Capacity building:
Contribution to LEADER success

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Capacity, a means or an end?

- A ‘development approach’, not merely a delivery mechanism.
- Different capacities; both operational and strategic, a system linking
  - Running the programme
  - Running the LAG
  - Strengthening and enabling communities
  - Effecting change, delivery for and by rural communities
Why is capacity important?

Fundamental to achieving the shared objectives of the CLLD method and stakeholders: through

- Effective programme management
- Contributing to good local and multi-level governance
- Enabling access, animating and mobilising participation and resources
- Reducing transaction costs
- Learning and sharing the lessons

How much of the LEADER added value?
What does capacity look like?

- **In one LAG?**
  - 1/3 representatives of municipalities
  - 1/3 local associations and enterprises
  - 1/3 rural inhabitants
  - 1.5-2 people working for the LAG

- **In one MS?**
  - 55 groups,
  - 15 000 members in the associations
  - 6 400 projects
  - Ministry, RD agency, Network, Ely centre

- **In the EU?** 2308 LAGs
- **In over 22,000 projects?**
Why does capacity need building?

- To achieve the objectives at all levels
- To capitalise on everyone's investment by contributing to better:
  - Initiation
  - Development
  - Delivery
  - Transition, organizational memory
  - Knowledge transfer
  - Sustainability
  - Monitoring and evaluation
What are the common needs and issues?

- For Managing Authorities, intermediaries, regions, LAGs, communities
  - Conflicting and different demands
  - Lack of/late guidance at all levels
  - Finite resources vs scale
  - Prioritisation
  - Development and closure
How do we see it being done?

- Too often identified as a problem
- The vital role of sharing, mentoring and networks
- Increasing capacity or improving effectiveness?
- Driven by resource
- Training not included in LDS
- How are needs identified?
- How do we plan? Whose job is it?
  - MA
  - LAG
What are the priorities?

- Stronger needs identification, analysis and planning is needed at all levels
- Clear definition of roles
- Make best use of resources e.g. the higher allowance, preparatory support, the start up kit, intermediaries etc
- Coordinate, use the CLLD opportunity to share
- Cultivate what you have through exchange, mentoring and networking
- Reduce capacity demands, be systematic, avoid capacity thieves
- Innovate, be strategic, a wider and longer view
- Work together, use the method