

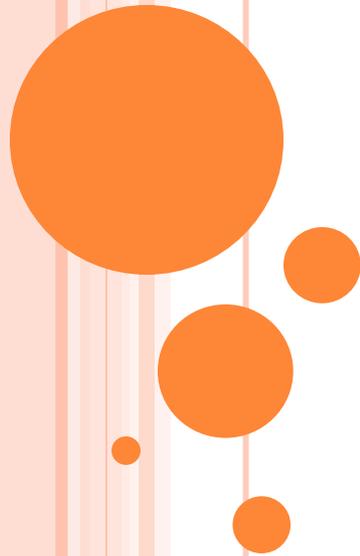
**Good Practice Workshop,
Prague 27-28 May 2013**

“The *ex ante* evaluation of SWOT and needs assessment – prerequisite for a sound RDP intervention logic?”

CASE STUDY: FINLAND

Sari Rannanpää

Consultant, Avaintaito Osuuskunta

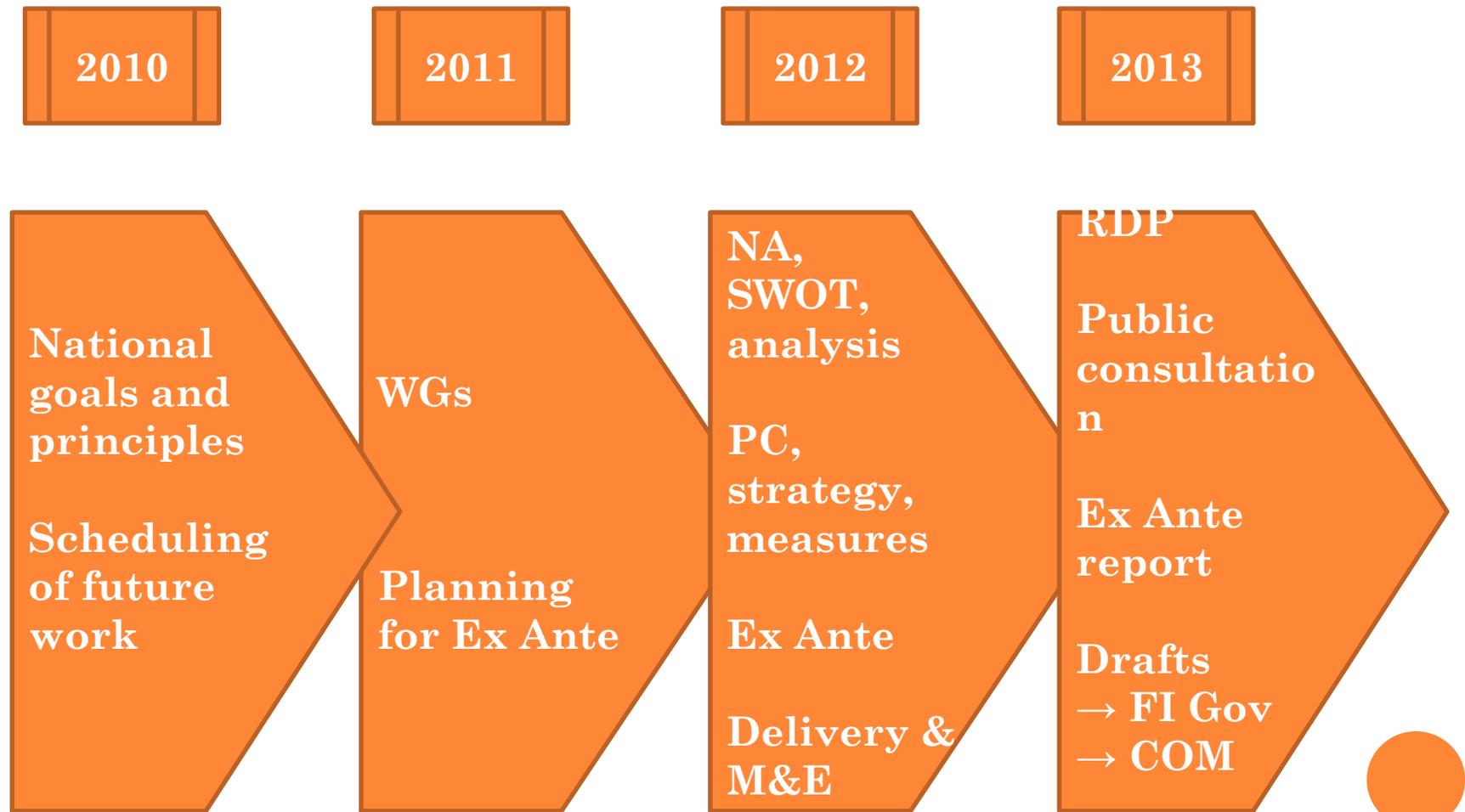


PRESENTATION STRUCTURE

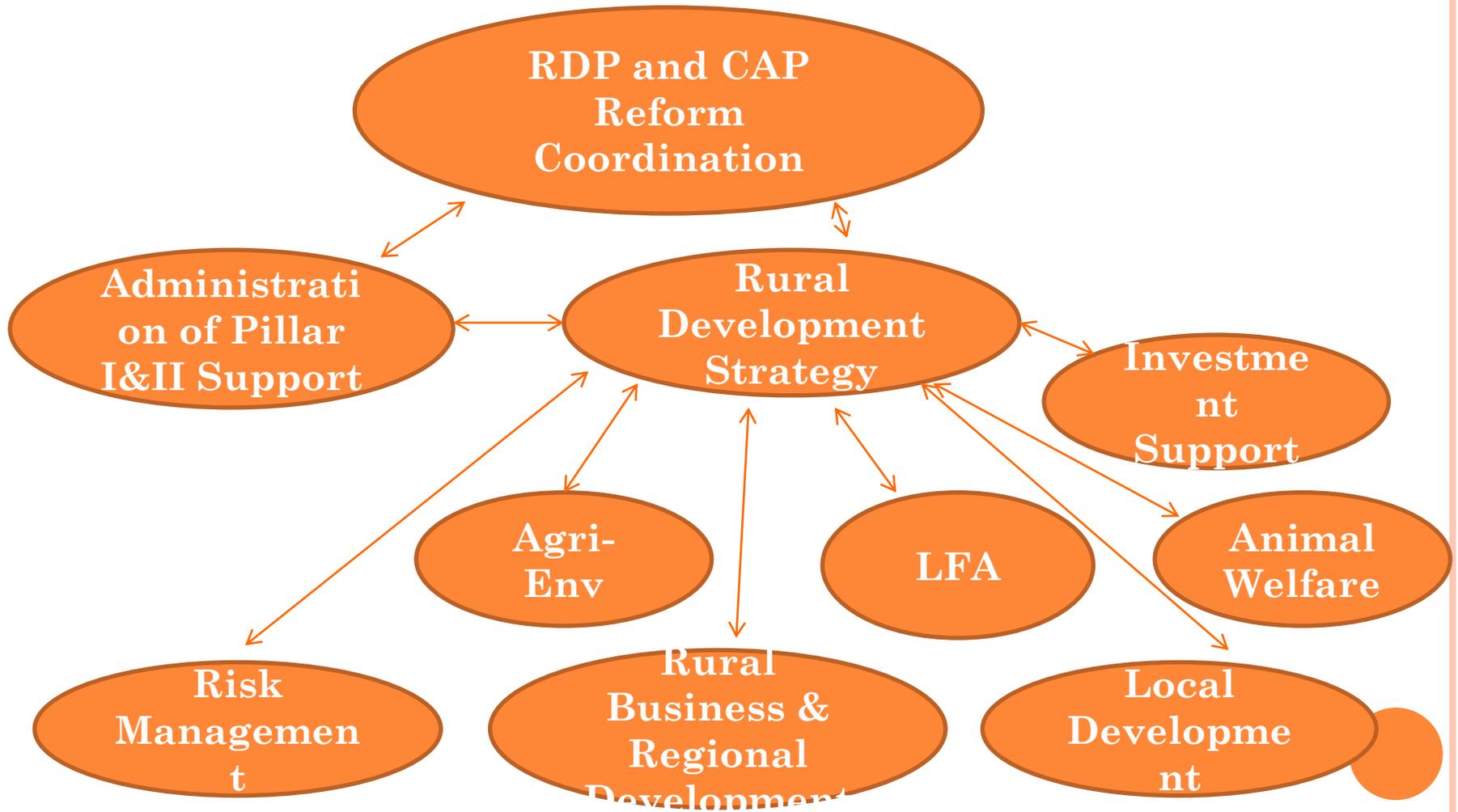
- ❖ **Background for Finnish RDP preparation**
 - ❖ **Timeline**
 - ❖ **Working Groups**
- ❖ **SWOT and Needs Assessment**
 - ❖ **Approach**
 - ❖ **Challenges and solutions**
- ❖ **Ex ante's feedback on SWOT and Needs Assessment**
- ❖ **Conclusions and lessons**



FINNISH RDP PREPARATION TIMELINE



WORKING GROUPS



SWOT AND NEEDS ASSESSMENT I

❖ SWOT

- ❖ MoA (RD unit) responsible
- ❖ Internal work
- ❖ Working Groups discussed
- ❖ Started autumn 2011, finished end-2012
- ❖ Based largely on research commissioned by MoA, for instance “State of Rural Areas” report (Autumn 2012)

❖ Needs Assessment

- ❖ MoA (RD unit) responsible
- ❖ Internal work
- ❖ Spring 2013



SWOT AND NEEDS ASSESSMENT II

❖ Challenges

- ❖ 3 types of rural areas
 - ❖ Rural area close to urban area
 - ❖ Core rural area
 - ❖ Sparsely populated rural area
- ❖ Large amounts of details to handle in a WG

❖ Solutions

- ❖ Issues raised for each type of rural area
- ❖ Same people present in several working groups

❖ Strengths

- ❖ Continuity in strategic focus from current period
- ❖ Early start



EX ANTE EVALUATION

- ❖ Started Sep 2012
- ❖ Final report autumn 2013

- ❖ Consortium
 - ❖ MDI Finland
 - ❖ Nordregio
 - ❖ Spatia (University of Eastern Finland)
 - ❖ Circle of associated experts with deep substance knowledge

- ❖ Focus group interviews with working groups

- ❖ Coaching mentality in evaluation



EX ANTE'S COMMENTS ON SWOT&NA

- ❖ Written feedback a couple of times (Oct 2012, Feb 2013)

- ❖ Comments
 - ❖ Analysis very detailed
 - ❖ Strong focus on priorities in SWOT
 - ❖ Strategy and central issues should be more visible
 - ❖ More background and trends for some priorities
 - ❖ Items to be included/removed from SWOT (based on analysis)
 - ❖ Regional differences should be taken more into account
 - ❖ Strong focus on agriculture and environment

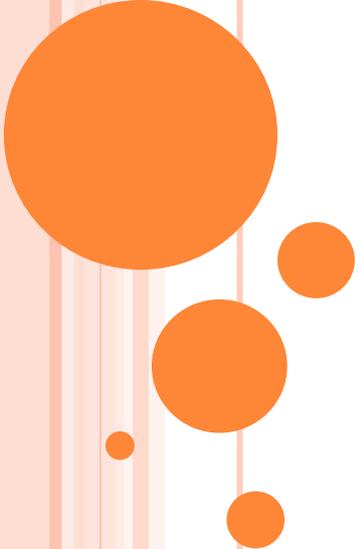
- ❖ Solutions
 - ❖ Strategy strengthened
 - ❖ SWOT items considered
 - ❖ Background & trends added where necessary



CONCLUSIONS AND LESSONS

- ❖ **Partnership Contract**
 - ❖ Helped country-wide comprehensive thinking
 - ❖ Ministries working on common topics (e.g. broadband)
 - ❖ Intra-ministry cooperation
- ❖ **Priorities**
 - ❖ Initially difficult to work with
 - ❖ Horizontal issues crossed administrative boundaries
 - ❖ Ultimately animated discussions
 - ❖ Common purpose unified MoA
- ❖ **Effect of SWOT/NA on strategy design**
 - ❖ SWOT and strategy walk hand in hand





THANK YOU!

E-mail: sari@avaintaito.com

Phone: +358 50 523 6872