

VET4Change.

The notes in this document are written in meetings and visits during a study visit to the Gorenjska region in Slovenia May 9 – 13 2022.

For any comments, corrections and questions contact Jóhannes Árnason jarn@vma.is

The VET4Change project is in the KA-2 projects category - Strategic Partnership in the EU Erasmus + programme The project number is: 2020-1-FR01-KA202-080504

See a webpage about the project, mostly basic information about partners and the agenda of the project.

<https://workqual.vma.is/index.php?title=VET4Change>

Sunday May 9th 2022.

Partners arrived in Bled Slovenia either by flights to Ljubljana Jože Pučnik Airport or by car/bus. Jože Pučnik was an important player in modern Slovenia independence.

https://en.wikipedia.org/wiki/Jo%C5%BEE_Pu%C4%8Dnik

Monday May 10th 2022.

Breakfast at Hotel Astoria Bled and then the meeting started at 9.30 in a meeting room at the hotel. <https://www.hotelastoria-bled.com/>

The people attending:**MFR head office France.**

Olivier Gineste international coordinator for MFR and the project coordinator.

Eva Bezin social media expert / student working part time

Antoine Saba media specialist

Giang Pham independent consultant <https://en.lecube-consultants.com/>

René Caspar independent consultant

MFR Grand Est France

Nadine Di Matteo chairman MFR St Die

Michèle Peters board member MFR St Die

Tatiana Marchand teacher MFR Gionges

Sandrine Collard teacher MFR Vertus

Leader Liit Estonia

Endla Mitt member of the board of Leader Liit

Valdek Haugas member of the board of Leader Liit

Breza Croatia

Ivana Šibalić

Miranda Glavaš Kul

Head of department of education and youth from Osijek-Baranja County

LAG Papoca Porolissum Romania

Marius Dumitrescu accountant at GAL Napoca

Ruben Laze member of the youth parliament

VMA Iceland

Jóhannes Árnason teacher

BSC Slovenia (Business Support Center)

Rok Šimenc, director

Franja Gabrovšek Schmidt head of the Regional Development Program

Mateja Dolžan, Assistant Project Manager

At 10.30

Olivier had the group do introductions. Speaking to someone we had not met before and then our name and function for the whole group.

Roc Šimenc director of BSC presented the region.

https://workqual.vma.is/index.php?title=Predstavitev_BSC_Kranj_maj_2022_ang.pdf

BSC started in 1995,

The region includes 18 municipalities.

BCS has public authorisation and prepares the development plan each seven years.

The team at BSC is 27 professionals.

Franja Gabrovšek Schmidt head of the Regional Development Program

Slovenia has 12 regions but they are not an administrative level. Slovenia only has two levels, governmental and municipal.

The regional planning is done by funds from municipalities.

Gorenjska region has 206.000 people 95 inhabitants per sq km.

They want to be green and low carbon region. 65% is covered in forests.

44% of the area is Natura 2000 areas. This means that they are in part protected.

Triglav National Park is in the region and the next region.

Gorenjska for the people.

Positive natural and net migration. 6,4% registered unemployed, 31% of 25 – 64 year olds have tertiary education.

Railway is poor but they have many cars. Each 2 people have around 1,5 cars.

Priority activity areas/issues.**General tasks of regional development.**

Preparing the development program for the region.

Monitoring the implementation of region's development activities.

Coordination

Entrepreneurship**Human development resources development**

Among other things to try to find students that will go into areas in need of recruits.

Tourism development

Development of environment, space and infrastructure.

Smart communities

Rural development.

A new development program 2021 – 2027

We are realizing the vision of Gorenjska

Our key development stories.
See slides.

Examples of earlier projects, now Slovenia is so much better off that they will not get as much money from EU. Many things have been done with funds from EU because Slovenia was a developing are.

Mateja Dolžan, Assistant Project Manager

Rural development LAG Gorenjska Kosarica
14 of 18 municipalities.
CLLD Community-Led Local Development.
Intersectoral cooperation is important.

3 sectors have representatives in the committee.
Public 38 members private 39 members, NGO 20 members

Enviionmental issues tend to be forgotten.

René. How does BSC connect to the companies if they have a development program and if it fits the regional development.

Franja.
The regional council is made up of 18 mayors
The regional development council is made up of mayors, industry representatives and representatives of NGOs.

Under this are committees for each area of focus, these are big committees with many people from the area.
René asked how this works and Franja said of course sometimes it is difficult to coordinate all interests.

Giang Pham presents The Cube.

Two projects. Giang is not the coordinator.

Project on Entrepreneurship in a territory.
Human resources are important for SMEs
How to get more out of entrepreneurs in the territory?
How to foresee changes and state of society.
How to manage human resources?

Inclusion sociale, durable economique, intelligence

4 steps.
Identifying the present and future skills.
Visit and observe analyse which tools and the approaches are used to work.
Experiment with approaches.
Map the outcomes.

The second project

Territoires d'Innovation Social will be presented Wednesday

After lunch we walked to the Intergenerational Center Vezenine Bled
Link to the center

LUR
Public University

Three ladies Hana Premrl and ,Monika Valjavec and Mateja Rozman Amon

Adult Education Center.
Four different locations, one in each of four municipalities.

LUR is a public established in 1959.

14 employees and 150 people teaching the courses.

Also formal education for those that have not finished their high school.
All the rest is non formal.

2000 people per year.
University for third age = retired.
Program for employed people older than 45 years.
Sending youth abroad PLYA unemployed young dropouts.
KamRA = room youth centre to empower the ones that are in trouble.

Around 400 participants

Beekeeping day 20. may Beekeeping is very important for Slovenia.

Intergenerational Centre Vezenine Bled.

Financing

40% EU funding

20% national calls

28% Local community

12% market - fees from participants.

Education for companies. Soft skills, communication etc.

Erasmus plusKA122 – improve your knowledge to improve your work with adults.

Intergenerational center. Courses for smartphones.

189 programs

1450 individuals

Asking about labor unions.

There will be a workshop soon about entrepreneurial things.

They work by demand and they survey the interest of the public and from the target groups.

A relationship with BSC? Cooperation on regional matters.

The director is a member of a committee for the regional development planning.

www.lu-r.si

While we were at the center there was a big rain shower but it stopped before we walked back.

Back to the Hotel and we had a session on our project with Olivia Morel from IFOCAP.

Olivia Morel asked about if we see a leader in our territory.

Olivier pointed to Nadine from Alsace.

Nadine tries to bring people with her.

She asked a teacher to take part in a European event about youth and now two years later the teacher is working a lot on these things.

Olivia asked if Nadine is asked to take part in meetings etc.

She tries to do this and bring others with her so that they can take responsibility and she does not need to do everything. Therefore she is able to delegate roles and involve more people.

Ruben told us about himself and how he was found to be a leader through work on free access to sports facilities.

Sometimes we need to realise that we can have different leadership from people who are hired or have a job in leading things and those that do this out of interest.

The leader must have the eye, the blink of the eye, we see that the person is the leader but we can perhaps not explain what it is.

Sometimes the decisions are strange because the leader has a vision for the future, looking two or three steps ahead. This can appear not so sensible now but the steps taken now can be important later. Leaders must be able to have people trust that they know what they are doing.

Now we have reviewed what we did in Ramonchamp.
But this time we will look at the territory and how it brings this forward.
During the week we will look at this territory and try to observe.

At the end of the week we will be asked for an evaluation both of the session and of our ideas about our territory.

A break until 18.30 and then aperitifs on the terrasse and dinner at the hotel.

Tuesday May 9th 2022.

A session with the School for tourism. The school organized a workshop where groups of students are presenting their work on projects from school.

Vocational College for Catering and Tourism Bled.
<https://www.vgs-bled.si/en/>

Students presenting their projects.

Topic: Sustainable future.

They interviewed three generations about their habits when they were young.

Sparovna Gorenjska

Interviews on consumer habits, how to save money and resources.

We learned many things.

Grandparents – how were things in the past?

Self sufficient often grew some of their food and bought local food.

Sparing electricity, repairing. Only limited travel.

Parent – self sufficient. Buying clothes abroad, more choice.

Buying more longer lasting items. They used to travel but not very often.

Reusing bags.

Youth – writing lists when going to the store.

Riding bikes, car pooling.

Another group of students.

Studying Hotel Astoria.
74 rooms, school hotel.

<https://www.hotelastoria-bled.com/>

Waste recycled, rainwater sanitary system, solar energy.
Led lights, saving water, the system only provides 8 liters per minute.
Recycle more than half of the waste.
Local ingredients for food. No single use package in breakfast.
No small shampoo bottles.

Olivier Gineste and Sandrine Collard MFR Vertus
MFR Students involved in rural development.

Sandrine presented her MFR school.

Programmes, around 20 students in each year in each programme.

The main goal is to increase the students' empowerment, initiative and placing them in society.

Olivier. MFR is very much connected to their local setting, the students do not need to travel a lot to go to school and still learn a lot about their society and preparing for participation in society.

Mentioned the tree in Fondane Senegal.

Presentation from the Netherlands.

Primary school teachers and a lecturer from a university in the Hague.

Der Haagse Hogeschool

A few questions.

Coffee break.

After the break.

Mateja Res presented her organic farm and approaches.

www.vrtokusov.si

A good part of the group visited VRT Okusov, Mateja showed us what she does and told us more about her practice.

Wednesday May 11. 2022

A part of the group started around 6.00 and walked or ran or biked around Bled Lake and climbed a path up to a rock at the other end of the Bled Lake. Good cardiac exercise in the morning.

Breakfast and a walk to the Intergenerational Centre

Olivier started with getting signatures for the papers we need to turn in for formalities of the project.

The agenda this morning is:

Giang and project ideas

The agenda for the project meetings.
Giang again on territorial issues.

Lunch at hotel
Triglav National park headquarters.
Free time
Dinner at hotel
Thursday morning we leave at 8.00 – 8.15

Giang Pham.
Presenting another project.
This is a cooperation with MFR??

Territoires d'innovation social.

In France the population is growing older. More and more jobs area available and need to be filled in care for elderly people but young people are not keen on these jobs.

The elderly loose competence and the state needs to take care of them.
Not only elderly people but also others in need for care and assistance.

The idea is to say that we can solve this with education and training, we can upskill people with training.

The approach is to survey what is being done in different territories in Europe and learn from this.

Exactly in this building we now see the reaction to this situation, this building was not here when we were in Bled last time. Another example is from Sarema island in Estonia where they have a center for many groups and many functions.

How can we support social innovation through these services? In some places there are not many connections between different functions in the society that might use the same facilities and services, skills for care, but we want to map them together.

You do not become skilled instantly, it needs an effort in training, organisations etc. To give the school a real role in territorial development.

Franja says this is important to look at because there is a great need for skilled workers. Johannes says that it is also important to include that when youngsters learn about taking care of others they learn a lot about themselves and they grow as persons in their self image.

This is the global idea. Lets look at some details.

They experimented in five territories in France to see what is being done.

They surveyed families about how people were dealing with the elderly earlier, now and how can we do it in future.

Also asked municipalities and other institutions and companies providing services in rural areas to get the big picture.

Secondly they work on the training and pedagogy and implement it in future.

Thirdly is to implement a hybrid training that corresponds to the needs of the territory.

Perhaps we can start in January 2023 with a meeting in France to see the results and begin further work.

Confirmed partners are in Northern France.

Now Giang wants to ask if the partners here might be interested in taking part.

There is a possibility for LAGs to get funding for projects through a specific international fund for LAGs.

If we want to form a strategic partnership we would prepare this in January and apply in March – April 2023.

Giang says that a strategic partnership is a good method to form an umbrella around the wide range of interests among the partners.

MFR Union is OK to be the leader of a strategic partnership project.

Valdek asks about the scope of the project.

Giang. A framework for approaching the issue all over Europe.

Survey – Different examples of services. - Training and VET for skilled workers. What do they need to train?

The project will try to meet both the specific needs for a certain territory, LAGs can be the pathway to look globally and implement locally.

For example he works with an association of municipalities, these people should look around to see what is being done in other places.

A meeting close to Bordeaux. A meeting on rural development. 20 – 21 October 2022.

The next step is: Visit in January 2023 if partners are interested.

If the project is accepted by Erasmus it might start in autumn – December 2023.

Feedback about the current visit from Giang.

Looking at the region. The region is using the material resources and the human resources.

There is an image of circular and regenerative economy in the territory.

The concept of circular economy is to use the leftover from others. This can be static.

Regenerative economy is renewing by coming back and working further.

This building is an example of circular ec but the next step is to be able to regenerate the resources.

This building is a low carbon building but the next step is to generate energy. The organic farm is an example of contributing to the biodiversity.

René, even if we are happy to see a wooden building. If we all do this the amount of trees used might be lowered and there is a lack of resources.

Giang. The building is in a new part of Bled. We can have the meeting here because someone designed this area several years ago. It is not because someone thinks, I will do this tomorrow. It is a long term planning, a long time strategy.

Giang wanted to thank Franja and Matja for the planning.
Olivier started the discussion on the agenda for the rest of the project.

Spring 2022.

Study Visit to Bled 9. - 13. May 2022.

Meeting on online contact with VMA about the final visit to Akureyri May 2023.

Summer 2022

21 - 22 June 2022. European development days Brussels

Croatia. End of August 2022 August 30th – September 3/4th. Land without borders.
International family festival.

Perhaps bring youth from MFR ??

The festival is an idea from Social therapeutic dept.

Many clubs and institutions are offering different workshops. The festival is just connecting these. Cooperating with embassies of foreign countries to attract visitors.

Ivana is going to be very busy, a group visiting can be autonomous if they get information.
Visits to secondary schools in Osijek should be possible through Miranda and she can be the contact to a group from this project.

If the project is taking part. Arriving and taking part in the last day Sunday 4th and staying until 6th Sept.

Summer 2022

Meeting or online contact with VMA and SSNE about the final visit and training in Akureyri in May 2023. To prepare and discuss the approach to the final outcome of the project.

Important to have this in mind during the last year of the project work and to work on the agreed aim throughout the year in different meetings and events.

Autumn 2022

20 – 21 October 2022 UITR Iterant University of territories. Rural University Arcachon at Bordeaux France.

In November 2023 a connection to

Spring 2023

January 16th - 18th 2023. Visit to Romania.

(January) March 2023 study visit in France in social innovation in services to prepare for the project application Giang presented.

March - April, call for Strategic partnerships.

Iceland study visit May 2023. Week 15 – 19 May

Summer 2023

Possible final meeting for the project in France.

Walking back to the hotel.

Lunch at the hotel.

We walked to the administrative office and visitor centre for the Triglav National park in Bled.

Majda Odar, Information and Education Service Triglav National Park
majda.odar@tnp.gov.si

<https://www.tnp.si> Triglav National Park website

<https://www.naturaviva.si> Biodiversity Project

<https://www.facebook.com/life.naturaviva> Biodiversity Project on Facebook

Majde describes the Julian Alps Biosphere and the national park is inside this Biosphere. The outer part of the biosphere is like a buffer around the national park area.

The park works with many partners, two regional development offices, three regions of municipalities. Some of the cost of the park is covered by the municipalities in Gorenjska region??

Another lady shows us the building and the posters showing the main attractions. The national park is 40 years old but before this a special area was protected.

Triglav means three heads.

Everyone in Slovenia should hike up to the top of Triglav. Now there is two meters of snow. We can see Triglav from many places in Slovenia, even from the coast. Elevation is 2800 meters.

They find remains of older human settlement all over the area. She mentions the Peacock as a symbol of Bled.

She explains about the rock foundation. A very nice exhibition.

60% of the park is covered with forest.

A lot of biodiversity. 7000 species. Bears, lynx, wolves,
2500 people live in the border area.
Mentions the traditional culture.

Majda - A presentation about the park.
2000 employees 44300 beds, 4 million overnight stays.
Very seasonal visits. 50 % in three summer months.

Agriculture has been receding, getting smaller.
The developmental curve of the institution is such that soon they need to work on
regeneration of the park or stagnation or a bad development might be the reality.

They work with the philosophy of the living room.

How to stop the destruction of farms. How to direct visitors?
Many viewpoints to look at and look from, perspectives.
Blue builders. Outside the classical understanding of the field of tourism, but crucial for
the park.

Slides about projects.
6 projects
Local community stakeholders.....
4 municipalities, three regional dev agencies
two tourist boards.
And enterprises.

Many projects on infrastructure. Paths trails etc.

The biggest one is the Julian trail, a result of five year work, inside and outside of the park
270 km.
The philosophy of walking / hiking.
Reservations are 50% from the USA for this year.

Visitor monitoring. Took up a system from Switzerland to count and monitor visitors.

A website for educating children.
www.Triglavskazakladnica.si the treasure of Triglav.
In COVID this became a top tool for teachers on preservation of nature.
This week is a big event for schools in a certain area.

Trying to build the identity / that the people belong with the park.

Digitalization focuses.
Guest and citizen card of the Julian alps.

We have been busy with physical infrastructures but should also look at the human ones.

Franja asks about working with two development agencies. It can be more beurocracy but it is just at it is, the communucation is not the same with both of them. The content it is much easier.

How agriculture is? Agriculture on each side is very different, from tradition and from the differences in conditions.

René asked among other things about training for adults, tour guides. They have a very long tradition in tourist jobs.

They developed a quality credit for Triglav. To get this there will be courses within the park and with park staff for guides.

Do you influence the neighbouring regions with the environmental awareness. 80% of the land in the park is owned by individuals. They are using the land. The park needs to work with the nature conservation unit but they do not have the staff. We should also be working outside the park and we do, we work on the bears, the lynx etc. The biosphere is important.

Majda Odar, Information and Education Service Triglav National Park
majda.odar@tnp.gov.si

After the visit to the park headquarter we walked back, many worked on their emails and the things we had seen and heard.

Thursday May 12th 2022

A bus picked us up at the hotel in Bled and we stopped by at a Hotel in Kranj and drove on to Vitanja, a community of a few hundred people in the ???? region.

<https://www.vitanje.si/>

The Vitanja Noordung Space Center named after Hermann Noordung.

He was born in Croatia and moved as a child to Slovenia, was educated in Germany and became a rocket scientist.

<https://www.center-noordung.si/en/home-page/>

The center is dedicated to space, 4 astronauts at Nasa are of Slovenian ancestry.

A big exhibition about the human exploration of space.

Stonhenge as a calendar. Mesopotamians, Mayans and many other cultures were mapping the seasons to be able to predict weather patterns and to facilitate the culture of food.

History of thinking about planets and stars.

Three ipads to explore the geocentric and heliocentric models of the solar system.

The Copernicus is a European project on monitoring the Earth. Important for environmental awareness and reactions. 30 satellites 700 – 35.000 km.

Slovenia has two satellites in space, Unfortunately there is a lot of space trash, around 7000 satellites are circling the Earth and half of them are in function, the rest is trash and dangerous to both humans and technology in the space around the Earth.

She told us about the Hubble and James Webb space telescopes.

The museum started as a private association and now it is public and run by the ministry of economy and the municipality.

Local tourist info centre.

Many events within the community take place at the center, different clubs and associations have meetings and events there.

Work with companies that hold events here.

We had lunch at a restaurant just at the centre. While we were there a group of boys were playing football and basketball on a court in the sun and heat.

A group of smaller children from second grade came with their teacher to a playground beside the football court. Johannes spoke to the teacher. She said that some youngsters move out of the area but quite a few stay and form families in the region. She herself was raised in a town nearby, went for five years to Maribor for university and moved back to her hometown. She has a family and works at the school in Vitanje, drives 10 – 15 minutes to work.

Another group of children (around 14 years old) came with their teacher on bicycles. This was bicycle training and then the children get a certificate to be allowed on bicycles into traffic.

Lunch at. Resturant Gostilna Kuzman <http://www.gostilna-kuzman.si/>

After lunch we drove to Zalec and visited Fontana Piva Zalec, a Beer Garden.

<https://www.beerfountain.eu/sl/>

<https://www.turizem-zalec.si/en/2/welcome>

Is was possible to buy a glass for 9 EUR, the glass has a chip and with this glass you can taste 6 types of beer by placing the glass under a tap.

Driving back to Kranj in the bus. Arriving at the hotel in the Kranj city center around 16.

Most of the group worked on their analysis of the Slovenian and their own territories, drawing up a drid / map / list of things to consider when looking at the issues raised

Some partners departed for home.

Friday May 13th 2022

We walked to the Kovacnica Coworking center which is linked to BSC.

Andraž Šiler, andraz.siler@bsc-kranj.si, tel: 04 7777 254

Kovacnica coworking centre.

<https://kovacnica.si/en/>

<https://karierniplac.si/asset/tyFmhsqRddbHC25NX>

<https://www.youtube.com/channel/UCtou548ZEGddjLYMIbJUW5g>

Kovacnica means a blacksmith workshop.
The region has a strong history in working with metals.

2015 An initiative to open a coworking centre, at the time there were two of these centres, in Ljubljana and Maribor.

The building had been used for tailoring school and had been empty for some time when the coworking center got it to use.

BSC was also linked to the centre because of access to funds and other things.

The centre will soon move into the old city center in a former Post office building.

Seven people work here. Salary is paid by national spot project.

Business adviser helping with applying for grants.

On the wall close to the stair to get upstairs are examples of products from established companies in the region. One is a company in Skofja Loka printing numbers and names on sport shirts, for example Juventus.

Along the upstairs platform are examples of products that people have developed in the coworking centre.

A bowl to measure how much to eat.

A hovering piece of wood.

Gin from Slovenia.

Natural soaps.

A former library for the school. Now it is a spot office for business advisers.

Former changing rooms are now individual offices.

In the new building they will offer more individual offices for rent to entrepreneurs.

80% of the money comes from national and international projects covering all the salaries of the employees.

Some small revenues from lectures.

Some money from Kranj municipality and BSC.

Rent free from municipality.

The center charges rent from the coworkers, 30 EUR per month for more access in the evening through access cards / keys 25 EUR per month if only access during office hours.

50 EUR per month for individual offices.

A new building will have a bit higher rents. At least 50% more.

Three pillars

Coworking

33 spots for entrepreneurs, (30 chairs or offices).

A table with pictures of the people working there and their profiles.

Incubator

Poni Rocket. Open call and they will get salary for four months working only on their ideas. The people present was asked to describe in short what they were working on.

1. Events for youth – mental health.
2. A book about what can you do at home. Leisure activities, planning the cupboard etc.
3. Modern wooden furniture for cats and dogs. Still in a testing phase.
4. Handcrafted soaps.
5. Keepsakes, for lifecycle events, births, birthdays etc. Out of clay.

What about the support to take things further if the idea works. Often if it is successful they can get further support. For example a workshop specially for women entrepreneurs. They have an open call and applications are reviewed by a committee and interviewed.

Tuesday afternoon a lecture connected to business development.

Most of the participants come from Kranj, which is the biggest / only urban area in the region.

Small coworking centers are difficult to maintain so they need some number of people behind it.

They are opening a hub in Kranjska Gora. Focusing on IT and digital nomads. Possible to offer accommodation also to the visitors that want to use the hub.

Connection to schools and VET.

Two years ago an open call for things to do with kids.

Now we are working with the schools, providing them with supplementing activities.

Multimedia classes etc.

Already they have agreed to further cooperation. It seems to be no formal education in how to develop the ideas people get and might be developed into a product or a service.

They host school groups here, present the work of the centre and play games.

It is important to establish with young children an idea that they can do many things.

A set of glasses / mugs from France was given to the coworking centre.

We said goodbye to Andraž.

Olivia through distance meeting and René discussed leadership.

It is possible to train a set of skills but leadership is also about the things that are difficult to train, being approachable, listening to people etc.

Franja is a leader, able to connect to people, empathise with people (put herself into their shoes) and it is likely that she can push through things that not all understand are important.

Marius and Ruben left us from the Kovacnica centre.

Beyond the people / leaders we need the contact around in society, the leader can then feed back to society. If the society is facilitating to realise the potential of the leader it is good but if not, if you are a real leader you will find the ways.

Good leader in the south of France he went up the ladder but now he is a part of the system but not a leader anymore. The trend is to fight others and destroy other competing with you and that is not leadership.

It is a paradox that we ask them to build something big but we ask them to hand the keys to the next generation. Often the people are holding to much to their positions so that they start degrading their institution by not allowing for change and progress.

Many people as leaders become a part of their system and loose their leadership.

Perhaps in politics is best that people are in politics at a later time in their life to be able to use their experience.

At 10.45 we said goodbye to Olivia.

It is important to think about the space between the people and the surroundings.

Do leaders need to be the managers / directors, can a person or a group of persons working at a workplace be real leaders with their.

Most of the time the decision makers are not the leaders, and this can lead to complications and non cooperation. It can slow down the progress. And now in the meeting this is the case. We are not able to go on with the meeting, comments Franja.

An example of a president of a region in a traditional way, power pyramid etc. In his territory was a training center (power to the people). He was asked about how he can have this opposite of his way of doing. He said that it is better to have a connection and influence on the revolution so that you can grow with it instead of having it oppose you.

If the leader is working with a powerful person it can work because the power person knows how to work with the leader.

There is a close connection between power and leadership. We can not ignore this. When you have power you can not kill the leaders because you might need them later.

Now we are at midterm of the project. We do not have so many meetings.

What do we want to have in Iceland?

Franja talks about the process of deciding what is the development plan, what will be the focus points.

René asks how do we connect with the decision level? In Iceland, can we connect to this level? In Iceland SSNE is a player but how do we connect with them and how they interact with decision makers?

Olivier explained the tool to plan change.

A few steps. What is our vision in five years?

What is happening now?

We go to see what is it we will see in five years?

What are the challenges we have to face.

Then the things we need to do to facilitate the changes you want.

One idea is to have a session in Akureyri on how to use this and really try it in a group of visitors and people from the region. This can deliver both suggestions for discussion about the future for the region and also better methodology for looking ahead.

The meeting ended around 12.00. The group (remnants of the group said goodbye to Franja and thanked for the week and everything they arranged for us.

Again. If anyone reads this and wants to add, comment, ask or complain please contact Jóhannes Árnason at VMA jarn@vma.is