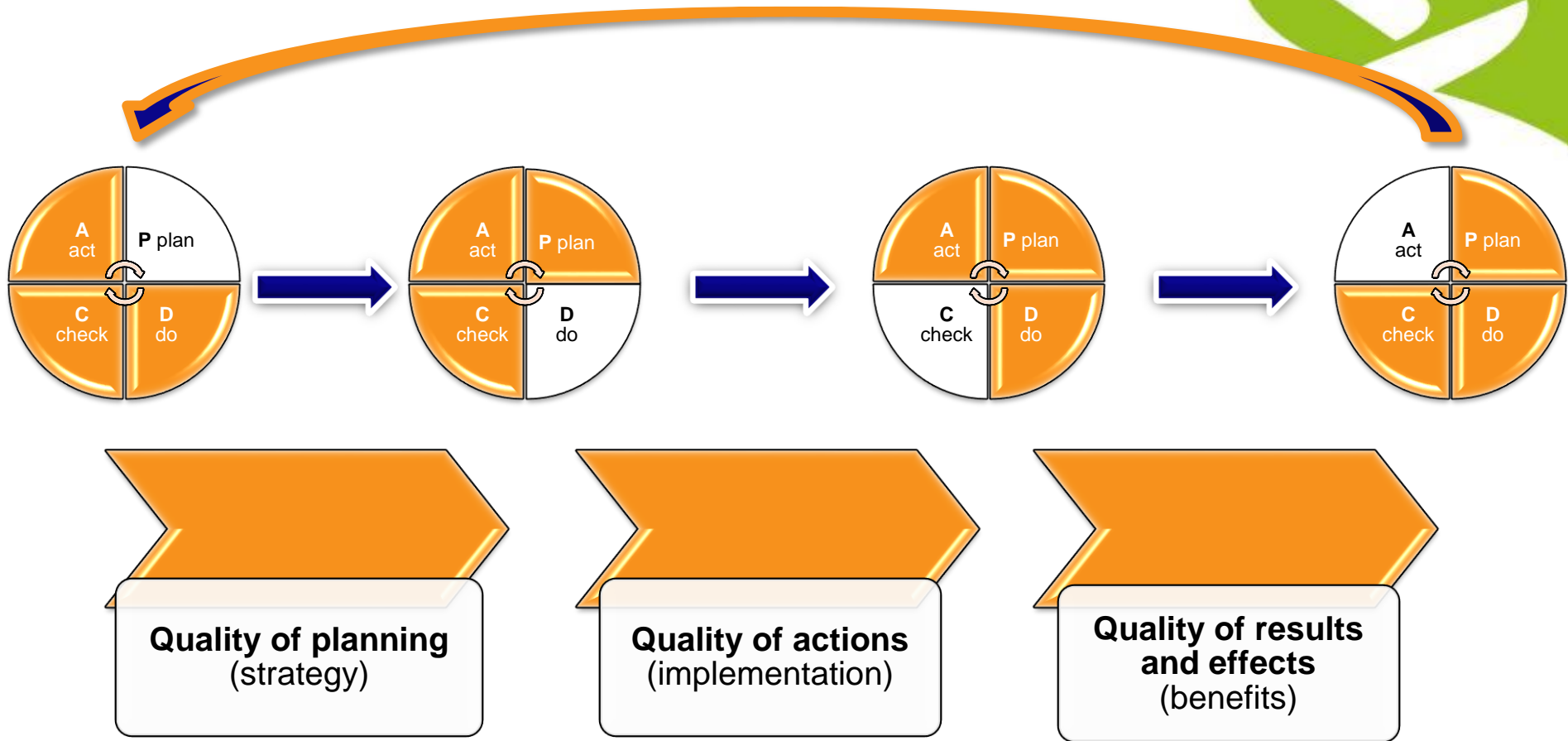


Continuous Improvement Process

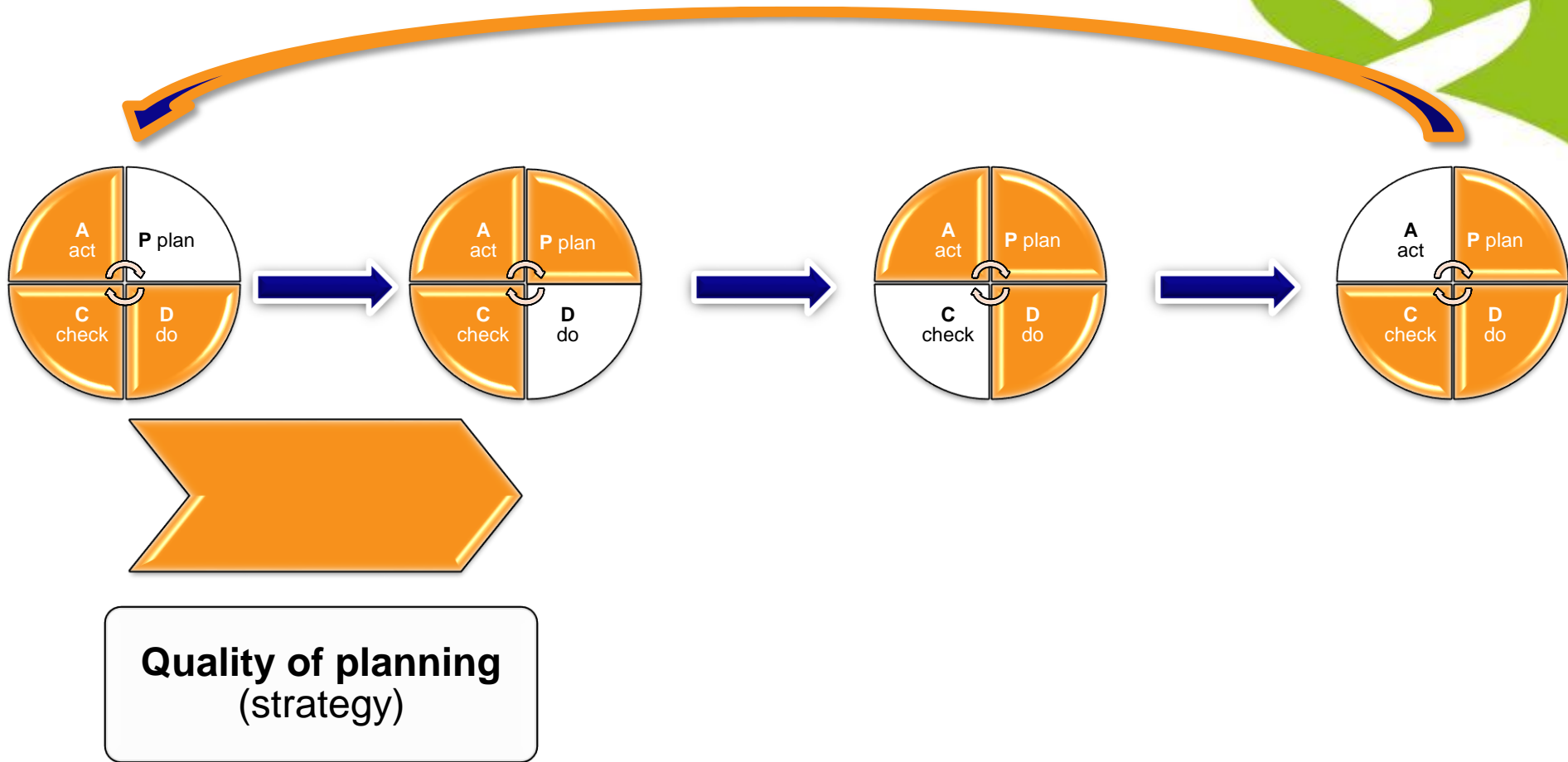
- **continuous improvement process** is an ongoing effort to improve Leader processes. The processes should be constantly evaluated and improved in the light of Leader work's efficiency, effectiveness and flexibility.
- In practice it is strongly linked with the concept of quality.
- Quality can be divided in three sub categories: quality of planning, quality of actions and quality of results and effects



Leader-process and quality



Leader-process and quality



Quality of planning – quality of local development strategies



Indicators for a good local development strategy

- The strategy is clear and logical. Experiences from the previous programming periods have been taken into account. The strategy is consistent and there is a common thread that runs through it, founded on utilising the strengths of the area and search for solutions to its weaknesses.
- The strategy is feasible and realistic and it contains new ways of thinking and solutions to the development of the area. The strategy shows how the new solutions, ideas or practices are transmitted for use by the actors in the area.



Quality of planning – quality of local development strategies



Indicators for a good local development strategy

- The strategy describes clearly the collaboration and the roles between the different actors
- The strategy sets out a plan how the inhabitants of the area and actor groups are animated and involved in the development of their own home area.
- The strategy contains transnational and inter-territorial cooperation with clear and well-reasoned objectives.
- The local action groups have clear indicators for following the realisation of the objectives and a plan for the practical implementation of the strategy.



Quality of planning – quality of local development strategies



Indicators for a good local development strategy

- The strategy contains a learning plan for the actors in the area.
- The strategy contains a plan on the communication actions.
- The local action group implements the strategy through different funds and other financing channels.



Indicative table of contents of the local development strategy

1. Population and area covered by the strategy
2. Analysis of the development needs and opportunities of the area: strengths, weaknesses, opportunities, threats (SWOT)
3. Description and objectives of the strategy
 - clear and measurable output and result objectives,
 - coherence of the strategy with the other relevant programmes under the funds in the Common Strategy Framework
 - coordination with other regional development actions
 - regards the EAFRD, an unambiguous distribution of labour relative to the Regional Rural Strategy of provincial MA



Indicative table of contents of the local development strategy



4. Description of the process by which the local development strategy was prepared. The preparation should be as broadly-based and inclusive as possible. How are innovation and networking being realised?
5. Action Plan: How are the objectives to be translated into practical measures?
6. Arrangements for the management and monitoring of the strategy
 - according to the proposal for the general regulation the share of operational funds in the financing may represent no more than 25% of the total public costs.



Indicative table of contents of the local development strategy

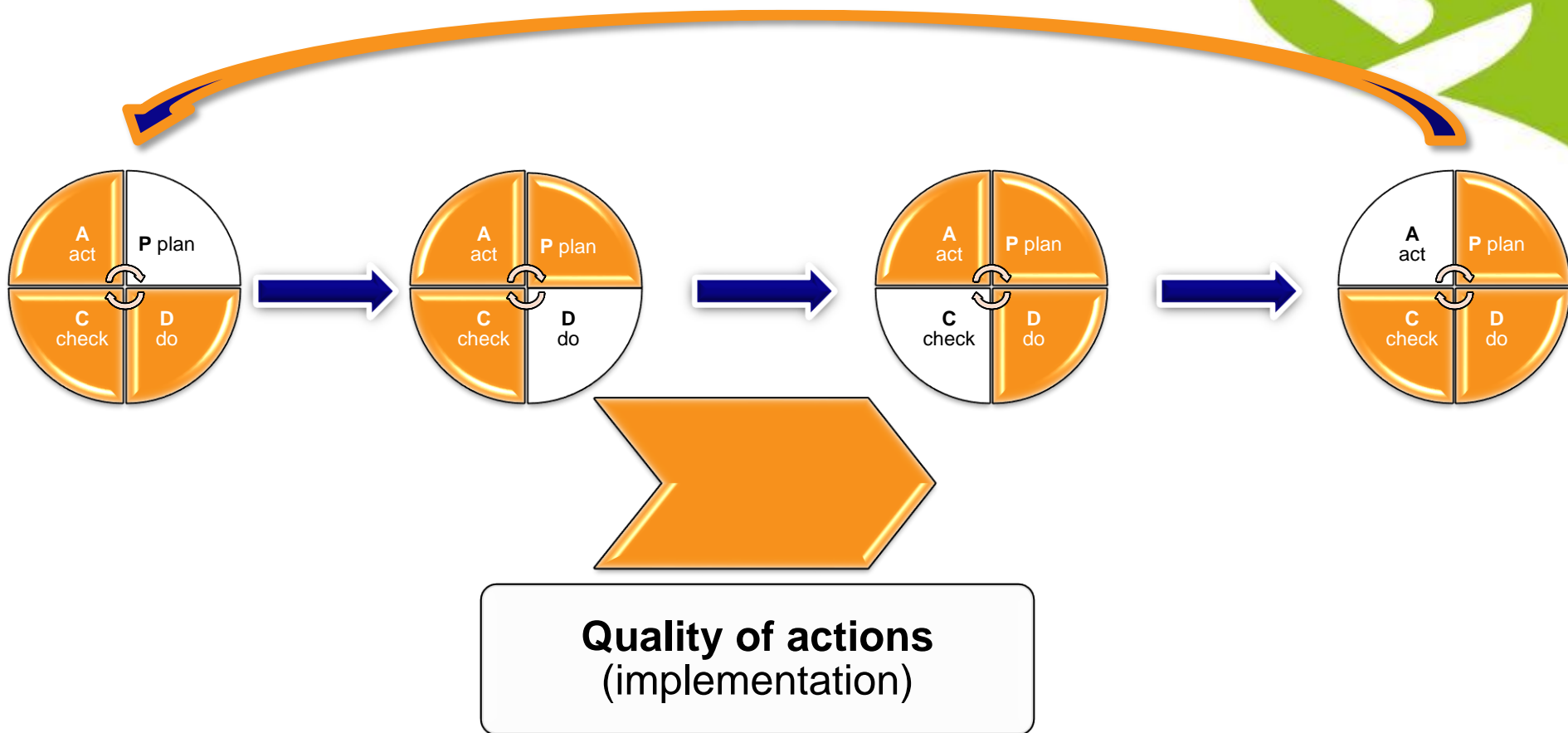
7. Financial plan of the strategy

- EU funds, national public funding and private funding
- Commitments of municipalities to fund the strategy

The indicative maximum length of the local development strategy was set to be 15-20 pages.

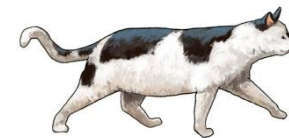


Leader-process and quality



Quality of actions, how to support LAGs?

- Capacity building of LAGs: tools and training provided by NSU
- MA's work
 - LAGs' yearly reports to MA: right questions to steer the LAGs
 - Special indicators to follow the development of the quality of actions
 - MA's guidance system: new approach?



Capacity building of LAGs

- Trainings for LAGs'
 - Personnel
 - Chairmen
 - Board members
- Guidebook for LAG boards
- Implementation of learning plan for the actors in the area (part of the strategy)



Trainings for LAGs, annual plan

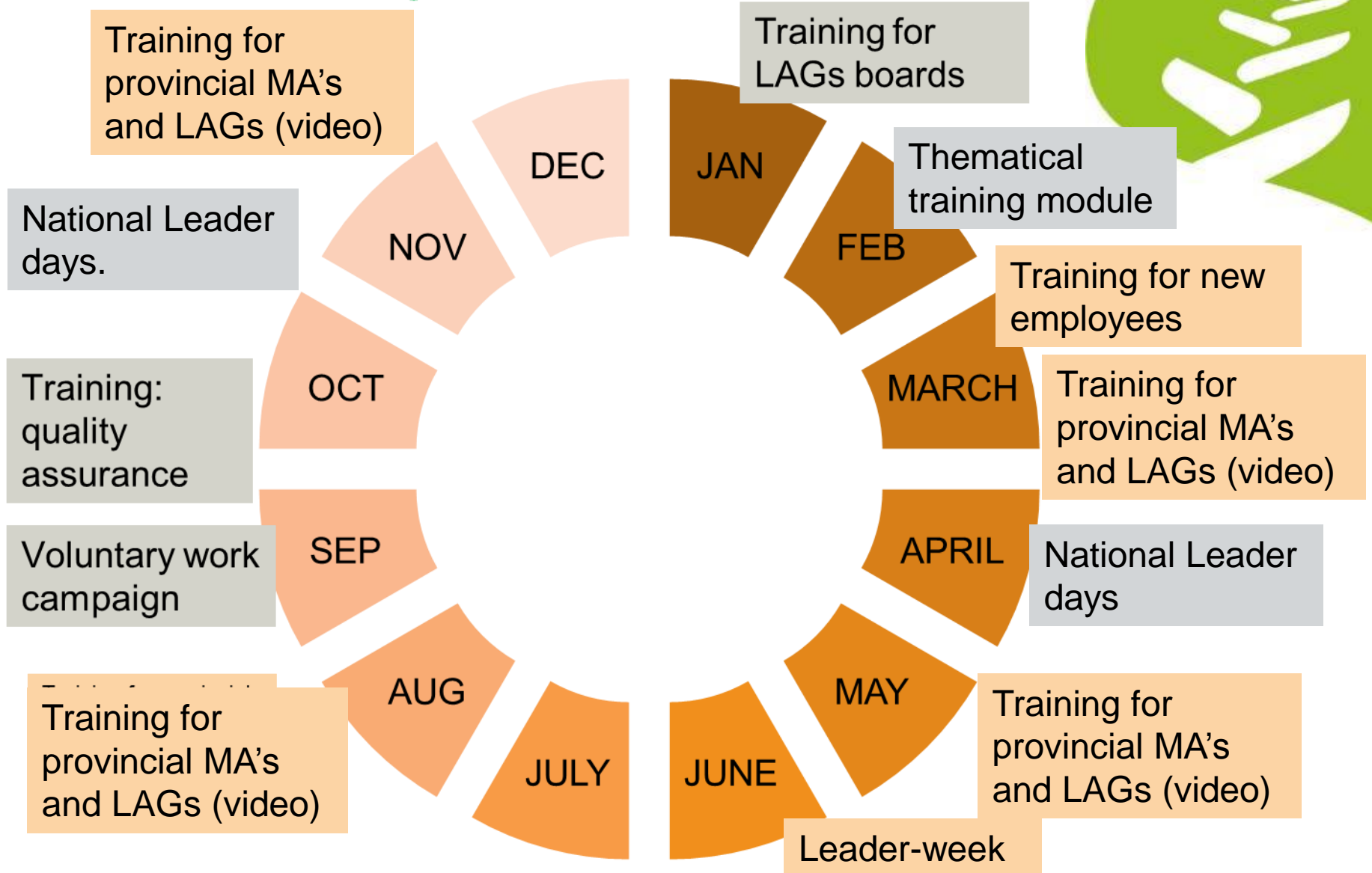
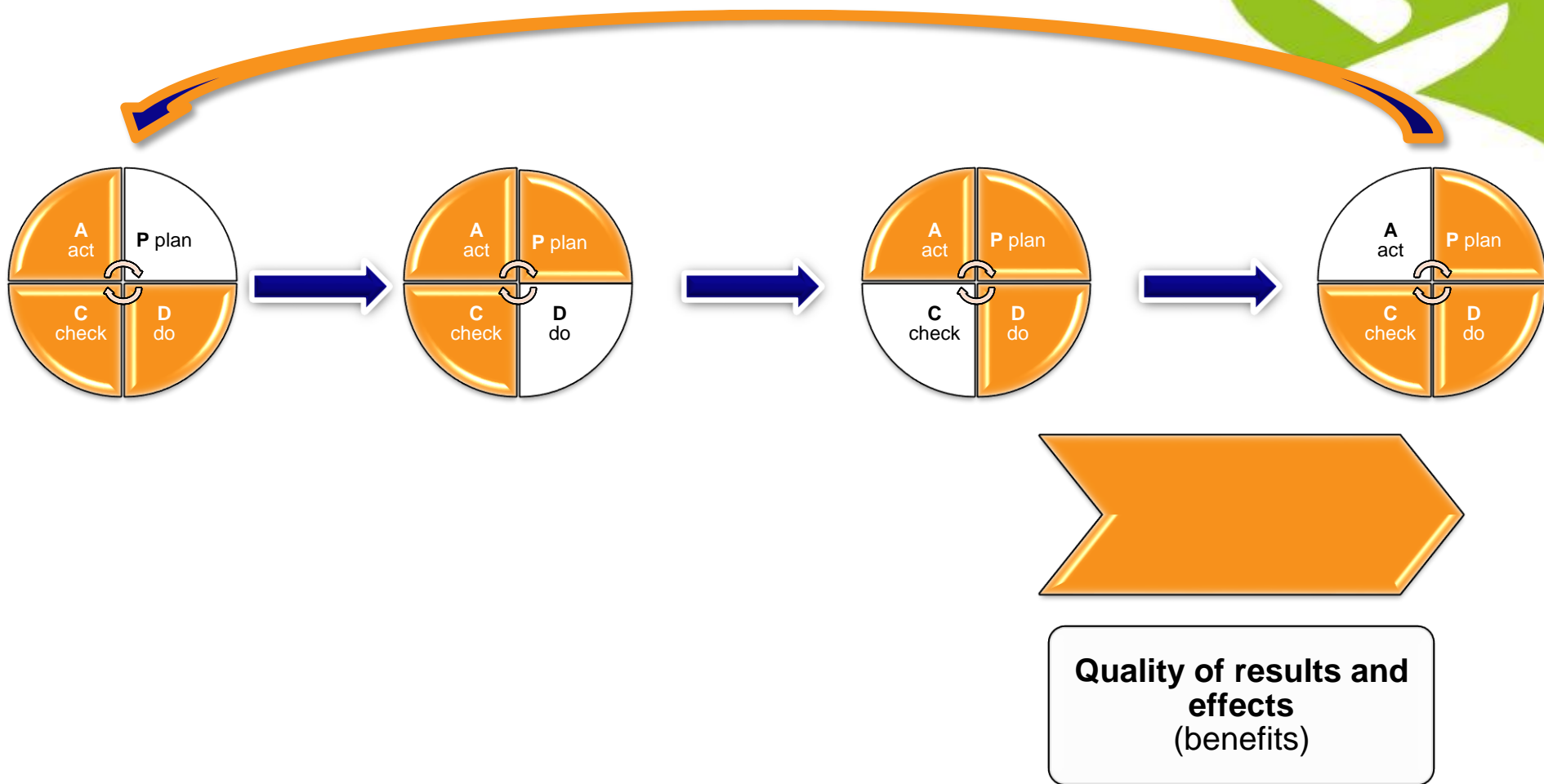


Table of contents: Quality Management Handbook

1. Management of the LAG
 - Business idea, vision, strategy and values
 - Association's rules, operational principles
2. Actions and Processes
 - Customerships and customership management
 - Primary processes
 - Association process
 - Leader-actions
 - Communications
 - Activation
 - Guidance
 - Funding
 - Administration and Follow-up
 - Own projects
 - General administration
 - Communications
 - Financial administration
3. Personnel
 - Personnel and their duties
 - Know-how
 - Work orientation
 - Well-being at work
 - Safety at work
4. Partnerships and resources
 - Partnership management
 - Influencing
 - International level
 - National level
 - Local level
5. Quality assurance
 - Quality inspections
 - Risk management
 - Handling the errors
 - Auditing and self-evaluation
 - Self-evaluation
6. Results
 - Further development
 - indicators



Leader-process and quality



Quality of results and effects

- Compulsory indicators set by European Commission
- Couple of national indicators
- Pool of optional indicators
 - LAGs can choose the ones which suit for local development strategy
- Telling the stories, distributing interesting examples
 - Strong Leader brand helps the work



Building the New Brand for Finnish Leader





From this



To this:



For ideas on a human scale

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Thank you!

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