



Networking: a LEADER feature

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The origin of the LEADER approach

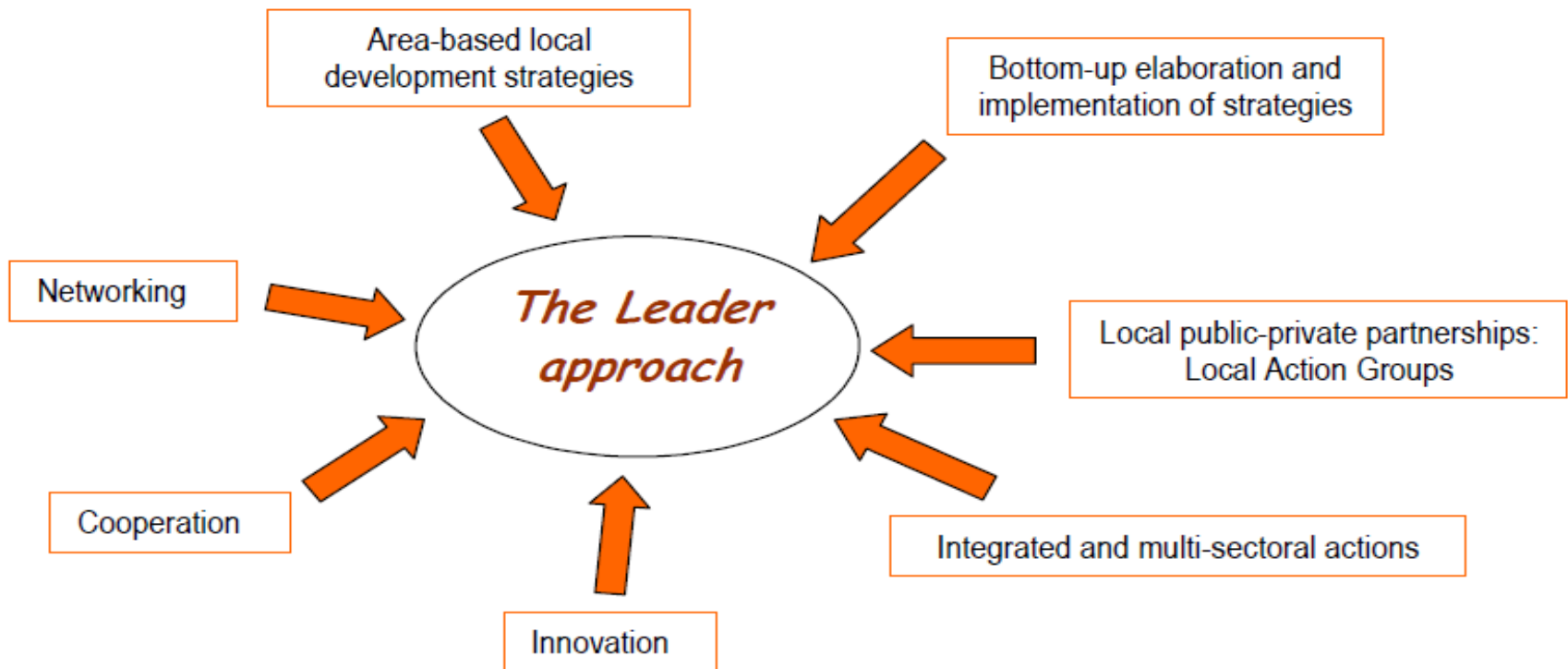
The meaning of the acronym LEADER (French: Liaison Entre Actions de Développement de l' Economie Rurale).

Born in the context of the first structural funds reform (1989-1993);

Launched as a Community Initiative in 1991 to introduce and **test new methods**, new concepts in the perspective of integrating them in the mainstream programs;

With the aim of improving the development potential of rural areas by calling on local initiative, promoting the acquisition of know how on local development and **disseminating this know how in other rural areas**.

The 7 key features of Leader



LEADER: Acting locally and globally

The LEADER approach to rural development is for the most part based on proximity and the creation of links.

These two specific dimensions of the approach have enabled a large number of marginalised rural areas to turn what until recently were considered weaknesses and handicaps into resources and opportunities

The role of networking in respect to LEADER

Liaising function of LEADER: *The first letter of the acronym means link/liaison.*

LEADER has local and trans-local features
Connecting people, areas and activities

The role of networking in respect to leader

Connecting areas

Strengthening the economic links of the local players to the outside world, bringing in expertise at the right level of scale and establishing commercial links at long distance

Networking and trans-national cooperation mutually fostered each other. There are several examples of TNC projects establishing thematic european networks.

Connecting people and organisations

Networking is that activity which brings people (and their organisations) together around a common interest to undertake activities which are mutually beneficial to them.

Effect :« The creation of a common language and the spreading of a “European vision” of rural development all over Europe » (Ex post evaluation Leader II).

Local networks

Local partnerships between stakeholders from different sectors

Networks of local producers, craftsmen

Connecting activities

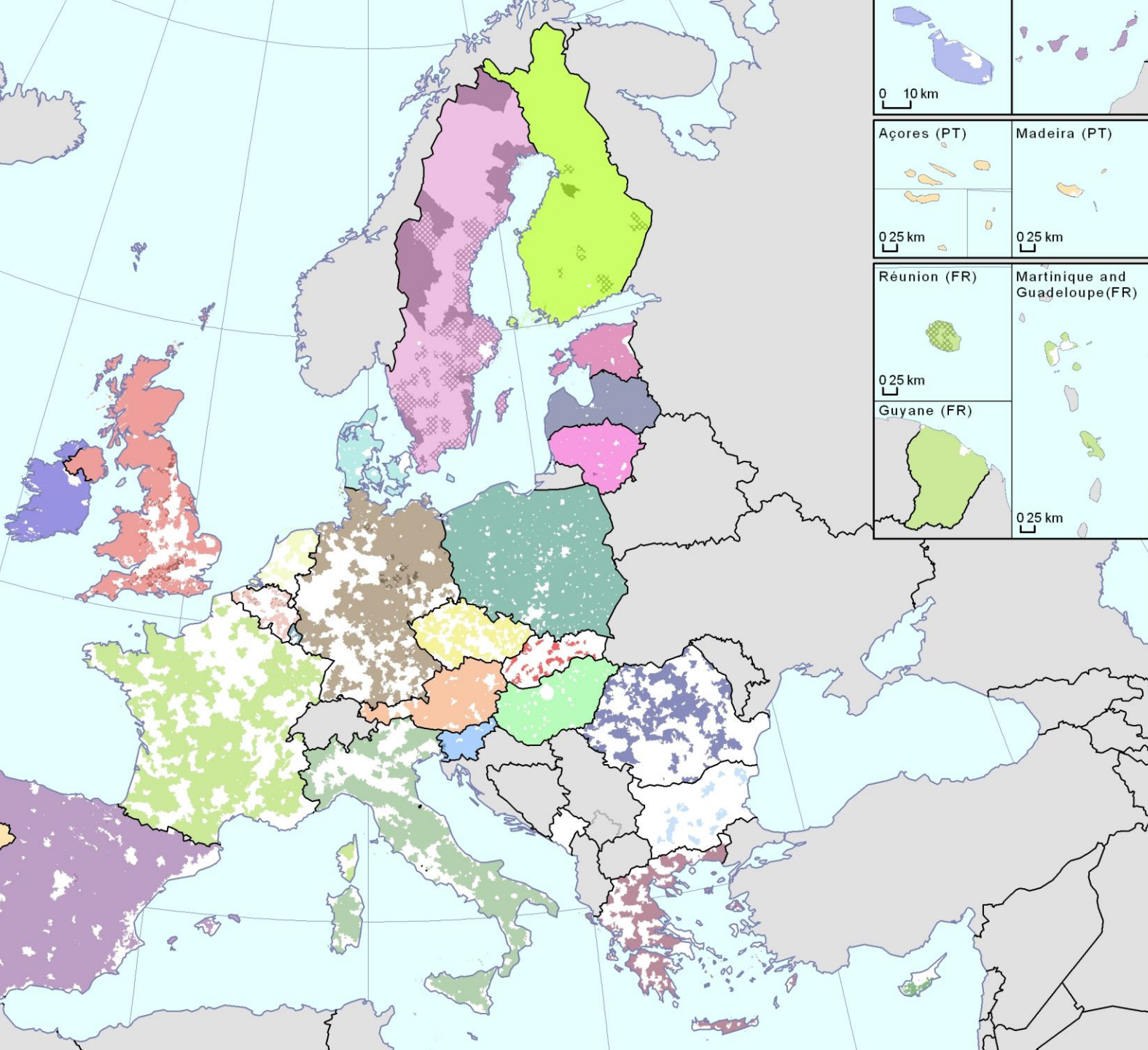
Multi-sectoral approach linking activities

FROM LEADER I TO «CLLD»

		<u>Funds</u>	<u>EU Budget (EUR)</u>	<u>Number of LAGs (formal networks)</u>
LEADER I	1991-1993	EAGGF-Guidance, ESF, ERDF	450 million	217 (LEADER I Observatory+ National LEADER Networks)
LEADER II	1994-1999	EAGGF-Guidance, ESF, ERDF	1.7 billion	821 (LEADER II Observatory and National LEADER networks)
LEADER+	2000-2006	EAGGF-Guidance	2.1 billion	893 in EU-15 + 250 under LEADER+ type measure 2004-2006 in 6 NMS (Leader+ Observatory and Leader+ National networks)
LEADER Axis	2007-2013	EAFRD	5.5 billion → 6% of the EAFRD funding	2.331 (selection in BG and RO not completed) (ENRD and National Rural Networks)
„CLLD“ (LEADER 5th generation)	2014-2020	EAFRD, ESF, ERDF, EMFF	EAFRD: at least 4.5 billion (min. of 5% proposed for each RDP) Other Funds: ...	(ENRD and National rural networks)

LEADER Local Action Groups Draft version

Geographical coverage
based on the LAU2
(Local Administrative Units)



Cartography:
DG AGRI GIS-Team 05/2012
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How to define Leader networking according to the typology of networks ?

Informal (organic) networks vs. **Formal (engineered) networks** Networks resulting from natural interactions between members and process of self-organisation vs. Networks

Vertical networks vs. **Horizontal networks (networks of innovation and learning)** Networks build on relations of power and dependencies in food chain vs. Networks relying upon relations of flexibility, trust and diversity, where mutual knowledge and cooperation is fostered and determined spatially

Networks of practice (NoP) / Communities of practice (CoP) Networks where members share same concerns and participate in mutual exchange of their practices and know-how

Hierarchical networks Networks created, developed and supported financially by public institutions

Peer-to-peer networks Networks are not linked to a dominant agent's behaviour

Knowledge / learning networks Networks involving expertise, leading to know-how transfer and innovation

Territorial networks Networks acting with regard to a certain territory

Communities of identity Networks focusing on creating a shared among members identity around certain territory (esp. in LEADER)

Administrative networks Networks that facilitate effective programme implementation

Policy networks Networks that include actors involved in the formulation and implementation of a policy in a given sector

LEADER networking at which level ?

*European (Leader I, Leader II and Leader+ Observatories;
ENRD; ELARD)*

*Transnational (thematic networks established through
transnational cooperation projects)*

National (National Rural Networks)

*Regional (Regional rural networks established under
national networks; informal networks)*

Local (Local action groups, local networks)

THE SWEDISH
RURAL NETWORK

MAAMAJANDUSE
INFOKESKUS

National Rural Networks



UK National Rural Network

Landdistrikter.dk



Viteles Rural Network



dvs
Network LandUse Rurale



Kereskedelmi Szövetkezet



Lietuvos ūkio tinklas
LKT

NÁRODNÁ
SÍŤ ROZVOJA
VIDEKA SR



Hungarian
National
Rural
Network



REDE RURAL
NACIONAL

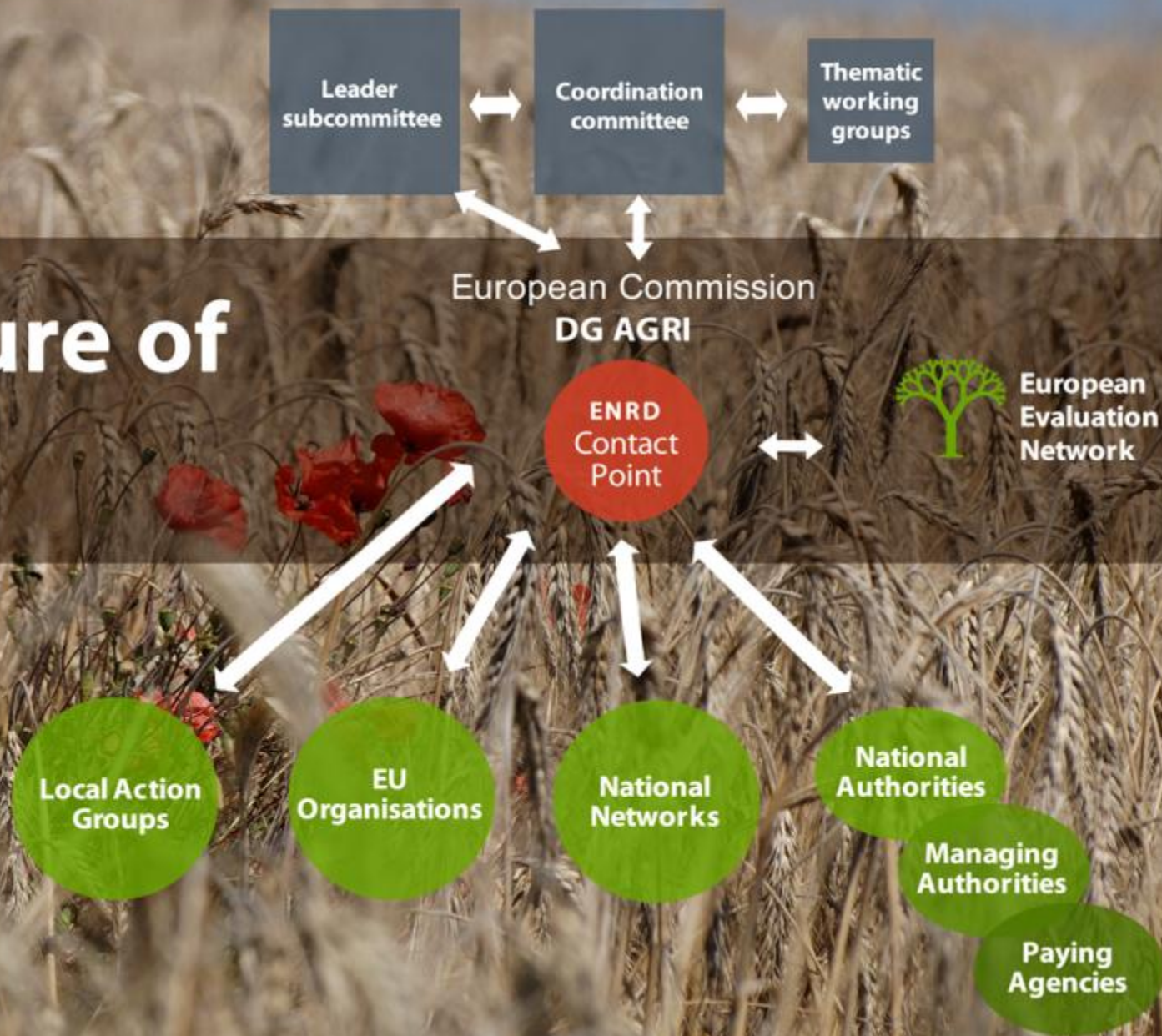


GOBIERNO DE ESPAÑA
MINISTERIO DE MEDIO AMBIENTE
Y MEDIO RURAL Y PESCA



Εθνικό αγροτικό δίκτυο

Structure of ENRD



The impact of networking in respect to leader innovation

Networking facilitated the dissemination of information, the dissemination and transfer of know how and good practice

and stimulated the creation of informal networks between rural areas, both regional and trans-national.

Assessing Leader Networking (Lessons learnt from Leader I ex post evaluation)

Most of LAGs remained passive receivers. 20% of the groups with a low interest in establishing external contacts.

25% of the groups had a pro-active approach to networking, establishing visits, exchanges of services.

Individual exchanges and national regional informal networks were privileged. Most of exchanges were between LAGs (on average 6 LAGs received and 6 visited)

On average Leader I LAGS participated to 4-5 national networks seminars

***Participation in EU seminars (73.9% groups attended one or more)
Providing references on other experiences was perceived as the real strategic function of the European Network***

Assessing Leader Networking (Lessons learnt from Leader II ex post evaluation)

Contrast between "users" and "non-users" of the Observatory

Presence of LAGs with lower networking capacity linked to their roles in the local context, to their human resources and to their level of experience.

Experience groups were more "connected" than new groups.

Assessing Leader Networking (Lessons learnt from Leader + ex post evaluation)

LAG human resources for networking is considered as insufficient by many respondents

Most LAGs had either frequent or regular contact with their National Network Unit.

The most popular form of contact was training and study visits organised by the National Network Units.

Networking and cooperation were seen as a source of inspiration and know-how for making improvements to LAGs domestic efforts. Study visits and thematic workshops were considered a useful input to the LAGs' own work



Lessons learnt from Leader + ex post evaluation : Role of national networks units

LAGs relied on the NNU for exchanges of experience with LAGs within the country as well as with networks in other countries.

NNU was an important source of information about the activities of other LAGs

NNU was a source of good practical advice for developing new projects.

Just over a quarter of LAGs said that the NNU was useful in identifying and making introductions to new partners.

Just over half the LAGs said that they participated in working groups organised by the NNU, and

Over three quarters said that they had taken part in training programmes and study visits

Leader + ex post evaluation: role of the European network

*Half the group said that they had used the LAG database
40% used the LEADER Observatory to find out about
cooperation projects.*

*41% searched for partners using the facilities of the
LEADER Observatory.*

*LEADER Observatory was considered useful as a source of
information on what other LAGs were doing*

Critical success factors at LAG level (Leader+ ex post evaluation)

Network management (pro-active approach towards networking with networking capacity - dedicated human resources and funding)

Communication management and open system of information and communication is needed.