



**International Link and Services for
Local Economic Development Agencies**

for a fair, human, sustainable and inclusive development

What ILS LEDA does and how it does it

April 2009

ILS LEDA Basic

THE ILS LEDA SUPPORT

ILSLEDA provides the following services:

1. **Promotion and creation of local economic development agencies (LEDA)**, aimed at providing a comprehensive service system to local population and institutions, and implementing local and national development strategies, including:
 - *promotion of **local partnership**;*
 - *valorization of **endogenous potential** through **value chains**, establishment of local systems for **innovation**, promotion of **social and solidarity economy**, according to strategic plans shared by the local actors;*
 - *Support to **territorial marketing** strategies, with the aim of promoting the local value of the socio-economic and cultural resources, and of attracting additional resources, through territorial brands;*
 - *Support to the **internazionalization** of the local economies.*
2. **Support to the LEDAs** and their networks aimed at human development, including technical assistance for improving their performance and their visibility and for facilitating international relationships and twinning;
3. **Support to territorial economic development strategies and plans** for human development
4. **Support to national policies**, with the aim of improving the regulatory framework for local economic development, the support to Local Economic development Agencies, and the coordination between peripheral and central sectoral initiatives.

NATIONAL POLICIES

Objectives

To enhance fight against poverty and marginalization, to enhance small enterprises development and national competitiveness through the articulation between sectoral and territorial policies.

Measurables results

Resources to support territorial economy increased, harmonization between social, economic and environmental policies realised in order to bring about more jobs, reduce poverty, improve environmental safeguard and increase the enterprises which endorse local heritage.

Methodology

1. enhancing the coordination between social and economic affairs, initiatives about the fight against poverty or social development, environment safeguard and economic development, through a workshop with representatives of several governmental ministries; then, straight away, carrying out the analysis of various measures and initiatives of each national actor and evidencing the priorities in order to implement synergies for promoting territorial development.
2. fostering exchange with other international experiences.
3. identifying the technical reference of the synergic initiatives at territorial level, such as LEDAs, and establishes its action requirements for national policies support.
4. articulating the national actions according to three working lines:
 - enabling synergies at territorial level (incentives, subsidiary actions, special integrated processes, support services facilitation, infrastructures, etc.)
 - facilitating local initiatives co-ordination (creation of thematic national networks, credit systems, internationalization) and enhancing monitoring and evaluation systems.
 - designing capacity building (university courses to train local development agents; distance training) on local economic development management, including through a quick learning course at distance (Paquinott=PAra QULen NO Tiene Tiempo – for those which do not have time)

LOCAL ECONOMIC DEVELOPMENT AGENCIES (LEDA)

Objective

To create a public-private, self-sustainable comprehensive service system for socio-economic and territorial human development, which helps population (with particular reference to the most disadvantaged), enterprises, and local institutions.

Measurable results

LEDA established and able to operate effectively and efficiently, with the perspective of safely maintain its own economic and institutional sustainability.

Methodology

1. setting up the Agency, through a **local promoting group** (through introductive seminars and with local actors participation) and defining mission, objectives and agenda for LEDA creation.
2. through sectoral meetings, prioritising the **services demand** according to multiple indicators related to the LEDA objectives and missions.
3. analyzing the service local **supply**, according to its capacity, territorial covering and beneficiaries through meetings with services providers,.
4. setting up an introductive workshop with the Promoting Group, verifying the **matching between supply and demand**, and defining the mechanism or the instrument to prioritize and organize the needed services. This system takes the form of a LEDA. Finally it classifies the services by typology.
5. preparing LEDA's **statute** taking into account the related national laws.
6. setting up a LEDA **business plan** in order to ensure its sustainability for at least five years, making the arranged organizational draft compatible with available resources.
7. carrying on the analysis on the possibility to adopt a **Credit Fund** needed to both facilitate population access to credit and guarantee LEDA itself sustainability.
8. raising financial resources for the Credit Fund.
9. promoting an agreement with a **financial institution** for the credit fund management.
10. involving the **National Government** in order to identify the LEDA as a tool for the implementation of national policies for local development.
11. promoting **exchanges** with successful LEDAs for sensitization and training.
12. **training** both LEDA personnel and managers.
13. promoting LEDA participation to **international network**.

*The LEDA
typical services*

<p>Territorial Animation</p> <ul style="list-style-type: none"> • Territorial diagnosis • Promotion of favorable entrepreneurial climate • Promotion of value chains • Support to the most disadvantaged people • Support to women entrepreneurship 	<p>Business Support</p> <ul style="list-style-type: none"> • Business plans • Technical assistance • Access to credit • Promotion of innovation and technological transfer
<p>Support to planning</p> <ul style="list-style-type: none"> • Support to local administrations • Prioritization of strategic project and project financing strategies • Creation of project data bank • Information system 	<p>Territorial Marketing</p> <ul style="list-style-type: none"> • Territorial marketing • Territorial brands • Promotion of internal cohesion and adhesion • Internationalization • Promotion of international partnerships

Objective

To assist the national and the local actors, and LEDAs for implementing measures aimed at empowering the women in actively participating to the territorial economic development, with particular reference to the establishment of specific structures, such as the Service Centers for Women Enterprises (SCWE).

Measurable results

Number of women enterprises established, quality and quantity of services provided to women

Methodology

Los CSEM promueven e incentivan el desarrollo de emprendedoras y de empresas competitivas y rentables que contribuyen a la generación de ingresos, puestos de trabajo productivos y mejoran el acceso a bienes y servicios a las mujeres emprendedoras y empresarias.

Los Centros de Servicios Empresariales para Mujeres -CSEM- se constituyen como centros o unidades operativas parte integrante de las Agencias de Desarrollo Económico Local –ADEL- en los diferentes territorios donde opera el Programa “Mujeres y Desarrollo Económico Local” (MYDEL).

En el CSEM, se le da especial importancia e impulso al desarrollo de la cultura y capacidades emprendedoras de mujeres con disposición y potencialidades de desarrollar iniciativas productivas, coadyuvando así, con la animación económica, de acuerdo con las potencialidades del territorio, sus ventajas comparativas y con enfoque de cadenas de valor.

Las actividades principales para la constitución de los CSEM son:

1. Promoción y difusión
2. Investigación
3. Diseño
4. Sensibilización y Capacitación
5. Asistencia Técnica y capacitación para la elaboración de planes de negocios
6. Implementación y seguimiento de los proyectos o negocios

Objective

To assist the LEDAs and the local and national actors in creating a favourable environment for innovative technologies multiplication in the economic, social, cultural, administrative fields, in order to promote human development.

Measurable results

Number of registered licences, number and quality of introduced and finalized innovations for human development

Methodology

1. building **innovative territorial capital**, through a **Territorial Council for innovation** which promotes the territorial innovation system, formed by local qualified institutions as well as innovation sensitive figures.
2. **improving the territorial innovation system**, through the promotion of creativity (systematic meetings, propaganda), innovative networks, structures qualified in technological transfer services (licences, innovation management, technological provision, etc.) and financing, educational programs on innovation importance, innovation fairs, university study plans, informative bulletins, innovators club etc.
3. **spreading innovative solutions**, through IDEASS Programme (which promotes local one-stop-shops for the collection of local innovation supply and demand), linking them at national and international level.
4. stimulating **innovative investments**, enhancing the administrative and legal context, investing in human capital, promoting spin-off, and linking enterprises with research centres.

The investments refer to three typologies:

- a) productive, for endogenous potential valorisation
 - b) cross-cutting (information technology for health, education, social economy)
 - c) for local administrations (quality and access to public services, communication and participation)
5. supporting the implementation of innovative actions through a **leading agency**, which promotes the creation of qualified structures such as research laboratories, incubators, single windows for businesses, scientific and technological parks, transfer centres, etc.
 6. promoting **links** at national and international level.

ECONOMIC INCLUSION

Objective

To assist the LEDAs in implementing strategies for reducing poverty and economic, territorial and social marginality.

Measurable results

Establishment of measures aimed at reducing in a structural way the exclusion and the marginality, increasing jobs and improving the access to economy for marginalized and vulnerable sectors of the population.

Methodology

1. building **poverty** and marginality **maps** together with local working groups and through field research, statistic consumption analysis (and other available statistics), Delphi methodology.
2. realizing actions of **economic animation** for each sector of the map, such as:
 - empowerment through education and basic training
 - preliminary stimulation towards searching employment or business activities
 - training for specific jobs or business activities
3. establishing a special desk inside the LEDA, and training the technical personnel.
4. elaborating a supply and demand map for labour market access, fostering the matching (sometimes through labour centres connected with the LEDA) in order to access to entrepreneurial activity:
 - realizing fast learning courses, through which identifying viable and coherent business ideas in the framework of the territorial development strategies, and the prioritized value chains;
 - providing technical assistance for the elaboration of business plans, access to micro-credit and monitoring activities.
5. promoting social enterprises mainly involving vulnerable groups, supporting unsatisfied social services in connection with local and national policies; alternatively, it also promotes products and services for local population.
6. promoting solidarity economy actions such as, for example, the direct sale of agricultural or handcrafted to population, forms of community tourism, co-operatives of consumption and construction, etc.
7. **creating NGOs** for solidarity and social economy promotion.

TERRITORIAL MARKETING

Objective

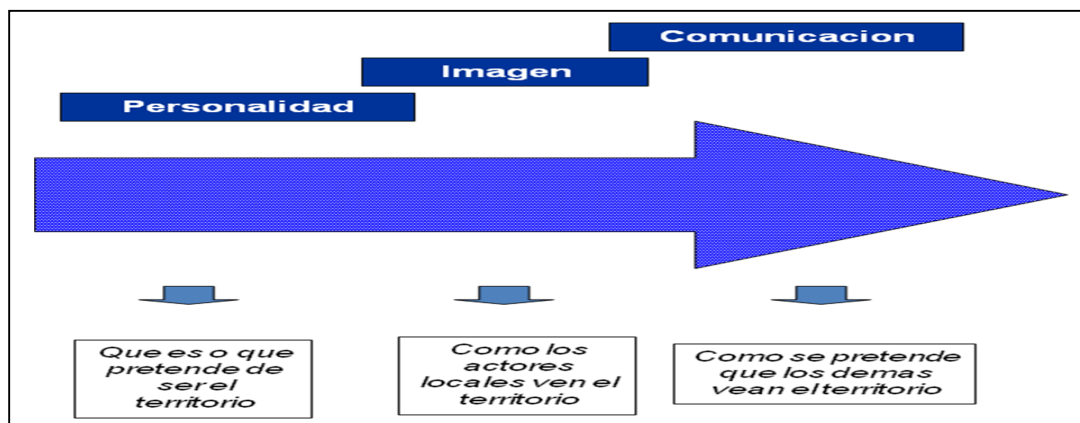
To assist the LEDAs and the local and national actors to valorise the socio-economic and cultural resources and to foster territorial brand policies aimed at promoting the territory and attracting resources.

Measurable Results

Increase of the population endorsement to its own territory, of the attraction of external resources and the exportations.

Methodology

1. establishing territorial marketing strategies through a workshop with local actors, taking into account a shared vision towards territorial future and development strategy.
2. carrying out analysis on the territorial personality, identifying its characterizing and distinguishing (tangibles and intangibles) factors.
3. carrying out analysis on the territorial vocation, that is to say the collection of environmental, historic, social, cultural, economic, etc. conditions, which identify the territory and its evolution over time, starting from the already made endogenous potential survey.
4. preparing the territorial profile, and identifying the unifying and synthesizing elements between its personality different factors.



5. preparing a survey within the population and local institutions in order to detect their territorial image.
6. setting up a workshop to define the territorial image which the local population is willing to communicate.
7. implementing actions on two ways:
 - **internal marketing**, by improving local heritage knowledge, its support, and the agreement of its value from population and institutions; it activates, in this way, a responsible **citizenship**.
 - **external marketing**, by identifying the groups towards which this action is oriented and defining the tools as well as publicity, propaganda, public relations, direct marketing, use of the residents living abroad, etc.
8. realising **territorial brands**, in order to characterise the territorial products and supply and also the mechanisms of brand conformity control by local entrepreneurs.
9. proposing and organizing a big events cycle in order to foster territorial knowledge and rapprochement.
10. training the local actors for territorial marketing management.

Objective

To foster relations between the LEDAS and economic actors from other countries in order to realize commercial, technological, knowledge exchange initiatives and to carry out common projects.

Measurable Results

International relationships established and co-development projects implemented.

Methodology

1. looking for possible international partner, with priority to local Administrations and to different types of local coalitions, such as LEDAs, business innovation centers, territorial pacts, local action groups, local development committees, etc..
2. promoting the territory, through meetings with potential international partners, in order to verify their field of interest within the international partnership.
3. preparing the international partner to the partnership.
4. starting at distance relationships in order to favour the matching of reciprocal interests of the parts.
5. setting up an international study tour together with the actors of the requesting territory. The tour defines the ideas to be developed in the frame of the alliance; at the end of it, a common action protocol is signed and a Joint Committee is established.
6. starting elaborating co-development project/s, taking into account possible financial sources.
7. managing the funding of initiatives and projects.
8. assisting the Joint Committee in monitoring and evaluating the initiatives and their impact.
9. training the Joint Committee.

Objective

To support to the LEDAs and their networks aimed at human development for improving their performance and their visibility and for facilitating international relationships and twinning.

Services

The web site

ILS LEDA put at disposal of the LEDAs and their regional networks the ILS LEDA web site, in order they can insert and administrate directly all the data and the information they want to disseminate worldwide.

Through the web site, and sections reserved only to the LEDAs, they can access to restricted areas, such as the virtual library, the tool kits, and the distance assistance, that provide means of improving their knowledge, and solving specific problems.

Distance services

ILS LEDA also provides distant services in terms of technical assistance and training, such as:

- Quick training courses for whom does not have time: PAQUINOTT
- A menu of answers to frequent questions for solving various practical problems (examples: how to realise the diagnosis of the endogenous potential, how to involve the local actors in partnerships, how to establish a local economic development agency, how to enhance value chains, or the social inclusion, etc.)
- Mechanisms for facilitating easy counselling to emergent problems,, through the ILS LEDA Forum.
- Guide to project financing, through spreading information about project opportunities, and technical assistance to access

International Promotion and linkages

ILS LEDA organises and participates at international events and meetings for promoting the LEDAs and the correspondent territories.

It provides support to the LEDAs' and the local economies internationalisation, enhancing territorial partnerships between the LEDAs and similar foreign structures, aimed at establishing stable relationships and strategic alliances, and developing common projects: joint ventures, technological and know how transfer, commercial privileged relationships, integration of productive chains, common market positioning, etc.

ILS LEDA guides the aforementioned structures to searching international partners, and helps to develop co-development projects.