



POLIRURAL

Future Oriented Collaborative Policy
Development for Rural Areas and People

Compendium of Regional Foresight Initiatives

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Internal Deliverable

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Responsibility for the information and views set out in this publication lies entirely with the authors.

Every effort has been made to ensure that all statements and information contained herein are accurate, however the PoliRural Project Partners accept no liability for any error or omission.

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Executive Summary

This compendium of 12 Foresight initiatives in rural regions, carried out in the context of the POLIRURAL project is intended for use by the project partners or anyone involved in regional Foresight, to understand what is going on in each of the initiatives and follow-up on progress based on a series of periodic updates.

This first edition of the compendium provides for the 12 initiatives their:

- Statement of Purpose and
- Foresight Implementation Plan

Future updates will complete this with additional information on the:

- Reports on previous Foresight initiatives and relevant background studies
- Results of the drivers' workshops
- Updates on the list of stakeholder groups involved in your activity
- Feedback on the deep dive workshops
- Exploration of policy options and the final
- Foresight "package" consisting of the vision, action plan and roadmap

Keywords

Foresight, rural regions, policy, statement of purpose, implementation plan, drivers workshops, deep dive workshops, stakeholders

1 Introduction

This is an internal deliverable, which is a living document that will be updated on a regular basis. It contains an overview of the twelve foresight initiatives in rural regions, carried out in the context of the POLIRURAL project in Belgium, the Czech Republic, Finland, Greece, Ireland, Israel, Italy, Latvia, Poland, Republic of North Macedonia, Slovakia and Spain. The deliverable starts with the statement of purpose and foresight implementation plan for each of the twelve pilots. Future updates will include reports on previous foresight initiatives and relevant background studies, results of the drivers' and deep dive workshops, exploration of policy options and the final as well as the Foresight "package" consisting of the vision, action plan and roadmap.

2 Overview of the 12 Regional Pilots

Many of the regions report that until now, their region has not benefited from “vision building” activities linked to the development of action plans and roadmaps, and local governance is weak in terms of its support for engagement with local stakeholders.

For this reason, the implementation of a Foresight initiative is a significant innovation in local governance for many of the regions. Some of them see this as an opportunity to introduce a new way for doing the business of public administration, and in some cases as an opportunity to demonstrate approaches that might one day be generalised to other regions of their country.

The main goals to be addressed by each region in its Foresight initiative are laid out below. Many of them use the language of “attractiveness” but from a variety of different points of view. Some refer to attractiveness from the point of view of those who already live there, with intention of reversing abandonment. Others refer to attractiveness of rural professions such as but not limited to farming. One refers to making the rural region more attractive for “living and homeworking,” and another refers to making it more attractive for entrepreneurs coming from other countries.

The following text provides a quick summary of the main goals to be addressed in each of the 12 regional Foresight initiatives of the POLIRURAL project.

2.1 Apulia, Italy

- Unemployment (especially women and youth)
- Abandonment of rural areas
- Develop existing farms and encourage creation of new farms
- Improve social inclusion and quality of life of disadvantaged people
- Connect rural areas with main city of the region
- Tourism
- Circular economy
- Digital economy
- Green Economy

2.2 Central Bohemia, Czech Republic

- Sustainability of small village settlement structure
- Resilience of rural areas

- Boost attractiveness of rural areas for current rural population
- Boost attractiveness of rural areas for newcomers
- Improve policy-making processes
- Improve ability to respond to new challenges in collaboration with relevant stakeholders
- Connect rural areas with main city of the region

2.3 Central Greece

- Create sustainable jobs
- Improve the quality of life for those who live here
- Modernize the agri-food sector
- Create better links between farming, food, and other sectors along the value chain
- Support the Digital transformation of rural life
- Formulate a response to COVID pandemic
- Optimise draw-down from major sources of EU funding CAP, Green Deal, Cohesion Funds

2.4 Flanders, Belgium

- Develop climate smart, multi-functional agriculture
- Improve management of landscapes
- Balance needs of nature and needs of society
- Improve governance of land-water management
- Improve support to farmers (especially young and new farmers)
- Reduce conflict between newcomers and incumbents
- Improve social inclusion and reduce poverty
- Develop rural tourism
- Exploit momentum of CAP reform
- Align with Green Deal
- Align with new biodiversity strategy

2.5 Galilee, Israel

- Improve regional competitiveness
- Reduce the overall performance gap between the region and central Israel
- Develop regional potential

- Develop new roles for the region in the Knowledge based economy
- Enhance linkage with the global and trans-regional economies
- Give priority to needs and aspirations of young people and SMEs

2.6 Gevglija-Strumica, Republic of Northern Macedonia

Improve the attractiveness of the region for young people living there and new entrants, and improve the attractiveness of farming as a profession, on the basis of improvements in:

- Economy including tax policy and market issues
- Education and training an agricultural extension
- Young farmers
- Climate and Environment
- Governance and decision-making systems that are more inclusive of young people
- Social inclusion, in particular for elderly people
- Pilot approaches and systems that could be extended to national level.

2.7 Häme, Finland

- Create employment by improving the regions attractiveness for entrepreneurs and businesses
- Improve the attractiveness of the region as a place for living and remote working
- Encourage the development of new business (education, RDI, etc.) based on:
 - Farming
 - Bio-economy
 - Circular economy
 - Well-being
- Improve accessibility of public services in the region.

2.8 Mazowieckie, Poland

- Promote creation of jobs with adequate pay
 - Facilitate business development and entrepreneurship
 - Support SMEs, eco-firms and sustainable business based on the circular economy
 - Promote local organizations promoting regional specialties, crafts, traditions
- Develop sustainable settlements, regions, and landscapes in the context of climate change.
- Increase the number of sufficiently lively communities and citizen-driven local activities

- Improve quality of public services
 - Improve the quality of health care service
 - Improve the transport service both within the territory and from the territory to urban areas, with particular attention to transport to health services.

2.9 Monaghan, Ireland

- Improve rural attractiveness based on sustainable rural communities, characterised by:
 - Access to high quality public services
 - A thriving and diverse local economy where agriculture is complemented by other economic activities
 - Non-agricultural forms of employment
 - Ecologically rich and accessible countryside
 - Where the environment and biodiversity is conserved and enhanced.
- Diversify agricultural activity based on forestry, vegetables, and other forms of production
- Improve the financial security of farming through greater diversification, access to finance and alternatives to land purchase
- Support the creation of other (non-farming) sources of employment in the region
- Develop a program to support 6000 new entrants into farming in the region by 2030, in particular for people with little or no farming experience, people coming from other regions of Ireland, and emigrants from other countries.

2.10 Ségobriga, Spain

The main goal is to improve the performance of tourism to the Segóbriga Archaeological Park and its spill-over effects on the surrounding region.

The ambition is that this can act as a catalyst for the transformation of the region, contributing to:

- The resilience of the region
- Its overall economic vitality by supporting existing jobs and creating new ones
- Pride of its residents
- The overall attractiveness of the region as a place to live and as a place for entrepreneurs to set up new business
- Reducing depopulation
- Fighting climate change

- Encouraging development and improvement of public services
- Promoting access to vocational training and higher education, especially for women
- Improving the livelihoods of local farmers.

To achieve this, it will be necessary of the region to optimise its use of EU level funding related to the Green deal, CAP reform, the COVID-recovery fund etc.

2.11 Slovakia Region

The main goal is to increase the attractiveness of the region so as to attract newcomers based on:

- The well-being of the existing rural population
- A symbiosis between city and rural areas
- Policies that reflect the needs of local entrepreneurs and the demand of local population
- Safeguarding the environment and biodiversity at the same time.

More specifically the goals are to:

- Promote job creation with adequate pay
- Improve supporting for SMEs eco-firms, and circular economy ventures
- Have sustainable settlements, regions, and landscape in the context of climate change.
- Improve the adequacy of housing opportunities in rural areas.
- Improve quality of public services.
- Increase the number of sufficiently lively communities and citizen-driven local activities and promote local organisations promoting regional specialties, crafts, traditions.

From an agriculture and food perspective, the goals are to:

- Increase the level of food self-sufficiency of the region,
- Improve transparency of direct payments for farmers and rural development projects
- Support to young people, families, and small farmers.

2.12 Vidzeme, Latvia

The goal is to implement a policy of integrated cross-sector development, to make the region:

- Competitive and excellent in certain areas of smart specialization
- More attractive to talented and active people with a focus on newcomers
- More attractive for certain professions
- Able to adapt easily to challenges.

In particular the intention is to:

- Promote the diversification of business, including circular economy related business
- Improve the availability of housing, its quality, and energy efficiency
- Improve the accessibility of public transport
- In the framework of the implementation of existing and new CAP, RDP, and EC priorities in rural areas.

From a governance perspective, the intention is to Increase the level of civic participation and public involvement in the promotion of territorial development and the implementation of its initiatives.

3 Apulia, Italy

3.1 Statement of Purpose

The aim of Apulia pilot is to increase the attractiveness of the region by identifying policies and actions favourable to the development of existing farms and by encouraging the creation of new farms in rural areas. The action on the production system will concern the promotion of the introduction of new products and services related to the circular and digital economy that encourage new employment especially for the younger population groups. In fact, according to the aim of project, we carried out initial research on the attractiveness of rural areas in Puglia using and analysing ISTAT data. To support this, further research and insights were carried out on the website of the Puglia region, useful for having a broader vision of the Apulian reality. Besides, we also looked for answers on the sites of the 23 Local Action Groups (LAGs) presents in Puglia, given their growing importance in promoting the local development of a rural area. Based on our task, we have identified data, statistics and indicators that are adequate and consistent with the project objective. The next step was to analyse the territory through a questionnaire, thus comparing the results with the previous research. The comparison allowed to verify if the interviewee's perception of the attractiveness of rural areas was consistent with reality. Thanks to the comparison of the available ISTAT data and the data of the questionnaire it was possible to identify the needs of the rural area. Furthermore, in parallel, the current policies in the area to support it were sought. Another important step was taken through the meeting of the various stakeholders of the region. In particular, several meetings were held in which the promotion of the project was the heart of the activities.

The initials result of project show that the main needs, according with data and stakeholders, are:

- Promote the employment of women and young people and the abandonment of rural area
- Promote social inclusion and improve the quality of life of disadvantaged people
- Control of the main abandonment phenomena by implementing integrated development processes of production activities in the internal areas
- Encourage the creation of infrastructure connections between rural and urban areas, therefore towards the main city of the region
- Promote technological innovation linked to the Green Economy.

3.2 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Deskwork	28.09.2020
Onboarding of key beneficiaries	01.10.2020
Onboarding of key actors	01.10.2020
Set up online presence with website and mailing list	01.10.2020
Publish Statement of Purpose	05.10.2020
Publish Implementation Plan	05.10.2020
Organise formal launch event at regional level involving local press	12.10.2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
<p>Needs Analysis to set the change agenda</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	<p>08.10.2020 19.10.2020</p>
<p>Drivers Analysis to understand what is feasible and set achievable goals</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	<p>08.10.2020 19.10.2020</p>
<p>Vision Building to crystalize the overall ambition and mobilize support</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	<p>05.10.2020 16.11.2020 09.12.2020</p>
<p>Action Plan and Roadmap to define what needs to be done and by whom</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	<p>05.10.2020 16.11.2020 09.12.2020</p>
<p>Ad-Hoc Local Policy Interventions to align with overall regional policy</p>	<p>September – December 2020</p>

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	January 2021
Establish Monitoring Committee	February 2021
Establish Plan for monitoring and evaluation	March 2021
Introduce elements of the plan into identified policy processes	May 2021

4 Central Bohemia, Czech Republic

4.1 Statement of Purpose

The overall ambition of the pilot in the Central Bohemian Region is to support the sustainability and resilience of rural areas via using new technologies and innovative approaches with respect to the specific settlement structure (with many small villages), boost the attractiveness of rural areas for current rural population and newcomers and make policy-making processes in these fields more effective with the ability to respond flexibly to current and new challenges and issues in collaboration with all relevant stakeholders.

The Central Bohemian Region as the biggest region of the Czech Republic (according to the dimension – 10 929 km²/14% of the Czech Republic – and population – 1 377 000 inhabitants/12,86% of the Czech Republic) is markedly challenging to many infrastructural issues. Existing local, regional, and national interventions are focused primarily to support infrastructure (re)development, but there are no particular stimuli for boosting the attractiveness of the region for rural newcomers. The Central Bohemian Region is also dealing with different needs of metropolitan – with the capital city in the centre – and peripheral areas of the region.

Outputs have an excellent opportunity to influence a wide range of stakeholders – including policy-makers – to ensure sustainable development and support the resilience of rural areas, minimize intra-regional disparities and boost the attractiveness of the region for both current population and new entrants via using new technologies and innovative approaches with respect to the specific settlement structure and different needs of inhabitants.

4.2 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work	15.–31. 8. 2020
Onboarding of key beneficiaries	2.–3. 9. 2020
Onboarding of key actors	9.–10. 9. 2020
Set up online presence with website and mailing list	–
Publish Statement of Purpose	15.10.2020
Publish Implementation Plan	30.10.2020
Organise formal launch event at regional level involving local press	15.11.2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	31.8.2020 9.–10.9.2020
Drivers Analysis to understand what is feasible and set achievable goals <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	31.8.2020 9.10.2020
Vison Building to crystalize the overall ambition and mobilize support <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actor 	15.10.2020 19.11.2020 30.11.2020
Action Plan and Roadmap to define what needs to be done and by whom <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	1.12.2020 10.12.2020 15.12.2020
Ad-Hoc Local Policy Interventions to align with overall regional policy	September – December 2020

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	December 2020
Establish Monitoring Committee	January 2021
Establish Plan for monitoring and evaluation	March 2021
Introduce elements of the plan into identified policy processes	May 2021

5 Central Greece

5.1 Background papers, policies, reports strategies and studies

The Growth Strategy of Greece is financed through the Public Investment Programme (PIP), which is made up of national public funds and the resources of the European Structural Funds. The co-funded part of the PIP is the largest in terms of volume, as it integrates the European funds managed by the country (NSRF 2014-2020, the AMIF and ISF Funds for Migration Management, the Globalization Fund, etc.). National PIP's budget has significantly grown in recent years and from the low point of € 700 million in 2015, it more than doubled to € 1.55 bn, in the budget of 2019.

National strategies, legislative programs, and programs for financial support

1. **Rural Development Programme (RDP) of Greece 2014-2020,**
 - <https://ead.gr/home-en/grdp-en/>
 - https://ec.europa.eu/info/sites/info/files/food-farming-fisheries/key_policies/documents/rdp-factsheet-greece_en.pdf
2. **Rural Development Programme (RDP) of Greece 2007-2013**
 - <http://enrd.ec.europa.eu/enrd-static/fms/pdf/BC9DBA4E-FD9F-AC8F-E72D-B5C0CAE18C17.pdf>
3. **ESPA 2014-2020 - European Regional Development Fund, European Social Fund, Cohesion Fund.**
 - <https://www.espa.gr/en/Pages/staticPartnershipAgreement.aspx>
4. **Research and Innovation Strategies for Smart Specialisation (RIS3) 2014-2020**
 - <http://www.gsrt.gr/Financing/Files/ProPeFiles19/Executive%20Summary-2015-09-17-v04.pdf>
 - <https://s3platform.jrc.ec.europa.eu/greece>
 - https://www.thessalia-espa.gr/images/files/2014-2020/nomothesia/keimena/RIS3_Report_final_Feb2013.pdf
5. **List of Upcoming Policy Actions (Annex 1):**
 - <https://www.nationalgrowthstrategy.gr/images/Growth-Strategy.pdf>

Regional strategies, legislative programs, and programs for financial support

1. RIS3 Regional Assessment: Central Greece

- http://espa2007-2013.stereaellada.gr/fileadmin/pages/5h_programmatikh/RIS3/RIS3_review_report_Sterea_Ellada_final_edited_2012_.pdf

2. Regional Operational Programme (ROP) for the programming period 2014-2020.

- <https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/organisation/special-managing-authority-operational-programme-%E2%80%98sterea-ellada>
- http://www.antagonistikotita.gr/epanek_en/index.asp
- http://www.antagonistikotita.gr/epanek_en/prokirixeis.asp

Analysis provided by EU and other international actors

1. https://assets.ey.com/content/dam/ey-sites/ey-com/el_gr/ey-covid19-potential-economic-scenarios-for-greece-june-2020.pdf
2. https://ec.europa.eu/info/sites/info/files/economy-finance/ip137_en_0.pdf
3. <https://www.oecd.org/economy/surveys/Greece-2020-OECD-economic-survey-Overview.pdf>
4. <https://www.sciencedirect.com/science/article/pii/S259019822030097X>
5. https://assets.ey.com/content/dam/ey-sites/ey-com/el_gr/ey-greece-industry-pulse-report-for-tourism-june-2020.pdf
6. https://books.google.gr/books?id=JOEEAAAQBAJ&pg=PA164&lpg=PA164&dq=greece+2020+drivers+analysis+europa&source=bl&ots=ILnGw122_G&sig=ACfU3U1shHB-jlbpjWey60HLFB0eVaPyzA&hl=el&sa=X&ved=2ahUKEwiWn9DEhsvtAhUti8MKHTJuBhs4ChDoATARegQICRAC#v=onepage&q=greece%202020%20drivers%20analysis%20europa&f=false
7. <https://www.haee.gr/media/4858/haees-greek-energy-market-report-2019-upload-version.pdf>
8. https://www.tandfonline.com/doi/full/10.1080/02757206.2012.697064?casa_token=V3pRtVUoyocAAAAA%3Ax3L9xQimrOkdHE7SAtHskLbwVGvfrOaleyHecWWGDwGSXUQy7Xyb5sT4u6VGL4Io4NHKBjoP61Y
9. https://www.statistics.gr/documents/20181/1515741/GreeceInFigures_2020Q3_EN.pdf/4209f379-479c-5ff2-f075-901ee5a50084
10. <https://www.odyssee-mure.eu/publications/national-reports/energy-efficiency-greece.pdf>

5.2 Statement of Purpose

The rural region of Central Greece faces many important challenges. It needs to balance long-term goals of social and economic development, so as to create sustainable jobs and improve the quality of life of those who live here. Among other things it needs to modernize the agri-food sector, linking it with other sectors along the value chain, through digital transformation. The COVID pandemic has made these challenges even greater and increased the urgency with which we need to address them.

In order to assist EU member states and regions and help them ‘build back better’ from the disruption caused by the COVID crisis, the EC has been increased its budget for the period 2021–2027 by €750B to €1.85 Trillion. This includes budget items to support farmers via the CAP and to stimulate the development of regional economies via the Cohesion funds. It includes budget lines intended to create green jobs and to finance research, innovation, and training. A significant share of these funds will be linked to national, regional, and sectoral plans for recovery from COVID and the transition to a carbon free economy in line with the Green Deal. So, money will be available in the near future, but only for those regions and actors that come prepared with a credible plan.

This Foresight Initiative, is intended to ensure that the region of Central Greece is well positioned to avail of such funds:

- By bringing together key actors of the region
- To develop a shared vision of what the region could become by 2030, and
- Describe how this vision might be achieved, based on a realistic action-plan and roadmap.

5.3 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work	20.10.2020
Onboarding of key beneficiaries	15.10.2020
Onboarding of key actors	15.10.2020
Set up online presence with website and mailing list	PoliRural website
Publish Statement of Purpose	30.09.2020
Publish Implementation Plan	30.09.2020
Organise formal launch event at regional level involving local press	10.11.2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	September – October 2020
Drivers Analysis to understand what is feasible and set achievable goals <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	September – October 2020
Vision Building to crystalize the overall ambition and mobilize support <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	October – November 2020
Action Plan and Roadmap to define what needs to be done and by whom <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	October – December 2020

Process	Date or Period
Ad-Hoc Local Policy Interventions to align with overall regional policy	September – December 2020

5.4 Drivers' Analysis

Methodology

Period September-October 2020:

- Conduct a desk research on background documents (listed above)
- Identify key beneficiaries and stakeholders for updating the vision
- Regular communication via phone with key beneficiaries and actors
- Internal discussion on needs and drivers of change,
- Preparing document on implementation plan and vision for discussion with stakeholders.

November 9, 2020:

- Meeting with the Regional Governor, to provide input for the implementation plan (feasibility, recommendations, network)
- Meeting with the head members of Ethiotida Chamber of Commerce and Industry to provide us insights

Period December- January, 2020-21:

This work is not yet completed. Our intention is to develop a short list of main drivers based on literature findings in order to be discussed with the stakeholders.

The COVID-19 and flood events that took place during September delayed the process, leading to the limited availability of the stakeholders.

6 Flanders, Belgium

6.1 Statement of Purpose

The overall ambition is to create sustainable climate resilient productive landscapes, balancing agricultural intensification with environmental concerns and climate resilience. The ambition is to develop (1) strategies for supporting climate resilient productive and multi-functional rural landscapes, (2) more inclusive regulatory tools for land and water management, (3) a better functioning system of aligning landscape and urbanisation.

These ambitions are at the interface between the reform of the common agricultural policy, the European green deal, and the new strategy for biodiversity.

Main needs to be addressed are:

- Multifunctional open space
- Climate smart and innovative agriculture
- The agricultural sector needs to deal with challenges and opportunities related with climate change such as e.g. drought
- Find a balance between nature and agriculture in the highly fragmented rural landscape of Flanders
- Support farmers, and encourage young and new farmers
- Enhance and ensure the heritage and patrimony of rural areas, rural landscape as cultural heritage (e.g. small landscape elements)
- Enhance social inclusion, reduce poverty, and improve economic development in rural areas e.g. need for specialized housing and other services for elderly and poor people
- Actions to avoid conflicts between newcomers in rural areas and inhabitants of rural areas.
- Improve (public) transport
- Further develop rural tourism.

6.2 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work:	9–10/2020
Onboarding of key beneficiaries	9–10/2020
Onboarding of key actors	9–11/2020
Set up online presence with website and mailing list	11–12/2020
Publish Statement of Purpose	11–12/2020
Publish Implementation Plan	3–5/2021
Organise formal launch event at regional level involving local press	6/2021

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Based on GIS & remote sensing analysis, current policy measures, needs from SWOT analysis 	9–10/2020
Drivers Analysis to understand what is feasible and set achievable goals <ul style="list-style-type: none"> Based on GIS & remote sensing analysis, discussion with stakeholders, current policy framework 	9–10/2020
Vision Building to crystalize the overall ambition and mobilize support <ul style="list-style-type: none"> GIS & remote sensing analysis of climate change drivers. Focus will be on drought in agriculture which is becoming more and more a problem in Flanders. e.g. use of irrigation, soil water storage capacity of the landscape, the use of cover crops etc. GIS & remote sensing analysis of grasslands (related to key drivers climate change, soil health and biodiversity loss) GIS & geomatics analysis of land use and land cover 	9/2020–3/2021
Action Plan and Roadmap to define what needs to be done and by whom <ul style="list-style-type: none"> Discuss results from vision building with key stakeholders 	4–5/2021

Process	Date or Period
Ad-Hoc Local Policy Interventions to align with overall regional policy	6/2021

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	3–4/2021
Establish Monitoring Committee	4–5/2021
Establish Plan for monitoring and evaluation	5/2021
Introduce elements of the plan into identified policy processes	6/2021

7 Galilee, Israel

7.1 Statement of Purpose

During the next 20 years, every region attempting to upgrade its regional economy will be forced to re-double efforts to resist global competition.

The massive disparities between the Galilee and the centre of Israel are evident in the economic strength and sustainability of the peripheral region. It now becomes a regional priority to create the infrastructures which will enable industry, at the regional level, to think strategically about the future, grasp new opportunities and manage change more effectively than elsewhere.

A well-planned foresight programme can certainly help to provide these advantages, but only if it clearly defines how policy aspirations can be converted into practical operational delivery. It is with this in mind that the Galilee Foresight programme has been designed as a step-by-step decision-making tool for practitioners.

It was agreed by all participants that developing the regions' potential, finding the new role in the emerging world knowledge-based economy, the Galilee needs to widen its focus and go beyond its own innovation landscape to explore the global and trans-regional dimension to the full. It was accepted by the participants in the workshops that Foresight is a key element in the creation of future oriented and outward looking visions and strategies. People accepted the approach that considering implementing foresight exercises needs help to overcome initial barriers, such as doubts about the usefulness and usability of foresight, problems linking foresight to existing regional mechanisms, as well as simply lack of knowledge on how to set up and undertake foresight activities.

The Galilee Pilot utilised the work undertaken in previous activities and subsequently the foresight activities to highlight key elements of current areas and to bring these into the development work for the scenarios. The initial development mechanism for this activity was done by experienced experts in the area of scenario development and foresight tools.

The activity ensured that youngsters are the key beneficiaries of this activities and results, by enabling the influencing of policy makers and, in particular, those that implement RTD policy and allocate financial and other resources across regions. The methodology for the delivery of this work is based on the essential involvement of SMEs and the success of the process in the EU regions.

7.2 Foresight Implementation Plan

Phase I: Preparation and Launch

Date	Person/group	Meeting Person/Institute	Issue
09/10/19; 17/10/19;	2 men, 1 woman	Leading team	Collecting data, on the Galilee and on different issues concerning development
13/02/20	12 participants	Variety presence	Kick-off meeting of the PoliRural Galilee Pilot
27/2/20	60 participants		Develop a SWOT analysis
2/2/20; 12/2/20	2 men, 1 woman	Leading team	Preliminary discussions on Foresight
21/2/20; 17/3/20	2 men, 1 woman	Leading team	Preliminary discussions on Foresight
11/3/20	MIGAL leading team and KKL representative	JNF – KKL	Digitalisation and programme 2040 of KKL
7/5/20	10 women and 12 men	Zoom meeting of the “Leading Group”	Discussing digitalisation
11/5/20	MIGAL project managers and Marketing consultant	JVP	Investment in the project
12/5/20	MIGAL project managers and Municipal representative	Kiryat-Shmona Municipality	Involvement of the city’s citizens
17/5/20	MIGAL project managers and KKL representatives	KKL	KKL Relocation programme to bring 500,000 people to Galilee

Date	Person/group	Meeting Person/Institute	Issue
20/5/20	MIGAL project managers and CEO at Anagal next	ANAGAL telecommunication	Examining needs and existing internet fibres and broadband
22/5/20	MIGAL project managers and New resident	Young person returned to Galilee works from distance	Potential aspects of installing digitalisation
24/5/20	MIGAL project managers and administrative manager at top line communications	TopLine TV communication	Examining needs of digitalisation
26/5/20	MIGAL project managers and Project manager at Anagal next	ANAGAL telecommunication	Detailed examining of existing internet fibres and broadband in Galilee
1/6/20	Visit to the company	Yemuja company	New SMEs in the Galilee
7/6/20	MIGAL project managers and Biobetter CEO and representative	Biobetter company	New SMEs – support in recruiting funds from Horizon 2020
2/7/20	MIGAL project managers and Motorola representative	Motorola	Digitalisation of the Galilee and efforts for changing regulations for companies
6/7/20	MIGAL project managers and Tikshorot CEO	Tikshorot Public Relation	Support of the Public Representatives

Date	Person/group	Meeting Person/Institute	Issue
14/7/20	MIGAL project managers and former 2 mayors	Meeting the former 2 mayors of the Galilee Cluster	Programmes and support at the governmental level
9/8/20	Group of researchers	MIGAL; Leading team	Green Deal programme and prospects regarding agricultural development

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	September 2019 – March 2020
Drivers Analysis to understand what is feasible and set achievable goals <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	February – April 2020
Vision Building to crystalize the overall ambition and mobilize support <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	April – October 2020
Action Plan and Roadmap to define what needs to be done and by whom <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	June – December 2020
Ad-Hoc Local Policy Interventions to align with overall regional policy	October – December 2020

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	January – March 2021
Establish Monitoring Committee	February 2021
Establish Plan for monitoring and evaluation	March – April 2021
Introduce elements of the plan into identified policy processes	May – June 2021

8 Gevgelija-Strumica, Republic of North Macedonia

8.1 Background Papers, Policies, Reports, Strategies and Studies Docs

In the process of preparing for this foresight initiative for the pilot region, AGFT and its supporting partner GGP, focused on the following categories of background document.

National strategies, legislative programs, and programs for financial support

1. National strategy for agriculture and rural development in North Macedonia 2014-2020, <http://www.mzsv.gov.mk/CMS/Upload/docs/NSZRR2014-2020.pdf>
2. National program for agriculture and rural development 2013-2017, www.mzsv.gov.mk/CMS/Upload/docs/nacionalna_programa.pdf
3. Program for financial support of rural development in North Macedonia for 2017, <http://www.mzsv.gov.mk/%D0%9F%D0%BE%D1%87%D0%B5%D1%82%D0%BD%D0%B0/%D0%94%D0%BE%D0%BA%D1%83%D0%BC%D0%B5%D0%BD%D1%82%D0%B8/%D0%9F%D1%80%D0%BE%D0%B3%D1%80%D0%B0%D0%BC%D0%B8.aspx>
4. Program for financial support of rural development in North Macedonia for 2018, <http://www.mzsv.gov.mk/CMS/Upload/docs/%D0%9F%D1%80%D0%BE%D0%B3%D1%80%D0%B0%D0%BC%D0%B0%D0%B7%D0%B0%D1%84%D0%B8%D0%BD%D0%B0%D0%BD%D1%81%D0%B8%D1%81%D0%BA%D0%B0%D0%BF%D0%BE%D0%B4%D0%B4%D1%80%D1%88%D0%BA%D0%B0%D0%BD%D0%B0%D1%80%D1%83%D1%80%D0%B0%D0%BB%D0%BD%D0%B8%D0%BE%D1%82%D1%80%D0%B0%D0%B7%D0%B2%D0%BE%D1%98%D0%B7%D0%B0%2018%D0%B3%D0%BE%D0%B4%D0%B8%D0%BD%D0%B0.pdf>
5. IPA Rural development programme 2014-2020, http://ipardpa.gov.mk/Root/mak/docs/Zakonodavstvo/IPARD%20II%20Programme_ENG.pdf
6. NATIONAL AGRICULTURAL AND RURAL DEVELOPMENT STRATEGY (NARDS) FOR THE PERIOD 2007-2013, <http://www.seerural.org/wp-content/uploads/2010/03/2007-Macedonia-National-Strategy-NSARD1.pdf>
7. IPARD - AGRICULTURE AND RURAL DEVELOPMENT PROGRAMME, 2007-2013, https://ec.europa.eu/agriculture/sites/agriculture/files/enlargement/countries/fyrom/ipard_en.pdf
8. [Law for agriculture and rural development in North Macedonia, http://ipard.gov.mk/wp-content/uploads/2015/05/Zakon_za_zemjodelstvo_i_ruralen_razvoj_0.pdf](http://ipard.gov.mk/wp-content/uploads/2015/05/Zakon_za_zemjodelstvo_i_ruralen_razvoj_0.pdf)

Regional strategies, legislative programs, and programs for financial support

1. PROGRAMME FOR DEVELOPMENT OF THE SOUTHEAST PLANNING REGION 2015 – 2019, www.rdc.mk/southeastregion/images/JugolstocenRegion_razvojnaPrograma%202015_2019-EN.pdf

National Reports on Agricultural and Rural Development

1. Annual agriculture and rural development report for 2018, <http://www.mzsv.gov.mk/cms/Upload/docs/%D0%93%D0%97%D0%982018.pdf>

Analysis provided by EU and other international actors

1. Agri-Environmental Policy in South-East Europe 2018, <http://seerural.org/wp-content/uploads/2018/09/AEP-Study-A4.pdf>
2. Agricultural policy and European Integration in South-Eastern Europe 2014, <http://www.fao.org/3/a-i4166e.pdf>
3. Macedonia: Agricultural Policy Development and Assessment 2016, http://app.seerural.org/wp-content/uploads/2016/11/Policy-report_MK_2016_final_AK.pdf
4. Monitoring of agricultural policy developments in the Western Balkan countries 2017, <http://seerural.org/wp-content/uploads/2017/06/Monitoring-of-agricultural-policy-developments-in-the-Western-Balkan-countries.pdf>
5. ECONOMIC REFORM PROGRAMME OF NORTH MACEDONIA (2019-2021), https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/north_macedonia_2019-2021_erp.pdf
6. Agribusiness and Agro-Industrial Strategies, Policies and Priorities for Achieving Higher Competitiveness, Employability and Sustainability in the Western Balkans Region 2013, https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjv8aaqg8LtAhW_aRUIHRUqAScQFjAAegQIARAC&url=https%3A%2F%2Flibrary.fes.de%2Fpdf-files%2Fbueros%2Fbelgrad%2F10206.pdf&usg=AOvVaw0eiyEjKz_z_Ow4TGhDqgsW
7. Analysis of the agricultural and rural development policies of the Western Balkan countries 2016, http://seerural.org/wp-content/uploads/2016/08/JRC-Technical-Report-2016_Analysis-of-the-agricultural-and-rural-development-policies-of-the-Western-Balkan-countries.pdf
8. Analysis of the agricultural and rural development policies of the Western Balkan countries 2016, http://seerural.org/wp-content/uploads/2016/08/JRC-Technical-Report-2016_Analysis-of-the-agricultural-and-rural-development-policies-of-the-Western-Balkan-countries.pdf

9. Agricultural and Rural Capital Markets in the EU Candidate Countries: Croatia, the Former Yugoslav Republic of Macedonia and Turkey 2011, aei.pitt.edu/58511/1/Factor_Markets_8.pdf
10. Agri-Environmental Policy in South-East Europe 2018, <http://seerural.org/wp-content/uploads/2018/09/AEP-Study-A4.pdf>
11. Macedonian Agricultural Research and Extension System Country Report, http://www.fao.org/nr/res/wshops/docs/ws1_report_Macedonia_en.pdf
12. FYR Macedonia Agriculture Sector Review 2002, <http://documents.worldbank.org/curated/en/978811468270590295/pdf/FYR-Macedonia-Agriculture-Sector-Review.pdf>
13. Macedonia: Agricultural Policy Brief (CAPB) 2015, http://app.seerural.org/wp-content/uploads/2016/11/2015-10_Country-policy-brief-Macedonia-Final.pdf
14. Annual agriculture and rural development report for 2007, <http://zpis.gov.mk/Upload/Documents/ANNUAL%20AGRICULTURE%20AND%20RURAL%20DEVELOPMENT%20REPORT-2007.pdf>
15. Research Project, Economic and technical analysis of Macedonian farms based on farm accountancy data-2005-2009, 2011, <https://agencija.gov.mk/download/%D0%9F%D1%83%D0%B1%D0%BB%D0%B8%D0%BA%D0%B0%D1%86%D0%B8%D0%B8/18141929682ReportoneconomicperfofMKfarms2005-2009publ2011.pdf>
16. Report Empowering rural stakeholders in the Western Balkans 2014, http://seerural.org/wp-content/uploads/2014/09/Report_Empowering_rural_stakeholders_in_the_Western_Balkans.pdf

8.2 Statement of Purpose

The Gevgelija-Strumica Region in the Republic of North Macedonia faces challenges of maintaining and achieving higher development of rural regions that requires a multi stakeholder approach in policy development and policy execution. Areas of required intervention for achieving higher attractiveness of the rural areas can be divided in several categories: economy, social inclusion, climate, young farmers, environment, awareness, technology, agricultural education, tax policy and market issues. Solving these challenges requires identifying horizontal streams that have an effect on all the above categories of challenges.

The main focus of the pilot in the Gevgelija-Strumica Region is to enable effective and efficient functioning of several horizontal streams that are creating enabling environment for tackling the above mentioned categories of challenges. One of the key horizontal streams identified prior to the project application is the system of agricultural extension service. Additionally, supporting this approach considers also dealing with one more horizontal stream that is the entire system of supporting young farmers through all the above categories of challenges. Overall, the main priority issues in our case also called as horizontal streams of policy measures, will be treated through the prism of all above mentioned categories of challenges.

Main needs for the region (prioritized according to survey results and literature review and confirmed by key stakeholders):

- N01 Develop a framework for coordinated program development and activities
- N02 Provide consultancy services for entrepreneurial support
- N03 Establish separate funds for financial support of innovative/new rural activities
- N04 Establish institutions at local or regional level competent to address the specific needs
- N05 Develop a systematic approach for making rural areas more attractive for young people
- N06 Development of rural road Infrastructure
- N07 Provide better opportunities for higher /professional education
- N08 Offer elderly people recreational activities and spaces to meet and socialize
- N09 Create measures to encourage youth participation in decision-making and policy making.

The ambition is to develop policy measures that will ensure sustainable agricultural extension that will deliver high quality service on efficient and effective way, for solving all categories of challenges. The pilot ambition will put a special attention on the needs and the role of young farmers in all relevant categories of challenges.

Expected key outputs include:

- New model for agricultural extension service
- New program for keeping and attracting the young population in the rural areas and agriculture as professional orientation.

Designed approach for effective integration of the above two outputs in the future rural development programs on a state level.

8.3 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work	24.08–25.09.2020
Onboarding of key beneficiaries	21.09–02.10.2020
Onboarding of key actors	21.09–02.10.2020
Set up online presence with website and mailing list	www.agfutura.com www.greengrowth-platform.com
Publish Statement of Purpose	25.09.2020
Publish Implementation Plan	30.09.2020
Organise formal launch event at regional level involving local press	05.10–20.10.2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	20.09–20.10.2020 20.10–30.10.2020
Drivers Analysis to understand what is feasible and set achievable goals <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	20.09–20.10.2020 20.10–30.10.2020
Vision Building to crystalize the overall ambition and mobilize support <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	02.11–20.11.2020 23.11–04.12.2020 07.12–22.12.2020
Action Plan and Roadmap to define what needs to be done and by whom <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	02.11–20.11.2020 23.11–04.12.2020

Process	Date or Period
<ul style="list-style-type: none"> Endorsement by beneficiaries and adoption by actors 	07.12–22.12.2020
Ad-Hoc Local Policy Interventions to align with overall regional policy	October – December 2020

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	January – February 2021
Establish Monitoring Committee	March – April 2021
Establish Plan for monitoring and evaluation	May – June 2021
Introduce elements of the plan into identified policy processes	June – September 2021

8.4 Drivers' Analysis

Since February 2020: We have regular communication with regional stakeholders (farmers, newcomers, public authorities/policy makers), through online and face to face meetings, e-mails, survey, interviews, webinars, and organized events. Within the project, the local partners (AGFT, GGP) have regular weekly coordination (every Tuesday).

The Period September-October 2020:

- Conducting a desk research on background documents (listed above),
- Regular communication and meetings with key beneficiaries and actors,
- Analysis and internal discussion on needs and drivers of change,
- Preparing document on needs and drivers of change for discussion with stakeholders.

On October 13, 2020:

- Organized formal networking event (formal lunch) in Strumica,
- Organized debate with stakeholders for drivers and needs.

In December 2020: We are planning to organize an interactive online workshop on vision, action plan and roadmap (documents based on desk research and survey) – discussion, update and adoption.

Shortlist of Main Drivers

The list of drivers influencing change in rural areas relevant for the pilot region Strumica-Gevgelija, confirmed with stakeholders, categorized in groups according to the STEEPV model (without priority ranking), are the following:

Society

- **Migration of young people:** Significant decrease of the young population in the pilot region and on the national level in general has been recognized as crucial limiting factor for future rural development. The connection between this groups of people with the rural development is their capacity to accept modern technologies which are key drivers for the rural economy to become consistent with the market needs. More specifically, the rural economy in the pilot region which is mainly based on agriculture and food industry is highly export oriented, thus modernization of the current technology is crucial for the economic existence of the rural population.
- **Social schemes for elderly people:** One of the main reasons why young people do not see perspective in the local rural economy is the barriers they face in contributing in the decision making. The main source of this barriers are the elderly members in the farming households which are owners of the working capital (land, equipment, and house). Elderly population in most of the cases are using their ownership as safety measure to secure their social and economic wellbeing in a case if they are left by the youngsters. Having a policy with strong social schemes that will guarantee social and economic wellbeing for the elderly people is a crucial driver for overcoming the above explained barrier.

Technology

- **Modern technology in small scale farming:** The main economic sector in the relevant pilot region is agriculture which is highly atomized (large number of small farms). Therefore, implementing modern technologies adapted to small scale farming is crucial for the economic development of the rural area. Modern technologies (eg. digitalization, precision agriculture, IoTs) supported with strong and reliable agricultural extension are key drivers for optimization of resources in environment of small-scale farming.

Economy

- Research, extension, and agricultural advisory systems: Agricultural extension is one of the key drivers for rural development as a result of several factors:
 - Still well-maintained trust into extension as an institution- this is especially crucial for fast acceptance on policies created on central level.
 - Well-developed network on national level – enables wide geographical reach in delivering support for implementing policies and delivering advisory services in the area of technology.
 - Still well-maintained knowledge base – existing experts are well prepared and with very little support from the central level can achieve significant change in the rural development.
- Cost of credit: Access to finance is becoming more flexible but as a result of low value of rural mortgages, the cost is still very high. Strong agricultural extension with technical capacities in business development and financing is crucial factor for adapting on this limitation driver.
- Lack of seasonal labour: Intensive migration in the last two decades has significantly decreased the number of seasonal workers which puts serious pressure for modernization, that allows lower dependence from this category of labour.
- Financial schemes in time of crisis: Policy creators have shown fast response in creating financial schemes in time of crisis (price volatility, natural disasters, and pandemics) but they are failing in the process of execution of this type of policies. Effectiveness is significantly jeopardized as a result of highly bureaucratic procedures in the process of execution which results in discouragement on the side of the beneficiaries.

Environment

- **Climate change:** Climate change has shown significant changes in temperatures (average temperature has significantly increased), rainfalls have significantly decreased, resulting in serious distortions in the agricultural processes impacting the overall rural economy. Additionally, climate change has increased the number of planned health hazards requiring intensive protection measures which has contributed for significant usage of chemicals, having a negative impact on human and animal health, biodiversity, and other environmental impacts. Strong support from agricultural extension in implementing methods of mitigation for climate change is crucial.

Politics

- **EU membership:** Becoming a member of the EU has been an aspiration in the last three decades. Not being a member and using the benefits of this membership has been a motive for intensive migration and a limitation factor for foreign investment and investments in rural areas that stimulates especially the trend of newcomers. Becoming a member will significantly contribute for overcoming this situation.

Values

- **Loss of trust in institutions:** North Macedonia has faced the challenge of corruption since its independence. With slight improvements in the last thirty years the country is still very poorly ranked. Unfortunately, the last three years the situation has got worsen. Corruption is one of the main sources for distrust in institutions, which is key for poor absorption and acceptance of policies.

Key Policy Challenges

- **Low direct participation of key beneficiaries such as farmers and newcomers:** Policy level has shown slow progress in involving key beneficiaries in policy creation. This results in creating policies that are non-consistent with the real needs of the rural population, directly affecting the attractiveness of the rural areas. Marginal involvement of key beneficiaries has negative influence in policy creation in the process of development (poor budgets, inconsistency with real needs) and in the process of execution (unnecessary procedures).
- **Moderate capacity of policy creation:** High politicized institutions as a result of poorly matured political atmosphere has significantly contributed for employment of unprofessional staff with low technical capacity to answer on the specific challenges in the rural life and rural economy. In a case where political affiliation is a strong criteria for employment, contributes to the marginalization of already existing strong technical staff with long experience in the relevant areas.
- **Mediating stakeholder poorly recognized:** The agricultural extension as one of the strongest stakeholders with a mediating role between key beneficiaries and policy creators has been consistently marginalized in the last three decades. Even tough, structural reforms have been defined in key strategic documents, they have not been translated in concrete actions and budgets. This situation has contributed for continuous degradation of the key institutional players that consist the agricultural extension that is the National Extension Agency and the Agricultural

Academia. Finally, the above presented situation is a key limitation factor for creation of poor policies (upstream) and for poor execution of policies (downstream).

9 Häme, Finland

9.1 Background Papers, Policies, Reports, Strategies and Studies

Final report of the parliamentary working group on sparsely populated areas

- http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161833/MMM_2019_22.pdf?sequence=2&isAllowed=y

Impacts of Rural Development Programmes on regional economies and employment; Impact analysis for the period 2007–2013

- http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161759/MMM_16_2019_Manner-Suomen_maaseudun.pdf?sequence=4&isAllowed=y

Rural Area Programme 2014–2020 – evaluation on innovation-, training- and cooperation impacts

- http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161776/20_2019_maaseutuohjelma_2014_2020.pdf?sequence=1&isAllowed=y
- https://www.hameenliitto.fi/sites/default/files/tilastot/kanta-hameen_laadullinen_tilannekuva.pdf
- http://www.paijat-hame.fi/wp-content/uploads/2018/01/Maakuntastrategia_ja_ohjelma_2018-2021_nettiin.pdf
- <https://www.slideshare.net/TimoAro/pohjoispohjanmaan-elinvoima-alueiden-valisessa-kilpailussa>

Megatrends in the agri-food sector, global overview, and possible policy response from an EU perspective

- C:\Users\slento\OneDrive - Hämeen ammattikorkeakoulu\PoliRural\Study_Megatrends_in_the_agrifood_sector_global_(2019)629205_EN.pdf
- <https://uusi.keskustelukanava.agronet.fi/agronet/index.php>
- <http://www.mua-lehti.fi/monipaikkaisuus-maaseudun-terveyspalveluiden-mahdollistajana/>
- http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161359/MMM_3_2019_Turvallista%20ruokaa%20Suomesta.pdf?sequence=4&isAllowed=y.pdf?sequence=4&isAllowed=y

Smart Countryside study, Finland, Working document

- https://enrd.ec.europa.eu/sites/enrd/files/tg_smart-villages_case-study_fi.pdf

- <https://www.lamk.fi/fi/hanke/maallemuuttajat2030>
- <https://d2htbfmhc6rwjj.cloudfront.net/attachments/e/9/f/d0ec15c1d4c11b78eabd93207e428.pdf>
- https://mmm.fi/documents/1410837/1516647/Maaseutubarometri+2014_LOPPURAPORTTI.pdf/3d544033-79ea-453d-9406-4ba37ffdf4aa/Maaseutubarometri+2014_LOPPURAPORTTI.pdf

Where Europeans Get To Work From Home

- https://www.statista.com/chart/20743/share-of-employed-people-who-usually-work-from-home/?fbclid=IwAR01FhDReQgr4bHRdStZGtW_SHQxxoaBU5YAduZJ5qXCTI6vAGq9YXZfuJs
- <https://www.mtk.fi/-/symbioosi>
- <https://stat.luke.fi/indikaattorit>

OECD PRINCIPLES ON URBAN POLICY AND ON RURAL POLICY: Planning for future LEADER in Finland 2.2.2020

- https://ec.europa.eu/eip/agriculture/sites/agri-eip/files/fg14_03_minipaper_gender_.pdf
- <http://urn.fi/URN:NBN:fi:amk-201401231654>
- <https://yle.fi/uutiset/3-11233350>
- http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161086/TEMrap_31_2018_Alueeliset_kehitysnakymat.pdf
- https://tietokayttoon.fi/documents/10616/2009122/25_Kiertotalous+Suomessa.pdf/5a942ae7-9ec8-4b54-a079-f99c8ba2f8f1?version=1.0
- <https://www.doria.fi/bitstream/handle/10024/94694/129%202013.pdf?sequence=2&isAllowed=y>
- <https://430a.uni-hohenheim.de/please-change-url-alias-114438429>
- https://430a.uni-hohenheim.de/fileadmin/einrichtungen/430a/PRO_AKIS/Country_Reports/Country_Report_Finland_05_06_14.pdf
- https://helda.helsinki.fi/bitstream/handle/10138/310568/SYKEra_6_2020.pdf?sequence=1&isAllowed=y
- <https://sustainabledevelopment.un.org/memberstates/finland>
- <https://www.yrittajyyspolut.fi/>
- <https://media.sitra.fi/2017/02/27172901/SelvityksiC3A454-2.pdf>
- <https://www.hameenliitto.fi/wp-content/uploads/2020/02/Laadullinen-tilannekuva.pdf>

- <https://paijat-hame.fi/rahoitus-ja-hankkeet/yleista-rahoituksesta/kansainvalinen-rahoitus/lars-learning-among-regions-smart-specialisation/lars-paijat-hameessa/>
- https://ec.europa.eu/environment/circular-economy/pdf/new_circular_economy_action_plan.pdf
- http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161113/32_Future_Review2018_MMM_WEB.pdf?sequence=1&isAllowed=y
- https://helda.helsinki.fi/bitstream/handle/10138/298419/Abstractikirja_Mua_2018.pdf?sequence=1
- https://lab.fi/sites/default/files/2020-02/Asukaskyselyn%20tuloksia_Lainatavaroista%2C%20yhteisk%C3%A4ytt%C3%B6tiloista%20ja%20maaseudun%20palveluista.pdf
- <https://kestavakehitys.fi/documents/2167391/2186383/A2030+implementation+in+Finland+ONEPAGER+13.9.2016+FINAL.pdf/62b5efbc-294e-49e3-904a-9ae546bce2cc/A2030+implementation+in+Finland+ONEPAGER+13.9.2016+FINAL.pdf>
- http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161636/34_19_Selvitys_kotimaan_matkailu.pdf?sequence=4&isAllowed=y
- https://ec.europa.eu/commission/presscorner/detail/en/IP_20_884
- https://ec.europa.eu/info/sites/info/files/communication-annex-eu-biodiversity-strategy-2030_en.pdf
- https://ec.europa.eu/info/sites/info/files/communication-annex-farm-fork-green-deal_en.pdf

Municipalities at a turning point. Information on the situation of municipalities in 2020

- https://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/162061/VM_2020_13_Kuntien_tilannekuva_2020.pdf?sequence=1&isAllowed=y
- <https://www.ely-keskus.fi/documents/10191/56358/H%C3%A4meen+Maaseutuluotain,+loppuraportti.pdf/1b117d6f-5bf6-f37c-ca9b-31c08707843c?t=1605853028493>
- <https://www.helsinki.fi/fi/ruralia-instituutti/tutkimus/maaseututaajamien-elinvoima#section-93018>

9.2 Statement of Purpose

The ambition is to boost the region's attractiveness by introducing business-friendly policies that can encourage new entrepreneurs to create products and services on circular economy and well-being, which in the future may become a significant source of employment.

Demographic structure, employment prospects and urbanisation are rural challenges throughout Finland and Häme is no exception. However, the needs gathering survey and ongoing COVID19-pandemia raised the attractiveness of rural areas as living and remote working places. This possibility to live in different places has increased multi-locality in Finland and Häme regions. Rural areas are seen safe and attractive places to live and work. This reinforces the idea that new and innovative employment possibilities are necessary for keeping the rural areas active. To achieve this, new tools for co-operation and participation are needed.

Rural development activities in Häme are carried out by several organisations at different levels with common goal of thriving countryside. However, it is still possible to increase cooperation and reduce duplication. At the moment there are many activities by national and regional authors and policy makers to create new strategies and plans. In the PoliRural project, it is possible to develop cooperation even more out of silos towards participatory activities. A common vision to increase the attraction of rural areas is essential to ensure a sustainable future of the region.

Main needs for the region to be addressed in this action include:

- Supporting multi-locality in living and working
- Supporting new business opportunities in farms and rural areas
- More emphasis on education and RDI to circular economy solutions in the field of bioeconomy
- Need to make it easier for newcomers to get adopted into the community
- Inventing ways to get young people to live and work in Häme region
- To improve and secure accessibility of public services in rural areas.

9.3 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work <ul style="list-style-type: none"> • Researching and studying the national, regional and local rural policy and rural development programmes and strategies • Aim of the desk work has been to find out the regional needs and challenges (related especially to mission statement) 	9/2019–5/2020 (ongoing)
Onboarding of key beneficiaries <ul style="list-style-type: none"> • Key beneficiaries in Häme pilot case: Farmers union (MTK), ProAgria, regional village associations, ELY (regional CAP authority) • HAMK students (potential newcomers), organisation for small and medium-sized enterprises (SMEs) 	9/2019–5/2020
Onboarding of key actors <ul style="list-style-type: none"> • Regional councils (2), MTK, ProAgria (LoS), involved already in preparation phase • ELY (regional CAP authority), MMM, Rural Policy Council, 5 LAGs 	Partners involved from preparation phase. Confirmed their commitment in 9/2020
Set up online presence with website and mailing list <ul style="list-style-type: none"> • Webpage in Finnish • Teams platform for stakeholder panel communication • Mailing list to stakeholder panel • Informed consent form 	Finnish webpage 2/2020, Teams platform and mailing list for regional stakeholder panel (12/2019)
Publish Statement of Purpose <ul style="list-style-type: none"> • The pilot will use PoliRural results to boost the region's attractiveness by introducing business-friendly policies that can encourage new entrepreneurship in fields of circular-economy and well-being. 	first version 9/2019, clarified version 2/2020
Publish Implementation Plan	9/2020
Organise formal launch event at regional level involving local press	blog posts, press release about the project and needs analysis 2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
<p>Needs Analysis to set the change agenda</p> <ul style="list-style-type: none"> Regional needs have been discussed with stakeholder panel in several meetings (9/2019, 11/2019, 5/2020) Online survey about rural attractiveness, SWOT analysis 	1/2020–4/2020 (as part of T4.3 exercise)
<p>Drivers Analysis to understand what is feasible and set achievable goals</p> <ul style="list-style-type: none"> Interactive workshops (Online drivers workshop for stakeholder panel 27.8.2020), Implementing drivers analysis to education (learning assignment to HAMK MSc students in Bioeconomic business development degree programme) Reporting the results of workshop and students learning assignments (September–October 2020) 	<p>Drivers workshop for stakeholder panel 27.8.2020</p> <p>Drivers analyse by Master's Degree students 18.9.2020</p>
<p>Vision Building to crystalize the overall ambition and mobilize support</p> <ul style="list-style-type: none"> Goal is to define the common vision for developing rural entrepreneurship in circular economy and well-being sectors in Häme region Coordinating the goal in time with the Häme Rural Plan, LEADER programs etc. → Coordination with other program / strategy work Multilocality will be added to pilot fiche (due to COVID-19). Digitalisation enables multilocality → more opportunities for jobs, entrepreneurship 	06/2020–06/2021
<p>Action Plan to define what needs to be done and by whom</p> <ul style="list-style-type: none"> 1.10 face-to-face internal team meeting to plan next two years 11/2020 Stakeholder meeting agreed to be held in November. In the meeting review of driver analysis results. Opportunity for stakeholders to utilize results in their own organisations. (WP5) 11/2020 Stakeholder meeting – policy evaluation (WP4) → (how current policies succeed, which drivers stand out) 12/2020 Current Rural Situation information gathered 01/2021 T5.3 Regional Futures: Exploitation and Validation starts 01–06/2021 Planning stage with stakeholder group. Questions: <ul style="list-style-type: none"> What could be done differently? What is required for change? Differentiated experiments will be planned on the basis of drivers and policy-evaluation process. Implementations of change. 08/2021–06/2022 Experiments with stakeholder group. One group at a time (e.g. LEADER, village associations.). Experiments may use e.g. text mining, foresight workshops, SDM. 	09/2020–06/2022

Process	Date or Period
<ul style="list-style-type: none"> Form a serving plate about tools that can be used (experiments) that the project offers to stakeholders. 	
Ad-Hoc Local Policy Interventions to align with overall regional policy	1.10.2020

9.4 Drivers' Analysis

As a part of the foresight process Häme Region Pilot carried out a Drivers Analysis employing the 'STEEPV Inventory of Drivers of Change.' The analysis consisted of 4 inputs

- An online "ideathon" to develop a system of KPIs
- A face-to-face workshop
- An online workshop and
- A workshop combining face-to-face and online working modes.

This summary combines the results obtained in these workshops. The work done is described in more detail in a paper entitled 2020 Drivers Analysis for Häme Region Foresight Initiative. The most important drivers are as follows:

Social Drivers of Change

- The skewed age distribution of rural areas - *an aging population*
- Increasing *need for community*
- *Rural Society 5.0 - Smart Village*
- The need for *a sustainable lifestyle* - climate change - the environment

Technological Drivers of Change

- Broadband availability is a prerequisite for digital change.
- *Digital change* is inevitably advancing, the challenge is to make the right use of it for rural development and entrepreneurship.

Economical Drivers of Change

- Diversification of economic activities in rural areas and development of entrepreneurship and new business, economical sustainability

- Digital, smart agriculture; profitability, transparency of food, benefit for farmers, not only for big (and rich) farmers
- Public investment (e.g., in infrastructure and telecommunications), political influence
- Accessibility and mobility, new solutions are needed in rural areas

Environmental Drivers of Change

- Climate change (combating and adapting -> pioneering the search for solutions), subsidies to farmers, commitment to do actions. The discussion noted that many other forces for change in the theme are related to this. Like exceptional weather conditions which effects crop yields, heatwaves etc.
- Tipping points: The corona crisis has shown that it is important to be prepared for and able to react to unforeseen situations.

Political Drivers of Change

- Regional Policies, direct actions strongly to wanted purposes e.g., circular economy. There is competition between cities and rural areas (which are not wanted). Including CAP, rural tourism policy etc.
- Policies of environmental and biodiversity affecting in EU – and in Häme too, possibilities for new business (but could be drivers or barriers, too).

Values as Drivers of Change

- Concern for the planet, the environment, and the climate, linking with all development. giving business opportunities for circular economy and wellness entrepreneurship. Foresight initiatives important, Häme leader.
- Glocalization, regional solutions important, hope for future, community actions needed

Key Policy Challenges

The key Policy challenges identified on the basis of the analysis of drivers of change were as follows

- Circular economy: Green Deal and CAP27
- Entrepreneurship and new business opportunities: Digitalization, broadband
- Experiences and well-being: COVID-19 response and effects, demand and need for welfare services (demography)

10 Mazowieckie, Poland

10.1 Statement of Purpose

Traditionally, development at the local and regional level is planned in a top-down manner. This has been changing in recent years, primarily through the implementation of regional programs and local development strategies by the local community. The overall ambition of this Foresight initiative is to go further introducing new governance approaches to:

- Promote small local and rural communities and areas as an environment of living and working for newcomers, in the context of:
 - Strong impact produced by the agglomeration of rural areas, as well as
 - Changing patterns in food consumption (demand), health awareness and lifestyles.

The planning of territorial policy should be even more based on:

- The identification and support of local natural resources, and
- With a strong focus on strengthening links with cities,
- As a basis for maintaining a high quality of life, and thus
- The settlement attractiveness of the territory.

Based on **consultation with stakeholders, the main needs to be addressed by this exercise include**

- Development of a long-term vision for the development and stability of this region include:
- Creation of new jobs with adequate pay
- Facilitate business development and entrepreneurship, in particular:
 - Support SME development
 - Eco-firms and
 - Sustainable business in the circular economy.
- Support the sustainable development of settlements, regions, and landscape in the context of climate change
- Increase the number of sufficiently lively communities and citizen-driven local activities and promote local organisations promoting regional specialties, crafts, traditions
- Improve quality of public services, in particular:
 - Improve the quality of health care service.

Improve the transport service both within the territory and from the territory to urban areas, with particular attention to transport to health services.

10.2 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work	Oct–Nov 2020
Onboarding of key beneficiaries	Nov 2020
Onboarding of key actors	Nov 2020
Set up online presence with website and mailing list	PoliRural website
Publish Statement of Purpose	Nov 2020
Publish Implementation Plan	Nov 2020
Organise formal launch event at regional level involving local press	Nov–Dec 2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	20.11–4.12.2020
Drivers Analysis to understand what is feasible and set achievable goals <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	27.11–4.12.2020
Vision Building to crystalize the overall ambition and mobilize support <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	November– December 2020
Action Plan and Roadmap to define what needs to be done and by whom <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities 	

Process	Date or Period
<ul style="list-style-type: none"> • Interactive workshops • Endorsement by beneficiaries and adoption by actors 	November– December 2020
Ad-Hoc Local Policy Interventions to align with overall regional policy	December 2020 – January 2021

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	January 2021
Establish Monitoring Committee	February 2021
Establish Plan for monitoring and evaluation	April 2021
Introduce elements of the plan into identified policy processes	May 2021

11 Monaghan, Ireland

11.1 Background Papers, Policies, Reports, Strategies and Studies Docs

From the 600+ Monaghan Pilot related references collected and included on SEMEX, the following background papers, policy reports, and strategy papers/reports of previous foresight studies carried out in the region were included in the “Monaghan Pilot LEADER Environment Policy” Curated Reading List (CRL) on SEMEX:

1. Teagasc-Technology-Foresight-Report-2035,
<https://www.teagasc.ie/media/website/publications/2016/Teagasc-Technology-Foresight-Report-2035.pdf>
2. Rural Ireland 2025 Foresight Perspectives,
<http://www.coford.ie/media/coford/content/publications/projectreports/Foresight.pdf>
3. Monaghan LEADER programme, <https://www.midl.ie/index.php/programmes/leader-framework>
4. LEADER Rural Development in Ireland, <https://www.gov.ie/en/policy-information/179274-leader-rural-development>
5. Monaghan Local Development Strategy, <https://assets.gov.ie/2820/151118104657-136a9c7cbdfa4faab73b9fa07e7796ea.pdf>
6. LEADER/CLLD explained, https://enrd.ec.europa.eu/leader-clld/leader-toolkit/leaderclld-explained_en
7. LEADER programme,
[https://en.wikipedia.org/wiki/LEADER_programme#:~:text=The%20LEADER%20programme%20\(an%20acronym,to%20revitalise%20rural%20areas%20and](https://en.wikipedia.org/wiki/LEADER_programme#:~:text=The%20LEADER%20programme%20(an%20acronym,to%20revitalise%20rural%20areas%20and)
8. LEADER/CLLD, https://enrd.ec.europa.eu/leader-clld_en
9. The future of the CAP – a view from the farm, Teagasc study,
[https://www.teagasc.ie/media/website/publications/2020/TResearch_Autumn2020_p32-33\(The-Future-of-the-CAP\).pdf](https://www.teagasc.ie/media/website/publications/2020/TResearch_Autumn2020_p32-33(The-Future-of-the-CAP).pdf)
10. The Challenges facing rural communities, Teagasc,
<https://www.teagasc.ie/media/website/publications/2016/The-challenges-facing-rural-communities.pdf>
11. Ireland’s Green Deal, https://ec.europa.eu/ireland/news/key-eu-policy-areas/environment_en

12. Ireland - Rural Development Programme (National) 2014-2020,
<https://www.agriculture.gov.ie/media/migration/ruralenvironment/ruraldevelopment/ruraldevelopmentprogramme2014-2020/August19ApprovedProgramme060919.pdf>
13. A Region in Transition: The Way Forward, North West Regional Authority,
<https://www.nwra.ie/wp-content/uploads/2020/01/region-in-transition-the-way-forward-final.pdf>
14. Monaghan County Development Plan 2019 – 2025, <https://monaghan.ie/planning/wp-content/uploads/sites/4/2019/04/Monaghan-County-Development-Plan-2019-2025.pdf>
15. We Belong - Co. Monaghan Migrant Integration Strategy And Action Plan 2020-2023,
<https://monaghan.ie/communitydevelopment/wp-content/uploads/sites/8/2020/11/Monaghan-Migrant-Integration-Strategy-2020-2023.pdf>
16. What is Europe doing for Monaghan,
<https://ec.europa.eu/ireland/sites/default/files/monaghan.pdf>
17. Energizing Ireland’s Rural Economy, Report of the Commission for the Economic Development of Rural Areas

11.2 Sources for Regional Datasets

The main economic and community sources are at [LINK](#).

11.3 Statement of Purpose

The overall ambition is to explore the potential of non-traditional entrants to enter farming and improve rural resilience in County Monaghan. The project research is exploring rural attractiveness¹, and the motivation and potential for such new entrants to engage in the life and prosperity of rural Monaghan, and what policies and supports they need to effectively do so.

The aim is to initially create a new support service, “I want to be a Farmer”, for new entrants to enter both traditional and non-traditional farming, and looking at what policies and supports they may need

¹ Rural attractiveness is sustainable rural communities with access to high quality public services, a thriving and diverse local economy where agriculture related activities are complemented by sustainable tourism and other forms of employment in a working countryside, and an attractive, ecologically rich and accessible countryside in which the environment and biodiversity are conserved and enhanced

to effectively work and contribute to the community of rural Monaghan. This service will be targeted at:

- Irish people without a farming background
- New community members and young people who may be interested in pursuing a career in farming
- People who have immigrated to Ireland from other countries (many from Eastern European countries), mostly young people and some of whom already have a farming background.

There is currently no such support service in Ireland or policies to do so, so a direct impact will be new non-traditional entrants contributing to a resilient, agile and sustainable rural community of tomorrow, and best-practice services that can be adopted and affect policies in other regions and EU Member States. The aim is to attract 6,000 such new entrants to Monaghan by 2030.

Main needs for the region to be addressed:

- Provide support schemes that encourage new entrants into farming
- Improve the financial security of farming through greater diversification, access to finance and alternatives to land purchase
- Proactive promotion of the rural area to attract newcomers
- Encourage more sustainable agriculture, production of vegetables and forestry development
- Address Brexit and COVID-19 uncertainty
- Increase employment opportunities in rural areas.

Policy context provided at:

- EU level: LEADER and the CAP
- National level: Irish Government's upcoming "Rural Development Policy 2020+"
- Local level: MID and Teagasc are key implementation bodies.

11.4 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work	15.9.2020
Onboarding of key beneficiaries	15.9.2020
Onboarding of key actors	15.9.2020
Set up online presence with website and mailing list	PoliRural website
Publish Statement of Purpose	30.9.2020
Publish Implementation Plan	30.9.2020
Organise formal launch event at regional level involving local press	30.10.2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
<p>Needs Analysis to set the change agenda</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	September – October 2020
<p>Drivers Analysis to understand what is feasible and set achievable goals</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	October 2020
<p>Vision Building to crystalize the overall ambition and mobilize support</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	October – November 2020
<p>Action Plan and Roadmap to define what needs to be done and by whom</p> <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	November – December 2020
<p>Ad-Hoc Local Policy Interventions to align with overall regional policy</p>	October – December 2020

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	January 2021
Establish Monitoring Committee	February 2021
Establish Plan for monitoring and evaluation	March 2021
Introduce elements of the plan into identified policy processes	May 2021

11.5 Drivers' Analysis

Methodology

The drivers' analysis work undertaken in Monaghan has been mainly with the User Panel of 28 members using interactive and feedback interviews since early 2020, to iteratively refine the results as the pilot's plans and project progresses.

Shortlist of Main Drivers

Using the STEEPV framework the key drivers that most affect Monaghan have been agreed (with representative stakeholders' comments) to be as follows:

Social

- **Rural Ageing and Depopulation:** Need to counteract the spiral of depopulation and the consequential reduction of service provision and rural attractiveness. As young people leave, often to explore the world, this leaves a high dependence on the remaining number of a working age to support the more dependent older age cohort. The answer is not to try and keep all young people at home, but to try to attract the many that are migrating from elsewhere. Proactive marketing of the area helps us establish an inventory of the rural assets and to work on any shortfalls which are hindering the attractiveness of the rural area.
- **New entrants to Rural Areas, Immigration/Refugees:** Effective integration of new communities is critical for sustaining our rural communities. At present most migrants gravitate to the larger towns like Monaghan where there tends to be a greater availability of work. We should look at

opportunities for the farming sector to provide work opportunities for new communities. New entrants and immigrants can help sustain the levels of rural populations.

- **Declining Public Services:** Declining rural populations result in declining services and declining services make rural areas less attractive leading to declining rural populations.

Technology

- **Rural broadband and Remote teleworking:** Remote working, high tech agriculture, online services, etc., are reliant on the internet and the skills for using it. Broadband is absolutely critical for rural communities.
- **Digitalisation, Mobile access, and Connectivity:** Attracting new people into rural Ireland or keeping the youth in the rural areas is difficult. They have to be prepared to leave 70-90% of everything that is available at their fingertips in the city or urban areas for the country. It is perhaps too big a price to pay for some people, especially the younger generation who have gone off to college or university and had everything. However COVID-19 may have changed the balance.

Economy

- **Low farming wages:** Puts a lot of people off and greatly reduces rural attractiveness. Part time farming is understood by the generations watching it happen will have a big impact on farming into the future. To make money a small farmer needs to work off the farm. The next generation may decide to only work and not farm.
- **Growth in Services and Tourism:** Growth in services and tourism is needed for the rural areas. LEADER is a vehicle for driving this, important after COVID-19.
- **Circular economy:** New ways and models of working
- **Entrepreneurship:** Is strong in Monaghan as it is located far away from Dublin, and that is not going to change, local or new entrepreneurs need a lot of support often more so than those in an urban setting. This is done through community development using LEADER can help. COVID-19 has created much uncertainty.

Environment

- **Climate change:** Will drive everything from now on.
- **Sustainable Agriculture and Forestry:** Must be a huge driver of change for rural Monaghan
- **Bioenergy and Renewable Energy Sources:** Alternative Energy such as biogas, wind, these are new farming commodities that need support and regulatory and financial input from government,

policy changes are necessary. For example, an individual with a windmill on their farm or solar panels cannot currently sell to the grid because of regulatory restrictions. In addition, farmers are often excluded from funding sources like LEADER as managing authorities are concerned about double funding primary production. This limits potential for farmers embracing renewable energy solutions, i.e., solar panels on sheds.

- **Nature-based solutions:** Green transition is coming. Monaghan needs another use for grass; if we moderate producing levels of beef and milk alternative options for grass could be explored. Food production needs to be locally supplied; it's more sustainable from farm to table.
- **New agricultural models & land use:** Access to the rural environment which allows people to engage with and in the environment, for example biking without risking your life on the roads in the countryside. The roads are barely big enough for cars, trails would allow for this engagement.

Politics

- **COVID-19:** Game changer, huge impact and driver.
- **BREXIT:** Still uncertain, but will drive a lot of changes, irrespective of trade deal or not.
- **EU Green Deal Agenda, Biodiversity Strategy, CAP reform:** These EU policies will drive the future of rural Monaghan. The community is at the whim of politicians, what one government does another can come along and undo, from one government to the next.

Values

- **Sense of community:** Critical for community buy in. If local farmers begin producing local produce, then we need local buy in from the community, could make more use of new technologies such as social media. Cooperative approaches are being used in parts of Europe in the production of renewable energy for Village Heating systems, and community owned wind farms.
- **Social Entrepreneurship:** not always economically viable for example, people who work in the sectors of elderly-care and child-care and general service providers do not pay well and are highly government subsidized. Health care is important, self and planet, again, important that we are bringing the community along with this.
- **Volunteerism:** must be locally encouraged with strong community development. This is good in Monaghan.
- **Social Isolation:** we have to be careful that we don't create this when older farmers hand over or let land. We have to ensure that older farmers continue to be engaged in the community and if they stop farming, they lose that because there is nothing for them really. In trying to fix one area

we can make another area worse. Our rural areas are becoming more diverse and are no longer purely synonymous with agriculture. There are people moving out into the countryside who have limited knowledge about farming. Many do not appreciate it, understand it or have any interest in it. However, this diversity of the rural population is critical to the sustainability of rural areas and in particular to the provision of public services, fewer people leads to diminished services.

Possible Key Performance Indicators to track the impact of these drivers could include:

1. Number of new entrants to county Monaghan.
2. Annual farming incomes in Monaghan.
3. Number of young farmers in county Monaghan.
4. Number of farmers in county Monaghan.
5. Number employed in county Monaghan.
6. Extent of LEADER projects in county Monaghan
7. Number of Farm Partnerships in county Monaghan.
8. Number of relevant new skills courses locally in Monaghan.
9. Extent of Agriculture and Forestry in Monaghan.
10. Broadband coverage in county Monaghan
11. The level of off farm employment in county Monaghan

Key Policy Challenges

1: Rural Development Policy 2020+ and LEADER

- Improve the financial security of farming through greater diversification, access to finance & alternatives to land purchase.
- Assisting farmers and local communities to find new ways of working together, e.g. cooperatives for Renewable energy and Smart Village solutions.
- Proactive promotion of the rural area to attract newcomers
- Climate Change and ensuring a 'just transition for all' collectively working on the challenges and embracing opportunities for communities.
- Increase employment opportunities in rural areas, including new enterprise start-up and facilitating small business expansion through targeted funding
- Address COVID-19 impact & BREXIT uncertainty

2: Monaghan LEADER

- Provide support schemes that encourage new entrants & young people into farming (this is subject to LEADER Regulations at EU and Member State level allowing greater flexibility around what can be funded for farmers).
- Assisting farmers and local communities to find new ways of working together, e.g. cooperatives for Renewable energy – Smart Village solutions.
- Promote Rural Tourism, which levers and builds on the uniqueness of the Border Region.
- Support the development of small and medium enterprises
- Environment – Renewable energy, biodiversity, and the bioeconomy
- Encourage more sustainable agriculture, production of vegetables & forestry development, including local food pilots which raise awareness of importance of the food chain and on trying new local initiatives to encourage greater levels of local production.

12 Ségobriga, Spain

12.1 Statement of Purpose

The project aims to explore the possibilities of a better tourist performance of the Segóbriga Archaeological Park, as a catalyst for a greater economic revitalization of the territory and employment, promoting diversification activities such as tourism, increasing the added value of local products, others services, small businesses, etc. This will contribute to increasing the resilience of the territory, to be able to face the difficulties of rural areas, such as depopulation and climate change, based on the collaborative approach of PoliRural, sharing and learning good practices from other regions.

The serious depopulation crisis the territory is suffering, causes an uncertain future due to the shortage of young people willing to start business in the area. It is necessary to explore new solutions to increase rural attractiveness so that the economy is reactivated, and more people are attracted to the territory as a place to develop their lives and their businesses. It is time to take advantage of the opportunities offered by the new European policies (Green Deal, CAP Reform...) to establish successful future local policies designed by agents who are truly knowledgeable about the territory. At the same time, we consider essential to increase the feeling of pride in living in rural areas, and POLIRURAL is an ideal framework to develop all this work.

Main needs to be addressed include:

- N01 Avoid the exodus of young people and women from the territory and fight against depopulation
- N02 Promote job creation in rural areas, for the general population, with special emphasis on youth and women
- N03 Guarantee quality internet access in the territory and improve the training of the population in the use of the internet and telematics services
- N04 Facilitate business development and entrepreneurship
- N05 Improve the transport service both within the territory and from the territory to urban areas, with particular attention to transport to health services
- N06 Improve the quality of health care service
- N07 Promote vocational and higher education and training, particularly for young people and women

- N08 Guarantee sufficient and quality services (nurseries, electricity, drinking water, waste treatment services, etc.)
- N09 Promote economic diversification in a jointly organised way from the institutions and the private sector, through the tourist development of the area, taking advantage of the heritage and natural resources existing in the territory, correctly defining a tourist package as well as promoting a complementary offer.

N10 Favour the profitability of the agricultural sector and promote economic diversification by promoting the development of agribusiness from existing raw materials, especially cereals with transformation, commercialization, organic products, local markets, etc.

12.2 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Desk-work	September – October 2020
Onboarding of key beneficiaries	September 2020
Onboarding of key actors	September 2020
Set up online presence with website and mailing list	PoliRural website
Publish Statement of Purpose	October 2020
Publish Implementation Plan	October – November 2020
Organise formal launch event at regional level involving local press	October – November 2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
<p>Needs Analysis to set the change agenda</p> <ul style="list-style-type: none"> • Initial Preparation to clarify overall process, timing, and priorities • Interactive workshops (including Deep Dives on Specific issues) • At this stage we should have the capacity to identify change in the external environment that has the potential to shape the future 	September – October 2020
<p>Drivers Analysis to understand what is feasible and set achievable goals</p> <ul style="list-style-type: none"> • Initial Preparation to clarify overall process, timing, and priorities • Interactive workshops • At this stage we should analyze the patterns of change identified, and thus try to look for what seems to be happening out there 	October 2020
<p>Vison Building to crystalize the overall ambition and mobilize support</p> <ul style="list-style-type: none"> • Initial Preparation to clarify overall process, timing, and priorities • Interactive workshops • Endorsement by beneficiaries and adoption by actors • At this stage we should interpret what is happening and thus try to look for a deeper understanding and the interactions /implications. Based on this we should, as well have to look on the prospection with the creation of forward views and thus exploring alternative futures (potential, possible, probably, plausible, preferred) 	October – November 2020
<p>Action Plan and Roadmap to define what needs to be done and by whom</p> <ul style="list-style-type: none"> • Initial Preparation to clarify overall process, timing, and priorities • Interactive workshops • Endorsement by beneficiaries and adoption by actors • At this stage we should have the capacity to identify best-fit strategic options looking for the development of an strategic action 	November – December 2020
<p>Ad-Hoc Local Policy Interventions to align with overall regional policy</p>	October – December 2020

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	January 2021
Establish Monitoring Committee	February 2021
Establish Plan for monitoring and evaluation	March 2021
Introduce elements of the plan into identified policy processes	May 2021

13 Slovakia Region

13.1 Statement of Purpose

The overall ambition is to increase the attractiveness of the region, well-being of the existing rural population and attract newcomers, while not affecting the symbiosis between city and rural areas, by introducing policies reflecting the needs of local entrepreneurs and demand of local population, safeguarding the environment and biodiversity at the same time. Introducing a new way of deciding upon and implementing public policies in cooperation and consultation with all relevant stakeholders during all stages.

Until now, there is no long-term binding vision for rural areas. Only informal and internal documents prepared by individual public authorities without much coordination or real impact on formation of policies or decision-making policies and with very low participation of relevant stakeholders. There were few attempts recently to prepare a long-term vision, but they didn't find a fertile ground. PoliRural project is an excellent opportunity to finally have something tangible, viable and lasting.

In order to remove the continuing uncertainty and the absence of a clear direction for Slovak rural areas and agriculture and pointing a way to a sustainable future, it is necessary to develop a long-term, medium, and short-term vision of its development and to anchor it in the form of a constitutional law in order to avoid repeated changes in the priorities and direction of the sector by individual governments. The adoption of a long-term vision and a subsequent strategy for the development of Slovak agriculture and rural development should take place on the basis of a community-wide consensus. This will ensure continuity, stability, clarity, and strategic direction.

The main needs to be considered include:

- Promote job creation with adequate pay and with a view to supporting small and medium-sized enterprises, eco-firms, and sustainable business (circular economy)
- Develop a long-term vision for the development and stability of rural areas and agriculture with the aim to restore the self-sufficiency, improve transparency of direct payments for farmers and rural development program projects and special attention and support to young, family, and small farmers
- Have sustainable settlements, regions, and landscape in the context of climate change
- Improve the adequacy of housing opportunities in rural areas
- Improve quality of public services.

Increase the number of sufficiently lively communities and citizen-driven local activities and promote local organisations promoting regional specialties, crafts, traditions.

13.2 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Deskwork	8.9.2020
Onboarding of key beneficiaries	11.9.2020
Onboarding of key actors	11.9.2020
Set up online presence with website and mailing list	Existing PoliRural website?
Publish Statement of Purpose	15.9.2020
Publish Implementation Plan	15.9.2020
Organise formal launch event at regional level involving local press	22.9.2020

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops (including Deep Dives on Specific issues) 	18.9.2020 28.9.2020
Drivers Analysis to understand what is feasible and set achievable goals <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops 	18.9.2020 28.9.2020
Vison Building to crystalize the overall ambition and mobilize support <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	15.10.2020 23.–24.10.2020 16.11.2020

Process	Date or Period
Action Plan and Roadmap to define what needs to be done and by whom <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	15.10.2020 23.–24.10.2020 16.11.2020
Ad-Hoc Local Policy Interventions to align with overall regional policy	September – December 2020

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	December 2020
Establish Monitoring Committee	January 2021
Establish Plan for monitoring and evaluation	March 2021
Introduce elements of the plan into identified policy processes	May 2021

13.3 Drivers' Analysis

Methodology

The top Drivers of Change were identified gradually in the following process:

- Analysis and internal discussion on the Inventory of drivers of change.
- Elaboration of a document for stakeholders on 65 identified drivers of change in 6 categories.
- Consultations with the Ministry of Agriculture and Rural Development of the Slovak republic.
- Membership in the working group of the Ministry on the new CAP implementation.
- Organization of workshops with stakeholders from rural areas:
 - 1) Workshop on 28th September, 2020 (physical) was focused on the overall ambition of the vision, definition of attractiveness of rural areas and selection from the proposed initial 65 drivers of change which was done through an online survey.

- 2) Workshop on 23rd October, 2020 (online) was organized as part of the Annual Forum of Rural Parliament in Slovakia and was dedicated to a discussion on 14 main drivers identified in the previous workshop.
- 3) Workshop on 8th December, 2020 (online) was focused on identifying the 3 groups of connected drivers and it contributed to the EC's process of building a Vision for rural areas. The decision was taken to make the vision till the year 2040.

List of the Main Drivers of Relevance for the Region

The first main result of the drivers' analysis was the identification of a list of 11 drivers most relevant for the future of the region. These are...

- 1) Sustainability (CAP and other EU policies supporting sustainable rural development through building resilient communities, growth of jobs and entrepreneurship, civil engagement, increasing need of soil for food production, aging rural population, population flows – moving of people between rural and urban areas)
- 2) Renewable energy systems in rural areas (access to clean and affordable energy)
- 3) Job opportunities (one of the main factors influencing attractiveness of rural areas, many rural areas do not offer sufficiently attractive working opportunities, especially for young and people with higher education, agriculture transitioned towards business management)
- 4) Diversification of rural economy (bio economy, circular economy, agrotourism, rural tourism, diversification of agricultural production)
- 5) Accessibility & mobility (access to services, opportunities, transport infrastructure, rural broadband - high speed internet connection in the countryside)
- 6) Food security (hunger and malnutrition globally growing, food waste)
- 7) Water scarcity (demand for water exceeds available sustainable resources, growing dependence of agriculture production on irrigation)
- 8) New CAP (more flexible and simplified system of modernized CAP, shifting the emphasis from meeting requirements and rules to achieving results and outputs, more focus on environmental sustainability, biodiversity, innovations, diversification, and generation renewal of farms)
- 9) Rural tourism (increase popularity of rural tourism, protection of historical and cultural heritage)
- 10) Personal health, wellbeing, and wellness

11) Civil engagement

Grouping Relevant Drivers into Three Clusters

After the identification of 11 main drivers of change the decision was taken in consultation with stakeholders not to rank them according to the priority, but to group them into several clusters, preferably not more than 3.

Initially, the first three clusters were identified and later the new one dedicated to current pandemic was added, so we ended up with the 4 connected clusters of connected drivers of change:

1. **Sustainable and resilient food system:** Food security, new CAP, Biodiversity, Farm to Fork, Green Deal, COVID response, climate change, diversification, water scarcity, education, and training.
2. **Diversification of rural economy:** Rural tourism, marketing, online work, COVID response, education, and training.
3. **Civil engagement:** New way of decision making in cooperation and consultation with all relevant stakeholders during all stages, education, and training)

Next Steps

For all these clusters were elaborated deep dives documents that are published on the website and currently there is an ongoing open discussion in the online forum.

14 Vidzeme, Latvia

14.1 List of background papers, policies, reports, strategies, papers and studies

1. Rural Development Programme (RDP), [LINK](#)
2. The focus of the RDP in Latvia 2014-2020, [LINK](#)
3. European Structural and Investment Funds (ESI Funds), [LINK](#)
4. Sustainable Development Strategy of Latvia until 2030 (Latvia 2030), [LINK](#)
5. National Development Plan 2021-2027 (NDP2027), [LINK](#)
6. Regional Policy Guidelines 2021 – 2027 (RPG2027), [LINK](#)
7. Vidzeme Planning Region Development Program 2015 – 2020, [LINK](#)
8. Sustainable Development Strategy 2030 of the Vidzeme Planning Region, [LINK](#)
9. local municipalities elaborates their own planning documents following the strategic goals described in the policy documents mentioned above, [LINK](#)
10. The Youth Policy Implementation Plan, [LINK](#)
11. ERASMUS+, [LINK](#)
12. Rural Development Programme (RDP), [LINK](#)
13. Declaration of the Intended Activities of the Cabinet of Ministers headed by Arturs Krišjānis Kariņš, [LINK](#), [LINK](#)
14. Latvia's Fourth National Open Government Action Plan for 2020-2021, [LINK](#)
15. Public administration reform plan, [LINK](#)
16. National Identity, Civil Society and Integration Policy Guidelines, [LINK](#)
17. Regional Policy Guidelines, [LINK](#)
18. CLLD Local Development Strategies, [LINK](#), [LINK](#), [LINK](#), [LINK](#), [LINK](#), [LINK](#), [LINK](#), [LINK](#)
19. Territorial Development Strategy, [LINK](#)
20. Vidzeme Planning Region Development documents, [LINK](#), [LINK](#), [LINK](#), [LINK](#)
21. European Economic Area Financial Mechanism (EEA FM) and the Noegian Financial Mechanism (NFM)rw, [LINK](#)
22. European Union Structural Funds and Cohesion Fund Operational Program "Growth and Employment", [LINK](#), [LINK](#)
23. Sustainable Development Strategy of Latvia until 2030 (LV 2030), [LINK](#)

24. National Development plan of Latvia, [LINK](#), [LINK](#)
25. National Development Plan of Latvia, [LINK](#), [LINK](#)
26. EU Strategy for Baltic Sea Region, [LINK](#)
27. EU 2020 Strategy, [LINK](#)
28. Plan of Alternative Measures for Energy Efficiency Policy Target for Energy End-Use Savings, [LINK](#)
29. The National Guidelines for Science, Technology Development and Innovation, [LINK](#)
30. Smart Specialization Strategy, [LINK](#)
31. Baltic Sea Region Program, [LINK](#)
32. Estonian-Latvian cross-border co-operation program, [LINK](#)
33. National Industrial Policy Guidelines, [LINK](#)
34. European Economic Area Financial Mechanism (EEA FM) and the Norwegian Financial Mechanism (NFM), [LINK](#)
35. Latvian Bioeconomy Strategy, [LINK](#), [LINK](#)
36. Digital Education Action Plan, [LINK](#)
37. New Skills Agenda for Europe, [LINK](#)
38. European Solidarity Corps, [LINK](#)
39. The Youth Guarantee, incl. Youth Employment Initiative, [LINK](#)
40. Cultural Policy Guidelines "Creative Latvia", [LINK](#)
41. Improvement Plan for Service Environment, [LINK](#)
42. Inclusive Employment Guidelines, [LINK](#)
43. Implementation Plan of the Adult Education Management Model, [LINK](#)
44. Guidelines for the Development of Education, [LINK](#)
45. Career Education Implementation Plan in State and Municipal General and Vocational Education Institutions, [LINK](#)
46. Guidelines for Information Society Development, [LINK](#)
47. Conceptual Report "Active Aging Strategy for a Longer and Better Working Life in Latvia", [LINK](#)
48. Latvian-Russian cross-border cooperation program, [LINK](#)
49. Business environment improvement action plan, [LINK](#)

50. Conceptual Report on the Business Start-up and Small Business Ecosystem and Future Support Incentives, [LINK](#)
51. The National Energy and Climate Plan, [LINK](#)
52. Indicative railway infrastructure development plan, [LINK](#)
53. Transport development guidelines, [LINK](#)

14.2 Statement of Purpose

The overall ambition is to develop Vidzeme as a well-connected, internally integrated, and secure region that attracts talented and active people and is able to adapt easily to challenges. It is competitive and strives for excellence in certain areas of regional smart specialization. Vidzeme's strategic objective is to promote balanced social, economic, and territorial development of the region by implementing a flexibility-oriented policy of integrated cross-sector development that ensures use of the region's economic and territorial benefits for welfare of the population and the increase of security.

Foresight pilot results will be embedded into the region's long-term and mid-term planning documents along with the development of a comprehensive guide for diversification of rural economy. With the help of local stakeholders, a dynamic toolbox will be prepared that is considering the newest and latest socioeconomic trends, agricultural and related industry foresight & analysis insights as well as findings.

In order to promote a sustainable and well-balanced development of Vidzeme Region and to provide effective services to regional governments, businesses, NGOs and citizens for the achievement of the jointly defined development targets, a New Development Programme for the Vidzeme Planning Region 2021–2027 must be elaborated.

Therefore, new measures and technologic solutions will be used with a special focus on newcomers, rural inhabitants, raising attractiveness of rural places and professions.

The main needs of the region to be considered include:

- Increasing the level of civic participation and public involvement in the promotion of territorial development and implementation of initiatives, incl. Greater involvement of LAGs and other NGOs
- Development of high value-added products and services within the framework of implementation of various existing and new EU funds and EC priorities, in smart specialization areas important for Vidzeme region

- Lifelong learning and the development of skills and knowledge appropriate to the needs, incl. digital competences, social and professional skills
- Diversification of business, especially in the framework of the implementation of existing and new CAP, RDP and EC priorities in rural areas, incl. circular economy
- Housing availability, quality, and energy efficiency
- Accessibility of public transport and provision of road infrastructure.

14.3 Foresight Implementation Plan

Phase I: Preparation and Launch

Process	Date or Period
Deskwork	Oct – Nov 2020
Onboarding of key beneficiaries	Oct – Nov 2020
Onboarding of key actors	Oct – Nov 2020
Set up online presence with website and mailing list	October 2020
Publish Statement of Purpose	October 2020
Publish Implementation Plan	October 2020
Organise formal launch event at regional level involving local press After the 1st draft of the VPR Development programme is prepared and submitted to the Ministry of Environmental protection and Regional development	Public consultations January 2021

Phase II: Co-Development of the Vision, Action Plan and Roadmap

Process	Date or Period
Needs Analysis to set the change agenda <ul style="list-style-type: none"> Initial Preparation to clarify overall process, priorities... Interactive workshops (including Deep Dives...) 	Oct – Nov 2020
Drivers Analysis to set achievable goals <ul style="list-style-type: none"> Initial Preparation to clarify overall process, priorities... Interactive workshops 	Oct – Nov 2020
Vision Building to crystalize ambition and mobilize support <ul style="list-style-type: none"> Initial Preparation to clarify overall process, priorities... Interactive workshops Endorsement by beneficiaries and adoption by actors 	Oct – Dec 2020
Action Plan and Roadmap to define what to be done by whom <ul style="list-style-type: none"> Initial Preparation to clarify overall process, timing, and priorities Interactive workshops Endorsement by beneficiaries and adoption by actors 	DP first draft Dec 2020 Regional panel meeting January 2021 Public consultations Jan – Feb 2021 DP final version May 2021
Ad-Hoc Local Policy Interventions <i>After the elections of local municipalities that are held in May 2021</i>	June 2021

Phase III: Handover, Implementation and Monitoring

Process	Date or Period
Complete the process of adoption of the package by actors	May – June 2021
Establish Monitoring Committee	April – May 2021
Establish Plan for monitoring and evaluation	May – June 2021
Introduce elements of the plan into identified policy processes After the elections of local municipalities that are held in May 2021 Monitoring report for the DP prepared by March 2022	Municipalities June – Sept 2021

Process	Date or Period
Joint project report (D.6.3.) prepared by April 2022	Monitoring & evaluating Oct 2021 – Apr 2022

14.4 Drivers' Analysis

Methodology

Internal team meetings were organized to prepare methods, content and framework for focus group meetings with external experts and focus group meetings with internal VPR' experts.

Drivers analysis was presented and discussed in VPR' internal thematic focus group meetings to discuss each driver and their impact on the pilot. 4 internal VPR meetings were organized in M17 and M18 under thematic areas "Mobility", "Quality life environment", "Natural capital", "Entrepreneurship and Innovation". 7-12 VPR staff members (mostly not directly engaged in Polirural) participated in each of these internal focus groups.

3 Focus group meetings with external stakeholders under thematic areas "Quality life environment", "Sustainable economy", "Entrepreneurship and Innovation" were organized in M17 and M18 in ZOOM platform, online, and 1 more is coming in M19. The first focus group was moderated by a colleague from LLF and following groups were moderated by VPR.

Each of focus group meetings was represented by approx. 30 stakeholders from various levels of public sectors organizations, rural communities, scientific sector, also rural newcomers.

Stakeholders were invited individually based on their field of expertise, and public invitations were published on social media for representatives of thematic areas. During these workshops rural development drivers were presented, and discussions about the drivers and needs of the pilot area were held. All stakeholders who participated in the focus groups were aware that the results of focus groups will be elaborated in the VPR Development Programme in aggregated format, and they gave consent for that upon registering to the event.

Shortlist of Main Drivers

The Foresight exercise is strongly embedded with the programming process of the new regional mid term development programme for 2021-2027. Programme scope covers various issues related to education, social security and health, entrepreneurship development and innovations, sustainable regional economy, mobility, accessibility and place based solutions.

- 1) **Rural depopulation, internal migration flows and new entrants** in the region are important social drivers influencing regional development and solutions for providing access to the substantial services and ensuring quality of life.
- 2) **Quality of broadband and internet coverage** is the uttermost precondition for ensuring availability of remote solutions especially in sparsely populated rural territories, to provide opportunities for remote working and for various digital solutions. Digital literacy of the society and digital transition of the economy in one of the main horizontal principles identified. Also, the development of innovation and diversification of economies are strongly linked with this, as the digitalization requires stable network, infrastructure and skills.
- 3) **Climate change** and related shifts of the environmental situation is creating threats to the rich biodiversity of the region that is its main competitive advantage. Therefore the programme focuses on development of circular economy and bioeconomy as means for sustainable use of regional resources.

14.5 Identification of Challenges to be Adressed in the Action Plan

Governance Issues

Policy planning process and its peculiarities: The Foresight exercise and regional programme development is executed in parallel with the development process of all main national policy documents, programming of EU funds operational programme and other financial instruments. All these processes are organized in parallel without logical sequencing and hierarchical succession of priorities, measures and means resulting in the high degree of uncertainty and immature solutions.

(Dis)balance of power and mandate of regional authorities: The role of regional authorities in the regional policy framework is rather weak. Policy is defined at national level and executed mainly by

local municipalities leaving a narrow place of operation for regional authorities. Regional programmes and strategies are thus developed by the regional authorities but implemented by other actors. Such a situation requires intense involvement of various stakeholders in the planning process, their careful design and later active advocacy work.

Key Challenges Listed in the Vidzeme Action Plan

1. Increasing the level of civic participation and public involvement in the promotion of territorial development and implementation of initiatives, incl. Greater involvement of LAGs and other NGOs
2. Development of high value-added products and services within the framework of implementation of various existing and new EU funds and EC priorities, in smart specialization areas important for Vidzeme region
3. Lifelong learning and the development of skills and knowledge appropriate to the needs, incl. digital competences, social and professional skills
4. Diversification of business, especially in the framework of the implementation of existing and new CAP, RDP and EC priorities in rural areas, incl. circular economy
5. Housing availability, quality, and energy efficiency
6. Accessibility of public transport and provision of road infrastructure

15 Conclusion

This internal deliverable gives an overview of the twelve foresight initiatives in rural regions, carried out in the context of the POLIRURAL project in Belgium, the Czech Republic, Finland, Greece, Ireland, Israel, Italy, Latvia, Poland, Republic of North Macedonia, Slovakia, and Spain. It is a living document, which will be updated on a regular basis. The final version will include several sections including the statement of purpose and foresight implementation plan for each of the twelve pilots, reports on previous foresight initiatives and relevant background studies, results of the drivers' and deep dive workshops, exploration of policy options and the final as well as the foresight "package" consisting of the vision, action plan and roadmap. The document overall contributes to making more visible what is happening in each pilot and makes it easier to also see where the areas of shared interest are.