



LEADER

best practices and
lessons learnt

*Local Action Group
Târnavelor Hills (RO)*



Steps to take



1. Building up the partnership
2. Preparing the Local Strategy for Rural Development
3. Cooperation programs and projects
4. Initiative of the partners in the LAG territory



Building up the partnership



- The LAG association *Târnavelor Hills* proposed a **Local Development Strategies** for its area, financed by the European Union through **EAFRD** - NRDP, sub-measure 431.1
- The "bottom-up approach" wasn't used only as an alternative to the central public authorities' approach, but as a complementary approach in direct relationship with it

MOTTO:

*We are the only ones to know
how we want the place we live in to be*





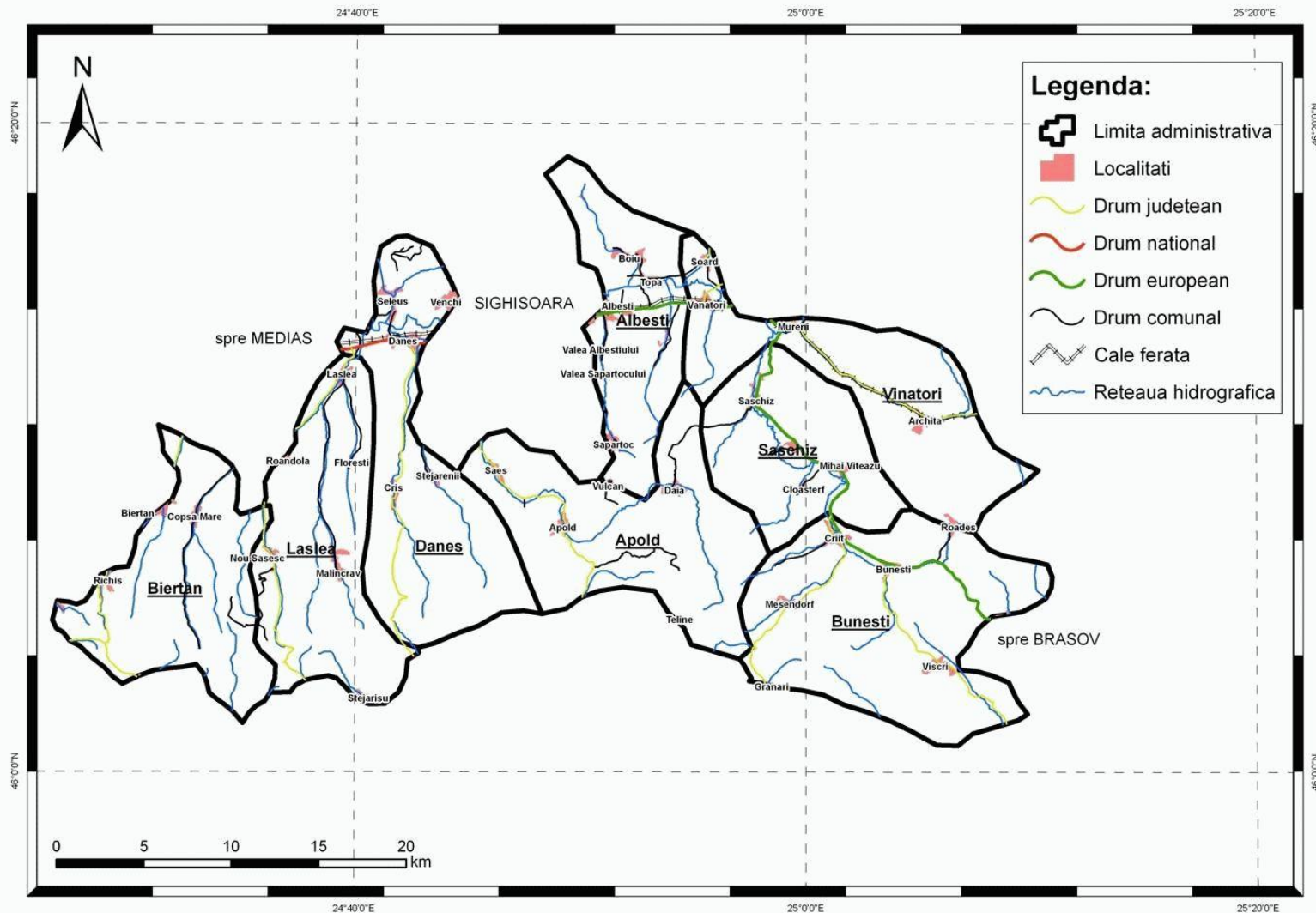
Building up the partnership



- The *Tarnavelor Hills* LAG was founded in 2007
- 41 Partners out of which
 - 8 public partners - communes
 - 33 private partners
 - 9 economic agents,
 - 11 associations and NGOs
 - 13 representatives of the civil society
- territory: 8 communes - 888.2 sqkm
- Population of the territory: 25.941 inhabitants, 29.20 inhabitants/sqkm

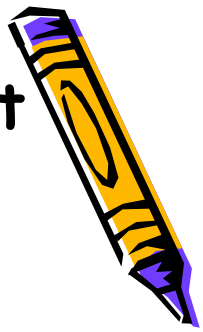


Building up the partnership



Preparing the Local Strategy for Rural Development

steps to take for the construction of the Local Development Strategy



- Establishing Project Coordination Council - 12 people
 - representatives of each public partner (8 people),
 - a consultant and a support work group
 - 4 experts
- Establishing the methods for implementing the project - 3 workshops
- Establishing the work-group
 - 5 members
 - One animator for the LAG
 - 3 Romanian experts
 - One foreign expert.



Preparing the Local Strategy for Rural Development

steps to take for the construction of the Local Development Strategy



- January 28th 2010, the official presentation of the project
- Participants
 - Representatives of the eight communes of the LAG
 - Representatives of the County Office of the Paying Agency,
 - Representatives of the MARD and of the ADEPT Foundation
- The official start of the campaign was also announced in mass media
- A communication campaign began in order to promote the strategy and to start the public consultation
- The campaign was based on the presentation of the LEADER principles
- Another objective was to “put together” the ideas and the needs identified for the communities represented by the LAG



Preparing the Local Strategy for Rural Development

steps to take for the construction of the Local Development Strategy



- Writing and printing the information materials:
 - 50 posters
 - 3000 leaflets
 - 3000 brochures ,
 - Support documents for the public consultation process
- Distribution of information materials in the eight communes of Târnavelor Hills LAG
- Construction of a web page - www.discovertarnavamare.org



Preparing the Local Strategy for Rural Development

steps to take for the construction of the Local development Strategy



- Between March 5th - April 18th 2010, 157 people have participated in the 6 seminars and public meetings organized by the LAG in all the communes
 - The logistic support came mainly from the local authorities of each commune
 - The objective: cooperation projects and experience exchange



Preparing the Local Strategy for Rural Development

steps to take for the construction of the Local development Strategy



- March 20th - 21st 2010 Exchange of experience with a potential GAL candidate - *Munții Apuseni - Țara Moșilor* - event at national level
 - 12 participants, representing all the 8 member communes
 - Local business men
 - Representatives of the local authorities
 - Students
- Agenda:
 - Meeting with the president of the potential LAG and other representatives (representing public and private sector)
 - Discussions about other initiatives financed through LEADER,
 - Good practice examples



Preparing the Local Strategy for Rural Development

steps to take for the construction of the Local development Strategy

- Participations in international events - experience exchange with LAGs in different countries

- 15-17 March 15th - 17th 2010 - learning trip in Germany - visiting 2 LAG, namely „Black Forest South LAG” and “Black Forest Ventral LAG”. Târnavelor Hills LAG was represented by 5 members

- 4 local business men
- a member of the working group.

The experience exchange meant:

- Visiting the Bauermarkt der B500,
- visiting Forum Holz
- visiting Bauer Kaiser (a cow farm based on ecological production)
- Meeting the manager of a tourism agency
- visiting a mine

- Preparing the paper work for reimbursement

- Preparing the progress report.

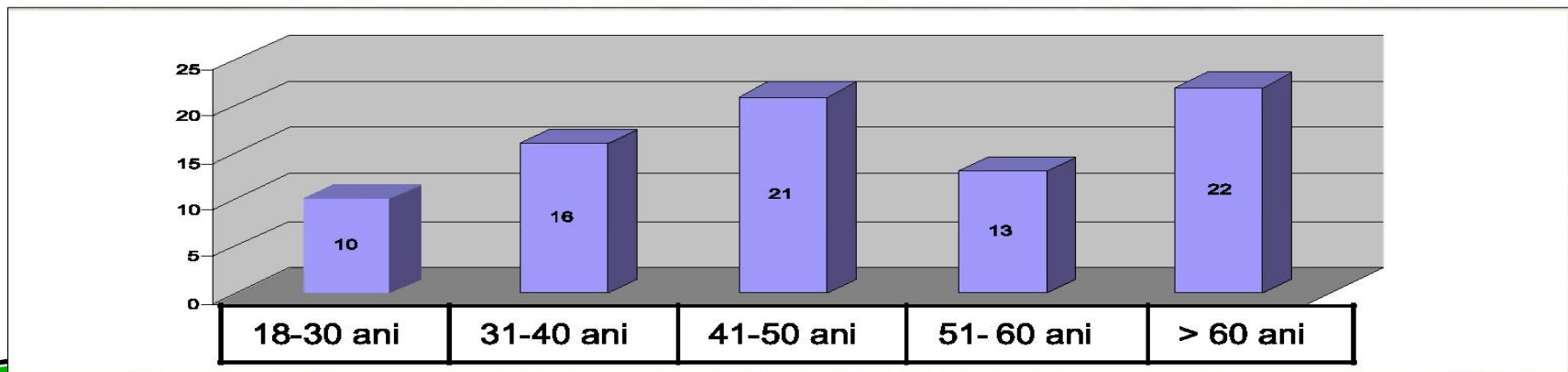


Preparing the Local Strategy for Rural Development

steps to take for the construction of the Local Development Strategy



- 83 questionnaires were given to the local representatives
- The questions targeted the perception of the local population about the aspects included in the SWAT analysis, namely:
 - The state of the economy in the region
 - The diversification of the local economy
 - Using the local resources in the secondary sector
- Age of the subjects:



Preparing the Local Strategy for Rural Development

identifying the development priorities



The state of the economy in the region:

- Answers:
 - 12 respondents believe that the economy is decreasing
 - 22 respondents believe that the economy is growing
 - **38 respondents** consider the economic situation is in stagnation
- Conclusions:
 - Confirmation of the theory of a low level of information among the locals
 - Emphasis of the need for information and professional development
 - Confirmation of the need for intensive dissemination of the LEADER approach principles, especially the "bottom-up " approach
 - Confirmation of the opportunity to strengthen local governance



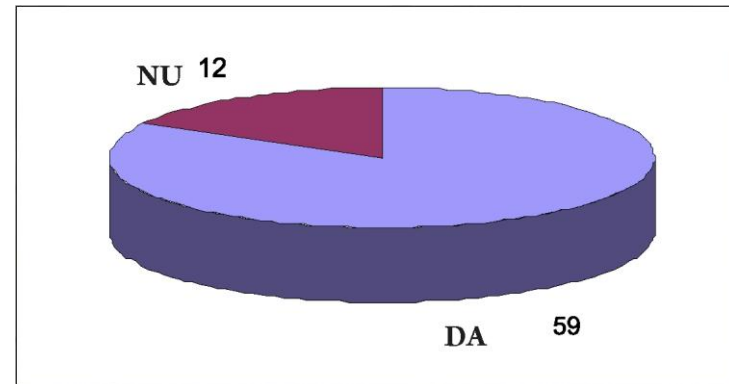
Preparing the Local Strategy for Rural Development

identifying the development priorities



Is the business environment concerned with local economic diversification?

- 12 "no" answers
- 59 "yes" answers



• Conclusions:

- innovative initiatives in rural areas are often rejected, until they prove their efficiency => a wider acceptance of the innovative initiatives and examples of good practice
- the need for involvement of the opinion leaders in the micro-region to support initiatives to diversify activities right from the beginning of the pilot projects



Preparing the Local Strategy for Rural Development

identifying the development priorities

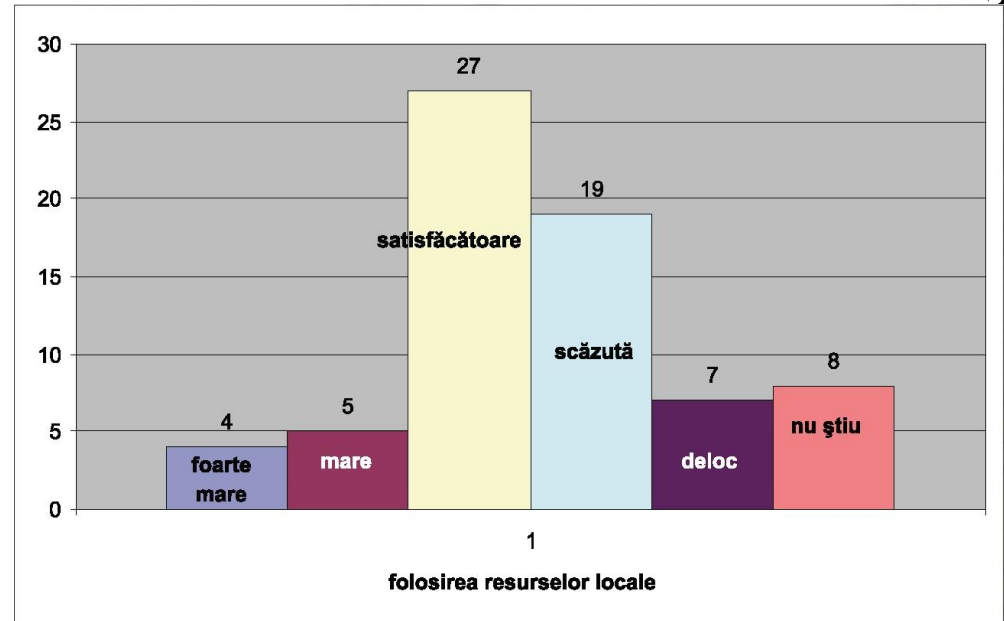
To what extent is the local economy using local natural resources?

Answers:

- 4 respondent - very large extend
- 5 respondents - large extend
- 7 respondents - not satisfactory
- 8 respondents - low
- 19 - weak
- 27 - satisfactory

• Conclusions:

- **intensification** of the information, training and experience exchange with other LEADER areas with known experiences
- A campaign for raising the awareness among the local population would be recommended



Preparing the Local Strategy for Rural Development



- SWOT analysis -

- Public consultation organized in 8 communes. Theme: participatory nature of strategy development process
- Identification of the Strengths, Weaknesses, Opportunities, and Threats regarding:
 - The territory,
 - The population,
 - The economy (primary, secondary and tertiary sectors),
 - Social and institutional organization.
- Grouping of the analysis elements on the 3 major domains of intervention:
 - sustainable exploitation of natural resources in the territory,
 - Economic growth and development of tourism
 - Improvement of the quality of life in the LAG's areas





Preparing the Local Strategy for Rural Development

- SWOT analysis for territory -



STRENGTHS	WEAKNESSES
1. Possibility of connecting to the Internet 2. Road and railway infrastructure 3. Located not further than 100 km from two airports 4. Natura 2000 areas and biodiversity 5. Located in a cultural rich zone "The Saxon Triangle" 6. 3 UNESCO sites 7. Hilly area with a diverse and spectacular scenery	1. Continental climate with harsh winters 2. improper land and climate for intensive agriculture 3. Rough terrain, with high slopes in some cases 4. Long distances between villages, poor infrastructure 5. Lack of interest for the natural richness and natural monuments
OPPORTUNITIES	THREATS
1. Transylvania Highway 2. The UE officials are very interested in the area 3. Growing interest for nature and scenery 4. Availability of EU funds and Agro-environment payments	1. Excessive deforestation if demand for wood increases 2. Possible violation of the law on highway construction
Possible measures through the LEADER approach	
1. Innovative exploitation of the potential of micro-region and creation of integrated concepts for the accentuation of its intrinsic character 2. Locals' and visitors' awareness of biodiversity richness and uniqueness of traditional landscape 3. Implementing the concept of "protection through use" and implementation of measures identified in this respect among producers and consumers 4. Strengthening local identity through active PR activities 5. Mediation of interests related to territory on major infrastructure projects	



Preparing the Local Strategy for Rural Development

- SWOT analysis for population -



STRENGTHS		WEAKNESSES	
1.	unity in diversity	1.	youth migration towards urban areas and abroad
2.	multicultural population	2.	aged population
3.	low density on sqkm	3.	lack of working places
4.	growing spirit of initiative	4.	lack of experts in project implementation
5.	existence of a medium level of education	5.	low social capital
6.	increased interest for university education	6.	medium-level education
		7.	low level of specialized workforce
		8.	low interest in education
		9.	lack of practice in the educational system
OPPORTUNITIES		THREATS	
1.	available funds for education/training	1.	inadequate legislation to cover the educational needs
2.	partnerships	2.	decrease in social funds budget
3.	available government programs for social protection	3.	educational offer not matching the labor market
Possible measures through the LEADER approach			
1.	new perspectives on the services for the population		
2.	new entrepreneurs' support for professional qualification and new business start-up		
3.	innovative programs for educational, social and multicultural activities		
4.	winning the interest of the target group (youth and children)		
5.	cooperation programs with similar national and foreign initiatives		



Preparing the Local Strategy for Rural Development

SWOT analysis - economic activities - secondary sector



STRENGTHS	WEAKNESSES
1. interest in organic farming 2. lands prepared for organic farming 3. extensive forest areas 4. fertilization of lands with green cover 5. lands suitable for different crops 6. projects for forestry and afforestation of degraded lands 7. traditional agricultural practices	1. lack of land property documents 2. low number of animal breeders 3. lack of knowledge in modern agriculture 4. presence of subsistence agricultural holdings 5. decreasing number of animals 6. lack of education and interest in organic farming 7. lack of local markets 8. incapacity of local authorities to prevent massive deforestation
OPPORTUNITIES	THREATS
1. increasing demand for eco products 2. increasing demand in berries and mushrooms 3. available European funds for organic farming 4. new techniques for energy production	1. possibility of crop theft 2. increase in demand for imported wood and food products 3. climate change and natural disasters
Possible measures through the LEADER approach	
1. possibility to use natural energy resources 2. increase in the usage of wood for constructions 3. raising awareness amongst the population regarding increasing incomes through production diversification and added value at local level by implementation of quality standards and certification systems 4. creation of local/regional networks and cooperation projects for experience exchange 5. initiative to promote the Tarnavelor Hills image 6. new perspectives on the services for the population 7. new entrepreneurs' support for professional qualification and new business start-up 8. innovative programs for educational, social and multicultural activities 9. winning the interest of the target group (youth and children) 10. cooperation programs with similar national and foreign initiatives	



Preparing the Local Strategy for Rural Development

SWOT analysis - economic activities - secondary sector



STRENGTHS	WEAKNESSES
1. presence of crafts 2. presence of workshops 3. presence of raw materials for processing (small factories) 4. good practice examples in the region	1. lack of proper information 2. presence of underdeveloped sectors 3. low- quality final products 4. poor product marketing 5. low-qualified workforce 6. old technology leading to low efficiency
OPPORTUNITIES	THREATS
1. interest in traditional products 2. increasing demand for local products 3. cost reduction through renewable energy	1. attractive workplaces abroad 2. Increasing number of imported goods 3. Difficult access to agricultural credits 4. Exchange rates fluctuation 5. Economic crisis



Preparing the Local Strategy for Rural Development

SWOT analysis - tourism and services

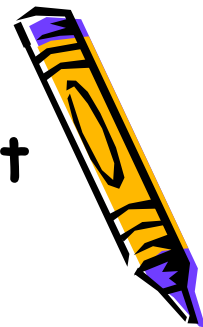


STRENGTHS	WEAKNESSES
1. rich cuisine 2. tourist information offices already in place 3. high number of initiatives on behalf of NGOs, Associations, etc. 4. existing premises for tourism development 5. presence of 2 UNESCO sites (Saschiz, Biertan) 6. multi-ethnicity of population (customs etc.) 7. natural and cultural richness 8. proximity to 3 medieval cities (Sighisoara, Sibiu, Brasov) 9. the Tarnava Mare tourism association 10. extraordinary biodiversity of the area	1. non-functional tourism information offices 2. poor waste management 3. low developed entrepreneurial spirit 4. low level of average wages 5. low-quality touristic infrastructure 6. dependency on semi-subsistence agriculture 7. lack of specialized knowledge in services (foreign languages, hospitality, etc) 8. lack of thematic trips
OPPORTUNITIES	THREATS
1. increase in the number of tourists in Sighisoara 2. attraction of investments in tourism 3. increase in the demand for touristic services 4. Government programs for historical sites rehabilitation	1. depopulation of villages, risk of destruction and disappearance of biodiversity 2. inadequate type of tourism 3. excessive bureaucracy



Preparing the Local Strategy for Rural Development

SWOT analysis- social and institutional organisation



STRENGTHS	WEAKNESSES
1. active regional NGOs 2. ability development 3. experience in funds accession 4. civil society involvement	1. low number of active NGOs 2. lack of partnerships 3. lack of volunteer work 4. lack of de-centralization 5. formal and inactive associations 6. bureaucratic difficulty in funds accession 7. lack of information 8. low support of initiatives 9. lack of trust in institutions and NGOs
OPPORTUNITIES	THREATS
1. projects with various financing options 2. revival of traditions 3. common projects between NGOs and public institutions	1. lack of co-financing for projects 2. Institutional instability 3. Bureaucracy



Preparing the Local Strategy for Rural Development

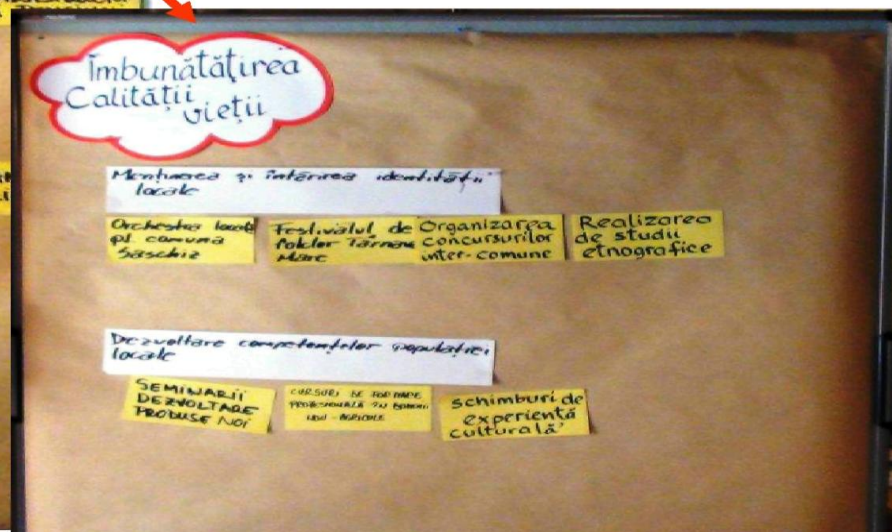
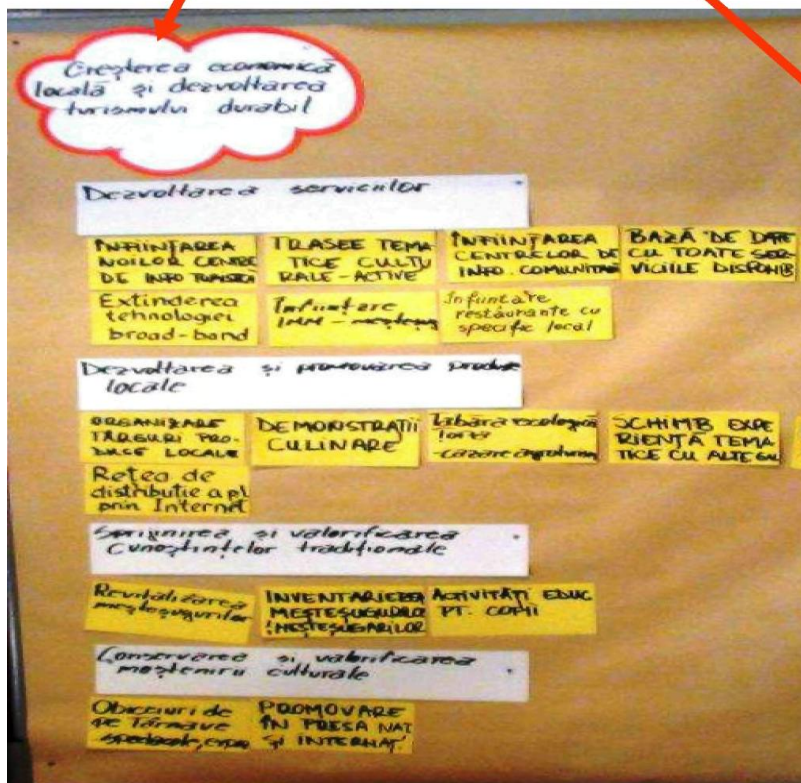
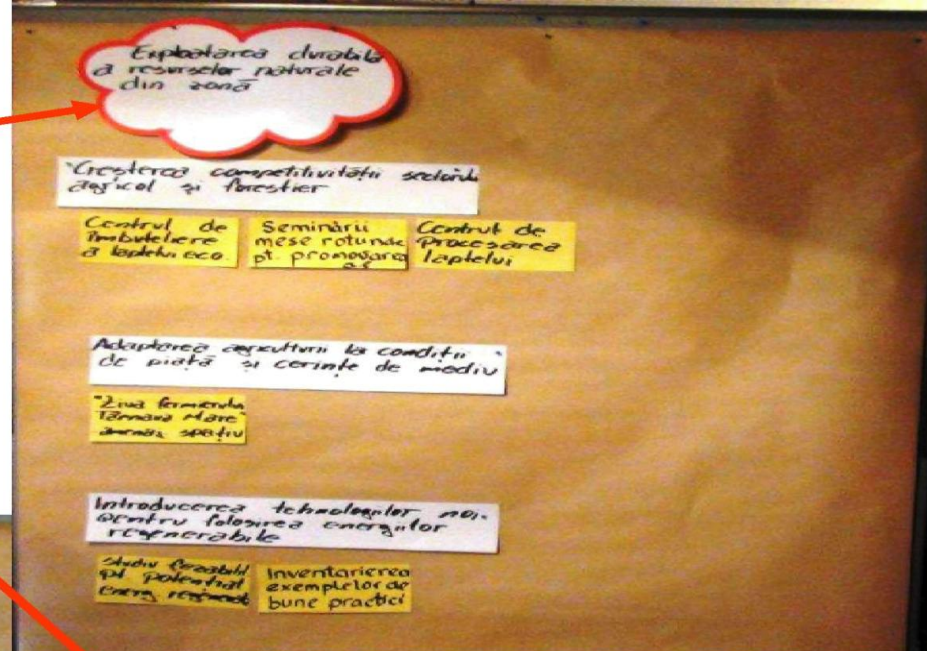
elaboration of the strategy



- Goal setting in the intervention domains
- Identification of project ideas based on the goals
- Selection of the projects eligible for financing through EAFRD



Grouping of areas of intervention with the objectives and proposed measures



Preparing the Local Strategy for Rural Development



Improving the quality of life

- Maintaining and strengthening local identity
 - Local traditions festival
 - Local band for Saschiz commune
 - Inter-communes traditions contest
- Developing skills of local people
 - Organizing educational activities for kids
 - Cultural exchange activities
 - Trainings in cultural studies

Preparing the Local Strategy for Rural Development

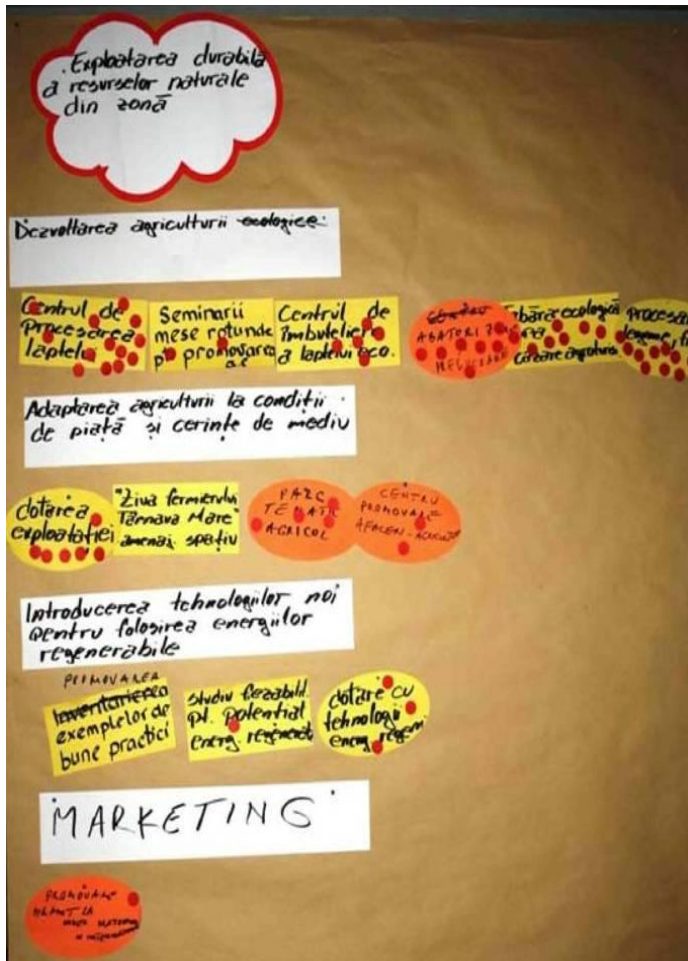


Economic growth and development of sustainable tourism

- Services
 - tourist information offices
 - offices for information for and about the Community
 - Developing the touristic infrastructure
- Development and promotion of local products
 - Organizing fairs for local products
 - Culinary demonstrations
- Exploiting and promoting the local knowledge (traditions)
 - Revitalizing the local crafts
 - Inventory of the crafts
- Preserving the cultural heritage
 - Online promotion of the local heritage (web page)
 - Festivals and fairs promoting the local heritage



Preparing the Local Strategy for Rural Development



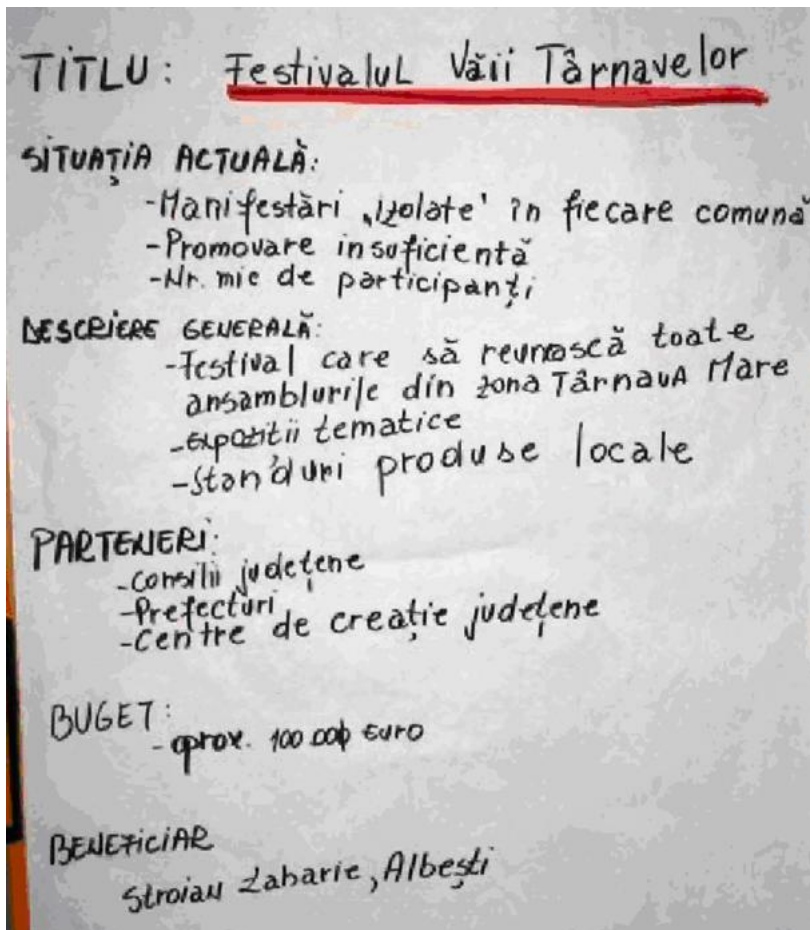
Sustainable exploitation of natural local resources

- Organic farming
 - milk processing centers
 - Fruits and vegetables processing centers
 - Eco-camps
- Adapting the agricultural activities to market conditions and environmental requirements
 - Modernisation of agricultural holdings
 - Establishing a business promotion center
- Introducing new technologies for usage of renewable energy
 - Feasibility study for the usage of renewable energy
 - Promoting the "good practice" examples
- Marketing for local products



Preparing the strategy

example of projects



The Valley of Tarnave Festival

Current situation:

- Isolated local events
- Insufficient promotion
- Low number of participants

Description:

- the festival will include all the known folk bands in the area
- Thematic exhibitions
- Will include a market for the local products, specially for the traditional local products

Partners:

County Council

- Local Cultural Center
- Local City Halls
- Local museums

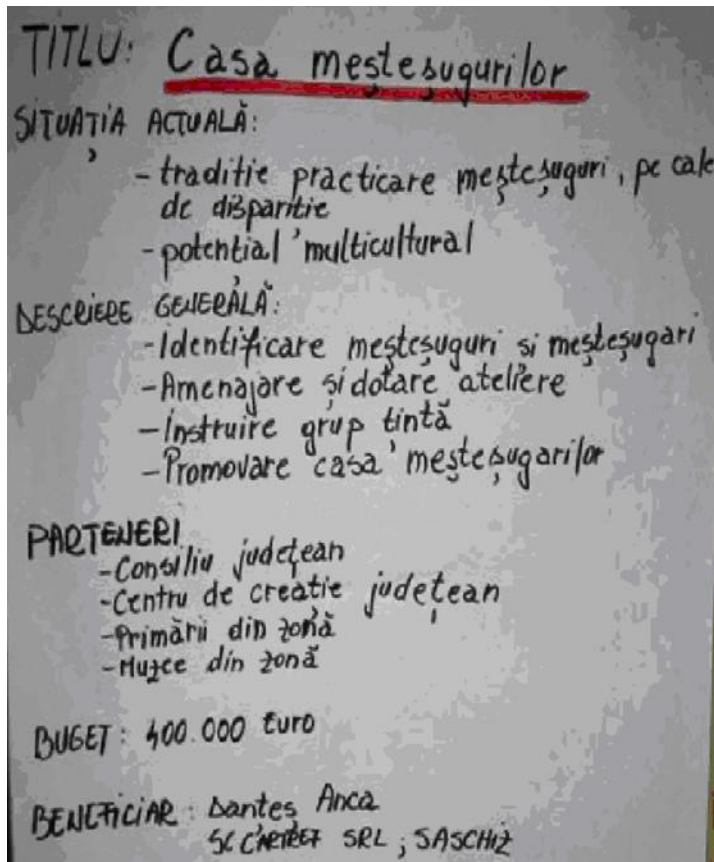
Budget: 100 000 euro

Beneficiaries: local population



Preparing the strategy

example of projects



THE CRAFTSMEN HOUSE

Current situation:

- the traditional crafts are disappearing
- a large multicultural potential that can be exploited

Description:

- identifying the crafts and the craftsmen
- constructing and equipment of the workshops
- training the target group
- promoting the project

Partners:

- County Council
- Local Cultural Center
- Local City Halls
- Local museums

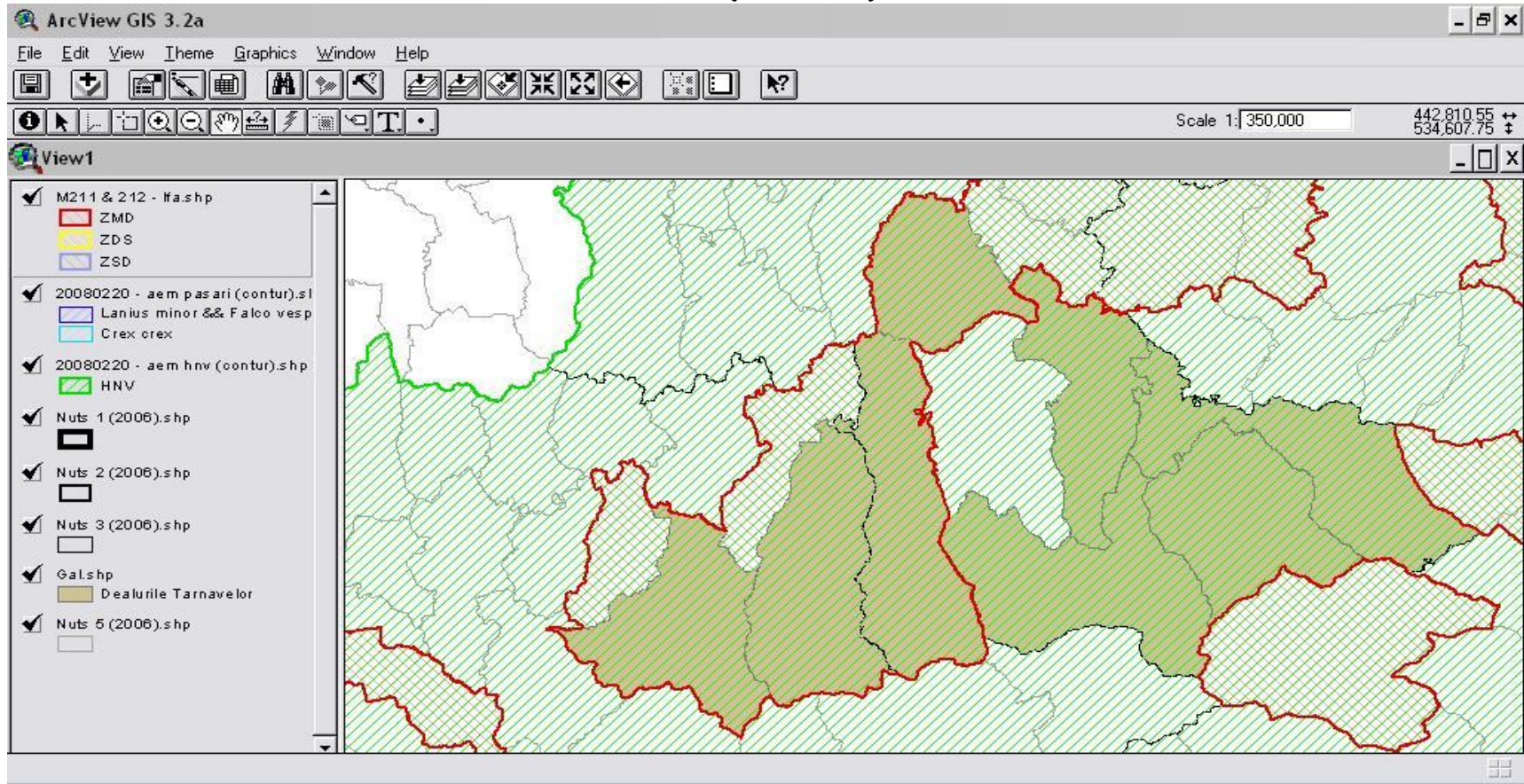
Budget: 400 000 euro

Beneficiaries: local craftsmen



Pregatirea strategiei (23)

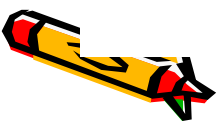
suprapunere cu zonele eligibile ptr.masuri de protectia mediului
(Axa2)



⇒ potential to develop compensatory payment schemes for farmers that use agricultural lands (priority species & habitats)

Cooperation projects

Conservation of small spotted eagle



Cooperation projects

Taste - T Trans-national LEADER project



- Taste-T is a Trans-national project including the following LEADER groups:
 - Chalk & Cheese LAG - Dorset. Programme budget £1.9 million.
 - Tarnavelor Hill Potential LAG, Transylvania, 950 sq. km, popn. 24,000
 - North Northumberland LAG - budget of £1.76m.
 - South Roscommon LAG, area 1,200 sq. km, popn. 26,000, budget €2.9m
 - Penistone, Northumberland LAG - budget £1.6 m, 167.3 sq. km, popn. 21,270.
- The aims of this trans-national project proposal are:
 - To encourage and **support new entrants** in to the local food sector, including product development, technical advice, legal requirements and direct marketing opportunities.
 - To **encourage innovation** amongst existing producers and producer networks.
 - To **raise awareness** and understanding of local food, food culture and healthy eating in partner areas to improve appreciation and knowledge amongst organisations, consumers and children.
- The grant will be used to raise awareness, training and on-going support services & activity for the local food sector.



Cooperation projects

Taste - T Trans-national LEADER project

- The proposed training activities are as follows:
 - Supporting new entrants
 - Cash from your Kitchen
 - Producing Distinctive Local Products
 - Knowledge Transfer
 - Capacity Building
 - Encouraging innovation
 - Farmers' Markets
 - Box Schemes
 - Local Food Distribution
 - Raising awareness
 - Local and fair trade organisational pledge
 - Brand design
 - Development of a local products directory for the hospitality, tourism and food service sectors
 - Development of local food tourist trails
 - Food, drink and craft awards
 - Schools activity



Cooperation projects

High Nature Value Grasslands Conference



- International Conference, 7-9 September, Sibiu, Romania
- Outputs of the conference include:
 - a joint policy document supported by leading NGOs in this sector, The European Forum on Nature Conservation and Pastoralism, World Wide Fund for Nature, BirdLife International, Butterfly Conservation Europe
 - a summary of conference conclusions which has been adopted by a wide cross-section of conservation and rural development NGOs in Europe
 - a conference brochure that examines Transylvania as a case study , with a description of land management and issues facing small-scale farmers and rural communities in the area.



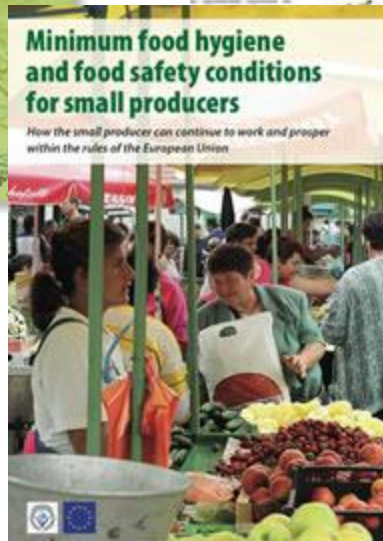
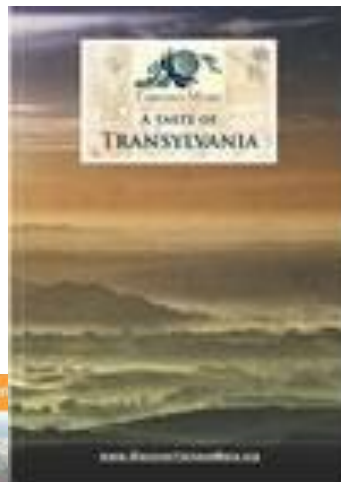
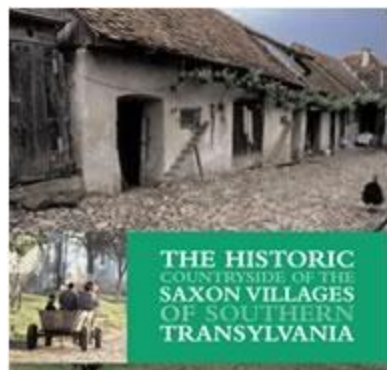
Partners' initiatives in the LAG territory

ADEPT Foundation



- Publications:
 - The Historic Countryside of the Saxon Villages of Southeast Transylvania
 - Tourist maps (1:50,000 map of the Tarnava Mara area, 1:25,000 map of the Țara Branului)
 - Minimum food hygiene and food safety conditions for small producers
 - Brief Guide to the Butterflies and Moths of the Sighisoara-Tarnava Mare area
 - Food Hygiene manual
 - A Taste of Transylvania
 - Saschiz brochure
 - Food and Culture tours
 - Tarnava Mare Walking brochure
 - Sighișoara-Târnava Mare and Natura2000 Network
 - Village environmental projects





Partners' initiatives in the LAG territory

ADEPT Foundation



- **Authentic tastes and high quality craftsmanship**
 - Richness of flavours and tastes in the Tarnava Mare area due to the high quality environment, soils rich in minerals and organic materia
- **Transylvania Food Company SRL**
 - social enterprise established to commercialize the project activities started by ADEPT Foundation and will continue to market traditional food products from the Tarnava Mare area
- **And of course, Granny knows best...**
 - it is so important to capture old recipes and skills before they are lost
- **Tarnava Mare Artisans**
 - a project created to promote traditional craft skills and to help with design and access to market





FUTURE STEPS IN ROMANIA



- GAL selection
- Implementation of the Strategies for Local Development
- Implementation of the projects under the Local Development Strategy:
 - Project selection
 - Project monitoring and evaluation





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