

LEADER/CLLD past, present and future

General framework, lessons and future changes

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LEADER EVOLUTION...

LEADER = **L**iaison **E**ntre **A**ctions de **D**éveloppement de l'**É**conomie **R**urale
(Links between the rural economy and development actions)

LAG = **L**ocal **A**ction **G**roup

LDS = **L**ocal **D**evelopment **S**trategy

LEADER / Axis

2007-2013

2,402 LAGs

**Mainstreamed
as an integral
part of the EU's
rural development
policy covers
2,402 rural
territories**

LEADER +

2000-2006

1,153 LAGs

The initiative covers
all types of
rural areas

LEADER II

1994-1999

906 LAGs

Focused on
**disadvantaged
rural areas**
(217 regions)

**Stand-alone LEADER Programmes
with separate financing**

Total Public Budget:

5.37 BILLION €

Total Public Budget:

5.1 BILLION €

LEADER I

1991-1993

217 LAGs

**Experimental
phase**

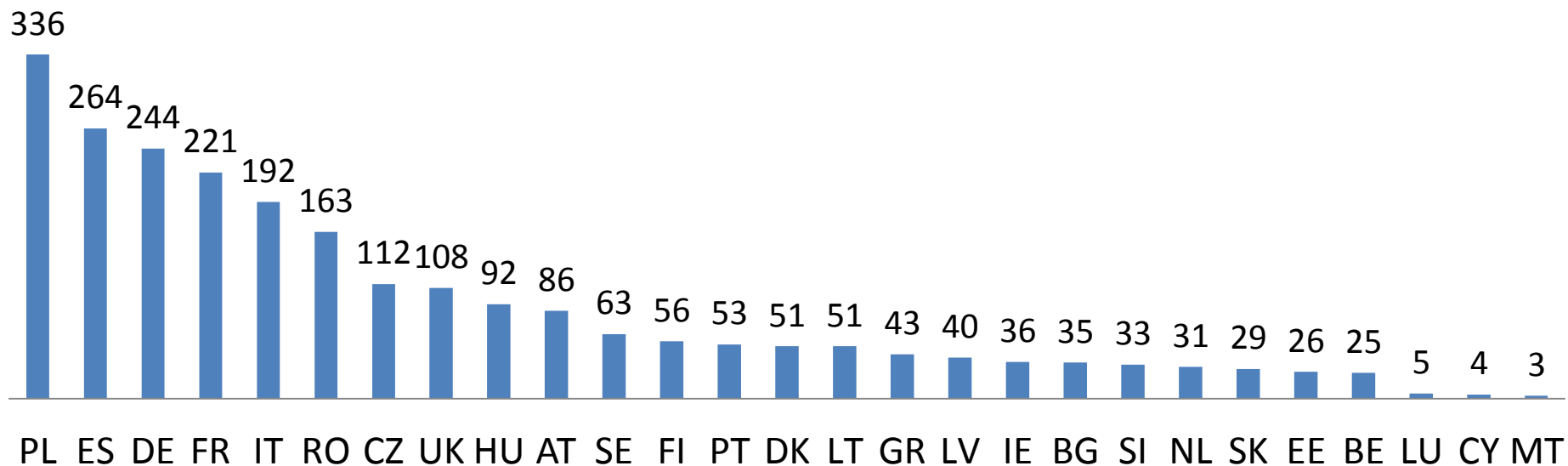
Total Public Budget:

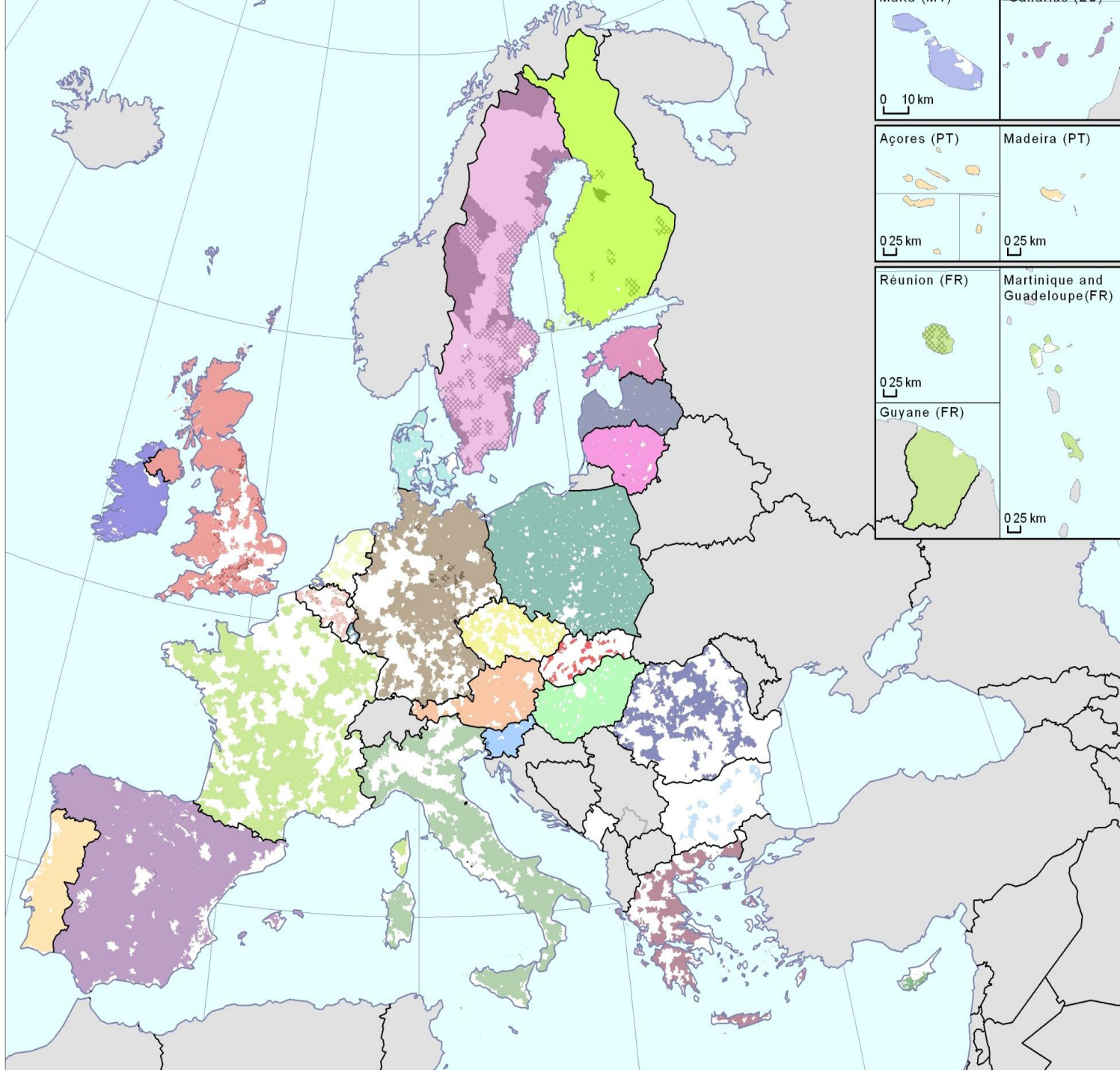
1.2 BILLION €

Total Public Budget:

9.2
BILLION €

Total number of selected LAGs per MS - 2402 (LAG database, DG AGRI – G.3), 2014





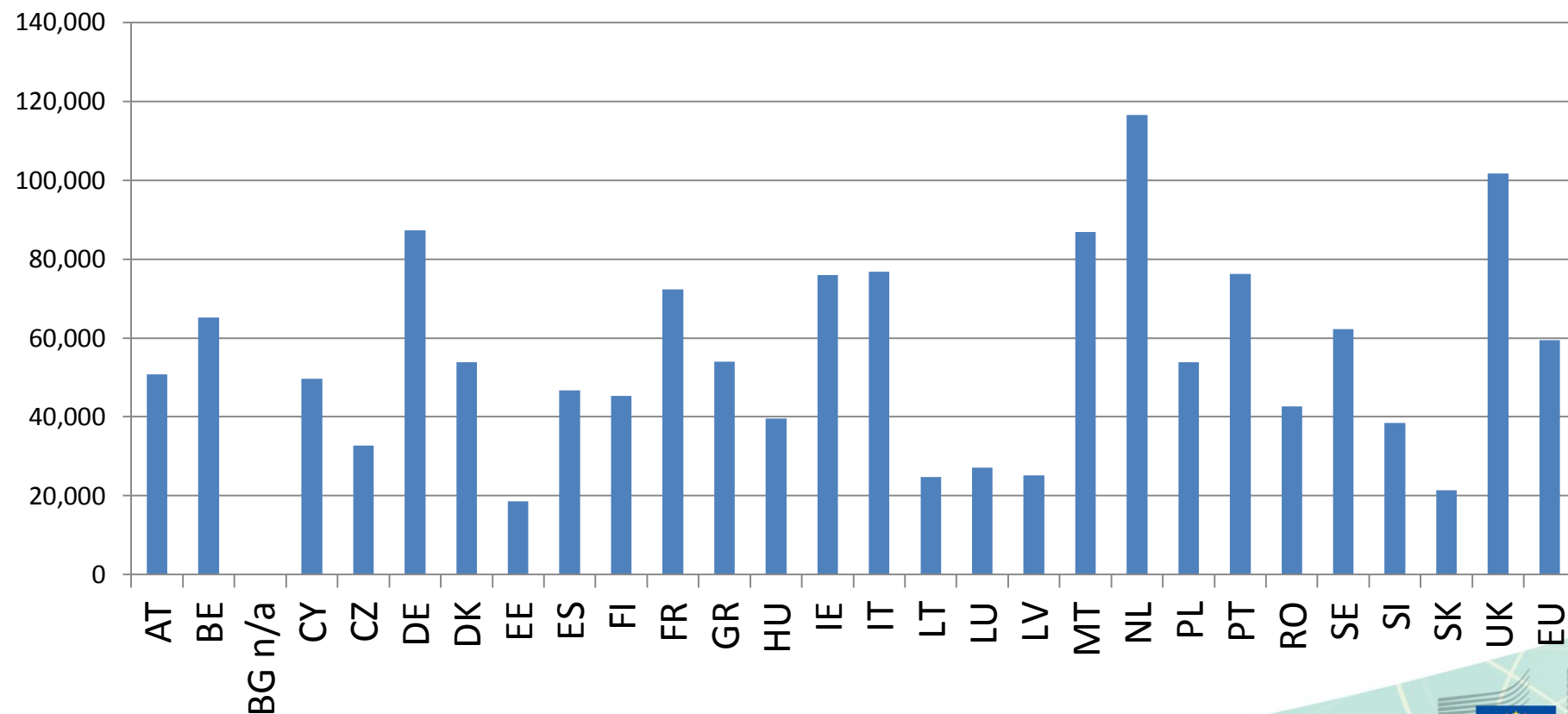
**LEADER
Local Action Groups
Draft version**

**Geographical coverage of LAGs
based on the LAU2
(Local Administrative Units).**

Cartography:
DG AGRI GIS-Team 05/2012
© EuroGeographics for the administrative boundaries

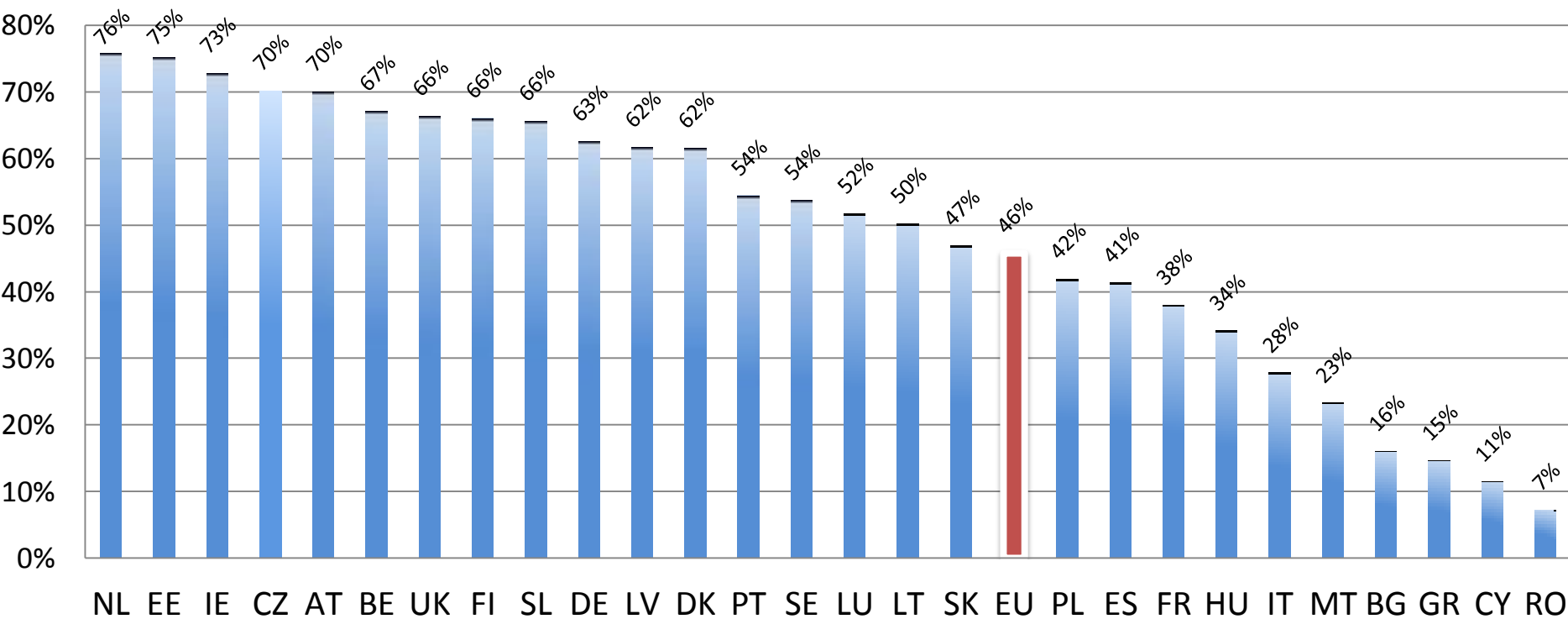
Average population covered by selected LAGs (Annual Progress Reports, 2012)

Average population in LAG area in EU: 59 447



Total EAFRD expenditure of Axis 4 vs. Total programmed Axis 4 budget

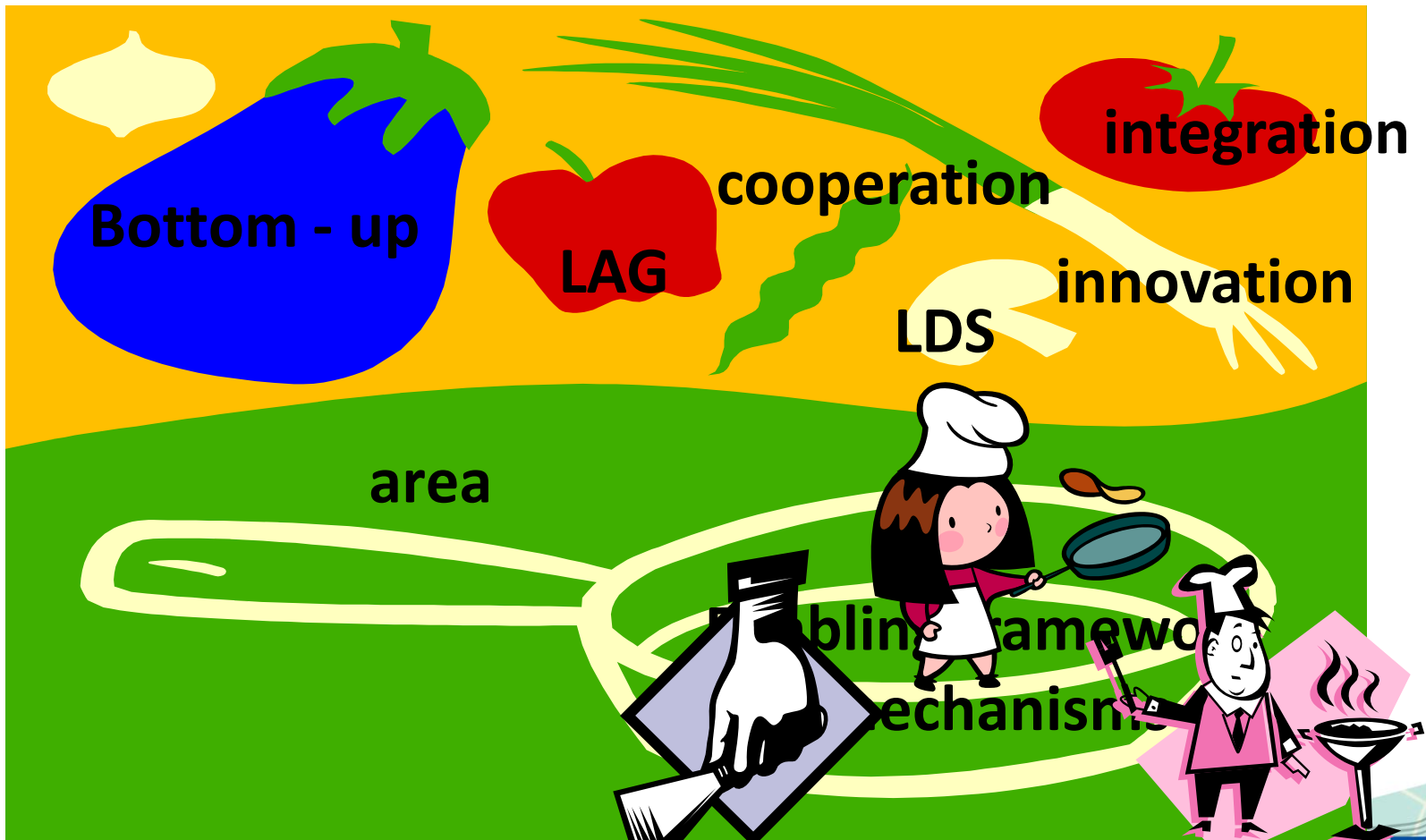
(DG AGRI - Financial Data, end, 2013)



What are we “cooking”? The LEADER axis?

How are we “cooking” it?
The LEADER approach

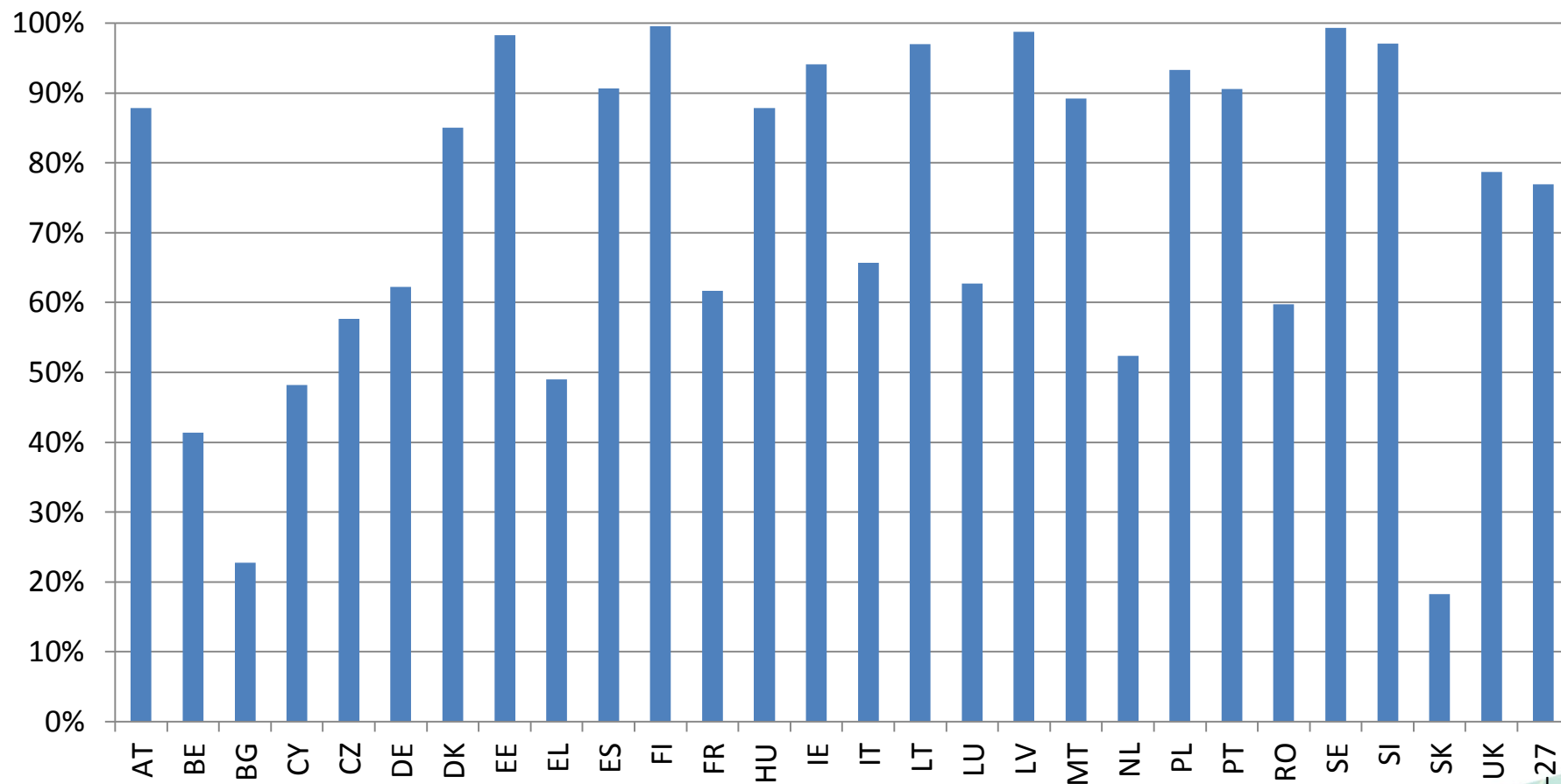
LEADER principles and spirit



AREA

- Definitions
- Challenges
- Area borders selection

Total area covered by LAGs compared to Total MS area (LAG database, DG AGRI – G.3), 2013



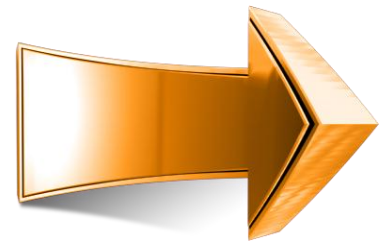
Poland example and learning from evaluation

- ❑ By 2007 – 40% of eligible area covered
- Currently - 336 LAGs – over 90% of eligible area covered
- 40 000 – 50 000 inhabitants per LAG
- Coherence more important than the size (artificial exclusion of small cities which are cultural centres of the area)
- Area coverage less important than population (critical mass)
- Future – consolidation of areas

Area. Enabling environment?



- Provide clear eligibility criteria
- **Allow for exceptions**
- Coordinate with other territorial approaches



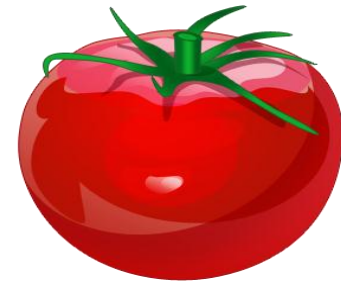
AREA

What is new 2014-2020?

- Functional areas
- **Urban and peri - urban areas**
- Possible overlaps of territories
- **Coordination of territorial approaches**

Local Action Group

Learning and recommendations

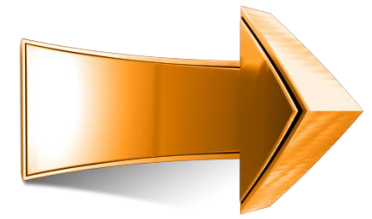


- Strong and balanced partnerships
- **Engagement and animation**
- Resource sharing
- **Competence**
- Monitoring and evaluation
- **Inclusivity, transparency and clear decision making mechanisms**
- **Different models of autonomy**



Enabling environment?

- Several step selection process allowing for feedback
- **Coordinated different funds selection boards**
- Clear definition of tasks and responsibilities between involved parties (*The administration agreements imposed new tasks on the LAGs, while finding solutions basically remained the problem of the individual LAGs (EE)*)
- **Ongoing support and dialogue**
- Simplified costs options (lump sums, umbrella projects)
- **Coordination with other territorial approaches**
- Single IT systems and “only once” approach
- **Addressing the LAG liquidity**



Local Action Group What is new 2014-2020?

- Preparatory support
- **More resources for animation**
- Monitoring and evaluation as an obligation
- **Transparency and conflict of interest rules**



Local Development Strategy

- Needs based
- **Clear focus**
- Identified with participation of stakeholders
- **Targeting and clear selection criteria**
- Accountability and transparency
- **Development process - 6 months on average**
- 2-3 MEUR budget
- **Integrated projects**



LDS. Enabling environment?

- Several step selection process allowing for feedback
- **Early start**
- **Negative list of cost instead of list of eligible costs**
- **Understanding of the capacity building component on local level**
- Simplified costs options
- **Advance payments and bank guarantees**
- Financing mechanisms and recognition of volunteer contributions
- **“Unlocking” LEADER measures from the RDP**
- Simplification of eligibility rules

Strategy and Integration. Example from Ireland

**Develop a
One-Stop-Rural-Development
Resource Centre**

Develop a
Multi-Functional, Multi-
Dimensional and Multi-
Sectoral Support Team

**Develop the Natural
Environment as a catalyst for
new Social, Educational and
Economic as well as
Conservation Objectives**

Challenge: Develop a
Business-Led Peer-
Support Network,
Fostering The Continued
Development of Rural
Enterprise

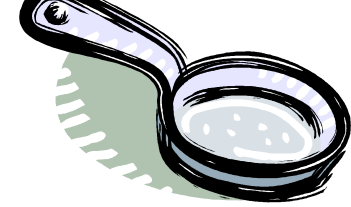
Strategy. Example from Ireland





Results of LDS implementation. Poland example

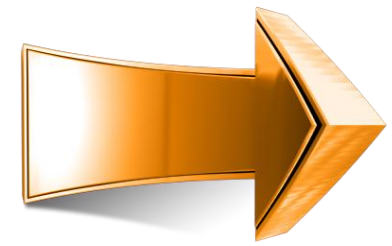
- Long-term learning process, LEADER as an instrument for real, social change not an extra source of funds
- **Most of project promoters would not implement project without LDS support (between 80% -60%)**
- Reactivation of rural women associations and new NGOs
- **Intangible effects – changes in mentality**
- Ability to work out a common position
- **Sense of ownership**



Local Development Strategy

The enabling framework?

- Targeted seminars and information exchanges
- **Support for with evaluation criteria**
- Unified procedures and guidelines
- **Consider the allocation of a reserve in the LAGs' budget**
- Room for modification and maneuvering in the LDS



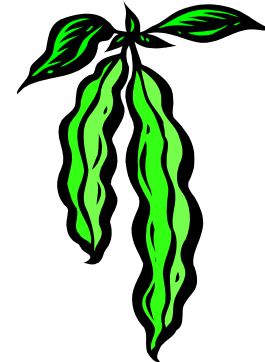
Local Development Strategy Requirements and expectations for 2014-2020

- Clear objectives
- **Clear targeting and selection criteria**
- Demonstration of added value
- **Monitoring and evaluation plan (bound with M&E plan requiring shared database)**
- Transparency - making public the accomplished projects and their results

Developing
LEADER good
practices

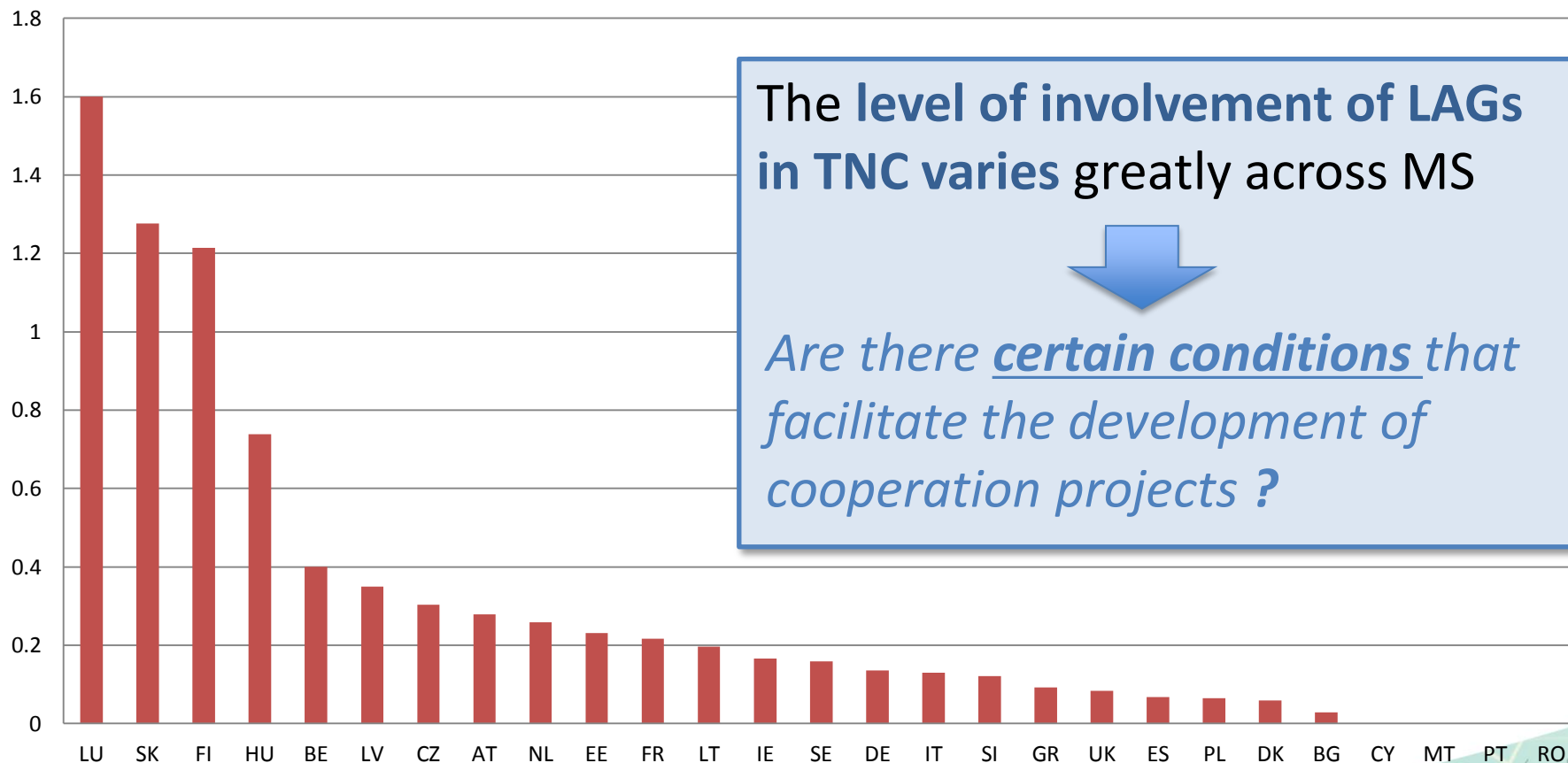
Regulating
LEADER more and
more

THE TRUST FACTOR?



Cooperation and TNC

No of TNC projects per LAG
(TNC Projects by Lead Partner LAG's Member State/ No of LAGs)



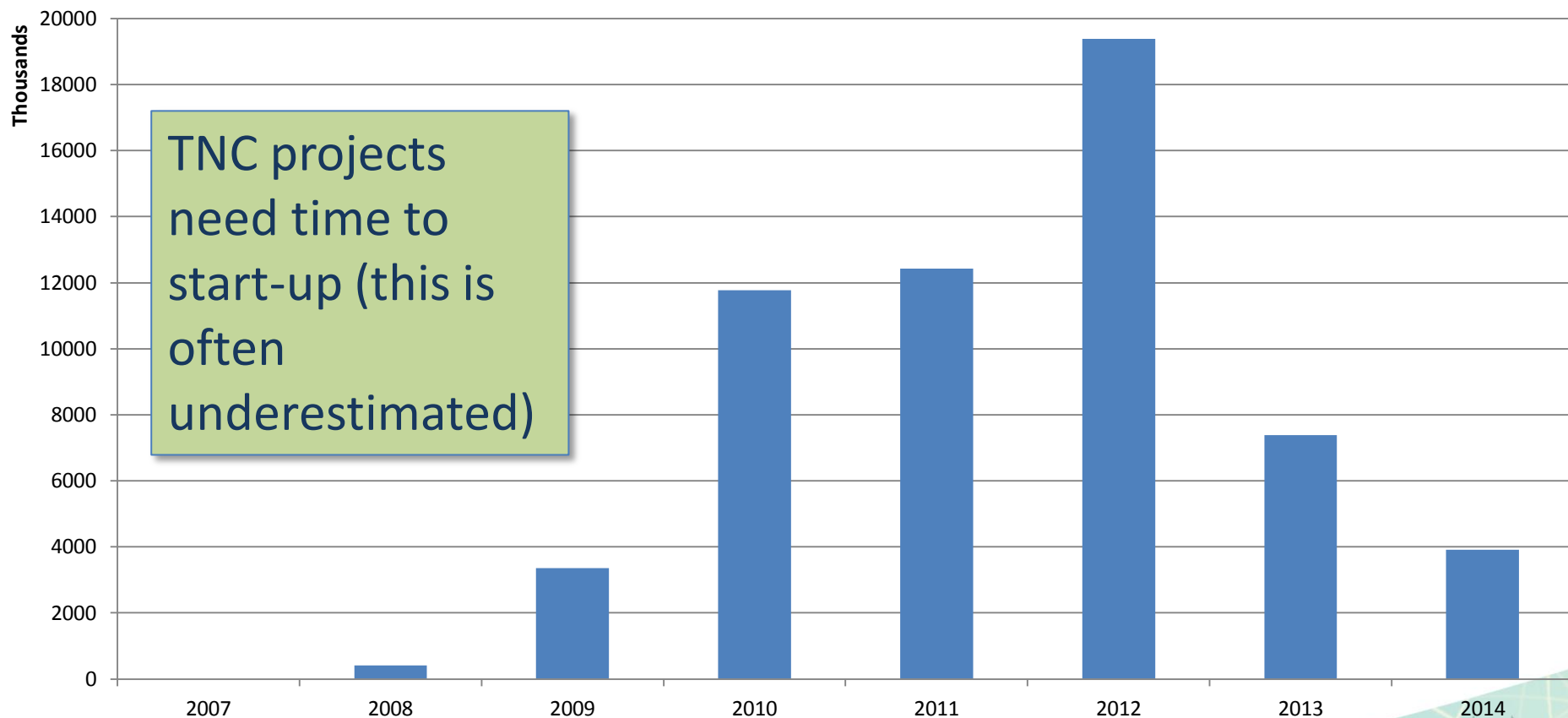
The level of involvement of LAGs in TNC varies greatly across MS



Are there certain conditions that facilitate the development of cooperation projects ?

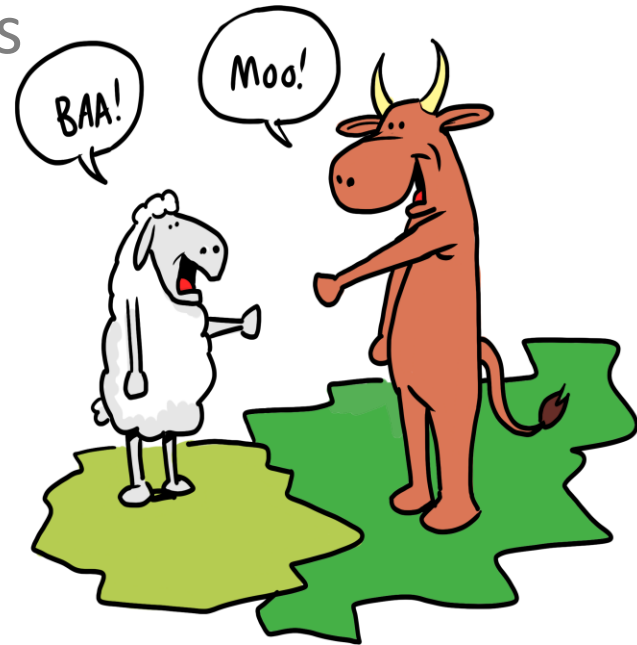
Budget “committed” each year (based on start date of TNC projects)

TNC: Budget of projects starting in a given year



TNC 'project implementation'

- The level of participation of LAGs depends on:
 - ✓ the experience of the LAG
 - ✓ language skills





TNC. What is new and expected for 2014-2020?

- Unified procedures
- **Ongoing calls**
- Planning for TNC in planning the LDS



Main changes LEADER 2014-2020

- Clear focus
- **Minimum 5% EAFRD contribution to LEADER**
- Simplified costs
- **Streamlined transnational cooperation**
- Increased range for population
- **Tailor made definition of rural areas**

Europe 2020 strategy

Common Strategic Framework (CSF)

– covering the EAFRD, ERDF, ESF, Cohesion Fund and EMFF, and reflecting EU2020 through common thematic objectives to be addressed by key actions for each of the funds

Partnership Agreement

– national document outlining the intended use of the funds in the pursuit of EU2020 objectives

Rural development policy: EAFRD

Other CSF funds (ERDF, ESF, CF, EMFF)

Innovation, Environment and Climate Change as cross-cutting objectives

Priorities

Fostering knowledge transfer and Innovation in agriculture, forestry and rural areas

Enhancing competitiveness of all types of agriculture and farm viability

Promoting food chain organisation and risk management in agriculture

Restoring, preserving and enhancing ecosystems dependent on agriculture and forestry

Promoting resource efficiency and supporting the shift towards a low carbon and climate resilient economy in agriculture, food and forestry sectors

Promoting social inclusion, poverty reduction and economic development in rural areas

Rural Development Programme(s)



Main recommendations for LEADER/CLLD 2014-2020 'ingredients'

- Choosing a flexible and open approach which is in line with the needs on the ground and the LEADER approach
 - Keep additional rules to necessary minimum
 - **Support capacity-building at all implementation levels**
 - Appropriate division of tasks
 - **Reduce administrative burden for all**
 - Provide space for innovation
 - **National co-funding has to be ensured**
 - Evaluate efficiency of delivery system
 - **Start early and improve LAGs and LDSs sooner**



To unleash the potential of LEADER approach

- It is all about the strategy!
- **It is all about change and capacity!**
- It is all about the “ingredients”, how the “meal” is prepared and who is engaged in “cooking”

