

Key factors defining success/failures for the institutional settings to implement rural development policies at the administrative level?

What are the lessons learnt?

Group B discussion summary

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1. Institutional development

1.1 Human Resource Development

- Form follows function!
- Team Work
- Prepare clear job descriptions, but giving room for Flexibility
- Reduce staff where not needed, employment according to real needs and qualification
- Definition of roles and responsibilities

1. Institutional development

- Incentive system (different) to raise the attractiveness of the jobs for qualified staff (salaries, security, internet access...)
- Raise salaries to reduce corruption ????
- Capacity building and capacity development
- Life-long learning

1. Institutional development

■ 1.2 Monitoring and Evaluation

- External evaluation more neutral but in most of the cases still no local expertise available
- Capacity building for local evaluation experts
- Internal evaluation (can be good for internal development procedures or success measurement)
- External and internal can be combined

1. Institutional development

- Find appropriate partners for consultation (e.g. banks for SAPARD)
- Separate planning and monitoring activities from implementation
- Start a good monitoring system as quick as possible
- Decide who manages internal data for monitoring and how they are used efficiently, also where the data and information are taken from (know the source and the reliability)

1. Institutional development

■ 1.3, Legal Framework

- Table of compliance (EU) has to be followed
- Stability of legal frame and legal institutions is desirable (security and stability)
- but leave enough room for the development of adapted internal procedures

2. Planning

- Involve the private sector in the planning procedures
- Try to establish new measures/procedures even before official processes (e.g. EU programs) have started.

3. Implementation

- Define long term and short term priorities
- Measures should be:
 - Strategic, complementary with existing ones, building on partnerships, simplified and targeted, linked with the administrative capacity
- Definition of „rural areas“ is often too broad, has to be adapted to local realities (e.g. urban agglomerations in Bulgaria)

4. Finance

- Micro Finance systems can be an alternative
- Availability of credits for a different (non-bankable clientele)
- Ability to correct market failures
- When land is not accepted as collateral
- But there are also other alternatives available (e. g. credit guaranty funds)