



Building the new rural development programmes (RDPs)

"Successful programming"
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Outline

1. Beginning the programming exercise: the analytical component
2. Building the strategy and using the tools
3. Ensuring efficient and effective policy delivery

1. Beginning the programming exercise: the analytical component

Shortcomings in the current programming period

- Lack of clear identification of needs of the specific programming area
- Weak links between strategy and operations selected (poor intervention logic)
- Insufficient targeting
 - No specific quantified targets
 - No selection of best projects
- Inadequate quantification of programme's outcomes (indicators)
- Amount and type of information

Introductory remarks: an enhanced strategic approach to programming

- Continuity *and evolution* with respect to the present programming period:
 - Clearer and better structured policy **priorities**
 - Reinforced **result-orientation** and target setting and increased emphasis on **performance**
 - Enhanced **flexibility** in the use of measures

The SWOT analysis

- **Scope:** providing a holistic picture of the whole programming area in terms of its strengths, weaknesses, opportunities and threats
 - Should enable the most important needs to be identified and addressed by the RDP intervention
 - Establishes the baseline to be used for the monitoring and evaluation of the programme
 - Should cover elements related to **all** 6 priorities and **all** focus areas
- **Methodology:** developing an analysis on the basis of a quantitative and qualitative assessment of the initial situation based on:
 - Data from the **common set of context indicators**
 - Where relevant, appropriate **programme-specific context indicators**
 - Other **relevant information**, e.g. past performance and experiences, studies, evaluation reports, etc.

Treatment of thematic sub-programmes

- **Overall SWOT** should provide justification for any thematic sub-programmes (SP) included in the RDP
 - The list of themes mentioned in the Regulation is not exhaustive: MAs may decide to design SP around **other thematic areas**
 - It should be explained why the specific operations envisaged for the SP would bring forth **better results** than if they were delivered under the mainstream programme
- **Specific requirements** for each SP introduced:
 - Specific SWOT and needs assessment
 - Intervention logic, selection of measures, target-setting, allocation of resources, specific reporting
 - Delivery mechanisms

Identification of needs

- Should follow logically from the SWOT analysis
- The various needs should be prioritised, i.e. their relative importance should be assessed
- Needs should be analysed in relation to - and attributed to - the priorities and focus areas, and the three cross-cutting themes of environment, climate change mitigation and adaptation, and innovation
- Should clearly indicate whether specific needs do *not* emerge in relation to one or more focus areas

The *ex ante* evaluation

1. Description of the process, e.g. timing of main events, intermediate reports, etc.
2. Overview of recommendations and brief description of how they have been addressed

Date	Topic	Recommendation	How recommendation has been addressed, or justification as to why not taken into account
The SWOT analysis, needs assessment			
Construction of the intervention logic			
Establishment of targets, distribution of financial allocations,			

2. Building the strategy and using the tools

Scope of the strategy: key steps

- Assigning **priorities to the needs** identified
- Setting appropriate **targets** for each focus area
 - On addition or exclusion of priorities / focus areas:
 - It is not obligatory to programme interventions under all 6 priorities or all 18 focus areas: however, **sound justification for excluding any priority/focus area** must be provided
 - **Additional focus areas** may be introduced only if:
 - sound justification is provided that a particular issue/area is not covered by any other existing focus area in the Regulation
 - it is of fundamental importance to achieve a MS/region policy objective under a given rural development priority
- Establishing and justifying the **choice and combination** of measures in the light of the SWOT analysis
- Establishing financial allocations accorded to RDP interventions
 - Objectives / sectors / territories with higher strategic value should be weighted more highly in terms of resources

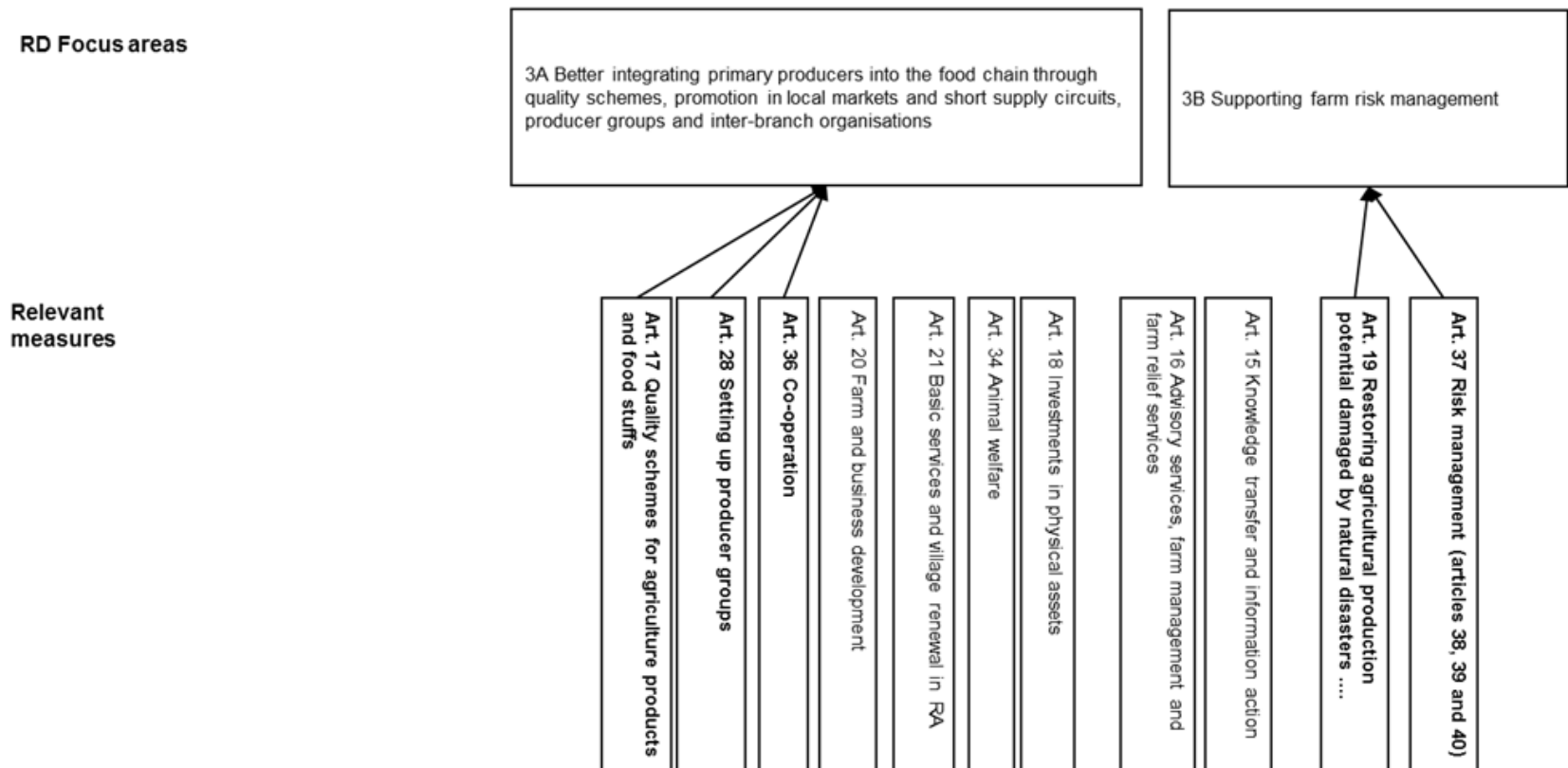
Intervention logic

- Identifies the best measures/operations to achieve the objectives set
- Basis for establishing indicators to measure progress, efficiency and effectiveness of actions/measures in relation to their objectives
- MS are responsible to set out the appropriate mix of measures to achieve their policy goals during programming
 - Measures can be used flexibly and in various ways to support different focus areas and priorities

Nota Bene: *Combinations of measures proposed by COM's guidance notes will be **neither prescriptive nor exhaustive** – only examples to identify those measures which could make a direct contribution / be the most relevant under any given priority*

Example of intervention logic for Priority 3

3. Promoting food chain organisation and risk management in agriculture



Focussing on outcomes

- The intervention logic should clearly illustrate how measures work together in a complementary manner:
 - Measures can contribute to more than one priority/focus area at a time
 - Added-value is created if any measure supports the intervention of the others - the sum is more than the individual parts!
 - Multiple effects of interventions on different focus areas and priorities should be appraised



Outcome-oriented approach, ***flexible*** programming and attention to ***synergies*** between and within measures

Description of the measures selected

- General conditions applying to more than one measure
 - E.g. definition of rural area, baselines, cross-compliance, intended use of financial instruments
- Specific description by measure
 - Mandatory and additional relevant elements
- Transitional arrangements
 - Transitional expenditure and transitional conditions applicable, especially where measures are discontinued

Specific description by measure

- Contribution to focus areas and cross-cutting objectives
- Scope and type / level of support
 - Target beneficiaries
 - Type of operations and associated eligible costs
 - Eligibility conditions
 - Principles with regard to the setting of **selection criteria**
 - Links to other legislation, e.g. baseline for agri-environment-climate
 - Aid intensities / co-financing rate
- Planned outputs
- Financial information
- Verifiability and controllability
 - Particular attention to be paid to measure design, which should be carried out in a way that does not create undue **risk of error**

Financing plan (*draft*)

Annual contributions from the EAFRD (in EUR)

Region	2014	2015	2016	2017	2018	2019	2020	Total 2014-2020
Other Regions								
Less Developed Regions and OR&SAI								
Additional funds transferred under Article 7(2) of Regulation (EU) No DP/2012								
Voluntary Adjustments (Regulation (EU) No 671/2012)								
Total								

Financing plan *(draft)*

**Financial plan
by measure
(in EUR total
period)**

Category of region	Measures	Applicable rate	Rate applicable to financial instruments (MS level – CPR Art. 33(1)(b))	Total Union contribution planned	Total Public expenditure
Less Developed & OR&SAI	Applying to all measures				
	Art 15				
	Art 20 § 1a				
	Art 28				
	Art 36				
	CLLD <i>Transitional measures</i>				
Other Regions	Applying to all measures				
	Art 15				
	Art 20 § 1a				
	Art 28				
	Art 36				
	CLLD <i>Transitional measures</i>				
Technical Assistance	Art 51 – 52				
Additional funds transferred under Article 7(2) of Regulation (EU) No DP/2012	Art 65(4)b				
Voluntary Adjustments (Regulation (EU) No 671/2012)					
Financial Instrument - EU level	CPR Art. 33(1)(a)				
Total					

Financing plan (draft)

Union Contribution planned by measure

Measures	Union contribution planned
Measure ...	

Additional financing and state aid

- Table on additional national financing per measure
- Elements needed for the appraisal of agricultural top-ups and forestry measures
- List of state aid schemes for non-agricultural activities to be used for the implementation of the programmes

Nota Bene: Discussions on state aid rules in the agricultural and non-agricultural sectors are ongoing

Information on complementarity

- Complementarity with other Union activities, policies and priorities, in particular with the objectives of CSF funds
- Measures financed by other CAP instruments
- Coherence between activities related to local development
 - Leader, "Cooperation" measure, "Basic services and village renewal" measure with other CSF funds

Programme implementing arrangements

- Designation of MA, Paying Agency and Certification body and summary description of management and control structure
 - Necessary to assess the adequacy of human resources and administrative capacity as requested by the CPR
- Reduction of administrative burden for beneficiaries (art. 24 CPR)
- Procedures for monitoring and data collection for evaluation and envisaged composition and work arrangements of the Monitoring Committee
- Description of the communication plan
- Description of **principles** that will be applied to the establishment of **selection criteria** for projects and local development strategies, taking into account relevant targets
- Ex ante assessment of the verifiability, controllability and error risk of the measures

Partnership and NRN activity

- Information on actions taken to involve partners to cover:
 - Designation of the partners consulted
 - List of regional, local authorities and other public authorities, economic and social partners, civil society, NGOs, etc.
 - Results of the consultation
 - Summary of the results including timing, extent to which advice was taken into account, proper justification in case it has not been taken on board
- Action plan of the National Rural Network (NRN)
 - Main elements of the action plan of the NRN
 - Provisions for its management
 - Budgetary allocation

3. Ensuring efficient and effective policy delivery

Ex-ante conditionalities and performance framework

- **Limited number** of general and EAFRD-specific ex-ante conditionalities
 - **Appropriate and essential** for a result-oriented, successful implementation of the policy
 - **Do not set new requirements** but are building on already existing obligations for MS
- **Performance framework:**
 - Milestones established for each priority for 2019 and targets established for 2022
 - Milestones should be relevant, transparent, verifiable without too much administrative burden and consistent across CSF programmes

COM, supported by MS and stakeholders, is working on a set of common indicators for the establishment of the milestones in relation to each rural development priority

Indicator plan

- Quantitative tables containing:
 - Quantified targets for the period 2014-2020
 - Planned outputs and planned expenditure by measure and focus area
- Complementary qualitative assessment of additional cross-effects
 - "Secondary effects" should be described and reported on in a qualitative table, i.e. potential contributions of measures/sub-measures programmed under a given focus area to **other focus areas / targets**
 - *E.g. investments in irrigation could **mainly contribute** to Priority 2 (Farm viability), but **also have a positive impact** on Priority 5 (Resource efficiency / climate).*

Indicator plan – the specific cases of Priority 1 and Leader

- 'Fostering knowledge transfer and innovation' (KT&I) is a horizontal priority
 - Indicator plan should provide a summary of the measures programmed across the other focus areas which are most relevant for KT&I
 - "Knowledge transfer and information actions" (Article 15)
 - "Advisory services, farm management and farm relief services" (Article 16)
 - "Cooperation" (Article 36)
 - Targets for the focus areas under Priority 1 would be based on the planned outputs (/expenditure) of these KT&I measures
- Leader
 - Entirely programmed under the focus area 6B for simplification

Indicator plan – the specific case of measures addressing several environmental/climate objectives on the same hectares

- Some environmental measures/sub-measures can be programmed to address more than one environmental issue on the same hectare and counted against more than one target simultaneously
 - 3 focus areas of Priority 4:
 - Biodiversity, Water management , Soil management
 - 2 focus areas under Priority 5 (5d and 5e)
 - Reducing nitrous oxide and methane emissions, Carbon sequestration
- During the programme's life-time, the No of ha per scheme would be monitored to allow for the **actual counting** of the No of ha under each target

Nota Bene: *this approach must not be confused with financial accounting, where spending must be unambiguously identified by type of measure and hectare!*

From the focus area tables, an overall consolidated table with planned outputs and planned expenditure by measure will be generated automatically in the new SFC


2B Facilitating generational renewal in the agricultural sector.		
Target	% of agriculture holdings with RDP supported business development plan for young farmers	
	Nbr	%
farm holdings receiving a YF business start-up support by 2020	a	a/b
Total Nbr. of holdings (base year)	b	

planned output 2014-2020			
BUS-DEV (20)	Nbr of holdings receiving	start up aid young farmers (6.1)	a
		support for investments in non-agric activities in rural areas (6.4)	
		transfer payment (6.5)	
	total public		
KNOW (15)	training/skills acquisition (1.1)	Nbr of participants in trainings	
		Total public for training/skills	
	Total public (trainings, farm exchanges, demonstration) (1.1 to 1.3)		
ADVI (16)	No of beneficiaries advised (2.1)		
	Total public (whole measure - 2.1 to 2.3)		
INV-PHY (18)	No. of holdings supported for investment in agricultural holdings (support to the business plan of young farmers) (4.1)		
	Total public		
CO-OP (36)	Total public		
other measures....			

Evaluation plan: two-step approach

1. Initial establishment of the overall framework evaluation plan by the MA for inclusion in the RDP

- Detailed enough to demonstrate that:
 - sufficient and appropriate activities are planned
 - adequate resources are allocated to these activities

 Objectives and purpose; governance issues; evaluation topics and activities; data and information; timeline; coordination; specific requirements for LEADER; communication; financial and human resources resources

2. Follow up in the Annual Implementation Reports (AIR) – two parts:

- Description of the evaluation activities undertaken during the reporting period, including any deviations from planned activities
- Outlook of activities for the following year

Nota Bene: at least once during the programming period, an evaluation shall assess how support from the CSF Funds has contributed to the objectives for each priority (art. 49 CPR)

- **Guidance documents common to all CSF funds**

- Commission Staff Working Document "The partnership principle in the implementation of the Common Strategic Framework Funds - elements for a European Code of Conduct on Partnership"
- Guidance on ex-ante conditionalities
- Guidance on Financial Instruments
- Guidance on standard costs calculation and grants
- Guidance on Community-Led Local Development

- **Specific guidance for the EAFRD**

- Guidelines for strategic programming for the period 2014-2020, including financial tables, intervention logic, indicator plan and target setting
- Specific fiches on rural development measures
- Guidelines on programming for innovation and the implementation of the EIP
- Guidelines on reducing the error rate

Monitoring

- General methodological guidance and full list - with specific fiches - of impact and context indicators (common to pillars I-II) and output/result/target indicators for pillar II (corresponding to current CMEF Handbook)

Evaluation

- Guidelines for the ex ante evaluation of 2014-2020 RDPs (European Evaluation Network for Rural Development)
- Guidance on the Evaluation Plan (Evaluation Helpdesk)
- Guidance note on context indicators

Thank you for your attention!