



Ingredients for a successful Local Development Strategy (CLLD)



**10th European Week of
Regions and Cities**
Brussels 8 - 11 October 2012

Brussels, 11.10.2012

09.00-10.45

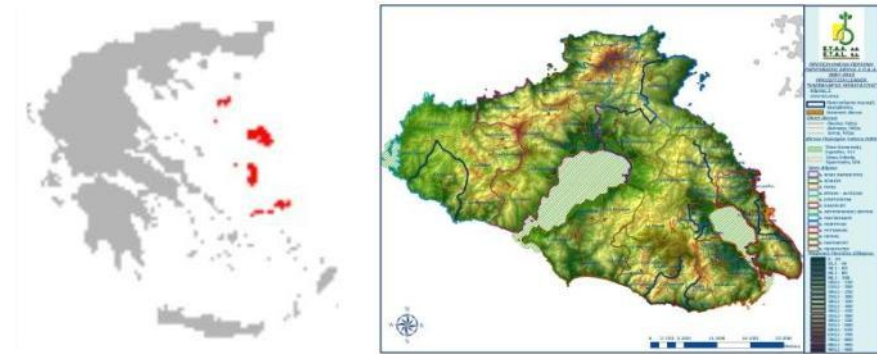
workshop 11A02

LESVOS LOCAL DEVELOPMENT COMPANY S.A. - [ETAL S.A.]

Island of Lesvos – GREECE

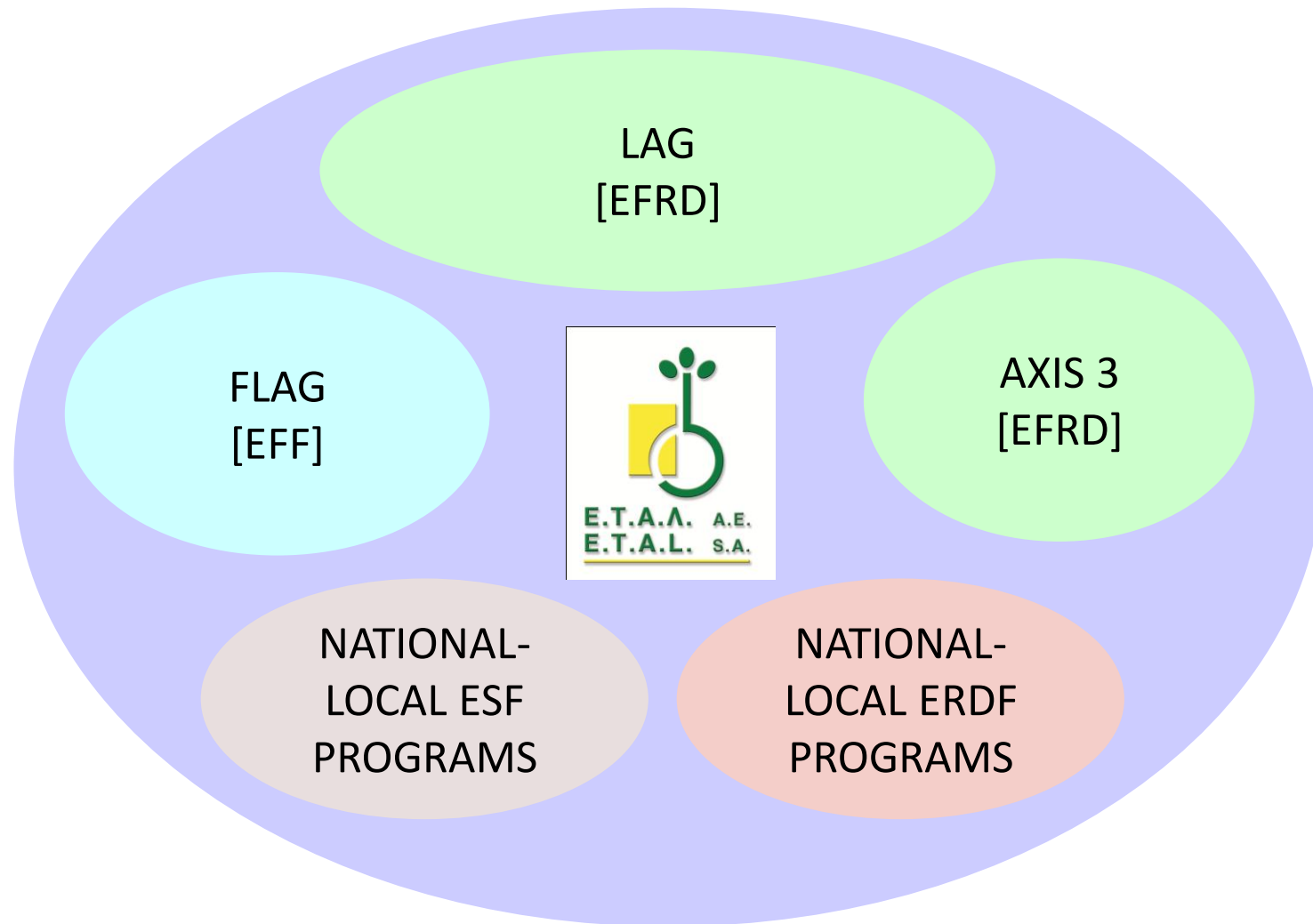
Anastasios M. Perimenis – Gen. Manager

- Lesvos is the 3rd largest Greek Island, situated in the North East part of the Aegean Sea,
- Lesvos-Limnos-Ag. Efratios Prefecture, “NORTH AEGEAN REGION”, 90.643 inhabitants in 1.632,82 km²
- Rural Economy, 0.76% of GNP - Ranks 172rd region of the 179 regions of Europe in terms of GNP per capita
- Insular, remote, rural, unemployment (app. 22%), outmigration, transportation difficulties, not well advanced infrastructure...
- Un-spoilt rural-agricultural environment...
- Culture, poets, musicians, artists...
- The largest olive grove in Greece and excellent quality of olive oil...
- The origin of world famous OUZU, and Kalloni sardines...
- Quiet pace in the rhythms of everyday life, emphasis in family, neighbor and community ties...



Lesvos Local Development Company – ETAL S.A.

- Is a Local Action Group, established in 1992. The trigger element was the implementation of E.U.I “LEADER I”...
- ✓ **The Partnership :**
 - ↗ The Union of Municipalities of Lesvos,
 - ↗ The Union of Agricultural Associations of Lesvos,
 - ↗ The Chamber of Commerce of Lesvos,
- ✓ **The organization :** employing 8 people, board of directors, Diverse programmes, of app. 60 million Euros (49 million since 2002).
- ✓ **Key words :** Partnership, “Bottom-Up”, Synergy, Endogenous forces, local capacity, public and private sector cooperation and networking, mentoring...



- **What are the similarities?**

Methodology, criteria, structure and implementation rules, Similar issues to deal with...

- **What are the main differences?**

Less funds in Axis 4-EFF, different areas, different measures, different managing system...

- **What is the scope and benefits of cooperation?**

Take advantage of the existing experience, avoid mistakes, multiply-maximize results...

- **What are the risks?**

Confusion of the applicable measures, allocation of resources, more bureaucracy...

- **What about networking?**

Commitment, insist in building links between local, regional, national and international groups...

AXIS 4 - EFRD – “LEADER-RURAL”

AREA: Chosen based on activities and economic characteristics ...

PARTNERSHIP: The Partners involved in the decision making process represent the agricultural sector, the entrepreneurs and the local municipalities...

STRATEGY: Main Focus, Critical issues

- ✓ Rural Sector development
- ✓ Quality - Competitiveness
- ✓ Comparative advantages – Extroversion
- ✓ Quality of Life

Key word: **INSULAR IDENTITY**

AXIS 4 – EFF, “LEADER-FISHERIES”

AREA: Chosen based on fisheries communities and lack of multi-sectoral links.

PARTNERSHIP: A wider group, Local municipalities, Chamber of Commerce, Agricultural cooperatives, Fisheries cooperatives, environmental actors.

STRATEGY: Main Focus, Critical issues

- ✓ Fishery Sector and activities
- ✓ Biodiversity preservation
- ✓ Competitiveness
- ✓ New economic activities - entrepreneurship

Key word: **DIVERSIFICATION**

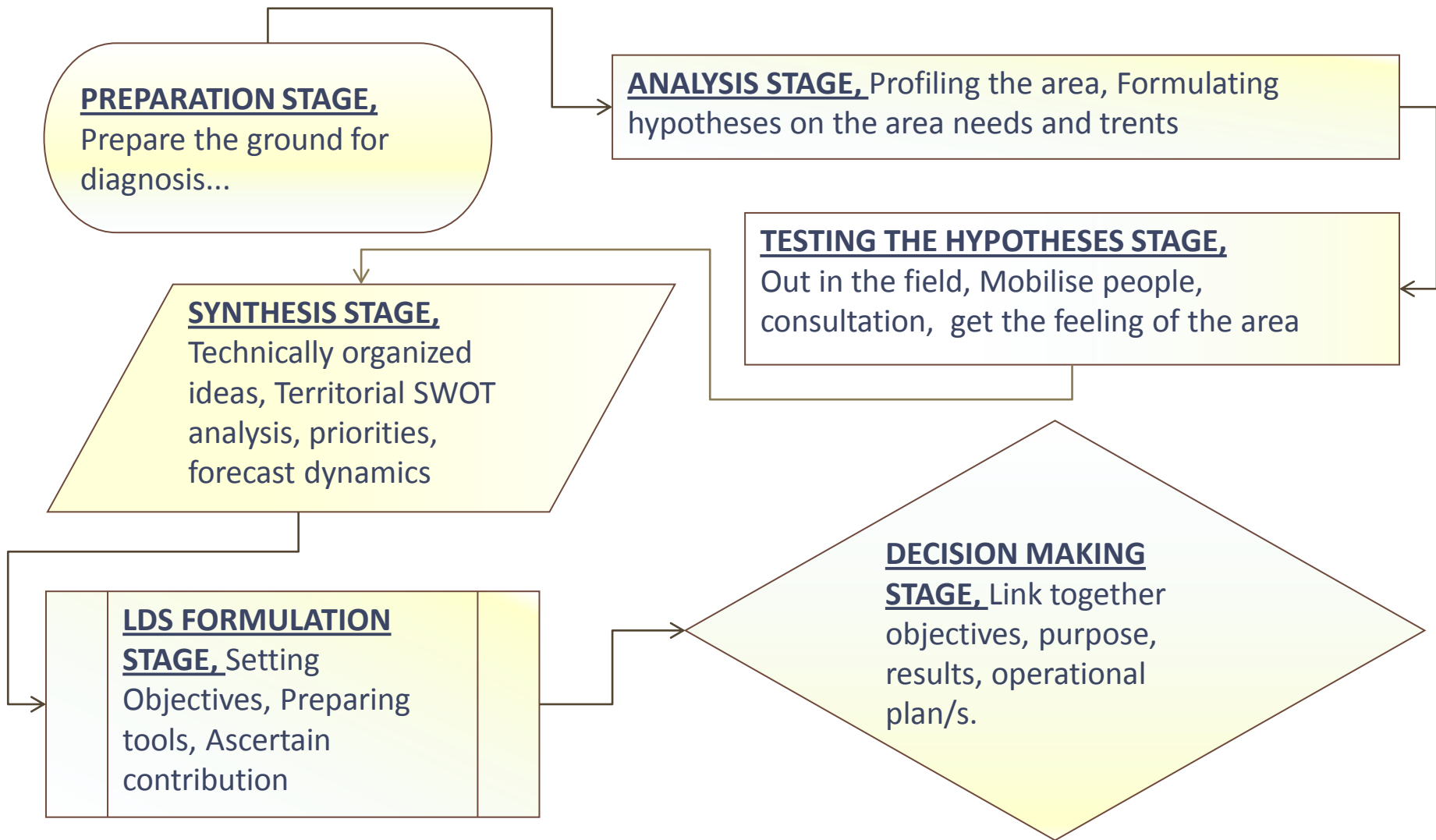
ORAMA, the Greek word for VISION

“...sharing a common thought or concept, formed by an inner need or an expectation...”

Setting and sharing a “VISION” for our island...

- Identifying local needs and problems, setting objectives and targets,
- Being relevant, being able to move forward, break deadlocks, create consensus in problem solutions
- Finding new solutions to local problems
- Being realistic and have credibility...
- Being pragmatic, generating tangible, viable, and quick results
- Being flexible and adaptive to change
- Being able to express the common feeling

...and creating an operational programme with objectives and measures upon it



- ✓ A good, solid Partnership of a varied span of stakeholders...
- ✓ Synthesis of needs and demands with scope and objectives...
- ✓ It must be anthropocentric and simple in a complex environment
- ✓ Successful allocation of funds and resources...
- ✓ Cooperation and alliances...
- ✓ Be focused on the territory...
- ✓ Be complimentary, avoid juxtaposition...
- ✓ Be flexible and adaptive to change...
- ✓ Have an efficient decision making body...

E.U., Different Funds, one Partnership
EAFRD, EMFF, ESF, ERDF

It is optional, but WHAT DO WE EXPECT, HOPE OR FEAR...?

- ✓ **OPPORTUNITY**, to integrate our objectives, priorities, vision for our territory in a “Global” Local Development Strategy
- ✓ **SIMPLIFICATION**, can we avoid the risk of adding up rules and regulations ? Increased pressure, stress and bureaucracy? (multi fund or multi-problem?)
- ✓ **BOTTOM-UP**, can we ensure that there will be true and actual *bottom-up* and *Community-Led* practices?
- ✓ **CONSIDERATION** of an extremely fast and volatile socio-economic environment and unpredictable trends, ability to adjust
- ✓ **SYNERGIES**, and economies of scale in many issues, we can talk in “one language” and transfer experience... (i.e. LAG to FLAG)
- ✓ **TRUST** in the “LAG system”..., take advantage of a long history and experience on community led approaches, multiply it...
- ✓ **FREEDOM-ACCOUNTABILITY**, we need to focus on the need for freedom but NOT without accountability in order to reach full potential of our efforts, to achieve results and innovation

NATIONAL
AUTHORITIES

LOCAL
AUTHORITIES

THE COMMUNITIES, THE PEOPLE
IN RURAL, REMOTE, INSULAR AREAS

- ✓ The aim of consultation is the “production” and “utilisation” of ideas,
- ✓ We emphasise on animation and mentoring

We divided our approach in 3 different stages

The first stage refers to “work in the office”, that is consultation with authorities, agencies, representatives of sectors etc...

1. The Local Authorities,
2. The representing bodies of the local economic activities,
3. Non-Governmental organizations and agencies,



The second stage refers to “work on the Field”

Going out and meet the inhabitants of the area, listen to what they have to say.

We utilised a valuable team of “16 local animators”, a support system of trained consultants, officers working already in the municipalities in order to promote the idea of entrepreneurship in the rural part of the island.

The third stage refers to the use of mass media and tools of communication.

There is a plethora of tools available for diffusion of information, but to what we have seen, the best approach is “proximity”,

Some data...2,5 years...

✓ 48 meetings with local authorities with more than 400 participants...

✓ 36 visits in villages and informal discussions...

✓ 24 events in the local mass media, articles, interviews, presentations etc...



“...In order to monitor and evaluate the LDS against the primary objectives there are several methods mostly quantitative, but...is it enough”

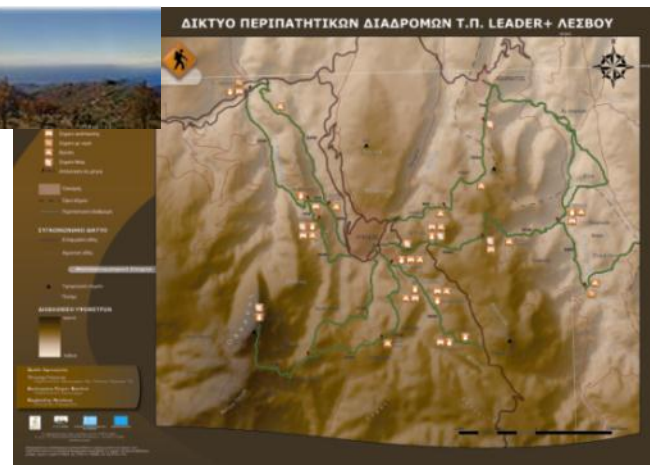
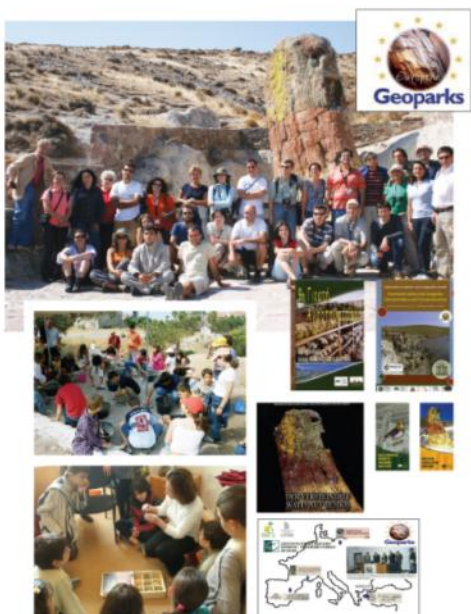
- ✓ measure the number of projects and the types of projects,
- ✓ Measure, monitor numbers and type-quality of employment, and the “age factor”
- ✓ implement instruments of on-going evaluation and methods of adaptation to change
- ✓ strengthen and monitor the ties we are looking for to create whether they are within the LAG or outside the LAG

The best proof and tool that evaluates the LDS and the LAG system, is the common feeling, is how “invasive” and “pervasive” both have been in peoples lives...

FORCAST FOR AXIS 4, LEADER				
Eligible measures = 22, total programme = 6.250.000 €				
O.1 Emphasis on the Environment, applying principles of green economy and rationalized use of our natural resources, protection of the environment and the local culture...	Number of Measures that support the objective	Number of Projects that support the objectives	Type of Projects that support the objective	Number of jobs created (with sub factors as, type, age, area) that support the objectives
O.2 Focus on the improvement of the attractiveness of the area, become more extrovert, working especially on the aspects of our insular identity...				
O.3 Assist the diversification of the production of goods and services, aiming to improve the quality of the products, the productivity methodology, becoming so more competitive.				
O.4 Improvement of the quality of life, development of services that make life for people better on the island...				
O.5 Applying measures that lead to the development of the dexterities of the inhabitants, such as training and seminars that help employability therefore resulting to improved social cohesion...				



Διακρατική συνεργασία - Δίκτυο Ευρωπαϊκών Γεωπάρκων
Transnational Cooperation - European Geoparks Network



- Greece is facing a historic crossroad, critical for our present and our future.
- how our local communities see themselves as part of the European structure?
- Since 1992 our Local Action Group is striving to achieve Community -Led Local Development.
- But then, a national crisis has the ability to change everything...
- A fact ? NO!..., there are so many underlying forces...
- Be flexible and adaptive to change, be able to express -at the end of the day- the common feeling and formulate whatever vague ideas exist into productive and sustainable actions.
- But most importantly, our efforts especially in a period of national crisis are based on social capital. We ALL must defend by building bonds of trust and vision for the future...

THANK YOU ... Anastasios M. Perimenis, - ETAL S.A.