



CAP STRATEGIC PLANS: TOWARDS IMPLEMENTATION

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Betty-Ann BRYCE, Senior Policy Analyst

Regional Development & Multi-level Governance Division
OECD Centre for Entrepreneurship, SMEs, Regions and Cities

 @OECD_local

 www.linkedin.com/company/oecd-local

 www.oecd.org/cfe



OECD Principles of Rural Policy

- **Principle 1.** Maximise the potential of all rural areas
- **Principle 2.** Organise policies and governance at the relevant geographic scale by:
- **Principle 3.** Support interdependencies and co-operation between urban and rural areas

Adopting integrated and effective strategies to build smart, sustainable and inclusive rural areas fit for the future

- **Principle 4.** Set a forward looking vision for rural policies
- **Principle 5.** Leverage the potential of rural areas to benefit from globalisation, trade and digitalisation
- **Principle 6.** Supporting entrepreneurship to foster job creation in rural areas
- **Principle 7.** Align strategies to deliver public services with rural policies
- **Principle 8.** Strengthen the social, economics, ecological and cultural resilience of rural communities

- **Principle 9.** Implement a whole-of-government approach to policies for rural areas
- **Principle 10.** Promote inclusive engagement in the design and implementation of rural policy
- **Principle 11.** Foster monitoring, independent evaluation and accountability of policy outcomes in rural areas

Targeting policy actions for all types of regions

Engaging stakeholders and measuring outcomes



Working in partnership: OECD perspective

- It is rare in OECD countries to find strategies at the local level which tackle diverse aspects of a problem simultaneously, are well-targeted and have sufficient resources to succeed.
- Working in partnership is valuable to overcome weaknesses of the strategies and plan.
- Can be used to better design and implement strategies at the appropriate scale, providing a flexible and inclusive approach that bridges different but interdependent interests
- Strategies when designed without acknowledging the actual integration between different areas, can be an obstacle for the different actors to work together.



Factors that make collaboration important: Complexity

- **Complexity:** The issues and challenges facing local communities are often complex, and require a holistic approach
 - For example, there is a broad consensus on the need to protect the environment and to work towards sustainable economic development but this calls for greater co-ordination of actions within a longer-term framework.

climate change action;	contribute to climate change mitigation and adaptation, including by reducing greenhouse gas emissions and enhancing carbon sequestration, as well as promoting sustainable energy.
environmental care;	foster sustainable development and efficient management of natural resources such as water, soil and air, including by reducing chemical dependency.



Factors that make collaboration important: Efficiency, duplication and service gaps

- **Efficiency, duplication, and service gaps:** Partnership working is perhaps the only way to map services and jointly agree to mechanisms that will fill in gaps.

to ensure a fair income for farmers;	support viable farm income and the resilience of the agricultural sector across the EU, in order to enhance long-term food security and agricultural diversity, as well as to ensure the economic sustainability of agricultural production.
to increase competitiveness;	enhance market orientation and increase farm competitiveness both in the short and long term, including greater focus on research, technology and digitalisation.
to improve the position of farmers in the food chain;	the new CAP can strengthen the position of farmers through measures such as strengthening cooperation among farmers, increasing market transparency and ensuring effective mechanisms against unfair trading practices.



Factors that make collaboration important: Efficiency, duplication and service gaps

- OECD has found that duplication is both frequent at the local level in OECD countries and wasteful, leading to a drain on public resources.
- Carefully balanced strategies are needed so that actors use their limited resources to help meet shared priorities at the local level
- When strategies are fragmented, services are duplicated, gaps missed, and agencies and departments do not communicate with each other about what they are trying to achieve.



Factors that make collaboration important: Achieving critical mass

- **Achieving critical mass:** harnessing economic opportunities, improving productivity, gearing towards new markets, requires simultaneous investment in infrastructure, skills, research and innovation, again within an integrated approach
 - However, localities with entrenched difficulties such as multi-generational unemployment could require significant investment in multiple areas – e.g. housing, training, local transport

vibrant rural areas;

promote employment, growth, gender equality, including the participation of women in farming, social inclusion and local development in rural areas, as well as the circular bio-economy and sustainable forestry.



Factors that make collaboration important: Building social capital

- **Building social capital:** Problems do not just get solved with grand strategies, but also on a day-to-day basis through knowing the right people to achieve what you want to get done.
 - Local social networks support the spread of innovation and ideas and the areas with the most dense social capital networks are increasingly the most successful

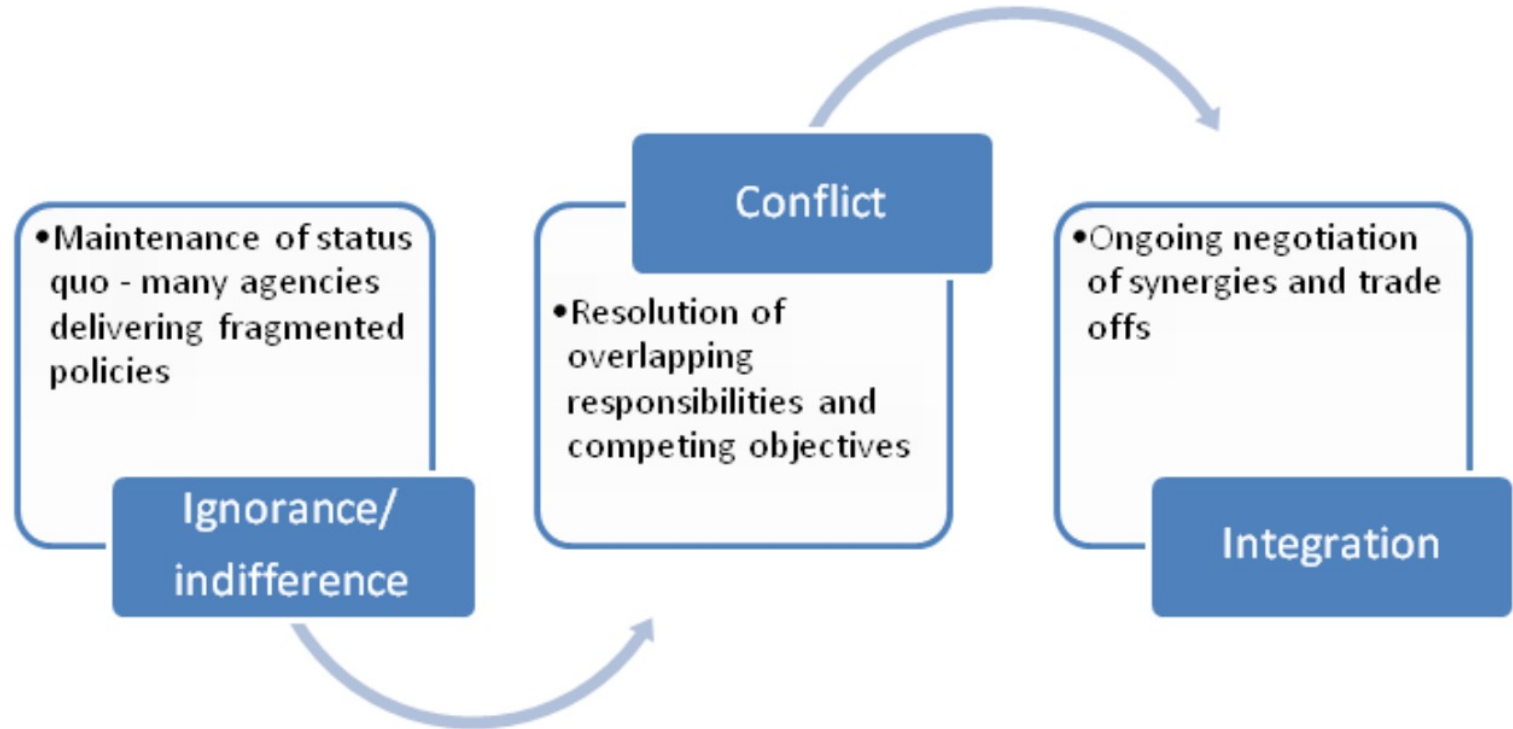
fostering knowledge and innovation.

modernise agriculture and rural areas through fostering and sharing knowledge, innovation and digitalisation, and by encouraging their uptake by farmers through improved access to research, innovation, knowledge exchange and training.



How do you collaborate?

- Build networks
- Improve horizontal and vertical communication
- Gain consensus on the most important cross-cutting issues which need to be worked on together



- Explore joint action, agreeing priorities requires negotiating trade-offs, synergies and necessary sacrifices,
- Where feasible give priority to targets that are set collectively
- Explore joint actions across a number of different areas.



Recap: working together helps...

- To collectively build high-quality solutions to the very complex policy challenges.
- To ensure the realization of common objectives, mutual benefits, and complementarity of human and financial resources.
- To achieve holistic solutions to government policy and business challenges.
- To enable the application of a broader range of technical skills, strategies and innovation from outside their usual settings.
- Bring together diverse actors to address specific issues which require a value-chain approach, and complex issues of national or global importance, requiring different fields of expertise, as is increasingly the case in food and agriculture.

Thank you!



betty-ann.bryce@oecd.org

Twitter: @OECD_local

LinkedIn: www.linkedin.com/company/oecd-local

Website: www.oecd.org/cfe

