



The Experience of the Italian Rural Network : LEADER AXIS IV

Open days – Brussels 10th October 2012

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"Network" – a definition

no point is privileged
over another (Serres)



Subjects:

- *primary Network*
- *institutional Network*
- *secondary Networks*
- *animation Unit*
- *Informal networks*

Functions and tasks
Instrumental support (to
create organizational context;
to provide for services, to
provide for resources, to
simplify communication).
Social support
(listening, keeping
participation and
"momentum", enhancing the
contributions of actors)

facilitate the
combination and
mitigate tensions
between organizational
and professional
"creativity" (Butera)



Structural properties

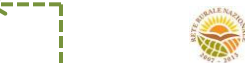
- form of network
- operation of links and
processes
- operational properties
- Governance



Tools

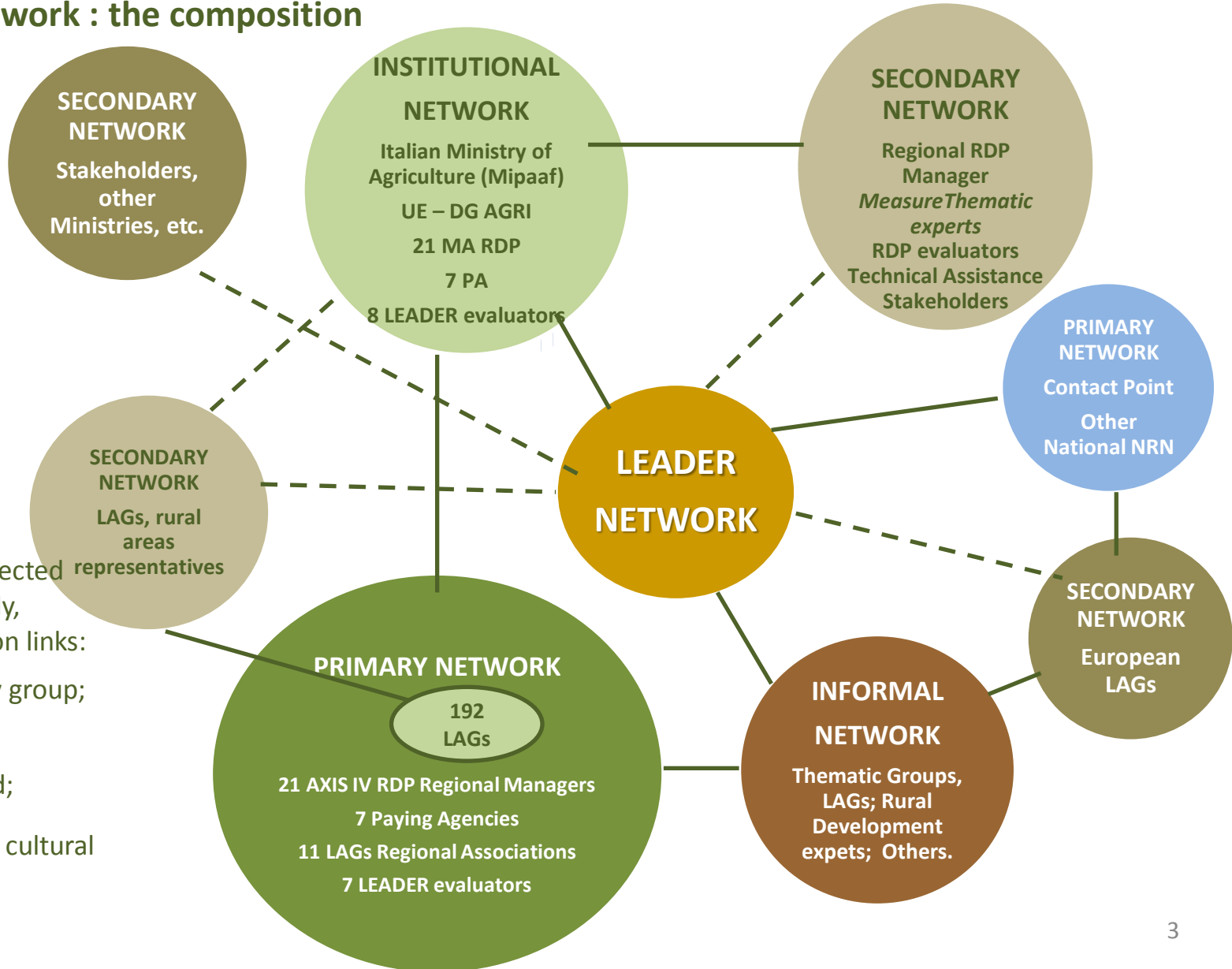
communication
Training
Thematic Focus

A network is formed for
a given instant by a
plurality of points
(nodes) connected
together by a plurality
of tracks (Serres)



Promote mutual
understanding, sharing,
participation, cooperation,
experimentation. Create a
community.

Leader Network : the composition



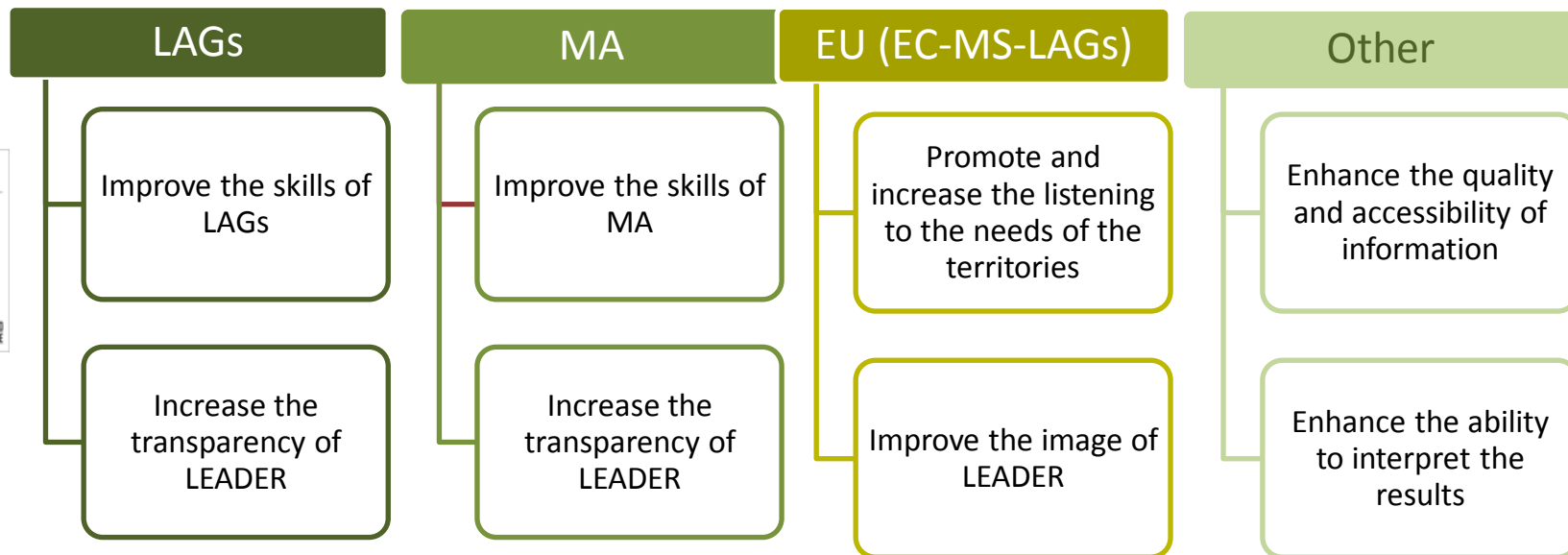
NETWORK GROUP

social groups connected directly or indirectly, With some common links:

- status shared by group;
- group functions similar or shared;
- geographical or cultural connections.



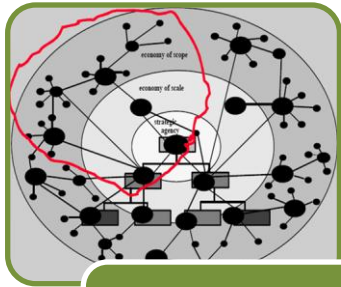
The Italian «Leader» Network - Features



Communication is a central function in the activities of the Leader Network and a key element of its mission. The function of TF Leader is to provide communication, resources and promotion of identity to all Leader actors

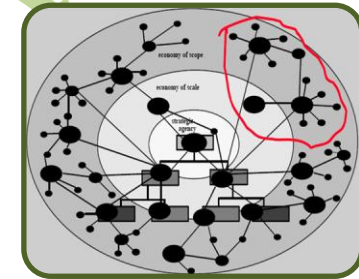
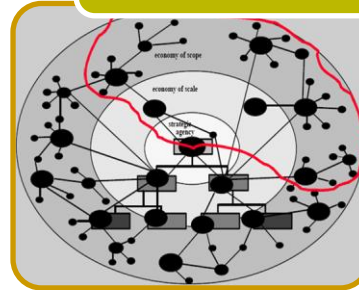


Italian Leader Network - Structural evolution



Leader II
1 SINGLE CENTER OF
GRAVITY

Leader PLUS
MULTIPLE CENTER
OF GRAVITY



Axis IV RDP 2007-
2013
Towards...ὄλον
« HOLONIC »
NETWORKS

... It is a plurality of subjects, carriers of different needs. Many of these needs can be solved using and combining skills and experience already held within the Network.

The mission of the Leader Network is to encourage and to support a process of learning "*among equals*". A process based on flows relations, resulting from the sharing of experiences and the socialization of knowledge and perceptions, oriented to the identification, from time to time, of the best practices to solve the problems.

Italian «Leader» Network – our Organization

Scientific Committee

- defines the annual program;
- identifies the networking methods;
- propose new thematic groups.

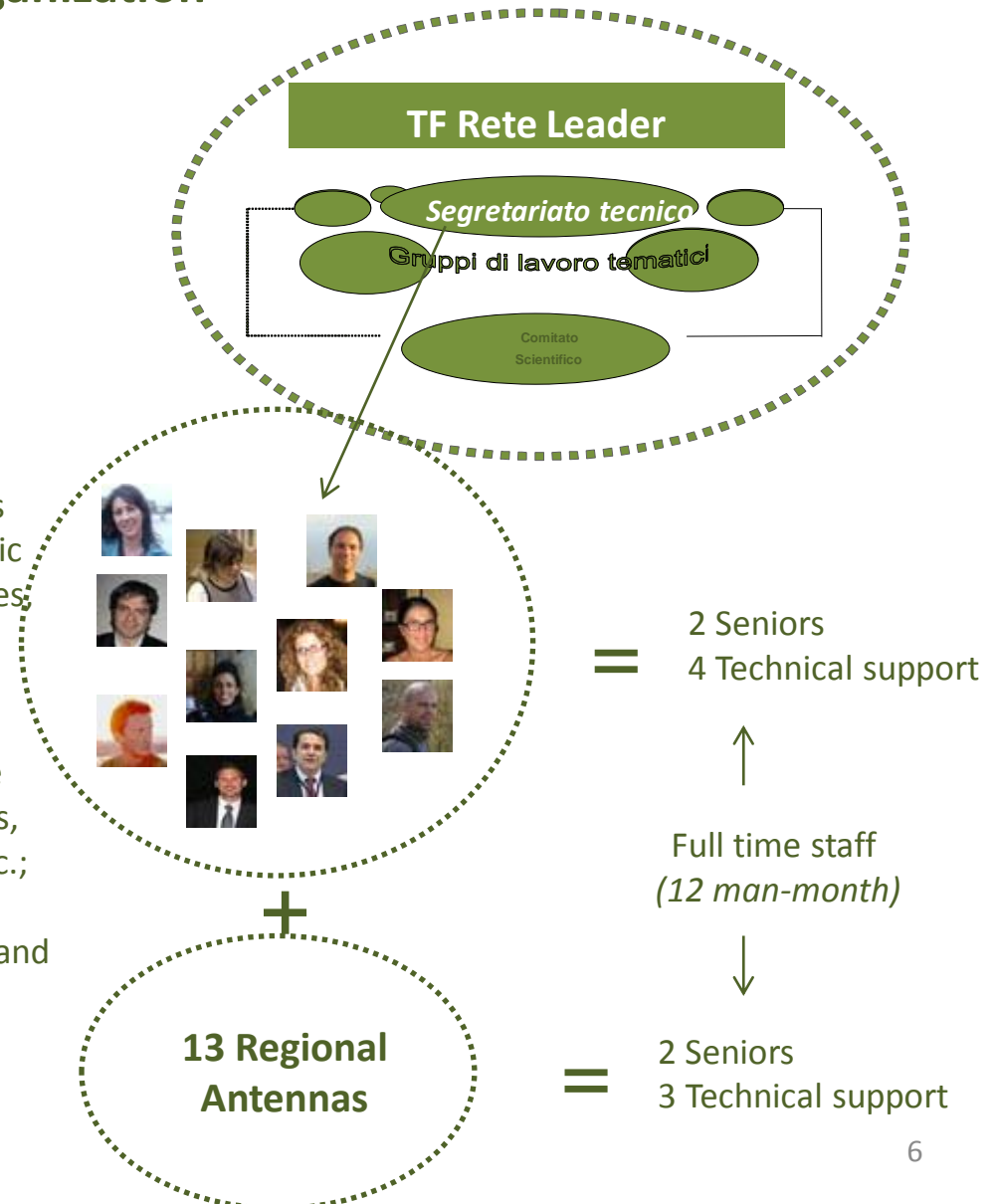
Thematic working groups

(long term or short term as needed)

- they deal with thematic analysis;
- Participation to the definition of program activities and the preparation of "products" (on-line thematic area in the portal, meetings / seminars, case studies, white papers, training courses; etc.)

Technical Secretariat

- facilitates the flow of communication between the participants to the LEADER network, calls meetings, collect the reports on the progress of activities, etc.;
- Dealing with organizational aspects, creates tools and products basics, supports thematic groups; databases, organizing seminars and meetings, management of on-line sections in the website.



The Italian Leader Network – our Tools

Coordination meetings, working groups, open space, social networks → **to allow the comparison and mutual understanding**

Training, conferences, seminars, workshops, study visits → **to facilitate the sharing of practices, knowledge and exchange of experiences**

Information services (portal, newsletters, databases, archives and documentation) and proper Consulting (technical, legal and administrative branches) → **to provide for services**

Research and surveys, focus groups → **to offer the opportunity to explore new ideas and solutions, and detect the needs**



Coordination Meetings, Focus, Thematic Experts



«AL»: the Monthly Report



National Study visits for good practices exchange



Leader Workshops



Data base on LEADER actions and practices



Common National System of Monitoring



Juridical On Line support for LAGS



VIDEO interviews with experts



Social network on-line



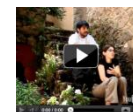
Geo-referenced info-system of calls; LAGS



Thematic Dossiers



WEB Portal



VIDEO Documentaries on good practices



The Good Practices «AWARD» E.S.E.M.P.I.

NETWORK LEADER: the TOOLS

The Tools put in place by the Animation unit of a Network.

It is important that they are **not just "innovative"....**
but they need to have the ability to promote
a practical and effective participation of all stakeholders



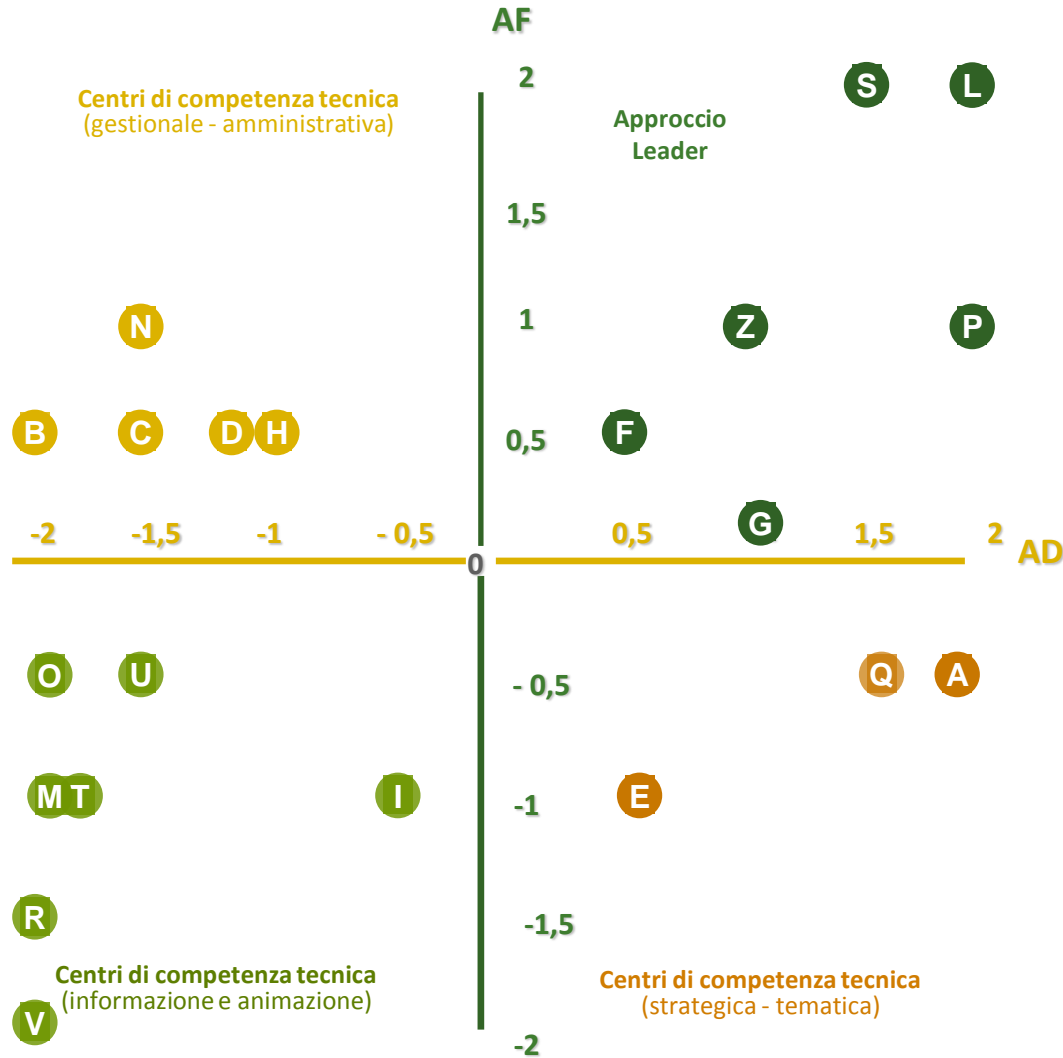
Always evaluate the context and resources available

Taking into account the following characteristics:

- **actors** (mode of action, knowledge);
- **structure** (characteristics of the network);
- **interactions** (operation and processes);
- **How the Regions have set Leader (axis IV)**



How the Regions have set Leader (axis IV)



Rete Leader some DATA ...

- n. 19 Report AL
- n. 4 Reports on progress
- n. 8 methodological documents
- n. 77 events organized by the Italian Rural Network + n. 45 meetings held with LAGs and Regions
- n. 22 participation in events organized by "others"
- n. 5 Working Groups - 1. procedures Leader 2. monitoring 3. evaluation 4. Leader transparency 5. Leader after 2013
- Comprehensive database of LAG areas leader, PSL, Financial Plans Axis IV
- 1400 calls LAG archived and georeferenced
- WEBSITE Leader - access 12,157 (2009 = 906, 2010 = 2865, 2011 = 5430, 2012 = 2975)

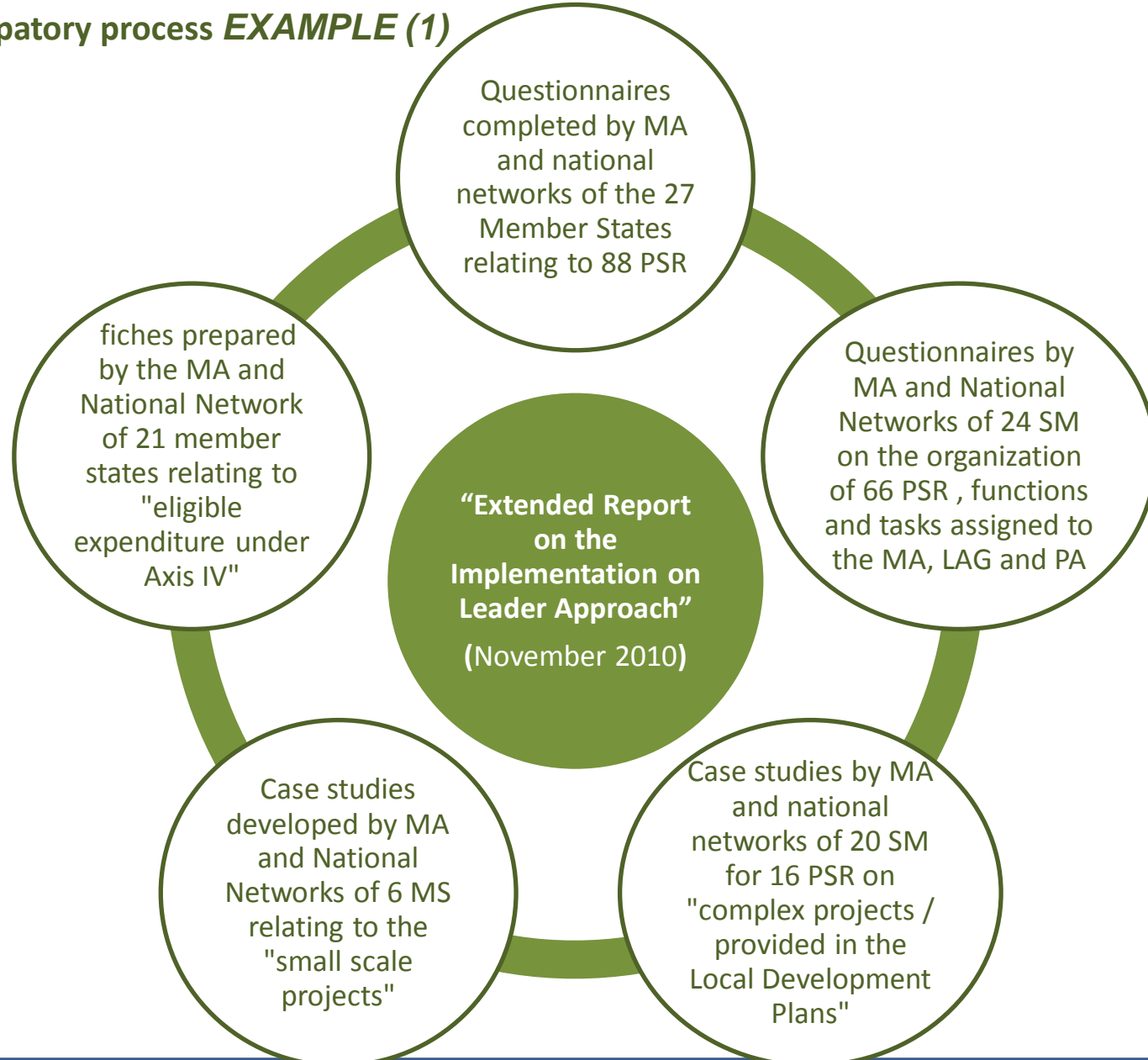
The "number" indicators say little about the good networking processes



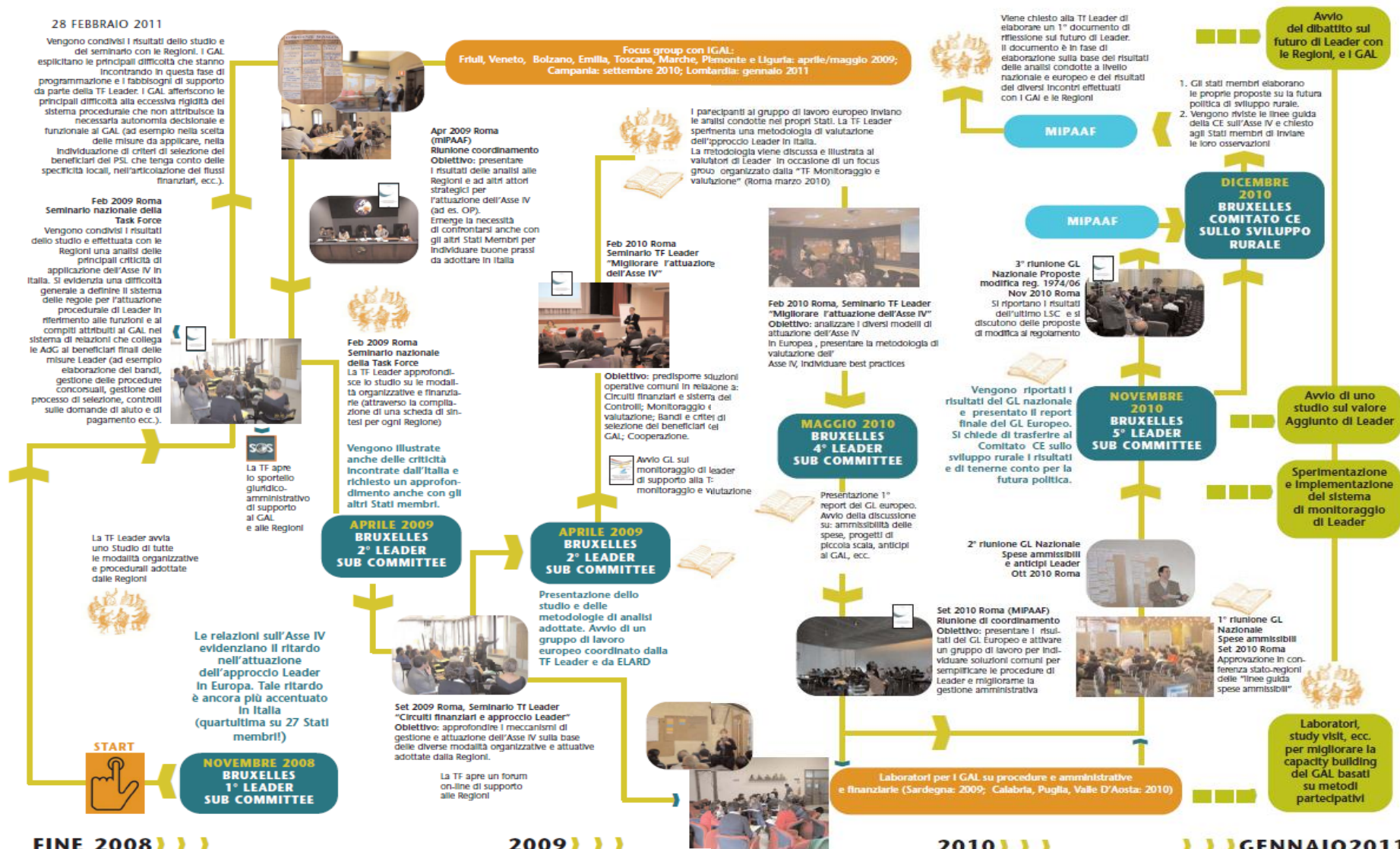
To "give an account" of the system network and networking processes, the first step is to give form to relations system that is not prescribed and that it is constantly evolving.

Structures that interact for a proper "Institutional duty"
(eg DG Agriculture, European Rural Network and Leaders Sub Committee, Ministry of Agriculture, National Rural Network and Task Force Leader)
can not be considered outright "Network system"

Our Participatory process *EXAMPLE (1)*



Our Participatory process

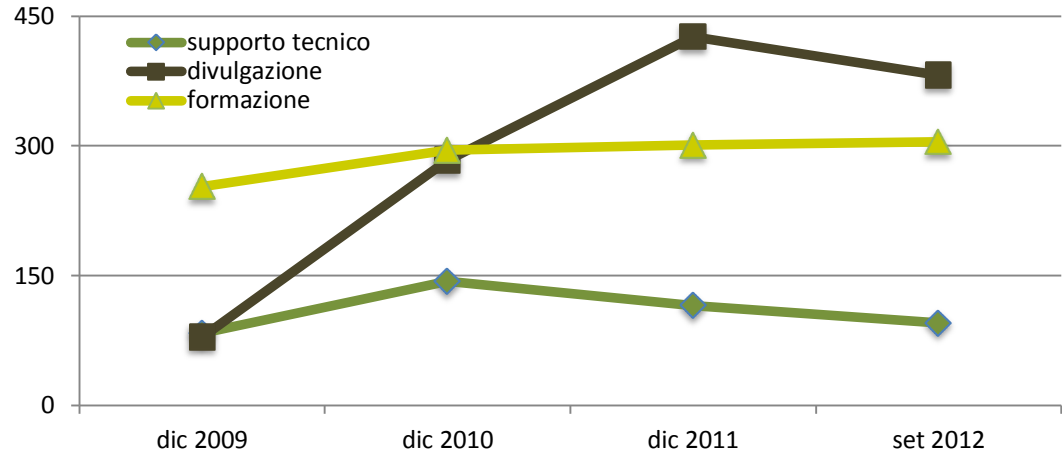


Italian LEADER Network: the monitoring

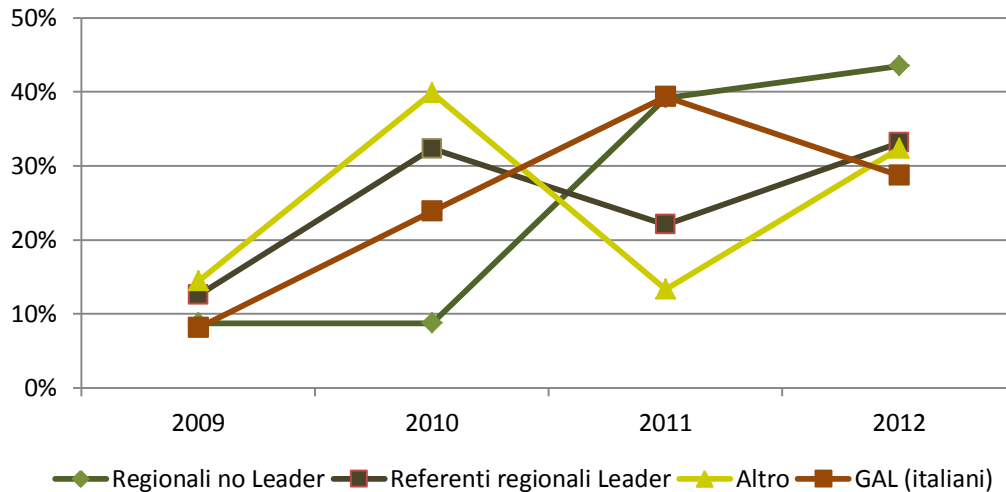
Since 2009

- n. **436** technical support requests
- n. **1.995** requests for diffusion of information on events, calls, projects, etc.
- N **2.415** participants to workshops, seminars; etc.

"they use" the Network for....



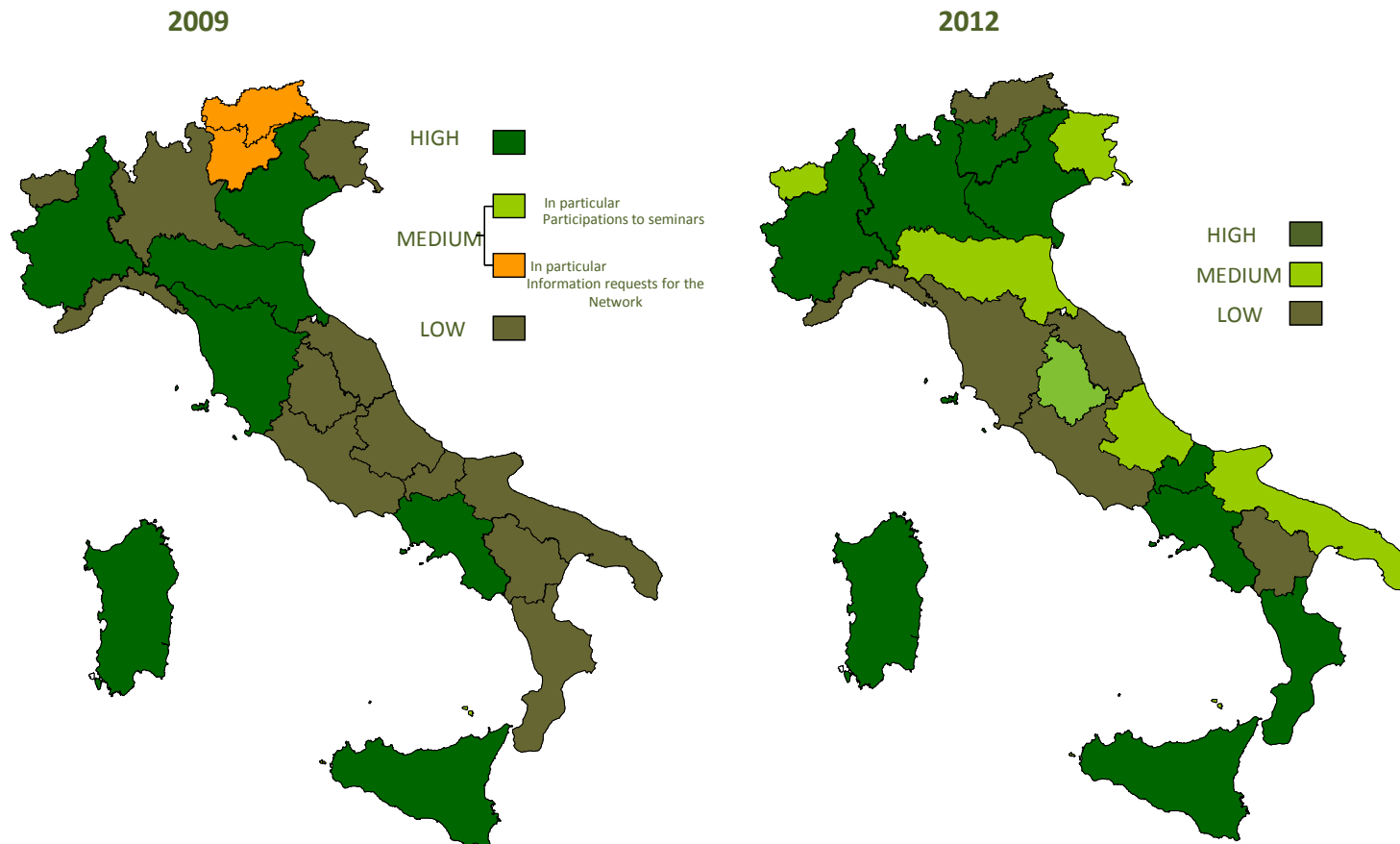
"behaviour" of LEADER operators





Monitoring

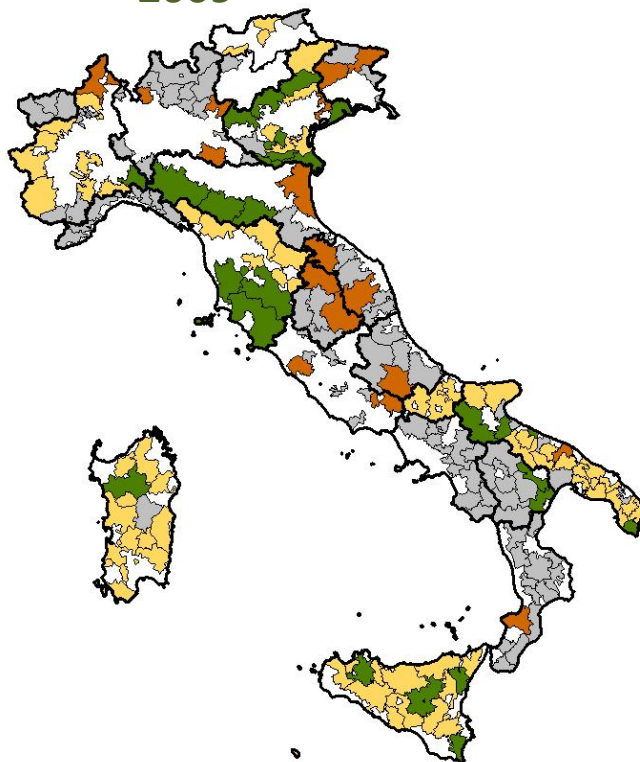
Contact density - Regions



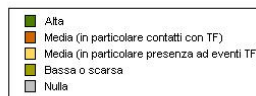
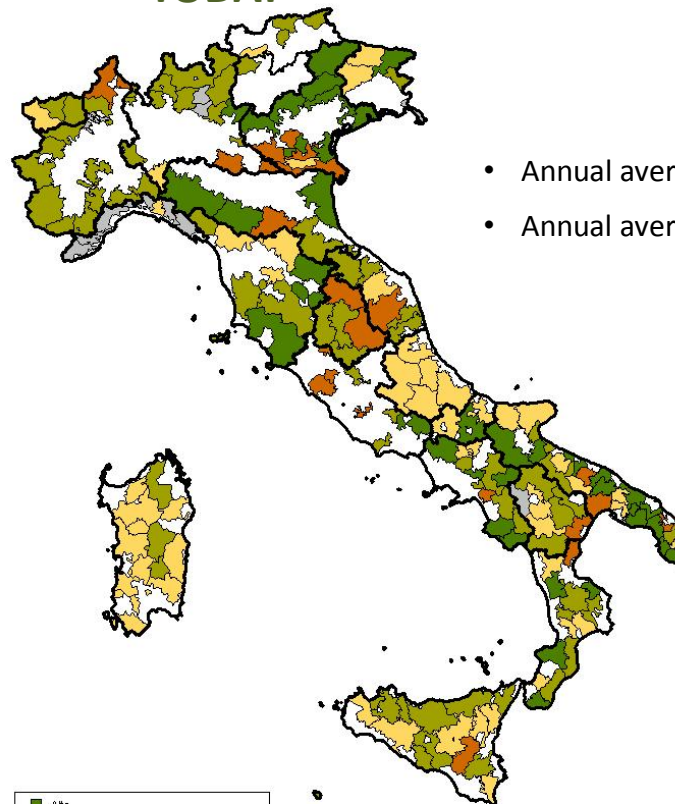


Network Monitoring

2009



TODAY



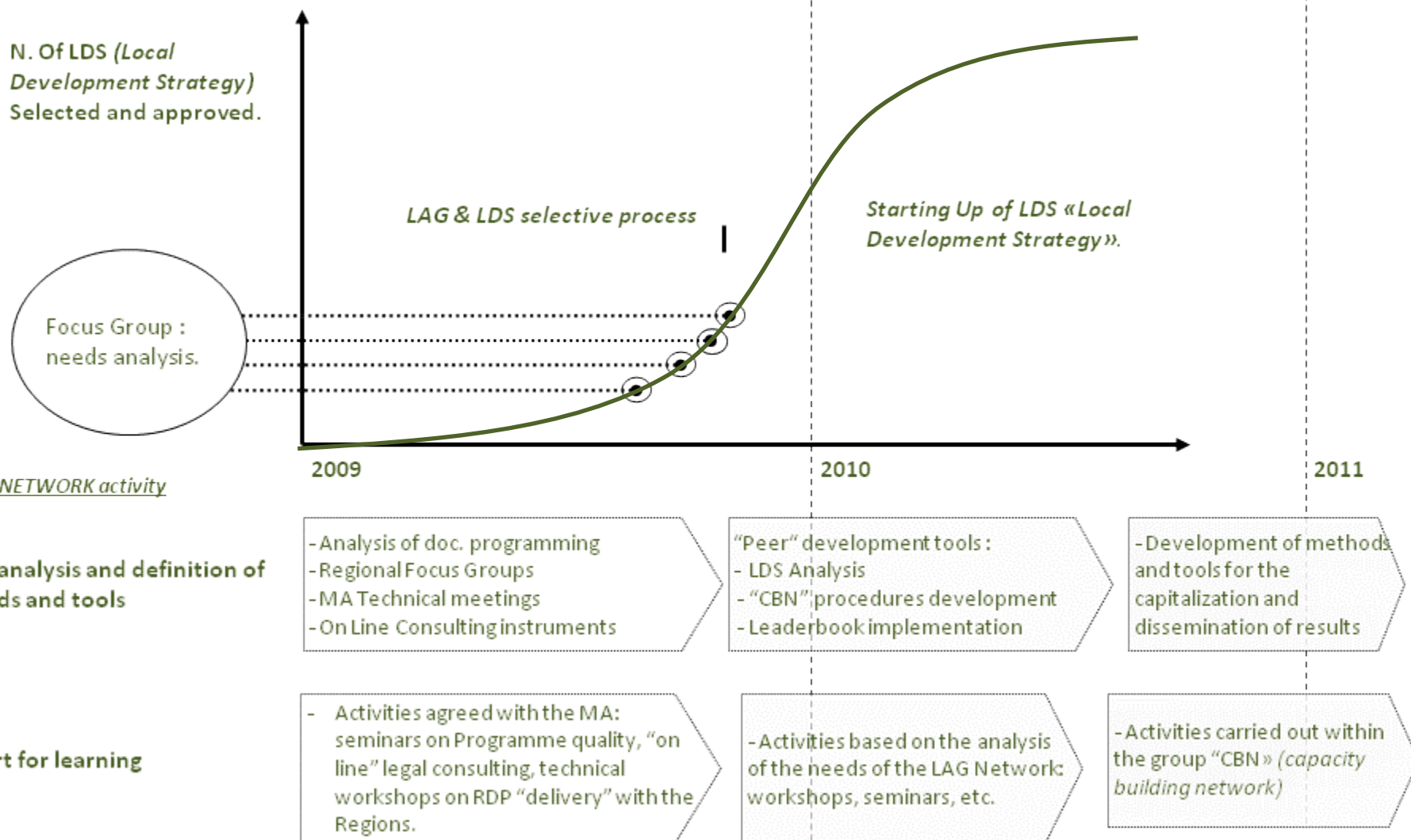
- Annual average Support requests / diffusion = 6
- Annual average participation in events = 4

Contacts pattern - LAGs

	n. LAGs		% on tot. LAGs	
	2009	2012	2009	2012
High	25	39	13	20
Medium -contacts	17	22	9	11
Medium -events	63	48	33	25
Low	0	72	0	33
None	87	11	45	15 6



Needs analysis and intervention planning → in the start-up phase.

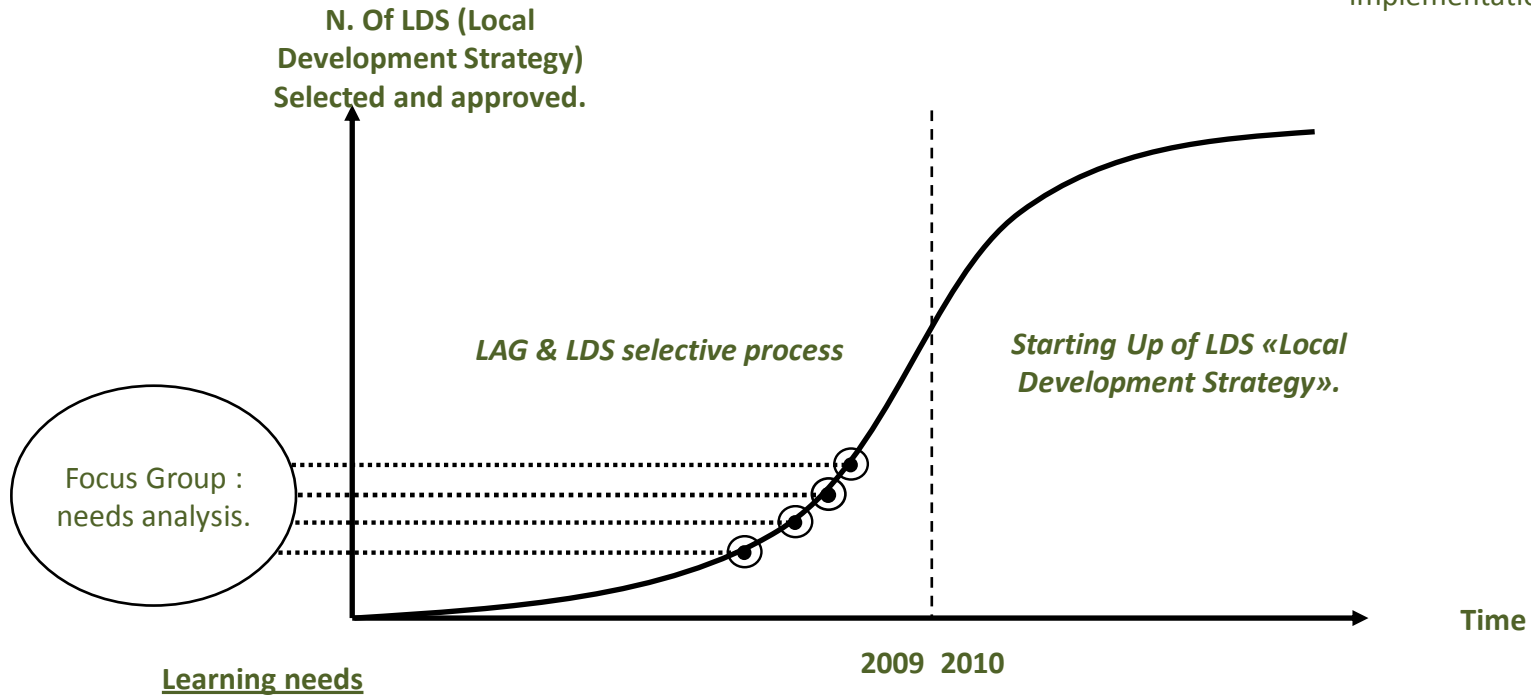




Needs analysis and intervention planning → in the start-up phase.

The issues and activities of the LEADER TASK FORCE are periodically reviewed in relation to the phases of the RDP Axis IV implementation.

LAG Learning needs.



- Methods and Programming practices
- Legal aspects
- RDP Administrative and Financial Procedures
- Communication with the local territory
- LAG/Relational (its communication, self-assessment)
- Specific Thematic analysis
- Specific update needs



THE SUPPORT OF THE ITALIAN RURAL NETWORK : THE LAGS START UP – EXAMPLE

TOOLS :

1. "AL" : our Monthly Report
2. Methodological documents on local animation Technics
3. Projects Reviews

TOOLS

Thematic Groups



Focus Group for analyzing the needs

WORKSHOPS :

- a. Local Actions Groups: «Legal and institutional OPTIONS for the management of local development plans”
- b. “HOW to Develop a strategy for local development with the Leader method: key elements for quality in Programme planning ”

TOOLS :

4. Juridical on line consulting
5. Report AL
6. Analysis of the tools for communication and animation for the LAGs

WORKSHOPS :

- c. “The operational planning of activities and the administrative and financial management”
- d. “The planning of communication activities, animation and technical support”

TOOLS :

7. Projects Data Base
8. AWARD “E.S.E.M.P.I.”
9. LEADERBOOK social network

National Study Visits :

- Renewable energy (LAG Valli di Tures e Aurina)
- Sustainable Tourism (LAG DELTA 2000)
- Networks and local food chains (LAG TERRE SHARDANA; LAG Maiella Verde)
- Cultural heritage (LAG Basento Camastra Rocca di Cerere, LAG Area Graganica; LAG CILSI)

TOOLS :

10. Methodological documents
11. Monitoring system
12. Test of development methodologies in LAG areas
13. Geo-referencing

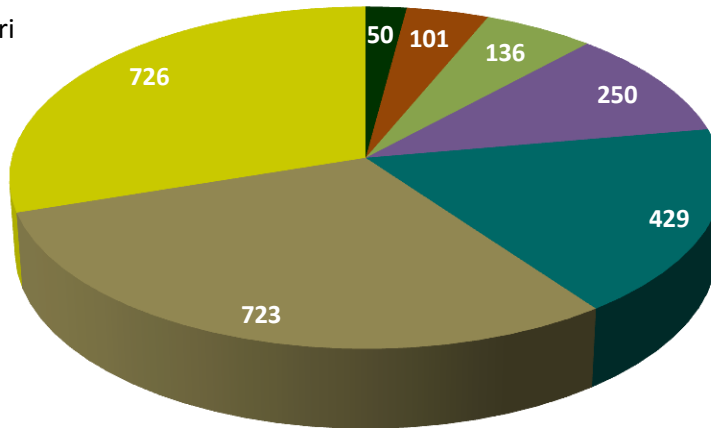
WORKSHOPS :

- e. "The selection of the beneficiaries of Local Development Plans”
- f. “Evaluating and Monitoring Leader”
- g. “Signals of Leader: to invest in transparency, communication and evaluation for the future of Leader”
- f. Evaluating the animation capacity of LAGs.

	n. meetings	n. LAGs	n. Regions involved	n. of Region Managers
Focus Groups	9	86	11	40
Training	19	187	21	59
Seminars	30	139	21	174
Study visits	7	30	-	-

- Study visit
- Incontri con altri Stati membri
- Riunioni di coordinamento MiPAAF
- Focus Group
- Gruppi di lavoro
- Seminari nazionali - incontri informativi-Workshop
- Laboratorio per i GAL

Participants



Network monitoring

Meeting tipology	n. meetings
Focus Group	9
meetings with other Member States	5
Training	19
Meeting -Workshop	30
Study visit	7
W.G. Meeting	45
Coordination meetings	7
Tot.	77

