

The project “Building of Rural Development Resources in Balkan region - No BoRDeR” is supported by:



Ministry of Foreign Affairs
Republic of Korea

How to activate local community and leadership

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Building of Rural Resources in Balkan Region project
Nova Varos, 25–27.02.2015



Barbara Kawa

- Master of Economics (Economics University in Kraków)
- Vice President of Korona Północnego Krakowa Association – Local Action Group
- Trainer in field of public participation
- Member of PRF management
- Expert of Małopolska Network of LAGs
- Colaborator of many NGOs supporting senior citizens (awarded ,Senior of Małopolska’ title)
- Member of editing team of KPK Association
- Co–author of KPK Association materiałów promotion and information materials
- Familiar with culture, language and everyday life of ex–Yugoslav countries

- M.A. in Economic Geography (University of Warsaw)
- Since 1982 dealing with various aspects of local development and international cooperation
- Since 2005 involved in implementation of Leader approach
- Animator, expert and member of Local Action Groups (LAG) and Fishery Local Action Groups (FLAG)
- Author of Local Strategies of Sustainable Development of municipalities, counties, LAGs and FLAGs, as well as other publications
- Organizer and moderator of study visits for municipalities, Regional Authorities of Mazovia, LAGs and FLAGs: Greece (2008), Ireland (2009), Finland (2010, 2012, 2013, 2014), Netherlands (2011), Denmark (2012)
- Author and Coordinator of international cooperation projects (ROOTS, TERRA)
- In the past: Director of Office of Business Promotion of Płock Region, Director of the EU Euro Info Programme in Poland, Technical Assessor in PHARE, TEMPUS & INTERREG, owner of EUKON consultancy, CEO of CIFAL Płock (part of UN training network)
- Experience of the Balkans, familiarity with Serbian language

Session 1: Public participation – different approaches

- ▶ Why partnerships are so important?

Because they are a tool of public participation in decision-making process, furthermore in development activities

What is public participation?

- ▶ Public participation is a systematic, interactive process in which citizens and other interested parties from government, business and civil society get involved in decision-making that affects them most directly. Public participation does not necessitate partnership action nor does it imply a need to achieve consensus. At its most basic, public participation is about:
 - ▶ • exchanging information about a proposed project, programme, policy, law or other initiative, and the relevant background or context;
 - ▶ • sharing ideas, understanding challenges and discussing alternative solutions;
 - ▶ • identifying areas of agreement and disagreement among those involved and affected by a proposed decision;
 - ▶ • arriving at a best possible or ‘good enough’ solution that all those involved and affected are willing to accept.

Why public participation in decision-making is so important?

- ▶ Public participation translates into vitality and quality of democracy. It limits the process of “privatization of power” by a narrow group of politicians and officials.
- ▶ At the same time it increases the quality of their decisions and actions as partnerships contribute to the process with their members’ expertise and knowledge of local needs.

Why public participation in development activities is so important?

- ▶ Public participation increases implementation potential of local authorities, as citizens may contribute with their own expertise, skills and resources to development activities of local authorities. It means that the Community can do more to meet its needs
- ▶ Public participation increases chances of proper fulfilment of citizens' needs (quantity and quality-wise) by the local authorities.
- ▶ But public participation creates also a stronger political mandate for activities of authorities (as they have direct support of citizens). Hence it prevents the negative reactions from citizens' side.
- ▶ Hence public participation results in win-win situation for citizens and authorities.

Does public participation mean only benefits ?

Not quite so as public participation generates some costs. They include:

- ▶ Logistic costs related to involving citizens in decision-making (meetings, development and maintenance of communication instruments etc.)
- ▶ Additional workload of administration related to involving citizens in decision-making
- ▶ Extended time of decision-making (often important in context of timely implementation of activities/investment)
- ▶ Psychological costs if opinions of involved citizens and authorities differ significantly (emergence of a conflict situation) – it is easier to “let them do” and complain about the result

However the overall balance of public participation is positive as results of actions involving the citizens are better, both in terms of quantity and quality

Session 2: Cross-sector partnership, basic principles

Principles and values of cross-sector partnership

- ▶ **Exercise:** What is local partnership?
- ▶ **Exercise:** Multi-sector partnerships: roles, strengths and weaknesses of each sector: social, business and public

Are partnerships a must?

- ▶ Partnerships in Rural Development – not a must, if more simple measures can be used (contracting out tasks to NGOs/businesses, philanthropic grants, volunteer activities, social enterprises etc.)
- ▶ But partnerships are invaluable for long-term, strategic actions requiring extensive expertise and social support

How to start a Partnership?

- ▶ Start with a REASON for the Partnership

➡ Identification of a need for establishment of partnership

=

identification of problems to be solved with involvement of partnership

+ taking stock of ongoing initiatives (informal meeting of local leaders – formal and informal ones and knowledgeable and dedicated citizens)

Partnership development stages

– based on experience of Polish Environmental Partnership Foundation

1. Motivation
2. Getting together
3. Stakeholder analysis
4. Common challenges and opportunities
5. Joint action
6. Agreeing cooperation
7. Principles and procedures
8. An action plan
9. Decision-making
10. Building organizational structures
11. Task groups
12. Assessing results

▶ Partnership animator !

Partnership development stages

- ▶ Experience of *Korona Północnego Krakowa* Local Action Group
 - ▶ www.koronakrakowa.pl

Session 3: Cross-sector Partnership building and animation of local community

- ▶ Experience of *Korona Północnego Krakowa* Local Action Group
 - ▶ www.koronakrakowa.pl
- ▶ **Exercise:** Responsibilities, strengths and weaknesses of Public, Business and Civic sectors

Session 4 @5: Tools and methods of work with local communities

- ▶ Experience of Participants of the training
- ▶ Experience of *Korona Północnego Krakowa* LAG: *Śledzik* event, *MultiCel* project

Session 4 @5: Tools and methods of work with local communities

- ▶ Experience of *Zegrzyński Lake Partnership* LAG: *Festival of Villages* event
- ▶ Experience of Polish 4 H Foundation: *Cristal Clover* contest and event

Session 4 @5: Tools and methods of work with local communities

▶ **Social animation**

- a method of education and supporting individuals, groups and communities, which through activating persons and shaping mechanisms of co-operation among various groups and social institutions increases participation of citizens in public life and creates conditions for a community development.
- a development of social capital on the basis of education, communication and social participation making it possible to utilise a phenomenon of social action and synergy in order to shape participative democracy understood as a fundamental ingredient of a balanced community development.

Session 4 @5: Tools and methods of work with local communities

▶ Stages of an animator's work conducted in local communities

I. Pre-Animation

Step one: initially assessing the situation

Step two: gathering information

Step three: researching needs

Session 4 @5: Tools and methods of work with local communities

▶ Stages of an animator's work conducted in local communities

II. Actual Animation

Step four: encouraging people to decide which problem to tackle

Step five – creating the coalition

Step six: planning – division of tasks and responsibilities

Step seven: establishing a community that works together

Session 4 @5: Tools and methods of work with local communities

- ▶ **Stages of an animator's work conducted in local communities**

III. Evaluation

Step eight: strengthening and monitoring

Step nine: Evaluating and using the lessons it provides for practice

Step ten: Continuing the project

Session 4 @5: Tools and methods of work with local communities

▶ **Social facilitation**

- a positive influence of presence of other persons on effectiveness of tasks' implementation or problem solving.

Session 4 @5: Tools and methods of work with local communities

▶ Leadership

Leadership is the ability to influence, guide and shape the attitudes, expectations and behaviour of others. Leadership is largely a behaviour skill, and new behaviours can be learned.

There is no one correct leadership style. Which leadership style is appropriate depends on the issue at hand and the maturity of the organization. To be effective, leaders must develop a repertoire of leadership styles, and the flexibility to employ them as the situation changes

Session 4 @5: Tools and methods of work with local communities

▶ Leadership

“Community leaders cannot rely on formal authority and the power derived from positions to get things done. Instead, they must rely on networks and influence, with relationships developed through extensive interactions with community residents usually representing many different points of view or interests.”

Community leaders help people:

- come together
- cooperate
- understand problems
- create a vision
- achieve the vision

Session 4 @5: Tools and methods of work with local communities

▶ Leadership

Leadership in communities or NGO organizations depends more on collaboration than traditional top-down leadership and decision-making. In communities and organizations, there are potentially many leaders.

Community leadership depends on 4 principles:

1 / Inspire commitment and action. Community leaders bring people together to address community issues. They help these people work together constructively and to take action. Community leaders create new alliances, partnerships and forums for communication.

2 / Community leaders help groups create visions and solve problems. They don't command and control the behaviour of the group. Instead, community leaders try to make sure that the group owns the process of problem discussion, solution, and taking action.

Session 4 @5: Tools and methods of work with local communities

- ▶ **Leadership – continued**
- ▶ 3/ Servant leadership. Community leaders look out for the broader needs of their community and in so doing, act as servant leaders. Community leaders are also servants of the group, helping the members of the group do their work
- ▶ 4/ Leadership as a process. Unlike management, community leadership does not produce consistency and order, but rather change, and change is produced through process. That is, community leaders help community members arrive at a vision of what they want. They encourage people to work together to achieve the vision, and they help people believe that they can overcome barriers to change

Session 6: Rural resources management.

Recognizing rural resources

Basic types of rural resources usually recognised:

- **human resources:** demographic balance (births, deaths, migration balance, age structure, education structure, gender structure, ethnic/religious structure, marginalized groups.

Human resources are very basic to development, because it is the people that act and make development happen !

- ▶ • **social and organisational resources:** social capital (ties/level of integration, level of activeness, self-organization, mutual trust, willingness to cooperate), institutional capacity (no. of institutions/organisations, staff resources, leadership resources, management resources, material and financial resources), social services (pre-schools, schools, health-care, social care (elderly, poor, handicap, etc.), cultural services (libraries, cultural centres, museums, etc.)

Session 6: Rural resources management.

Recognizing rural resources

Basic types of rural resources usually recognised – cont.:

- **economic resources:** labour force, employment, earnings, economic structure of businesses (by size, by sector)
- **financial resources:** internal and external financing resources, public financing resources (local, regional, national), EU programmes, donations and banking foundations, private financing
- **cultural heritage and historic resources** (material, non-material)
- **natural heritage and resources:** animal and plant species, waters, geological forms, natural landscape, protected areas)
- **physical resources:** community buildings and other public spaces, public infrastructure, waste disposal systems, waste water treatment, water supply and drinking water, transportation infrastructure (roads, railway).

Session 6: Rural resources management.

Recognizing rural resources

- ▶ Experience of Korona Północnego Krakowa LAG:
Korona game
- ▶ Experience of Zegrzyński Lake Partnership LAG:
 - *ROOTS – Local Development Based on Cultural and Natural Heritage* project
 - *TERRA – Tourism for Economic Revival of Rural Areas* project

Session 7: Rural Resource Management, Management of rural resources, practical work of participants

- ▶ **Exercise:** Design a project aiming at using local rural resources for local development
- ▶ Part 1. Elaboration of project ideas

Session 8: Rural Resource Management, Management of rural resources, practical work of participants

- ▶ **Exercise:** Design a project aiming at using local rural resources for local development – *exercise*
- ▶ Part 2. Presentation of project ideas and discussion

Session 9: Cases of effective rural resource management and practical exercises of the PRF and EU

- ▶ Experience of *Krzemienny Krąg* LAG
http://www.krzemiennykrag.info/index_gl.php
- ▶ International cooperation projects of LAGs as “Partnership of Partnerships” and an effective way of know-how transfer for an effective rural resource management

Session 10: Animation of local stakeholders and defining possibilities for applying PRF experience in Balkan countries

- ▶ Definition of available sources of financing for local development projects in the Balkans
- ▶ International cooperation projects of Balkan and Polish LAGs/NGOs aiming at local development of specific communities
- ▶ Inter-Balkan cooperation projects of LAGs/NGOs using Polish Rural Forum experience and aiming at local development of specific communities