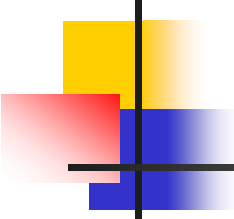


Support to enhance local absorption capacity for rural development funding; some FAO case studies

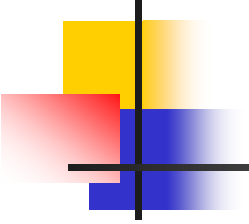


Prof. Dr. Suzana DJORDJEVIC-MILOSEVIC



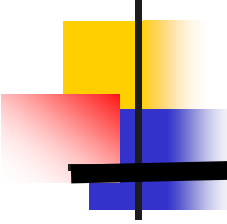
RD support in the region *(Stakeholders view)*

1. **Low level of awareness** - None of the Western Balkan countries did develop (nor does implement) a long-term rural development policy, neither provide sufficient financial support
2. **Weak understanding of EU RD concept** - no integral approach, or programming structures; input subsidies as RD policy?
3. **Weak (or not established) inter-ministerial cooperation in rural policy;** Convergence with other policies
4. **Poor administration capacities** - most countries currently try to prepare institutions and legal framework in order to become eligible for EU pre-accession support without enough skilled staff, equipment.
5. **Information flow is slow-** Well-targeted public information campaigns are missing



Professionals working in RD support system *(Stakeholders view)*

- Although usually also **„motivated“**, altruist, patriot and possess love for rural areas, he/she is **rarely really professionals**, but mainly **amateurs and volunteers**.
- Few of them in every country work in state administration, **most are out of the system**, but members of civil society or **just enthusiastic** individual.
- ...have **basic knowledge about agriculture**, but not enough about rural development, **not familiar with rural development** management (tend to do copy-paste).
- **...miss leadership skills** and adequate professionalism. They are mainly trained through short informal programs or workshops and often repositioned.



RD stakeholders about themselves

- We miss management skills
- We miss communication skills
- We miss pedagogical skills
- We miss sense for multi-functionality
- We miss skills for participative work
- We miss culture of cooperation
- We are too specialized ...



RD can't stand this!

And should be

...a

“renaissance”:
person ...

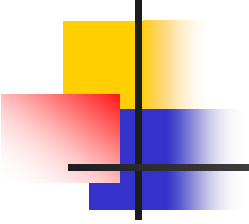
wide educated
with knowledge
and skills:



learning by doing

(not necessarily on own mistakes).

- knowledge about territorially specific RD programming,
- EU integration,
- principles of regional development,
- national and EU legislation,
- CAP,
- motivation techniques,
- basic competences in pedagogy and psychology,
- conflict prevention and management,
- psychology of masses,
- organizational and managerial skills
- PCM, M&E,
- change management,
- reporting,
- advanced English,
- other foreign languages knowledge,
- languages of the population he work with (ethnic groups, minorities),
- computer literacy,
- communication skills,
- multitasking way of thinking,
- sense for team work,
- participative work methodologies,
- local partnerships (including LEADER approach),
- data collection and management,
- leadership skills,
- facilitation

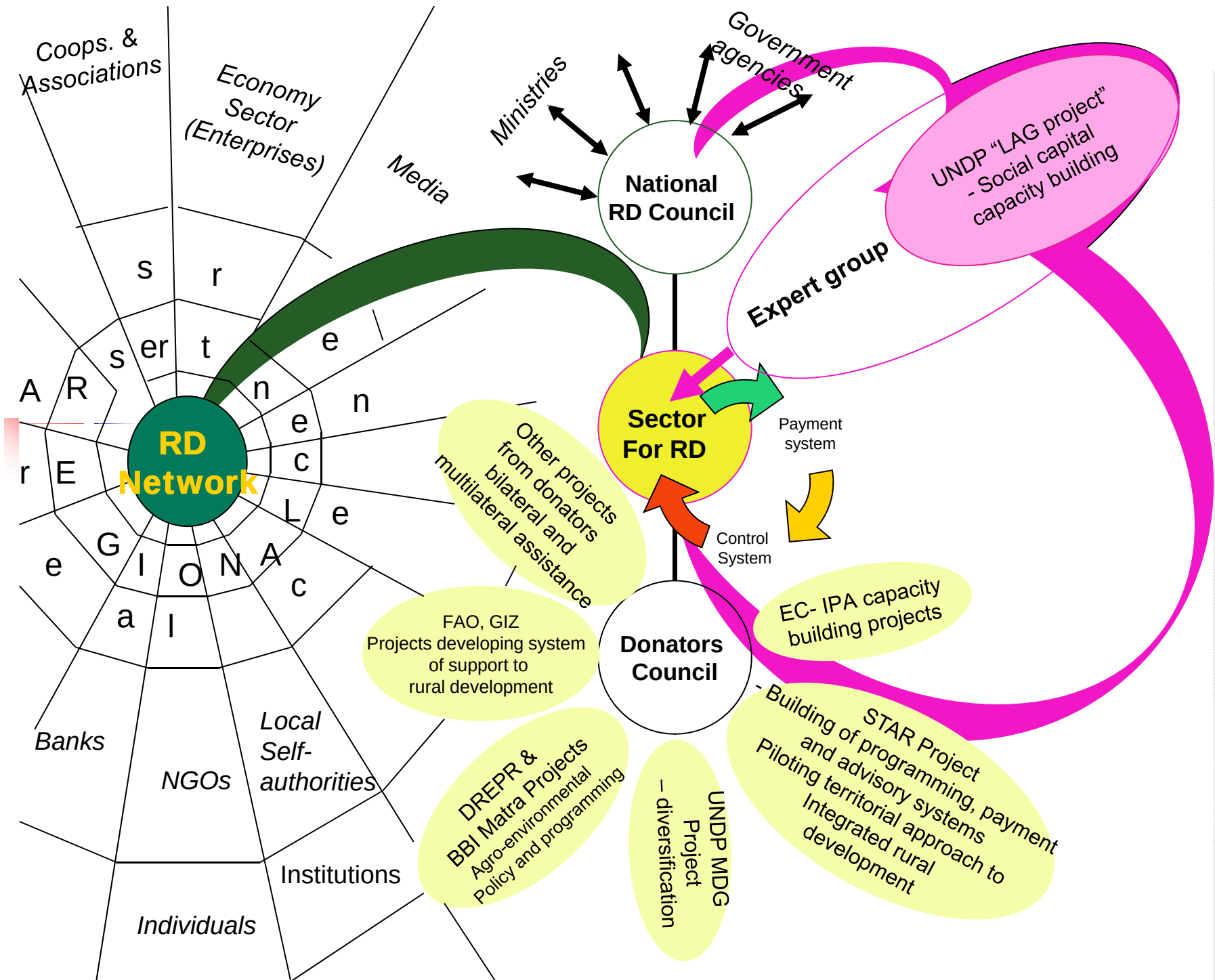


What we have to do is ...

... to **recruit all** national and local level capacities in science, education, diverse GOs and NGOs, local communities etc. to be able to harmonize RD actions with the reality

...to help them **establish cooperation** and train them properly to be able to address all problems in rural areas

AN EXAMPLE OF NATIONAL STAKEHOLDERS INTEGRATION FOR RD SUPPORT



AN EXAMPLE OF LOCAL STAKEHOLDERS INTEGRATION FOR RD SUPPORT



Potential partners

NGOs

Municipalities

Counties

Chambers,
agencies

Advisory
services

Project teams

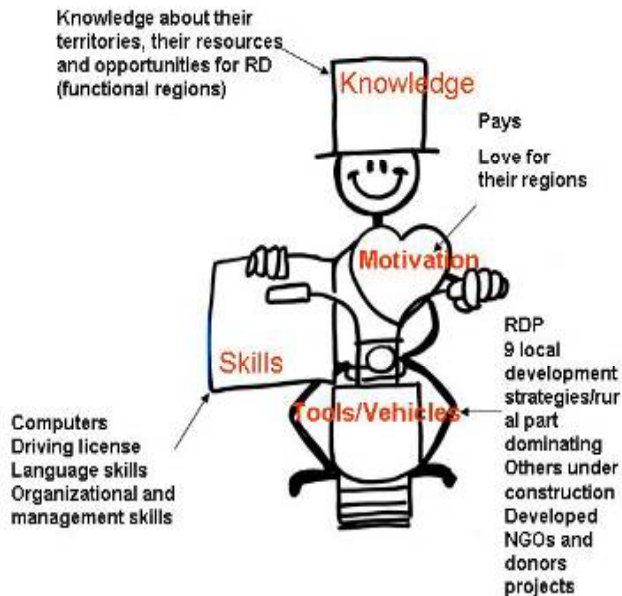
Area RD
support
Centers

Regional
Coordination
Centers

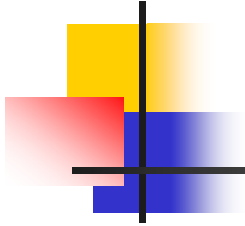
- *Information dissemination about support available*
- *Data collection and monitoring*
- *Facilitation of establishment of local partnerships*
- *Assistance with applications and fund rising*
- *Assistance in project design and project implementation*
- *Organization of capacity building*
- *Service to research*
- *Advocacy for local communities towards central governance*

Insufficient knowledge & competences to lead rural development (*experts view*)

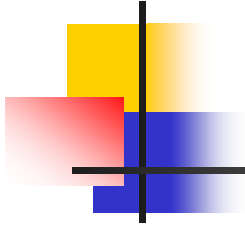
Detailed participatory Analysis of RD leaders



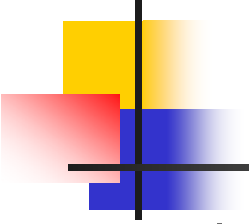
- **Lack of information and knowledge about RD**, economic opportunities, markets and diversification, financial sources for making these work on the local level is causing lack of awareness about opportunities, especially with EU accession
- **Lack of knowledge about the rural development integrated approach** is still causing narrow view on rural development topics which consequently cause planned support measures not to cover all necessary issues. The extreme example is equalizing rural development policies with policies supporting exclusively agriculture
- **Lack of awareness that participatory approach is crucial for the policy design** and lack of knowledge and skills how to run participatory processes is resulting in national policies which are not adequate to rural communities needs (typical top-down planning).

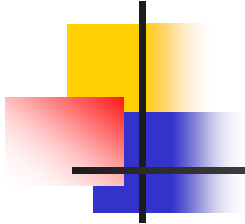


- **Human resource management capacity building activities** are **insufficiently effective**, and upgrade of the system and mostly provide no transfer of knowledge horizontally between employees.
- **Lack of understanding the special needs of rural areas** and low knowledge on **urban-rural relations** and balanced development is causing **marginalization of remote and even rural areas** within the **mixed urban-rural** municipalities.
- **Lack of capacities for RD support** at all levels (including lack of employees) is often caused because of the lack of understanding of the importance of RD issues, decreasing their absorption capacity for capacity building and consequently policies design

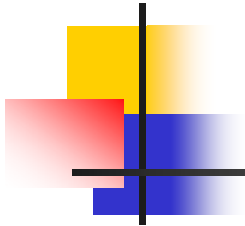


- **Lack of the knowledge on benefits of PPP,** cooperation, knowledge about value chains between production- processing- trade- services (horizontal cooperation) – business and to prevail problems with disturbed supply chains, create wrong environment for development of national policies, since central level is pressed to keep or even reestablish old centralized economy type of measures instead support measures for strengthening capacities for the cooperation and partnerships etc.
- Lack of knowledge about RD and **professionalism in work with politicians** is causing lack of interactive horizontal and vertical cooperation on all levels which is then causing lack of support to policies and legislation once they enter the process of public discussion and adoption in parliaments.

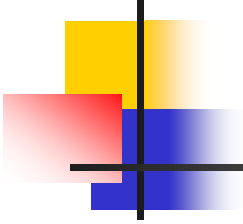
- 
-
- The **lack of capacity to assess, analyze and understand real situation in rural areas** makes trouble with prioritization when designing strategies and programming support policies on national and local level
 - Lack of the knowledge how to identify and define problems, and to adequately direct actions caused by **lack of adequate data or misinterpretation or mismanagement of databases** is creating unfavorable situation with policy work causing **superficial policy documents creation**
 - **Lack of knowledge about good practices and success stories in PPP** is causing effect of virtual lack of capacities (state institutions have lack of own people and expertise, but still reluctant to cooperate with civil sector and academia, etc. and use theirs). In addition to this constant out-flow of trained people is endangering further development of the system making outsiders more capable for RD than insiders.



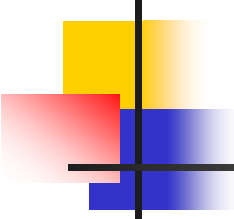
- **Lack of knowledge about monitoring and evaluation** of RD support activities, in line with absence of political will, is **preventing system to do measuring of policies effects and do lessons learning and health checking** to improve existing policies
- **Lack of knowledge about modeling of development, lack of pilot projects to check planned actions** in practice, incomplete legislation, lack of support to PPP and unfamiliarity with international frameworks all are problems with RD policy which derive from lack of formal and informal education. All this “package” of lacking things is creating **lack of capacities for dealing with EU accession and in particular EU approximation and negotiation process**



- Lack of **knowledge about real decentralization** is preventing RD policies to create appropriate implementing structures.
- Lack of knowledge about the **effective knowledge and information transfer methodologies** is creating unfavorable climate for beneficiaries of policies and does not allow them to adopt properly.
- Lack of **organizational and managerial skills** are preventing RD support systems in all countries to be adequately organized to meet requirements for its development in line with EU, but also respecting every country specific situation.



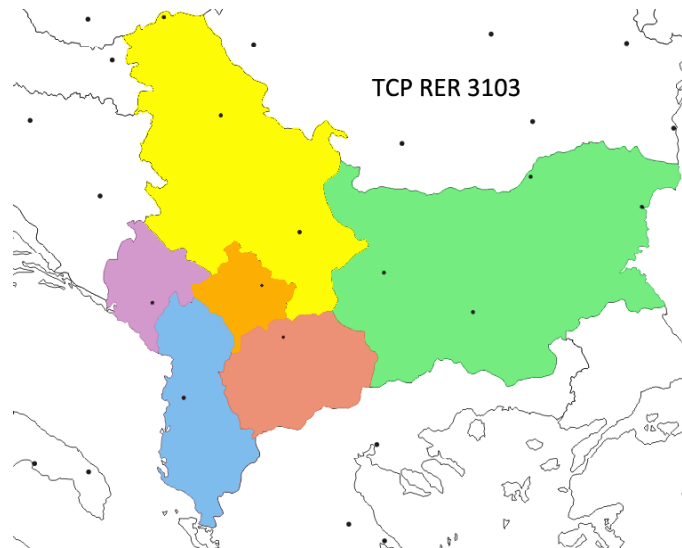
All countries have more or less problems in programming, implementation and monitoring and evaluation of implemented RD policies, and that all these problems more or less derive from lack of knowledge, even those which on the first sight look like unbearable such as financial problems or political influences.



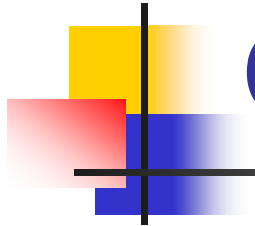
Case TCP RER



FAO Technical Cooperation Programme
**Support Capacity Building for Agriculture and
Rural Development Policy Analysis
and Formulation in view of EU-Accession of
Western Balkan Countries"**

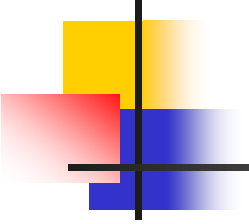


*Following experience gained in
SWG RRD work in South East
Europe, TCP was formulated to
increase absorption capacity of
all levels of RD support through
strengthening RD support teams
in 6 countries – Albania,
Bulgaria, Macedonia,
Montenegro, Serbia and UNMIK*



Overall Objective

...enable rural communities to benefit from rural development support programs to be provided in the future by the EU, thus supporting the countries' efforts towards further integration with the EU and, ultimately, fostering agriculture and rural development



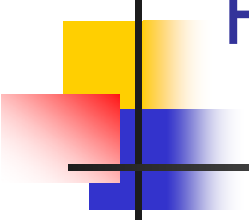
Beneficiary groups

- Regional branches of the Albanian Ministry of Agriculture, Food and Consumer Protection, Regional Centers for Science, Research and Extension, local municipal development officers and local NGOs
- Bulgarian Regional Extension Services, municipal agricultural officers and LAGs
- Regional branch offices of the Macedonian MAFWE, Agency for Extension Services in Agriculture, LED officers at municipal level NGOs
- Montenegrin Agriculture Extension Service accompanied by municipal local economic development officers
- Serbian Rural Development Support Network, which consist of NGOs working on the municipal level
- UNMIK Kosovo Regional Branch Offices of the Ministry, including extension service



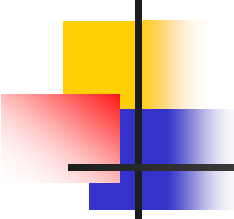
Training approach

- **Situation analysis of rural areas on the national level** (assistance of national experts)
- **Analysis of RD policy and support on the national level** (assistance of national experts)
- **Situation analysis and assessment of available rural development support in pilot areas** (assistance of national experts)
- **Training on PCM and participatory work and Strategic planning training** (assistance of international/regional experts)
- **Introduction to local partnership philosophy** (assistance of international/regional experts)
- **Introduction of the future EU framework and EU best practices including LEADER** (assistance of international/regional experts)
- **Presentation of the diverse national and EU support measures** (all experts)



Pilot areas selected to exercise... strategic & project works

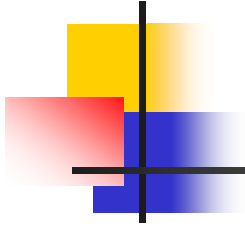
- Preza Commune, Albania
- Strumyani Municipality, Bulgaria
- Doyran Municipality, Macedonia
- Pljevlja Municipality, Montenegro
- Ljig Municipality, Serbia
- Dragash Municipality, UNMIK Kosovo



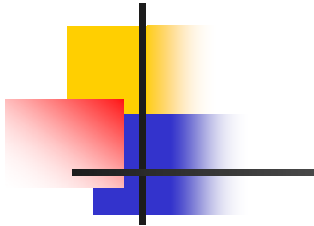
Results

- **Detail baseline analysis of the national RD progress including:**
 - Situation in rural areas
 - Legal framework for RD support
 - RD support extension system
 - Financial support available
 - Institutional support available

- **Detailed baseline analysis of pilot areas including:**
 - Situation in rural areas
 - Available RD support
 - Local rural people and stakeholders point of view on RD policies and RD in general

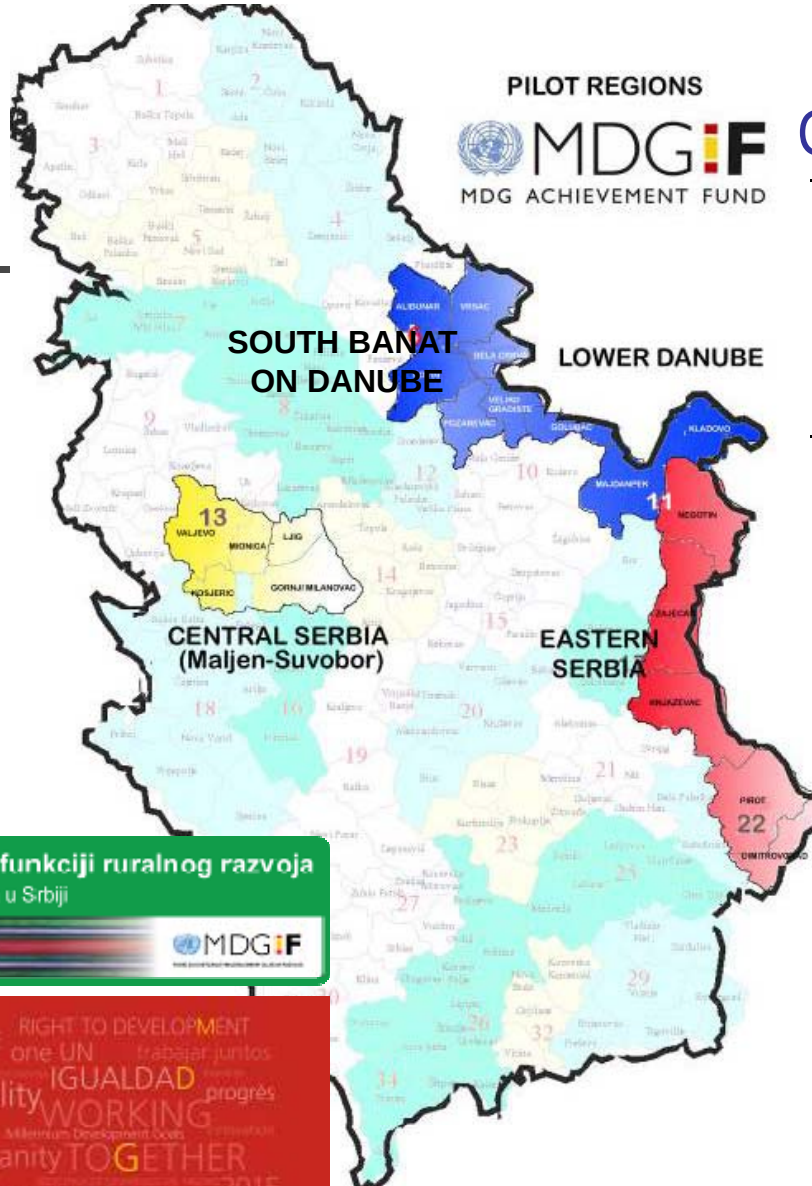


- **Pilot projects** designed by trainees for pilot areas
- Local rural development **strategic plans (drafts)**
- SWG **database** with all collected relevant data
- SWG **pool of experts** database completed with engaged experts CVs
- **Training materials** available to all trainees for 3 country group languages: Alb, Mac/Bg, Srb/Mne
 - PCM Manual
 - RD & Strategic Planning Manual
- **New regional TCP** designed for SWG Rural Club and national RD networks

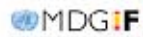


Case UNJP STRD

United Nations Joint Programme Sustainable tourism for rural development



Održivi turizam u funkciji ruralnog razvoja
zajednički program UN-a u Srbiji



Following experience gained in regional TCP project, UNJP was formulated to support building of RD support capacity in integrated way, both on national and local level through support to rural economy diversification, e.g. rural tourism development and supporting industries

ONE UN for SUSTAINABLE RURAL DEVELOPMENT OF SERBIA

GOAL

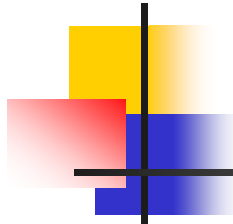
- The Joint Programme (JP) aims to support the diversification of the rural economy through sustainable tourism.

TARGET AREAS

- Activities of the JP are implemented in four target regions, namely South Banat on the Danube, East Serbia, Central Serbia and Lower Danube.



*Image from rural Serbia
and part of the
visual identity of the Joint
Programme*



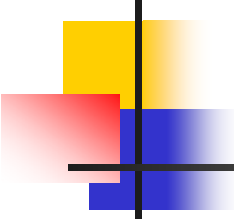
PARTNERS

The Joint Programme is **implemented by five UN agencies, namely FAO, UNDP, UNEP, UNICEF, and UNWTO** in cooperation with a number of Government of the Republic of Serbia national partners:

- **Ministry of Economy and Regional Development;**
- **Ministry of Agriculture, Forestry and Water Management;**
and
- **Tourism Organization of Serbia.**

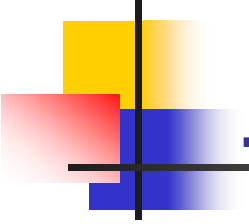
On the local level, **main implementing partner for FAO component is Serbian Rural Development Network** – regional centers in Vrsac, Ljig, Zajecar & Veliko Gradiste

The Spanish Millennium Development Goals Achievement Fund (MDG-F) is providing 4 million USD for the implementation of the Joint Programme.



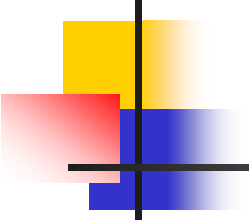
ACTIVITIES

- The development of the **National Rural Tourism Master Plan** and the **National Rural Development Programme measures**;
- Provision of **guidance for public investment** aimed at creating national and international partnerships between public, civil and national sectors;
- **Strengthening the capacities** of rural tourism entrepreneurs, tourism organizations and NGOs; and
- Promotion of innovative development approaches through **Local Action Groups (LAGs)** and **Tourism Governance Organizations**, and the provision of special support to **local projects** through the Joint UN Fund for Sustainable Rural Tourism.



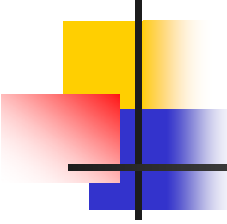
...DONE SO FAR

- Completed the **National Rural Tourism Master Plan, IPARD measures** for axis 2 and 3 related to conservation of rural environment of importance to rural tourism and rural economy diversification and number of studies for better understanding conditions for rural tourism development
- **Strengthened the capacity** of rural tourism stakeholders through 21 training sessions including Food safety standards, Project Management and Strategic planning,
- **Fostered partnerships** between public, civil and private sectors, which will be the foundation for sustainable rural development.
- **Joint Call for Proposals** Diversification of Rural Economy through Tourism completed and approved 6 best ranked project proposals/innovated approach applied



Instead of conclusions

- There are **no instant solutions, neither copy-paste** of other experiences is possible, it is necessary to shape RD policy according to territorial particularities
- It is necessary to get **clear picture of reality**, create policy and start implementing it with continuous monitoring and evaluation of effects to be able to **constantly upgrade** chosen measures, but keeping **long term validity of RD support** programs as must!
- It is necessary to **mobilize all available local and national capacities** for rural development (GO, NGO, economy sector, urban and rural population to get results)
- **Using rationally and responsibly available foreign support to RD** system development as much as future RD support though IPARD is not just a question of being fair...



Recommended development of RD support

- **... for administration and policy makers:**
- Reorganise quickly MoA to **make space for strong RD departments** of high competency
- **Increase budgetary** transfers to rural development, support providing contributions required for various investments support (grants, loans)
- Provide **intensification of information and knowledge transfer**, gaining and sharing knowledge, specially between GO and NGOs and international community - **capacity building** (specific education and training, **networking**)
- **Support public awareness raising** and promote integrated RD - **Partnership** with stakeholders, capacity building of stakeholders in **participation** for policy formulation (local and national level)
- **Support NGO sector and local PPPs activities and initiatives** for better success of the RD policy