



European Network for
Rural Development



Achieving Results the CLLD Way: Putting the Method to Work

7-8 December 2016, Sweden

Factsheet

Working with local assets

The 'Achieving results the CLLD way' seminar focused on three main themes related to the implementation of the [LEADER / CLLD](#) method. Each of these themes covered three sub themes, specific aspects of the way the method is put into practice. Workshop discussions informed by expert CLLD practitioner inputs developed and prioritised practical ideas for implementation improvements which would lead to achieving better results.

Under the Working with Local Assets theme the three sub themes discussed were:

- Central importance of the integrated area based LDS;
- Making the most of cooperation and networking; and
- Developing and fostering innovation.



©ENRD CP 2017

Exemplar Practices

Reet Kokovkin: Hiiumaa (EE) LAG - 'Central importance of the integrated area based LDS'

The island LAG of Hiiumaa is located in the UNESCO Man and the Biosphere Programme area (MAB) that aims to establish a scientific basis for improving relationships between people and their environments thus promoting innovative approaches to economic development that are socially and culturally appropriate, and environmentally sustainable. Until recently the community did not realise the benefits arising from this status, they saw it as a tool of restriction against both social and economic activities.

In 2013-14 a new 'overall development strategy for Hiiumaa County' was developed with the participation of a wide spectrum of stakeholders. The emphasis of the strategy is on sustainable use of local resources focusing on an open society with the population as the most valuable resource. For the first time the MAB was highlighted as the main tool for sustainable development of the island and the LAG recognised this in basing its 2014-2020 LDS upon the same central strategic vision. The LAG strategy focus is:

- ✓ Innovative SMEs using sustainable local resources and creating value-added jobs;
- ✓ Quality living and business environments providing services required by the community;
- ✓ Joint activities to gain new experience and knowledge; and
- ✓ Active, targeted community cooperation for the islands sustainable development.

Within this the development of local food is highlighted as a unifying topic bringing people to understand the liaisons between agriculture, job creation, community and identity.

Annika Nilsson: Linné Småland LAG (SE) - 'Making the most of cooperation and networking'
Cooperation and networking are at the heart of the LEADER method facilitating sharing and transfer of knowledge, ideas and experiences between communities throughout the member states. Annika discussed the differences and links between networking and cooperation, contacts met through networking can often lead to cooperation projects.

With a much stronger emphasis in the 2014-2020 RDPs LAGs are encouraged to start identifying cooperation projects and partners early on in the programme. An important part of this process is helping LAG members and local communities understand the value of cooperation and the benefits achieved. Understanding the rules and regulations clearly can substantially reduce barriers to cooperation, particularly transnational cooperation.

Annika suggested that networking should happen at all levels, right the grass roots of the project implementers right through the delivery chain to the MAs and the EC. Networking encourages people to get to know one another and start the process of understanding things from each other's point of view, this strengthens LAG capacity and knowledge which in the long term can lead to better projects being implemented in local areas.

Judit Racz: Felso LAG (HU) - 'Developing and fostering innovation'
Innovation is a word often seen as 'trendy' or 'scary' but in actual fact it simply refers to something that is 'new', with an innovator being the person who introduces 'change'. Innovation in changing the way we do things can help to find ways to speed things up and in order to move forward we must innovate. Judit explored the connection between innovation and the LEADER method, suggesting that the very existence of the LEADER method is based on innovation. Many people find change and risk uncomfortable and there can be huge opposition to innovation in our every day jobs. Innovation always contains some risk but failing to innovate may be riskier. This makes it important to work to integrate and create awareness with local stakeholders.

Cooperation projects often involve innovation. Judit's experience includes a project to address deficiencies in the development of key (innovation) competencies in the Vocational Education Training curriculum in Central Eastern Europe. A course containing training methods and materials based on real end user needs assessment and will be developed through the strategic partnership of knowledge seekers, knowledge providers, knowledge transfer institutions and end-user representatives. They aim to provide a new training tool

kit with excellent training materials for innovators and to bring innovation closer to the ground developing local community innovation skills thus increasing innovation and change in their region.

What did participants think would help improve implementation and achievements?



©ENRD CP 2017

The integrated area based LDS:

- Definition of the area is critical – it needs input from local actors and should be based on a recognisably shared culture, geography and identity, which do not always follow administrative boundaries’
- Getting back the spirit of community: mutual understanding and sharing of ideas and challenges in the local community is the main asset for integration.
- Ensure a cross sectoral view of the territory needs, aim for consensus on priorities.
- Find inspiring, open minded people in the region to make the area based approach work and sustainable.
- Real decision making power to select projects at local level using locally appropriate selection criteria.
- Good animation helps ensure integrated quality projects are generated and funded.

Cooperation and networking:

- Make the effort to understand the value of cooperation.
- Simplifying and speeding up the cooperation process is important.
- Harmonise rules, standardisation of costs, know when calls are open (database) and try to coordinate.
- Improve networking using social media (e.g. Skype etc).
- Networking should be a bottom up process – it should be driven by people.
- Share the ownership of the vision between all stakeholders. Increase animation.

- Use local actors to spread the word, provide feedback for LAG members from communities on LDS implementation.
- Should there be a dedicated LEADER advocate in each country?

Developing and fostering innovation:

- Design calls for projects with the participation of potential beneficiaries.
- Build human capacity, focus on young people, connect people to facilitate new ideas.
- Build links between LEADER and educational and research centres, co design solutions, share and exchange knowledge.
- Build stronger relations along the delivery chain to enhance mutual understanding.
- Innovate at all levels to take away the fear, encourage supportive MAs
- Build innovation into strategies i.e. re the way things are done.
- Consider problems as opportunities and each change as an innovation.

What did participants prioritise overall?

Each of the three workshop groups brought forward a single recommendation for improvements which would do most to improve implementation and results under this theme:

'Allowing innovation by allowing failure'

- *What will this do?* – Release people's potential, don't be afraid to innovate and learn
- *What needs to happen?* - Regulations need simplified, rules changed and success criteria adapted to reflect project outputs. Build trust throughout the delivery chain.
- *Who should do it?* – Decision makers at all levels – EC, MA, PA, LA, NRN, LAGs and projects.
- *Who takes responsibility?* –The whole delivery chain and project implementers
- *Resources needed?* – Training for the whole delivery chain, including projects. Transfer best practice (including methodology) and hold communication workshops.

'Real decision making by local people'

- *What will this do?* - Respond to real need, build trust from bottom up. Include and engage the communities the funds serve.
- *What needs to happen?*- Shift power towards local groups with better understanding of local projects. More acceptance of innovation and riskier projects.
- *Who should do it?* –MA willingness is needed, but everyone needs to get involved.
- *Who takes responsibility?* – Pursue co-responsibility and common interests.
- *Resources needed?* – Capacity and money, consider increasing the LEADER budget to more than 5%. Share knowledge and experience across the MS e.g. via digital platforms – develop new innovations.

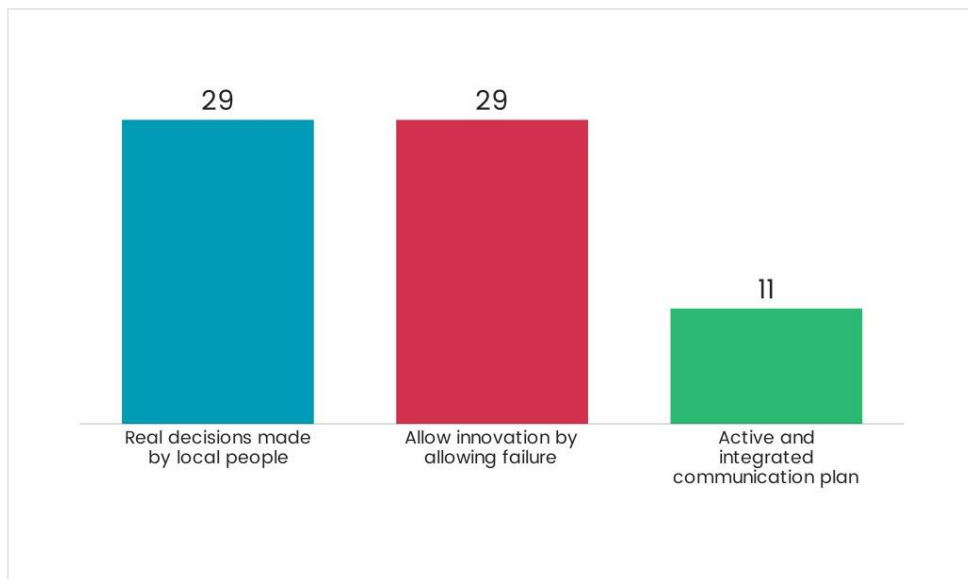
'Active and integrated communication plan' –

- *What will this do?* – Share clear simple messages, empower benefitting communities. A transparent process, learning from each other, build trust and stronger relationships.
- *What needs to happen?*– Develop audience appropriate communication plans.
- *Who should do it?* – LAGs with their local people and MAs with their Networks
- *Who takes responsibility?* – LAGs and MAs
- *Resources needed?* – Simple one page communication plan (activity, timeframe, budget and goals) distributed in a variety of ways – electronic and paper based.

What was top of the list?

Seminar participants were asked to identify the single most important contribution under each theme.

Real decision making by real people and allowing innovation by allowing failure were seen to be equally important. Trust, transparency and communications are hugely important cross cutting factors both to allow decision making to happen locally and to encourage innovation in allowing failure at the project level in order to learn for the future.



*Participants' votes on main priorities.

“Build trust, it’s fundamental to the whole processes.”

Luis Chaves
Minha Terra

“Great to see innovation emphasised.”

Alistair Prior
Scottish National Rural Network