

Improving LEADER Implementation: Making progress with PWGs

Enabling Greater Innovation

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#LEADERpwg

How we will work

- The Way Ahead – 2 main stages
 - The immediate and longer term strategic
- Demand Aggregation, Broadband and LEADER
- Emerging themes and points from VIIMA
- Working groups by theme – world café style
- Inventory of Smart approaches / tools
 - Needs
 - Constraints
 - What can be done
 - Who by
- Feedback
- Prioritisation

LEADER Innovation Challenges

- Innovation is seen as a tick box exercise
- Tendency to focus on what LEADER can't fund
- Too much time spent on compliance, prioritised over animation and innovation
- Lack of money, time and resources
- Innovation - understood as a means to an end
- Focus on what we can do now – elephant eating...
- How to maximise the innovation potential of LEADER's animation function?

Your Examples

- Selecting and maturing
- Innovation intranet
- Animating LEADER innovation
- LAG as a resource centre
- Local definition of innovation
- Project owner network- Midwife
- Small business cooperation
- Animating grocery stores
- Time2Learn
- Use of solar energy

- Innovating in how the LAG works
 - LAG staff and LAG members
 - LAG's understanding of the freedoms it can exercise to pursue ideas
 - Identify why innovation is important – what's in it for us?
- LAG supporting innovative projects
- Animation – Innovation Brokers
- Creating the environment – what conditions required to encourage innovation in the LAG?
- Benchmarking – what level is required

Fostering local innovation by LAGs

- Need to start viewing LEADER as a local innovation enabler
- DK – rejuvenation of local shop
- DK – brokering connections between local businesses
- FR – transport solution
- GR – Finest Greek Taste, promoting gastronomy and culture
- NB examples are LAG developed projects – where are the innovations from businesses/rural entrepreneurs?
- ‘LEADER should animate, applicants should innovate’
- Survey or PWG poll using Finnish approach to establish how principles are being implemented.

Enabling innovation in the delivery chain

- How to make best use of resources (animation) (LAG members and staff)
- Where can additional resources be found – fund ‘innovation broker’ as a specific project?
- Consider joint workshop in MS between MA, NRN, PA, Auditors and LAGs to look at *enabling* innovation – reducing ‘gold plating’ and bureaucracy
- Creating the basic conditions to allow LAGs to animate innovation, manage and share risk through partnership.
- Must include innovation in the LEADER process.
- Strengthen ownership of innovation in LEADER all levels.
- Knowledge transfer poorer where language barriers exist

Strengthening LEADER's rural innovation connections

- Innovation can enhance capacities to access other resources
- Possibly pilot an 'Intranet' for LEADER
 - Strengthening LAG to LAG connections is a priority.
 - Strengthen dissemination and communication, internally between delivery levels and externally – i.e. by NRNs.
- Collection of examples of 'innovation incentives' to encourage entrepreneurs to come/stay in rural area
- How to articulate the policies of innovation specifically for the rural environment?
- Innovation broker / architect roles and the importance of the sustained approach to / availability of support.

Rural Business Seminar

- **LEADER should animate – applicants should innovate**
- **Improve quality of projects – 2-step call**
- **To enable development - LEADER should not be just a grant**
- **LAGs as innovation brokers – embrace risk-taking**
- **LEADER to support community-based animation for sustainability**
- **Basic conditions**

A LEADER Innovation Community of Practice

- A result of the process
- To be developed by working together, regular updates from Viima and other tools
- Communicating the PWG outputs to the wider LEADER community
- Refining and targeting the outputs for different audiences

Exploring Wider Connections

- Tagus - Smart LEADER and S3
- Andalucia – Innovation and entrepreneurship ecosystem
- Lapland – Smart Rural Communities Cluster
- Tuscany – Smart specialisation for stone
- Karditsa – Integral to RIS3. food and drink, broker
- Tyrol – cross border, cross fund and public private

Need or opportunity	Constraints
What PWG can do	Who needs to act