

Annex 1 Key Municipal Data

	OFFTIME	POP91	POP%20y	SIZE	MUNINC96	%Board	%AssAttend						
Cabezón de la Sal	14	6789	22,4	33,56	7481	77,8	80,3	Dependent variable					
Cabuérniga	28	1091	-5,7	86,45	6154	31,6	90,0	Saja Nansa					
Herrerías	22	798	-18,8	40,34	5701	36,8	71,4	Ason Aguera					
Lamason	35	406	-25,1	71,23	4690	31,6	61,4	Time from municipality to office (minutes)					
Los Tojos	40	404	6,2	89,5	4968	21,1	67,6	Municipal census 1991 (residents)					
Mazcuerras	22	1857	14,3	55,65	6481	0,0	92,3	POP%20y					
Peñarrubia	50	329	10,0	54,28	5055	100,0	94,3	SIZE					
Polaciones	65	258	-1,6	89,77	5579	0,0	42,6	MUNINC96					
Rionansa	35	1481	-26,3	118,02	5999	0,0	75,0	%Board					
Ruente	24	937	12,1	65,86	6204	10,5	52,9	%AssAttend					
San Vicente de la Barquera	14	4349	1,4	41,04	6968	100,0	74,8	Municipal % attendance assembly (%)					
Tudanca	50	255	-34,5	52,44	5349	0,0	63,8						
Udías	18	843	0,9	19,64	5813	0,0	11,5						
Val de San Vicente	20	2487	13,7	50,86	5944	52,6	57,4						
Valdéliga	0	2618	-11,6	97,76	6089	68,4	81,6						
Ampuero	9	3324	28,19	32,34	7107	80,0	73,0						
Arredondo	29	670	-22,54	46,83	5386	100,0	73,5						
Entrambasaguas	42	2539	82,59	43,17	6914	100,0	68,2						
Guriezo	32	1715	40,29	79,51	6366	100,0	64,8						
Liendo	32	787	63,15	26,57	6913	86,7	56,8						
Limpias	13	1170	59,06	10,07	6806	73,3	65,4						
Ramales	14	2481	10,96	32,97	7097	100,0	57,4						
Rasines	10	1030	-0,68	42,89	6385	86,7	83,3						
Riotuerto	48	1542	5,97	30,48	6580	22,2	23,5						
Ruesga	23	1327	-25,47	87,96	5649	73,3	72,7						
Soba	32	1856	-28,99	214,26	5455	73,3	70,3						
Solórzano	36	1022	1,08	25,5	6220	22,2	38,5						
Valle de Villaverde	37	426	-15,96	19,65	5703	100,0	49,6						
Voto	19	2546	8,88	77,71	7004	86,7	64,0						

Annex 2 LEADER approach and compliance

Table 15 LEADER approach and actual compliance

LEADER APPROACH	Status Pre-LEADER	Networks in the 90s	Networks in the 00s	LEADER Aims	Actual Change
Territorial approach	-Early stages of mancomunidades -No formal territorial coordination -Basic unit municipality	-Area based approach -Focus on poorer rural municipalities -Across valleys and economic areas	-Expansion and inclusion of wealthier municipalities -Losing geographic cohesion	Each strategy is based on local resources and clearly bounded geographically	From Pre to 90s: High From 90s to 00s: Medium
Bottom-up	-No participatory dynamics in diagnostics and decision making -Little formal engagement with civil society	-Limited engagement with civil society -No participatory diagnostics	-Inclusion of civil society orgs in decision making structures -Limited participatory diagnostics	Engaging the population and seeking solutions and decisions from a bottom up approach	From Pre to 90s: Low From 90s to 00s: Medium
Local Action Groups	-Early stages of mancomunidades -Little formal engagement with civil society	-Local authority only -Formal structure -Some policy discussions	-Inclusion of civil society -Wider range of sectors -No policy discussions	The primary cooperation, implementation and networking element. Local actors. Presence of different sectors	From Pre to 90s: Medium From 90s to 00s: Medium
Innovation	-Top down initiatives with limited success	-Big effort on tourism -New approach to the area	-Inclusion of civil society	Innovative actions and adding value to more traditional approaches	From Pre to 90s: Medium From 90s to 00s: Medium
Integrated approach	-Sectoral initiatives	-Somewhat integrated vision but sectoral initiatives -Out of bounds sectors	-Somewhat integrated vision but sectoral initiatives -Out of bounds sectors	All sectors of the economy, society and local resources are considered	From Pre to 90s: Low From 90s to 00s: Low
Financial	-Top down	-LAG setting	-LAG setting	LAG that	From Pre to 90s:

decentralization	funding criteria and decisions	criteria and deciding	criteria and deciding -Increased bureaucratization -Increased oversight from Regional Government	decides the final beneficiaries of funding or support and not the source of funding.	High From 90s to 00s: Low
Network	Limited number of regional and national platforms	-LEADER magazine -European LEADER platform -No indication of cross-fertilization	-Exchanges with other LAGs -Creation of regional and national development networks	Exchanges good practices and success cases through networks and cooperation across regional and national boundaries	From Pre to 90s: Low From 90s to 00s: Medium

Annex 3 Comparative summary tables

Table 16 Comparative summary Negotiation Stage

Negotiation Stage	Saja Nansa	Ason Aguera Trasmiera
Initiation	<ul style="list-style-type: none"> -Two Mancomunidades -Top down sectoral approaches, primarily livestock -Regional Government key initiator 	<ul style="list-style-type: none"> -No Mancomunidades -Top down sectoral approaches, primarily livestock -Regional Government key initiator
Convening	<ul style="list-style-type: none"> -Regional Government defines territory and local authorities -Associations convened through municipal registries. No active outreach after initial round. -Medium inflow of new members. Stable number and small turnover -Juntas Vecinales not considered 	<ul style="list-style-type: none"> -Regional Government defines territory, open to review single cases -Associations convened through municipal registries and active outreach. Aim to have wider territorial and sectoral representation - Large inflow of new members. Decreasing numbers and significant turnover - Juntas Vecinales as honorary members

Table 17 Comparative summary Commitment Stage

Commitment Stage	Saja Nansa	Ason Aguera Trasmiera
Leadership	<ul style="list-style-type: none"> -Leadership by elected network President (mayor). Key role of Manager -Some coastal mayors prominent 	<ul style="list-style-type: none"> -Leadership by elected network President (mayor). Key role of Manager -No prominence of any mayor, more collective approach
Office Location	<ul style="list-style-type: none"> -Focus on availability and independence. -Average drive time 29 mins -Location closer to more populous and wealthier municipalities. -Weak negative correlation between time and board membership -Link between office and assembly meetings. 25% of meetings at office's 	<ul style="list-style-type: none"> -Focus on centrality -Average drive time 26 minutes -Weak or no correlation with most variables -Moderate negative correlation between time and assembly assistance. Weak negative correlation with board membership -Link between office and assembly

	municipality	meetings. 10% of meetings at office's municipality
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Table 18 Comparative summary Execution Stage

Execution Stage	Saja Nansa	Ason Aguera Trasmiera
Decision Making	<ul style="list-style-type: none"> -No specific model followed (pilot) -Initial separation Board and Assembly -Civil society inclusion: 1 significant Charter change -Charter change beyond mandated requirement -Other changes minor -Board membership: 5 municipalities more than 50% time. Mostly coastal -Board membership: 4 associations stable members -Assembly some decision-making powers -Decrease in assembly meetings -Territorial imbalance. Expansion increases imbalance -Local authorities/mayors key actors -Regional government indirect influence -Some policy discussion in early stages, none later. 	<ul style="list-style-type: none"> -No specific model followed -Initial flat structure, all members of the Board/Assembly -Civil society inclusion: 3 significant Charter changes -Charter changes sticking to minimum requirements -Other changes minor -Board executive position: 3 municipalities more than 50% time. Ason valley -Board executive position: associations change more often. 7 in total. -Assembly diminished decision-making to minimum required. -Large decrease in assembly meetings -Territorial imbalance. Expansion creates another imbalance. -Local authorities/mayors key actors -Resistance by local authorities to share power with civil society: legitimacy and fund provision -Some policy discussion in early stages, none later
Participation	<ul style="list-style-type: none"> -Local authorities value access to resources and local empowerment -Associations value networking, access to decision-making/transparency, 	<ul style="list-style-type: none"> -Local authorities value access to resources, local empowerment, faster services -Associations value access to

	<p>European participatory ideals</p> <ul style="list-style-type: none"> -Assembly attendance slight decrease -Attendance no large differences between mayors and associations -Limited vote delegation -Divide: local authority-associations -Divide: interior-coast -Participation fatigue, not delivering on local demands 	<p>information, representation, voice and networking</p> <ul style="list-style-type: none"> -Assembly attendance nearly halved -Attendance, local authorities more reliable. Associations uneven -Civil society weak, uncoordinated -Significant absenteeism and concerning vote delegation -Divide: local authority-associations -Divide: North-South unclear, but preponderance of municipalities in central Ason valley
Sustainability	<p>-Not sustainable without external funding because:</p> <ul style="list-style-type: none"> -strong localism -not enough territorial cohesion -LAG has not promoted more integration 	<p>-Not sustainable without external funding because:</p> <ul style="list-style-type: none"> -local interests not aligned -limited local financial capacity -lack of territorial cohesion -legal/admin framework not conducive -not fulfilling an aspirational role

Annex 4 Correlation Coefficients

Correlation Coefficients Saja Nansa										
	OFFTIME	POP91	POP%20y	SIZE	MUNINC96	%Board	%AssAttend			
OFFTIME	1							OFFTIME	Time from municipality to office	
POP91	-0,6165648	1						POP91	Municipal census 1991	
POP%20y	-0,243334	0,45369797	1					POP%20y	Population change 1991-2010	
SIZE	0,27175503	-0,3074751	-0,3487437	1				SIZE	Municipal size km2	
MUNINC96	-0,6106846	0,85922678	0,46542228	-0,2751522	1			MUNINC96	Municipal per capita income 1996	
%Board	-0,3497552	0,55978005	0,33338791	-0,2602676	0,28387186	1		%Board	Municipal % member of board	
%AssAttend	-0,110488	0,26770931	0,06298881	0,2704261	0,20454298	0,4738733	1	%AssAttend	Municipal % attendance assembly	
	Strong	70+								
	Moderate	40 to 70								
	Weak	10 to 40								

Correlation Coefficients Ason Aguera Trasmiera										
	OFFTIME	POP91	POP%20y	SIZE	MUNINC96	%Board	%AssAttend			
OFFTIME	1							OFFTIME	Time from municipality to office	
POP91	-0,3026359	1						POP91	Municipal census 1991	
POP%20y	0,02412837	0,28242939	1					POP%20y	Population change 1991-2010	
SIZE	0,08037693	0,18137486	-0,4234757	1				SIZE	Municipal size km2	
MUNINC96	-0,3038736	0,59499379	0,74000538	-0,4747493	1			MUNINC96	Municipal per capita income 1996	
%Board	-0,333235	0,11537507	0,18107207	0,05489515	0,02465507	1		%Board	Municipal % member of board	
%AssAttend	-0,6389599	0,18683574	0,00455775	0,31339414	-0,112685	0,6778678	1	%AssAttend	Municipal % attendance assembly	
	Strong	70+								
	Moderate	40 to 70								
	Weak	10 to 40								

Correlation Coefficients Overall (SN+AAT)										
	OFFTIME	POP91	POP%20y	SIZE	MUNINC96	%Board	%AssAttend			
OFFTIME	1							OFFTIME	Time from municipality to office	
POP91	-0,5275909	1						POP91	Municipal census 1991	
POP%20y	-0,0977985	0,26834782	1					POP%20y	Population change 1991-2010	
SIZE	0,15535515	-0,0664755	-0,4210511	1				SIZE	Municipal size km2	
MUNINC96	-0,4921063	0,70554897	0,62577491	-0,3813536	1			MUNINC96	Municipal per capita income 1996	
%Board	-0,3260363	0,35291938	0,34885684	-0,1299381	0,34862839	1		%Board	Municipal % member of board	
%AssAttend	-0,267199	0,24374787	-0,0297671	0,27897205	0,02204108	0,33737305	1	%AssAttend	Municipal % attendance assembly	
	Strong	70+								
	Moderate	40 to 70								
	Weak	10 to 40								

Annex 5 Interview Guide

This interview guide is for the research “**Local Governance Networks design: a case study of EU’s LEADER program in Cantabria**”

Interviews will be conducted face to face in Spanish language

Script prior to interview

First, I would like to thank you for being accepting to be interviewed as part of my master thesis research. As I have mentioned to you before, my study seeks to understand the process of formation and design of the [name of the Local Governance Network]. The study seeks to understand how the network was created and the factors that lead to its structure. Our interview today will last approximately one hour during which I will be asking you about your knowledge and experience in the early stages of the network.

[review aspects of consent form] All contents of this interview will be kept confidential and the findings will be anonymized. If there would be a need for attribution, prior consent from you will be requested. Here is a consent form for your review and signature.

Are you ok with me recording (or not) our conversation today? If yes: Thank you! Please let me know if at any point you want me to turn off the recorder.

If no: Thank you for letting me know. I will only take notes of our conversation.

Before we begin the interview, do you have any questions? [Discuss questions]

Note person, time and location.

Before Network Formation

Before Network Formation	Follow ups	Key info to look for
How was local rural development organised before the network?	<ul style="list-style-type: none"> - any previous existing networks or formalised cooperation? - consensus on development strategies or mechanisms? 	<ul style="list-style-type: none"> -Previous networks and connectiveness - Homogeneity, divergence
Who came with the idea of a LEADER network?	<ul style="list-style-type: none"> -local, regional or national actor? -individual or group -role/function at the time 	<ul style="list-style-type: none"> -Endogenous vs exogenous initiation -alignment with existing structures -identify entrepreneur
How were the actors brought together?	<ul style="list-style-type: none"> -open/closed process -selection of actors 	<ul style="list-style-type: none"> -inclusiveness -alignment with existing structures

Network Formation

Formation of Network	Follow ups	Key info to look for
How did you/your organization get involved in the network?	-How was/is the representative chosen?	-personal vs organizational motives -networked hierarchies
Who was leading the design process discussions?	-Why? What attributes makes the leader central? -individual or group?	-Difference between idea and implementation entrepreneur -identification of entrepreneur
How were decisions being made?	-membership? -organizes process? -formal structure -goals -activities	-inclusiveness -negotiation -network hierarchy by design -veto power
How was decided the location of the main office?	-available resource? -how about far away municipalities? - consensus? -impact considered?	-centre/periphery dynamics -access and inclusiveness -negotiation
Were there disagreements?	- organizations opted out? - problem solving mechanisms / negotiations	-Pluralism / consensus -identify early non-members
Which models or configurations were explored?	- learning from other locations - pro and con analysis - preferences of members	-design choices -inclusiveness, hierarchy, veto power
What were the reasons organizations joined?	-why did your organization join? -Likeminded or diverse set of goals?	-motivations -alternatives/choices? -pluralism
Were there identifiable groups within the network?	-Alignment: political, historical, geographical	-convergence/divergence -pluralism

Network Evolution

Evolution of Network	Follow ups	Key info to look for
Has there been any important changes to the network structure since?	-who initiated them? -for which reasons -how were the changes decided	-change agents - inclusion -hierarchy, veto power
How is the current structure perceived by both members and non-members?	-is there demand for change? -have members left because there was no change? -Are non-members not joining because of the structure?	-inclusion and pluralism - veto power
How does the current structure promote participation of members?	-meeting locations? -decentralized activities? -information technologies	-location and engagement -innovation

Script end of interview

Before we conclude this interview, is there something else that we haven't discussed that you think is relevant?

Is there somebody else you think I should also interview in order to know more about the process of network formation?

Many thanks for your time

Annex 6 Saja Nansa Graphs

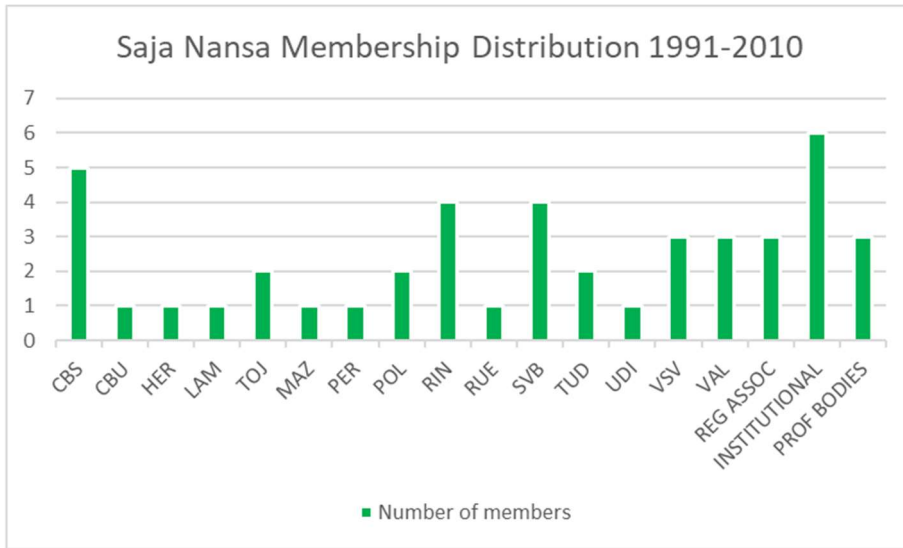


Figure 9 Saja Nansa Membership Distribution per municipality 1991-2010

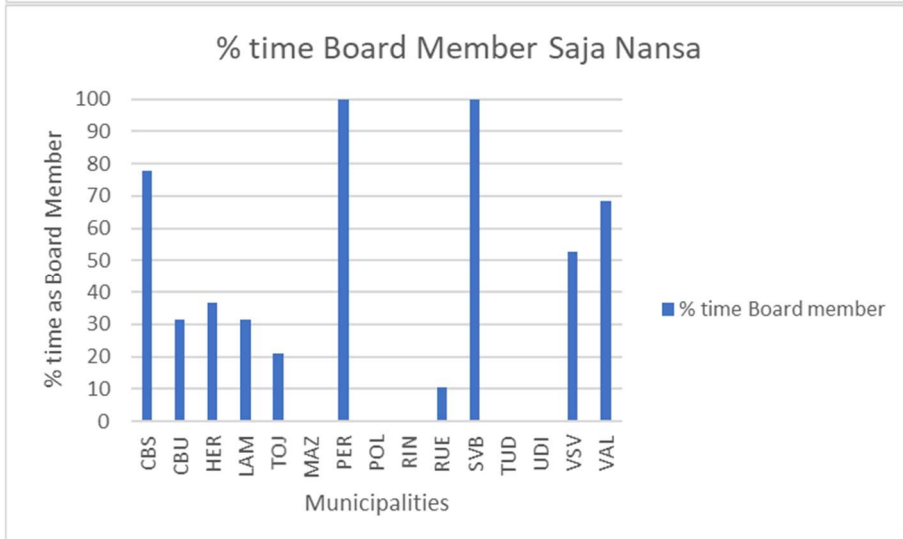


Figure 10 Saja Nansa time spent in Board per municipality 1991-2010

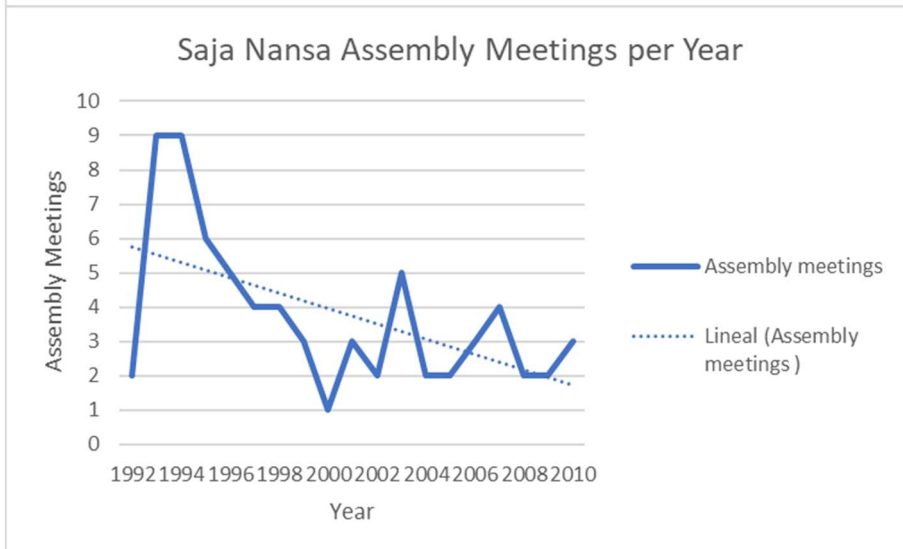


Figure 11 Saja Nansa Assembly frequency 1992-2010

Annex 7 Ason Aguera Trasmiera Graphs

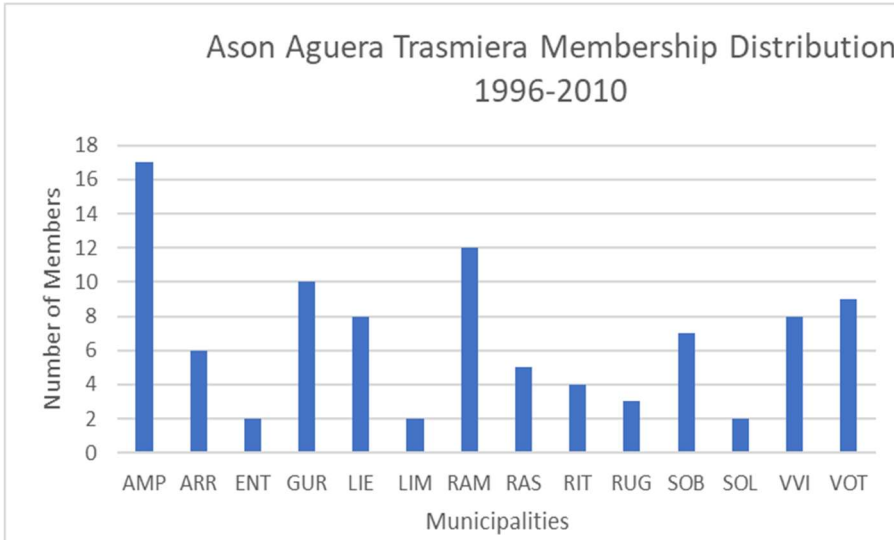


Figure 12 Ason Aguera Trasmiera Membership Distribution per municipality 1996-2010

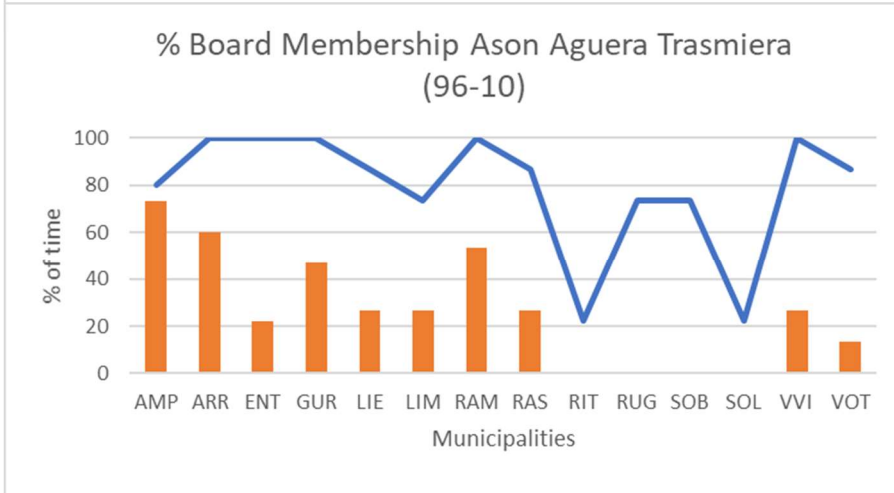


Figure 13 Ason Aguera Trasmiera time spent in Board and in executive position per municipality 1996-2010

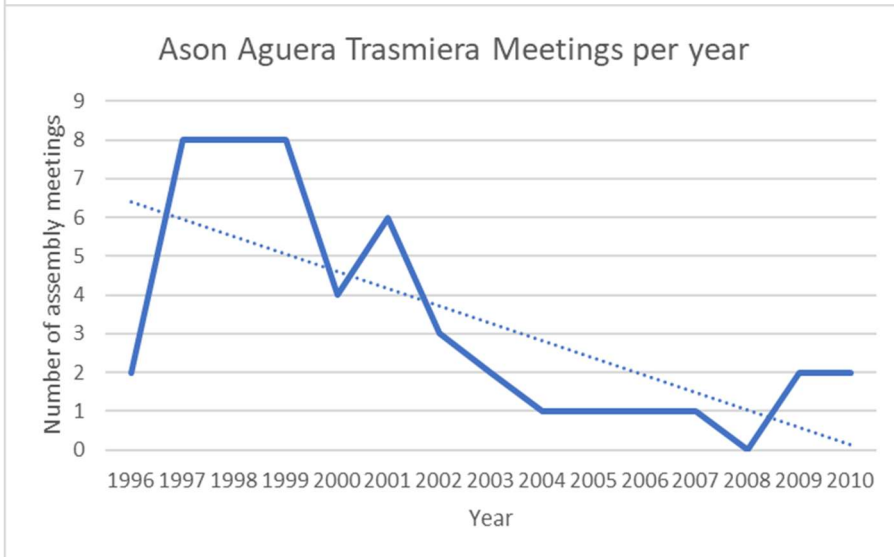


Figure 14 Ason Aguera Trasmiera Assembly frequency 1996-2010