



European Network for  
Rural Development

# **LEADER LAG Survey 2017**

**Working Paper**

**Findings at Member State level**

**Member State: Spain**

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## Introduction

The ENRD Contact Point (ENRD CP) launched a survey of LEADER Local Action Groups (LAGs) in November 2017 to explore on the ground experiences of implementing LEADER from the LAG perspective. Drawing on the ENRD LAG database over 2,200 LAGs were contacted and 710 confidential responses were received from 27 EU Member States making this the largest and most comprehensive LEADER survey conducted. LAGs from 19 national and 70 regional Rural Development Programme (RDP) 'territories' responded. Germany, France, Spain, Czech Republic and Austria provided over 50% of the total responses.

The online survey included 38 questions in four sections and the questionnaire was provided in six languages. Each section addressed several key themes. The main chapters of this report follow the structure of the questionnaire and are as follows:

1. Basic LAG data.
2. LEADER principles.
3. LEADER operation.
4. LEADER improvements.

**This working paper has been prepared by the ENRD Contact Point and its content does not necessarily reflect the official position of the European Commission.** The order of results presented for each question is consistent with the ranking from [the EU level report](#) to enable direct comparison. Please note that this report **does not present a comparative analysis** but where clear and significant differences are evident between the Member State LAG responses and the overall survey sample these have been highlighted.

**In this paper all references to LAGs relate specifically to those LAGs who responded to the survey.**

### Explanatory points

The questionnaire used a multiple choice format allowing respondents to choose the answers most appropriate to their LAG's circumstances. The text of some questions has been simplified in the charts that follow. The full text of each question and all possible answers are listed in the sections below.

The total number of responses for each question is recorded individually as response levels varied between questions throughout the survey.

Questions three, five and six of the original questionnaire are not relevant for this paper being primarily for survey management and have been omitted. Where necessary a limited level of data cleaning has been undertaken to ensure consistency and correct obvious errors.

Please note that there is a degree of variation in the number of responses by RDP and question. Where relevant this should be taken into account when considering or interpreting the wider implications of the findings for some questions. It is not possible to reflect regional RDP differences e.g. the date of RDP approval although this may explain some of the variations within regionalised Member State responses. For example, the date of RDP approval will influence the timing of LAG selection and approval and subsequent LAG actions.

## Basic Implementation Data

### Question 1

*Please select your country*

- Spain (ES)
- 83 LAGs responded, representing 11.7% of total LAG responses
- 25% of ES LAGs responded to the survey

*Total Number of Responses 83*

## Question 2

Please select your Rural Development Programme (RDP)

- ES has 17 regional RDPs.
- Responses were received from 14 Spanish RDPs.

Total Number of Responses 83

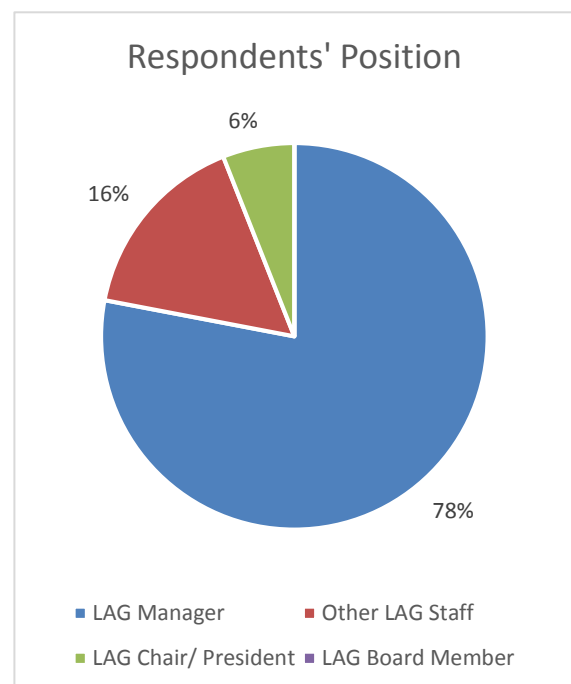
## Question 4

Respondents were asked to identify which position they held within the LAG.

- LAG Manager
- Other LAG staff
- LAG Chair /President
- LAG Board Member

Total Number of Responses 83

- The composition of responses from Spanish LAGs in terms of the respondents' position were broadly similar to the overall EU sample.



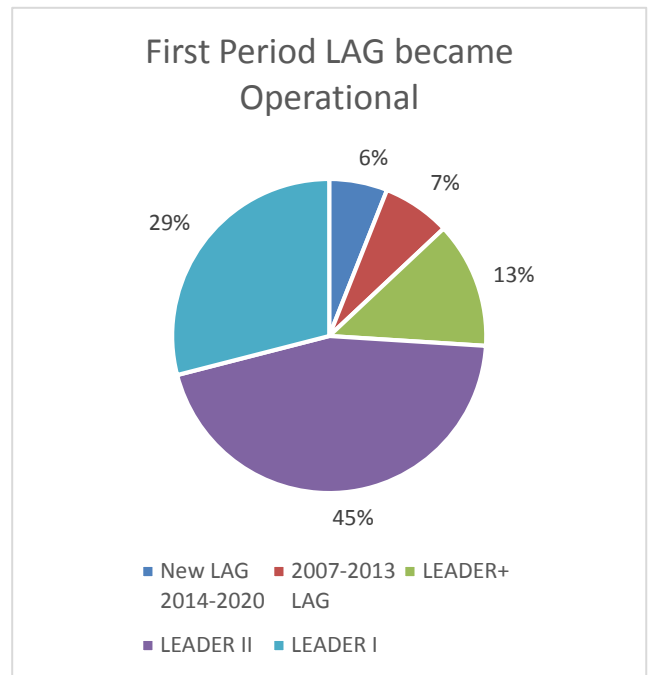
### Question 7

*In which period did your LAG first begin its operation? Please select the option that applies to you. (i.e. point from where there is a significant degree of continuity in membership or territory)*

- Newly established LAG (2014-2020 Programming Period)
- the 2007-2013 Programming Period
- LEADER+
- LEADER II
- LEADER I

*Total Number of Responses 83*

- In the Spanish sample, more LAGs originated from the LEADER II period than this was the case in the EU sample, (45% vs 17%). They also had a larger share who originated in the LEADER I period (29% vs 8%).
- Only 13% of Spanish respondent LAGs had begun operation since 2007, the mainstreamed implementation period vs 56% of the EU sample.

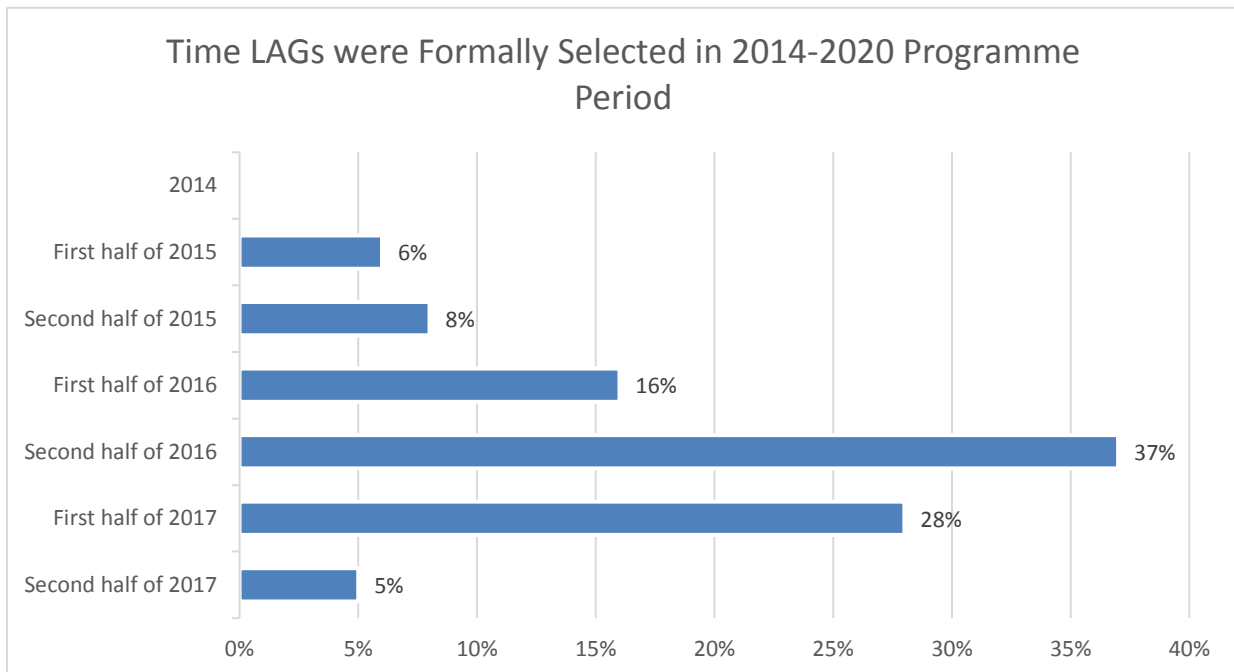


### Question 8

When was your LAG formally selected in this (2014-2020) Programming Period?

- 2014
- First half of 2015 (Jan - June)
- Second half of 2015 (July – December)
- First half of 2016
- Second half of 2016
- First half of 2017
- Second half of 2017

Total Number of Responses 83



- By the end of 2015, a relatively small number of responding LAGs (14%) from Spain were formally selected, in comparison to 59% of the EU sample.
- A third (33%) of Spanish LAGs were formally selected in 2017, in contrast to only 10% at the EU level.

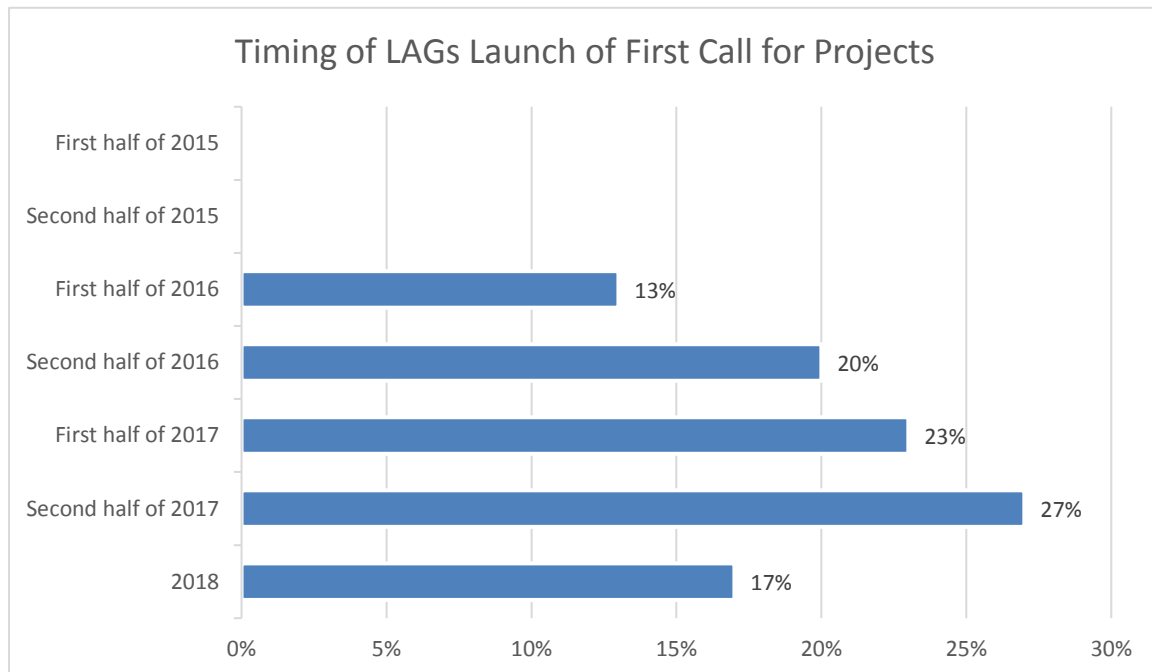


### Question 9

*When did / will your LAG first launch a call for projects?*

- First half of 2015
- Second half of 2015
- First half of 2016
- Second half of 2016
- First half of 2017
- Second half of 2017
- 2018

*Total Number of Responses 83*



- None of the responding LAGs in Spain, had their first call of projects in 2015 in comparison to 32% of the EU sample.
- 33% of Spanish LAGs who responded had launched their first call by the end of 2016 by comparison with 67% of the overall sample.
- A larger proportion of the Spanish respondents (50%) launched their first call for projects in 2017 compared to 23% in the sample as a whole.
- The proportion of responding Spanish LAGs who launched their first call in 2018 (17%) was significantly higher than the proportion of the whole sample (10%).

## LAG Funding

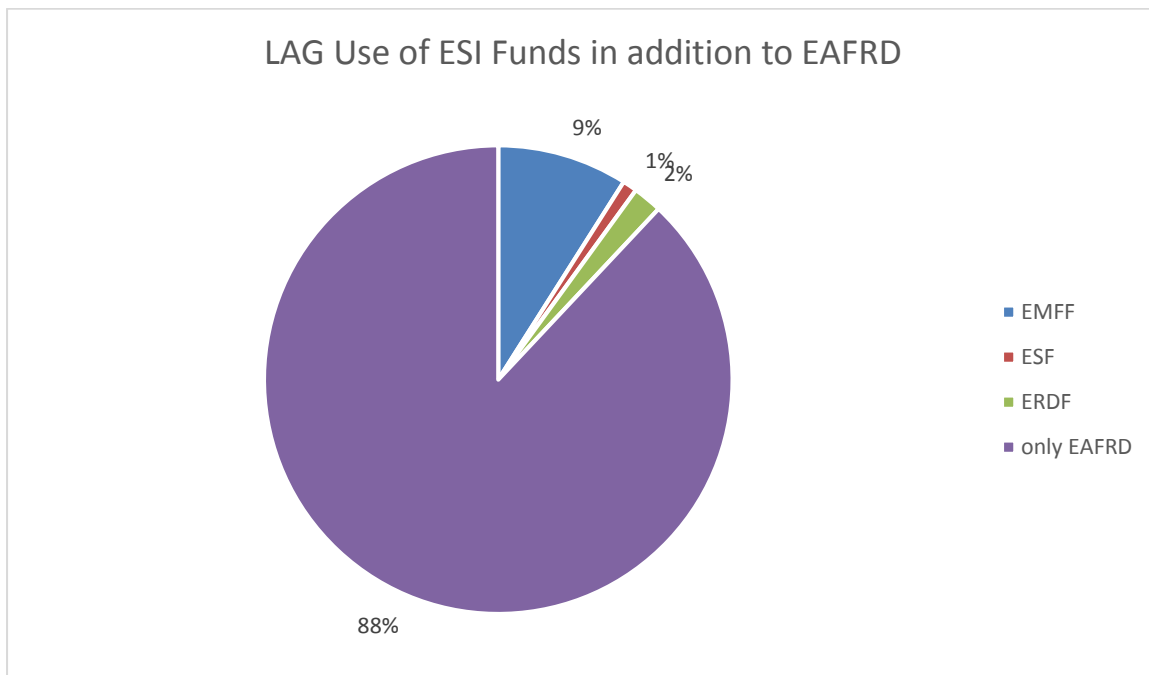
### Question 10

Please select all the European Structural and Investment Funds that your LAG uses to financing your Local Development Strategy (in addition to EAFRD).

- European Maritime and Fisheries Fund (EMFF)
- European Social Fund (ESF)
- European Regional Development Fund (ERDF)
- None of the above (only EAFRD)

It should be noted that the percentages sum up to more than 100% reflecting LAGs use of multiple funds.

Total Number of Responses 81



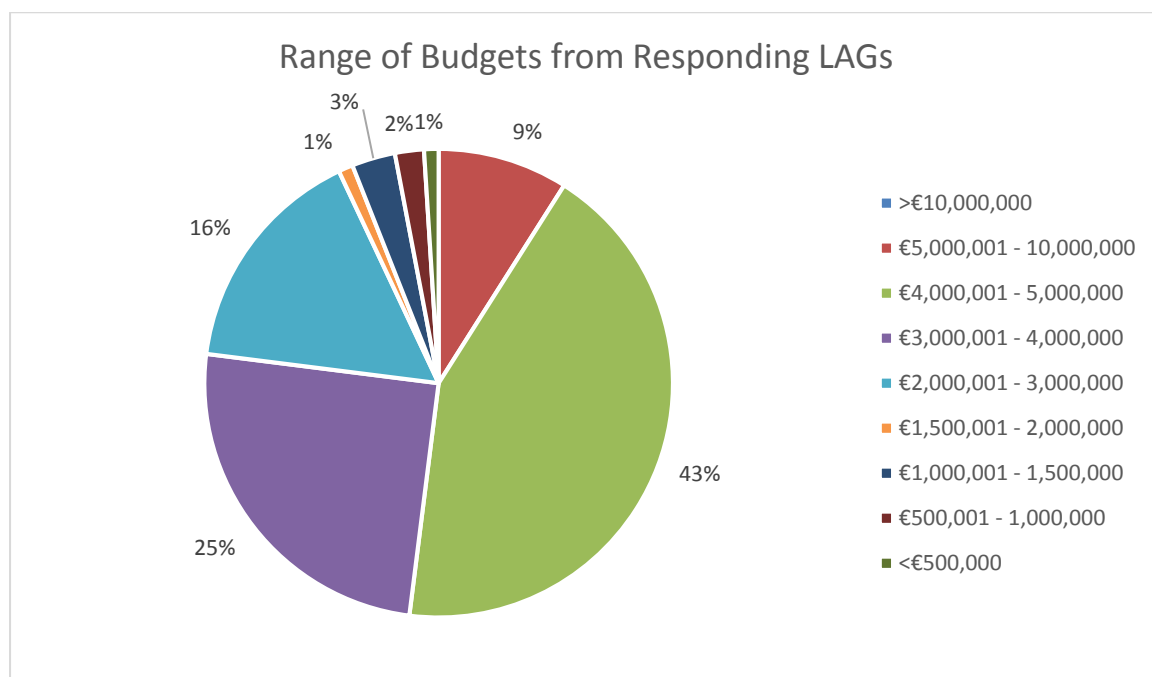
- A considerably higher proportion of Spanish LAGs reported using 'only EAFRD' in comparison to other European LAGs who used multiple funds more often (88% vs 67%).

### Question 11

What is your LAG budget (total public expenditure Euro, i.e. EAFRD plus all other EU and domestic public funds) for the 2014-2020 Programming Period? Please provide your best estimate if data are not available.

- < €500,000
- €500,001 – 1,000,000
- €1,000,001 – 1,500,000
- €1,500,001 – 2,000,000
- €2,000,001 – 3,000,000
- €3,000,001 – 4,000,000
- €4,000,001- 5,000,000
- €5,000,001 – 10,000,000
- >€10,000,000

Total Number of Responses 81



- The budgets from responding Spanish LAGs were larger to those of the EU sample, only 7% of respondents in Spain had budgets below €2m in comparison to 27% of LAGs from elsewhere.
- The budget range of €4m- €5m was markedly more dominant among respondents from Spain (43%) than in the EU sample (14%).

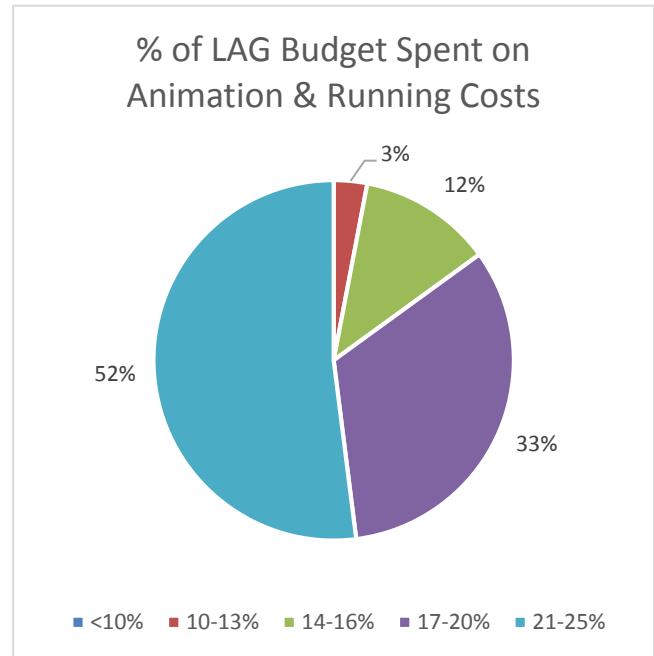
### Question 12

What % of this total LAG budget is allocated to running costs and animation?

- < 10%
- 10 – 13%
- 14 – 16%
- 17 – 20%
- 21 -25%

Total Number of Responses 81

- More Spanish LAGs reported their budgets allocated for animation and running costs to be in the highest percentage range than did the EU sample (52% vs 31%).
- Only 3% of Spanish LAGs reported animation and running cost budgets of under 13%, in contrast to 21% of the EU sample.



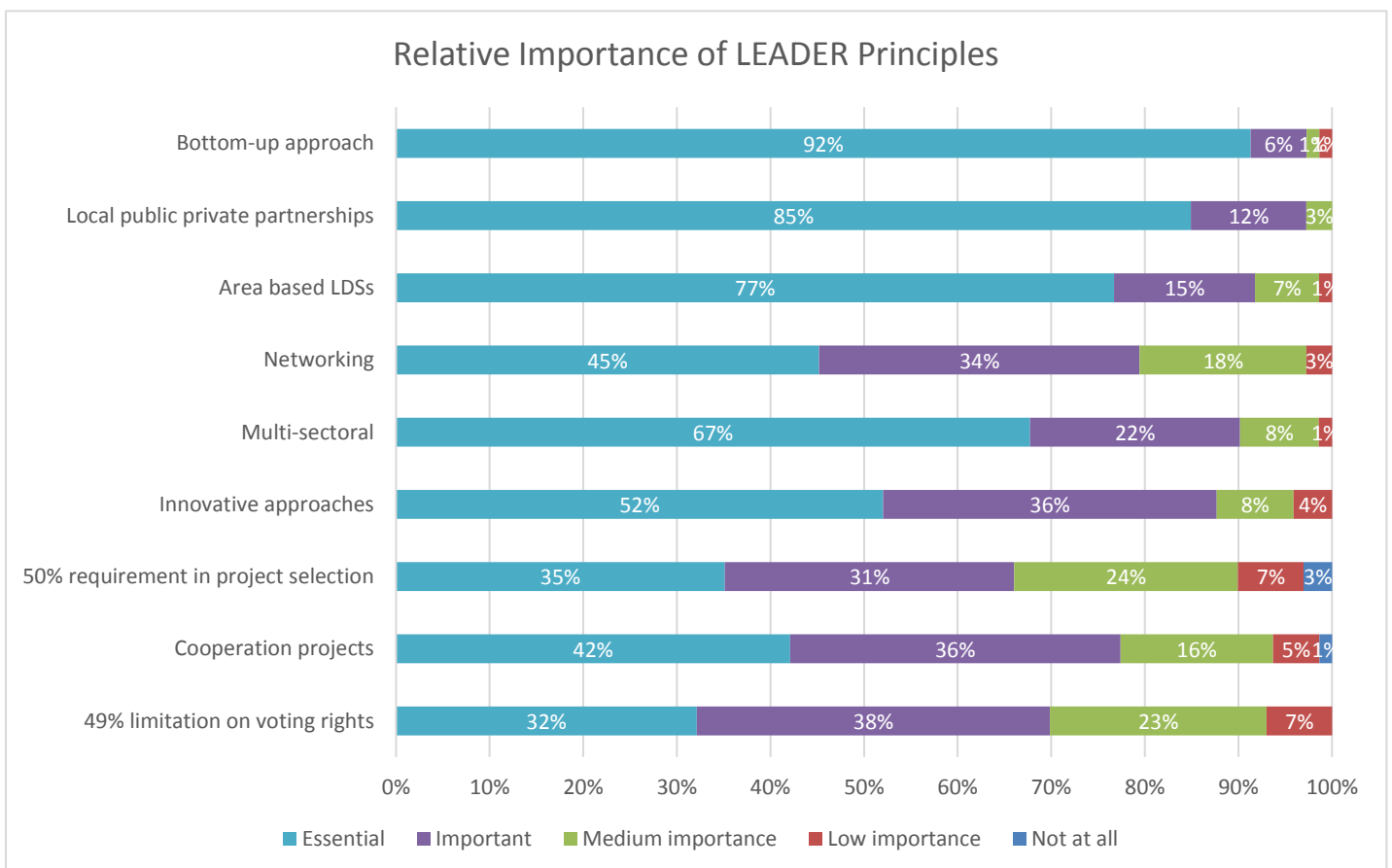
## LEADER Principles

### Question 13

How important are each of the following LEADER principles for your LAG in delivering real benefits on the ground? (Please rate each option from 1= not at all to 5 = essential).

- Area-based local development strategies intended for well-identified sub-regional rural territories.
- Local public-private partnerships (local action groups).
- Bottom-up approach with decision-making power for local action groups concerning the elaboration and implementation of local development strategies.
- The 49% limitation on voting rights of any single interest group.
- The 50% requirement for non-public sector votes in project selection.
- Multi-sectoral design and implementation of the strategy based on interaction between actors and projects of different sectors of the local economy.
- Implementation of innovative approaches.
- Implementation of cooperation projects.
- Networking of local partnerships.

Total Number of Responses 73



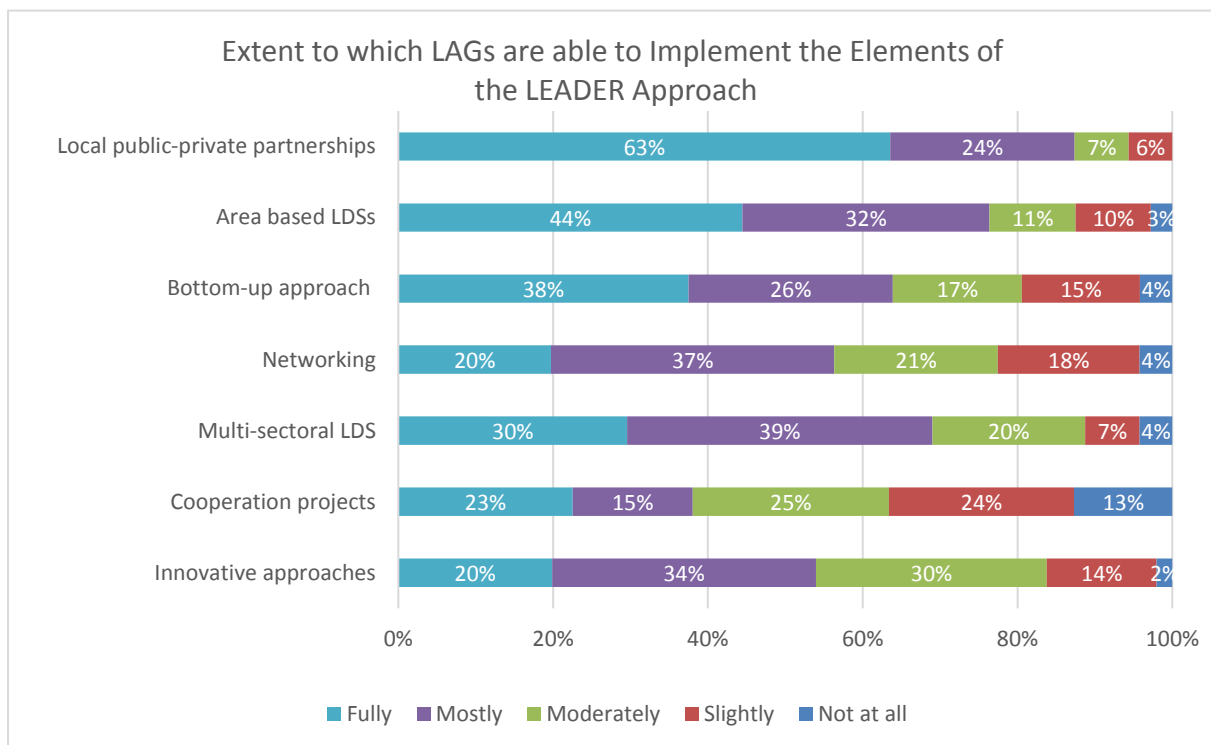
- In most cases, Spanish LAGs assessed the importance of LEADER principles in a similar manner to the LAGs of the EU sample, although often in a more positive manner. For example, the 'bottom-up approach', 'public private partnerships' and 'area based LDS' were more frequently considered essential than in the EU sample to a notable degree.
- Markedly more Spanish LAGs felt that 'innovative approaches' and 'cooperation projects' were 'essential' than their European peers (52% vs 29% and 42% vs 28% respectively).

### Question 14

To what extent is your LAG able to implement the following elements of the LEADER approach? (please rate each option from 1-5, where 1= not at all, 5 = fully)

- Area-based local development strategies intended for well-identified sub-regional rural territories.
- Local public-private partnerships (local action groups).
- Bottom-up approach with decision-making power for local action groups concerning the elaboration and implementation of local development strategies.
- Multi-sectoral design and implementation of the strategy based on interaction between actors and projects of different sectors of the local economy.
- Implementation of innovative approaches.
- Implementation of cooperation projects.
- Networking of local partnerships.

Total Number of Responses 72



- Spanish LAGs reported that they found a number of LEADER approach elements more difficult to implement (i.e. 'slightly' or 'not at all') than did other European LAGs. This included particularly the following:
  - 'bottom-up approach' (19% vs 8%)
  - 'networking' (22% vs 7%)
  - 'cooperation projects' (37% vs 22%).

### Question 15

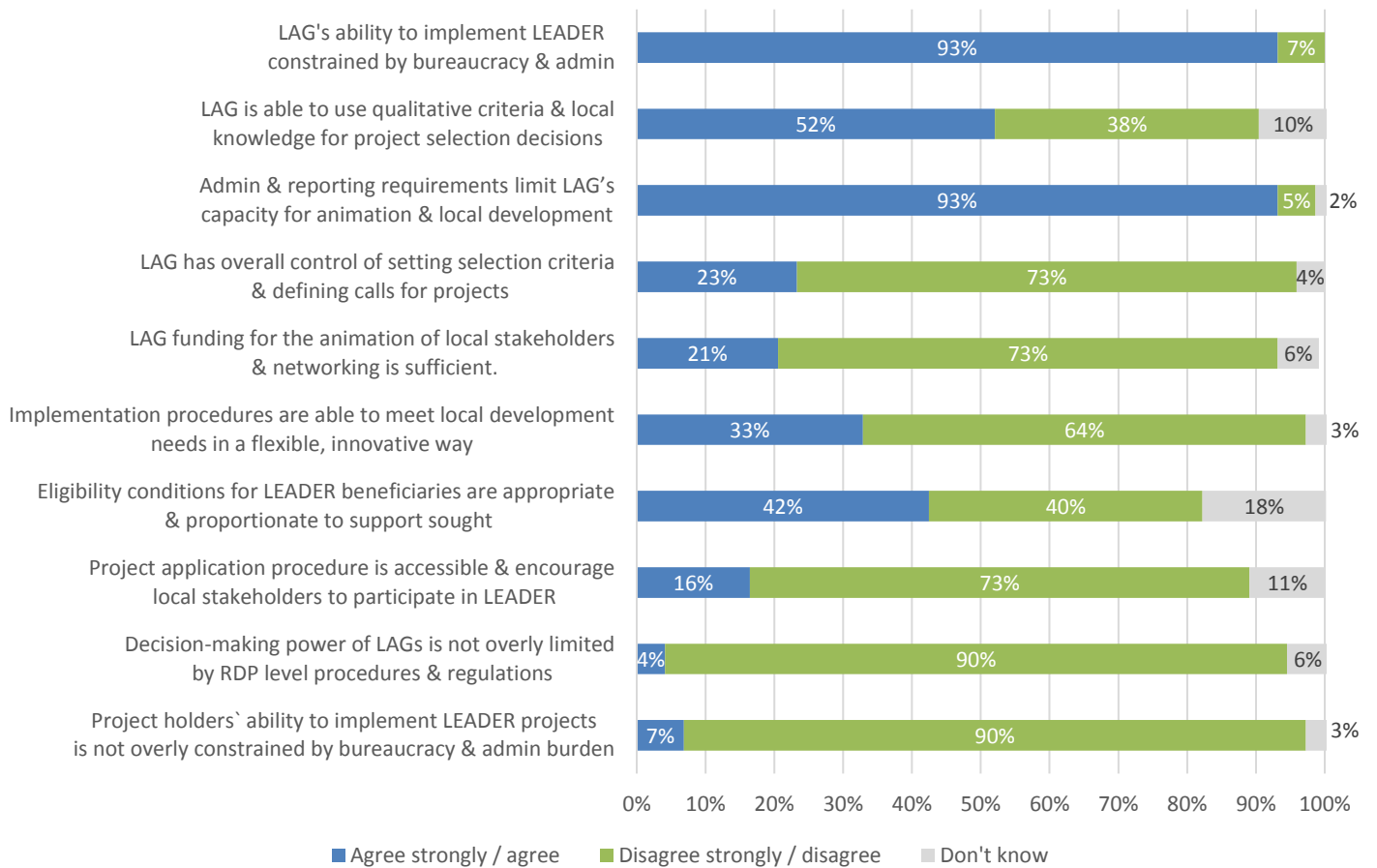
Please consider the statements below and for each statement select the option that best reflects your practical experience from this scale: 1 = disagree strongly, 2 = disagree, 3 = don't know, 4 = agree, 5 = agree strongly.

- LEADER implementation procedures are able to meet local development needs in a flexible, innovative way.
- The project application procedure is designed to be accessible and encourage local stakeholders to participate in LEADER.
- The LAG has overall control of setting selection criteria and defining calls for projects.
- The LAG is able to use qualitative criteria and local knowledge to inform project selection decisions.
- The decision-making power of LAGs is not overly limited by Rural Development Programme (RDP) level procedures and regulations.
- Your LAG's ability to implement the LEADER approach is constrained by bureaucracy and administrative burden.
- Project holders' ability to implement LEADER projects is not overly constrained by the level of bureaucracy and administrative burden.
- Eligibility conditions for LEADER beneficiaries are appropriate and proportionate to the amount of support sought.
- LAG funding for the animation of local stakeholders and networking is sufficient.
- Administrative and reporting requirements limit your LAG's capacity for animation and other development oriented activities.

Total Number of Responses 73



## Aspects of LEADER Implementation as seen by Local Action Groups



- The responses from the Spanish LAGs were generally stronger in the extent of their disagreement with the survey statements.
- Spanish respondents disagreed more strongly with the following aspects than did the EU sample:
  - 'LAG has overall control of setting selection criteria' (73% vs 30%)
  - 'LAG funding for animation and networking is sufficient' (73% vs 39%)
  - 'LAG is able to use qualitative criteria and local knowledge for project selection decisions' (48% vs 22%)
  - 'Decision making power of LAGs is not overly limited by RDP level procedures and regulations' (90% vs 62%)
- 93% of responding LAGs from Spain agreed or strongly agreed that 'Admin and reporting requirements limit LAG's capacity for animation and local development' compared to 69% of overall responses.

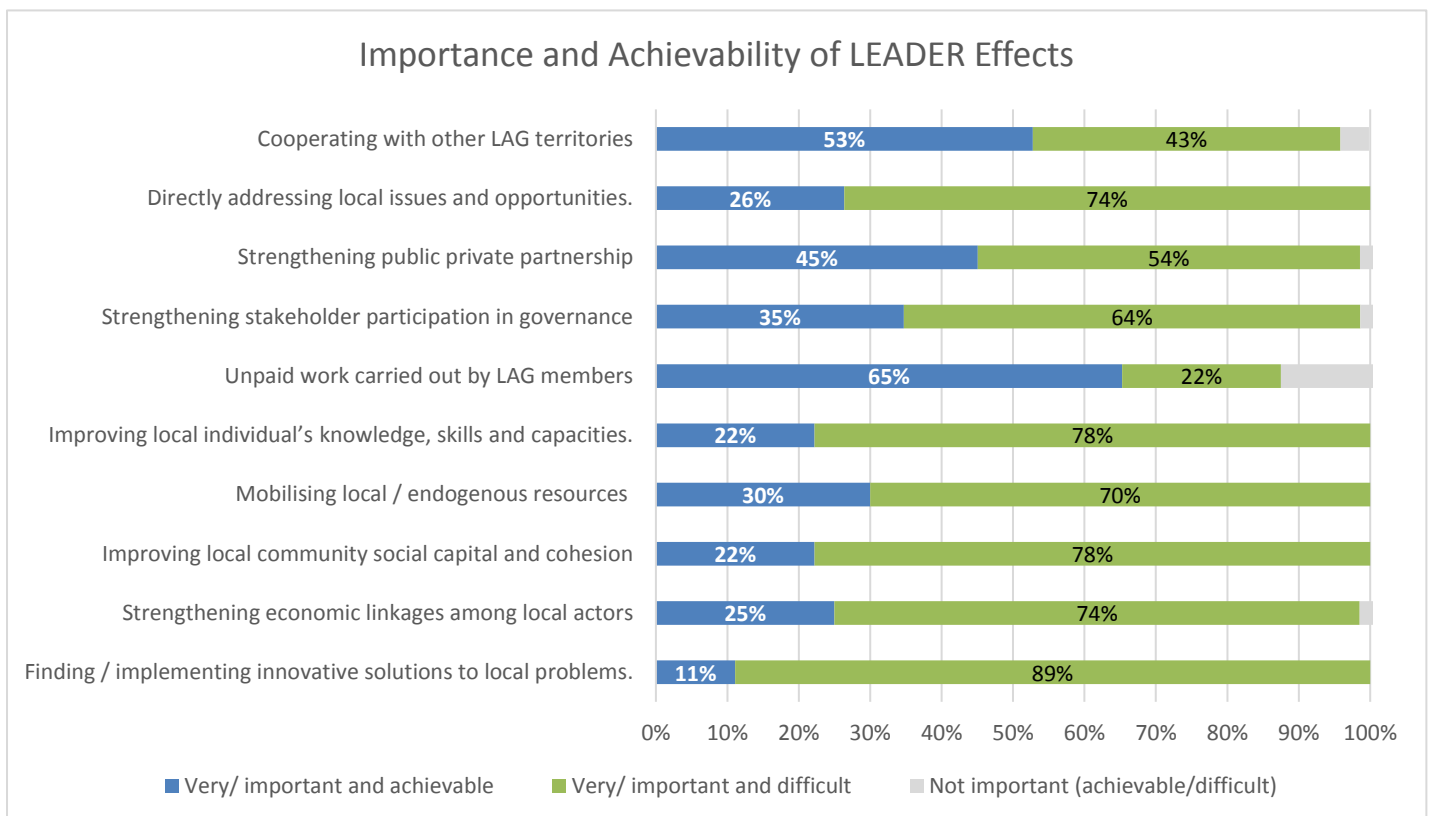
### Question 16

*The LEADER approach can deliver qualitative local effects which are distinctive from those of other rural development activities. The importance of these effects and how easy they are to achieve may vary by LAG.*

*Please rank how important and how achievable each of the possible effects is for your LAG according to the following scale. 1= Very important and achievable, 2 = Very important and difficult, 3 = Important and achievable, 4 = Important and difficult, 5 = Not important but achievable, 6= Not important and difficult.*

- Directly addressing local issues and opportunities.
- Strengthening stakeholder participation in local partnership and its governance.
- Strengthening economic linkages among local actors.
- Strengthening public private partnership.
- Unpaid work carried out by LAG members.
- Mobilising local / endogenous resources (human, physical, financial).
- Improving local community social capital and cohesion.
- Improving local individual's knowledge, skills and capacities.
- Finding / implementing innovative solutions to local problems.
- Cooperating with other LAG territories.

Total Number of Responses 72



- In comparison to the EU sample, considerably more Spanish respondents (generally between 20% and 30% more than elsewhere in the EU) considered the LEADER effects as 'very/important and difficult', therefore less achievable, e.g. 78% of Spanish LAGs who replied that 'Improving local individuals knowledge, skills and capacities' was very / important and difficult as opposed to 42% of the overall sample.
- The only exception was 'unpaid work by LAG members', which Spanish LAGs found more achievable than did their EU peers.

## LEADER Operation

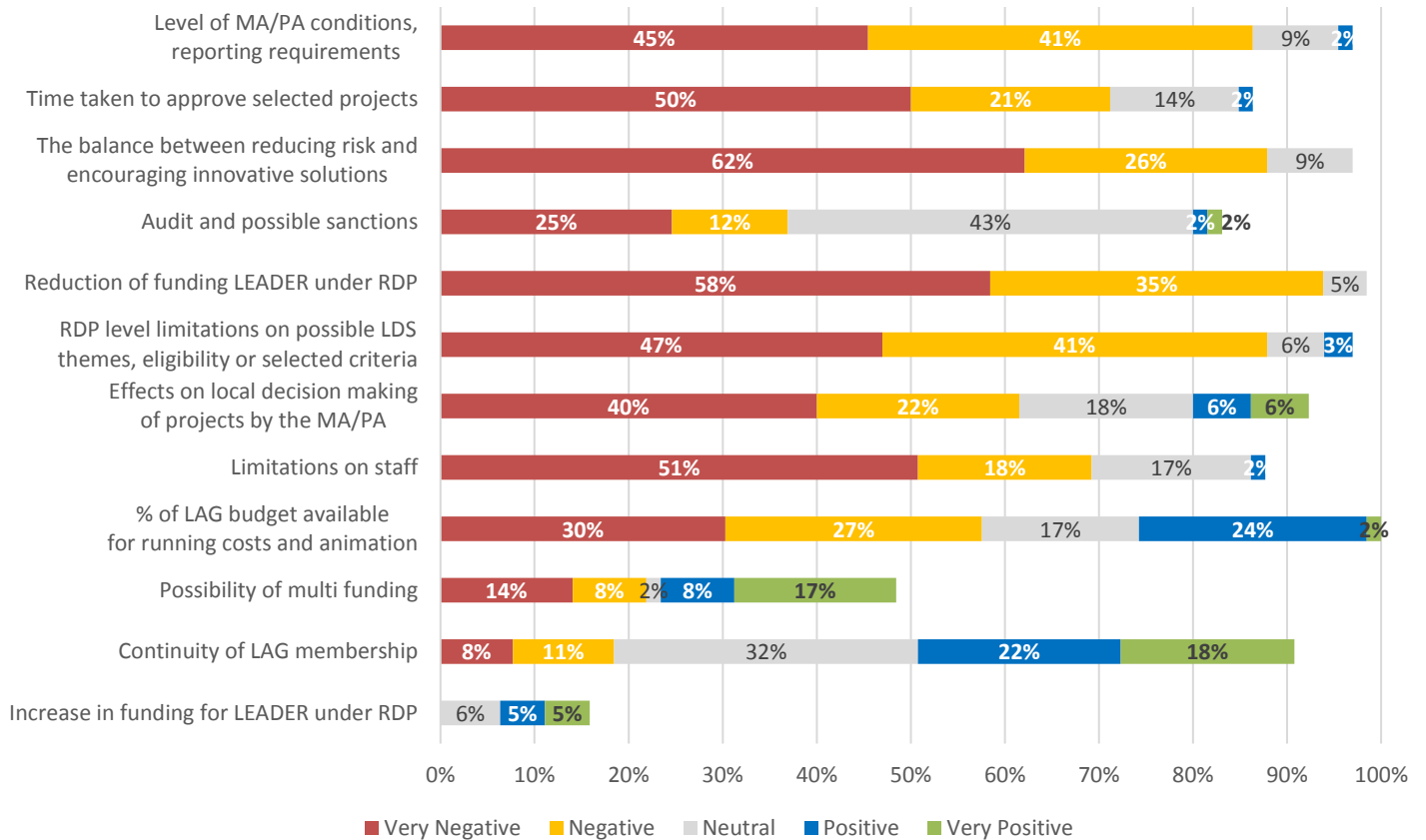
### Question 17

*What level of effect have the following factors had on the implementation of LEADER in your LAG territory? (for each option enter either 0 = not applicable, 1 = very negative, 2 = negative, 3 = neutral, 4 = positive, 5 = very positive)*

- Reduction of funding for LEADER under the RDP.
- Increase in funding for LEADER under the RDP.
- RDP level limitations on possible Local Development Strategy themes, eligibility or selection criteria.
- Level of Managing Authority/Paying Agency conditions, reporting requirements.
- Time taken to approve selected projects.
- Audit and possible sanctions.
- The balance in implementation procedures effects between reducing risk and encouraging innovative solutions.
- Effects on local decision-making of final approval of projects by the managing authority or paying agency.
- Percentage of LAG budget available for running costs and animation.
- Limitations on staff (continuity, skills, number).
- Continuity of LAG membership.
- Possibility of multi funding.

*Total Number of Responses 67*

## Level of Effects on LEADER Implementation



For the purposes of improving the clarity of the analysis the 'not applicable' responses have been removed from the chart.

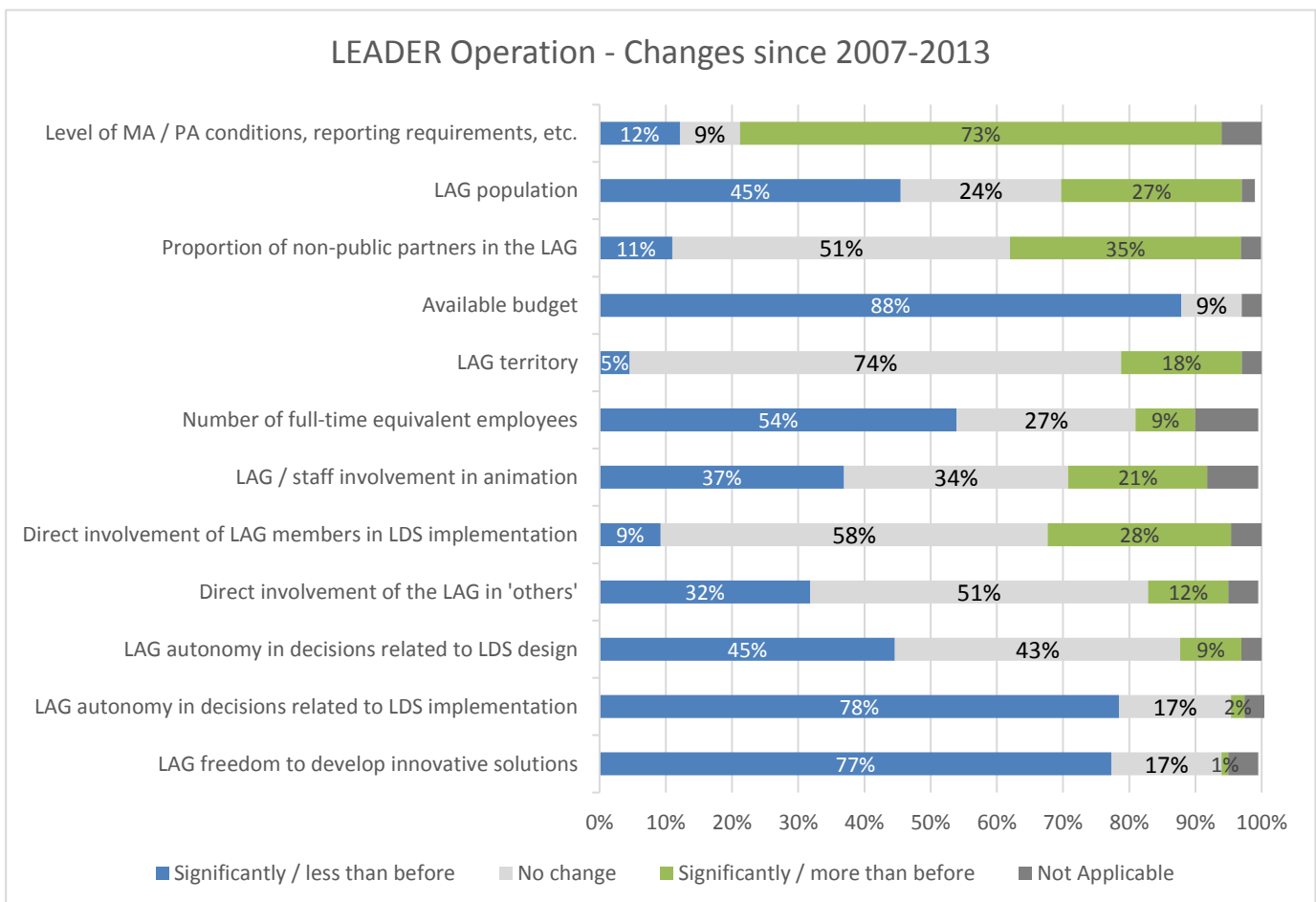
- Proportionately more LAGs in Spain than in the EU sample identified 'very negative' and 'negative' effects across all effects on LEADER implementation. The Spanish rating was often between 20% and 38% more negative than respondents from other European countries.
- Only in the case of 'audit and possible sanctions', were the Spanish LAGs below the negative ratings of the EU sample (37% vs 56%).

### Question 18

How have the following aspects changed for your LAG between the 2007 – 2013 and 2014-2020 Programming periods? (1 = significantly less than before, 2 = less than before, 3 = no change, 4 = more than before, 5 = significantly more than before) (routed for only those LAGs previously operational)

- Available budget.
- LAG territory.
- LAG population.
- Number of full-time equivalent employees.
- LAG / staff involvement in animation.
- LAG autonomy in decisions related to local development strategy design.
- LAG autonomy in decisions related to local development strategy implementation.
- Level of MA controls, reporting requirements etc.
- LAG freedom to develop innovative solutions.
- Proportion of non-public partners in the LAG.
- Direct involvement of LAG members in LDS implementation.
- Direct involvement of the LAG in other regional and territorial development actions or structures.

Total Number of Responses 66



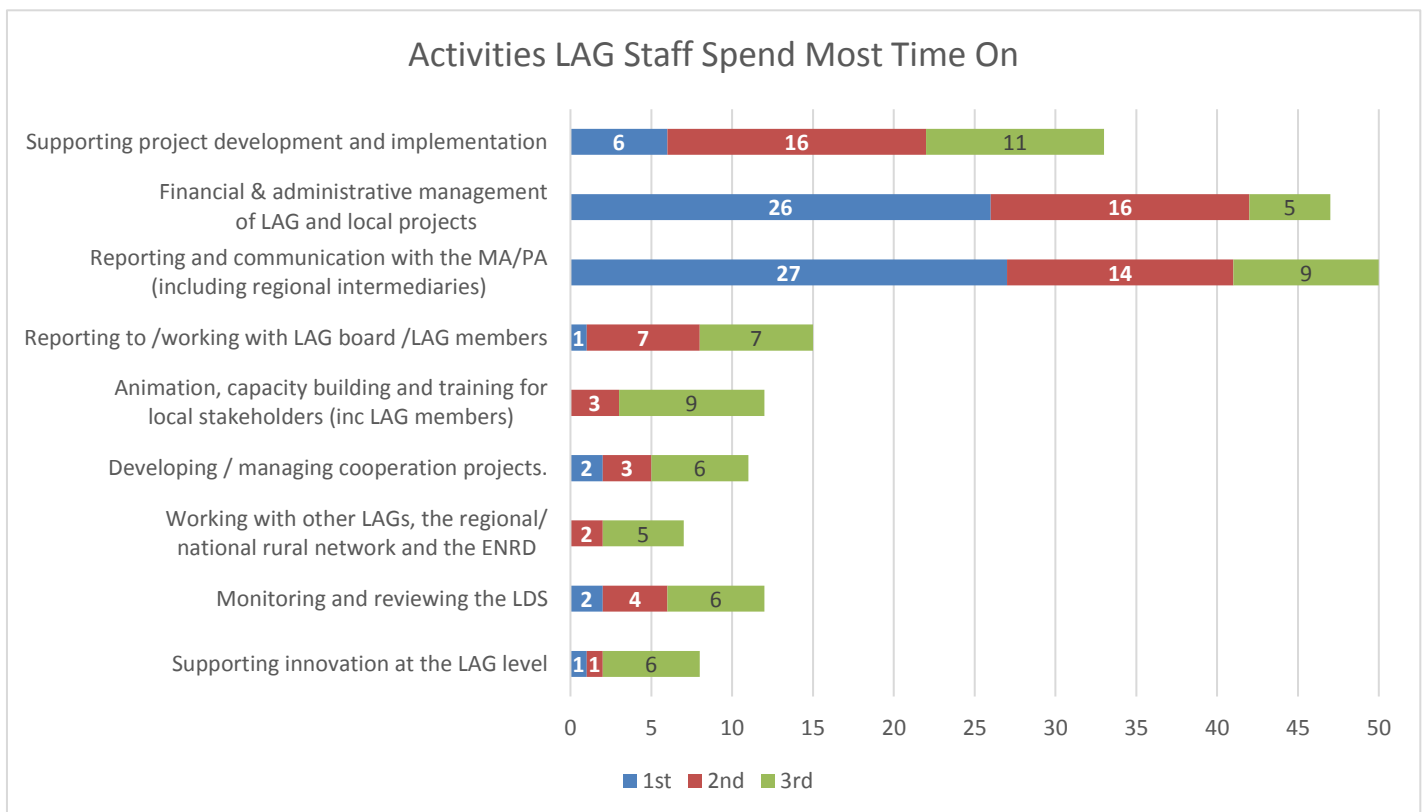
- The Spanish respondents answered the questions in a similar way as the EU sample, however, in most categories a much larger proportion of them stated that they experienced reductions ('significantly less / less than before'). For example with regard to 'available budget', 88% of the respondents in Spain stated reductions compared to only 43% of their EU peers.
- A significantly higher proportion of Spanish respondents than at EU level reported LAG autonomy in decision making on LDS design and implementation and in their freedom to develop innovative solutions to be less than before.
- Only in the topics such as 'LAG territory', 'direct involvement of LAG members in LDS implementation', 'level of MA / PA reporting requirements' and 'proportion of non-public partners' were the Spanish proportion of ratings more closely aligned with the EU sample.

### Question 19

Please think about your day-to-day work in the LAG and rank the three types of activity which your LAG staff spend most time on overall on a scale of 1 – 3 where 1 = most time spent.

- Reporting to /working with LAG board and members.
- Supporting project development and implementation.
- Financial and administrative management of LAG and local projects.
- Reporting and communication with the Managing Authority and Paying Agency (including regional intermediaries).
- Animation, capacity building and training of local stakeholders (inc LAG members).
- Supporting innovation at the local level.
- Monitoring and reviewing the local development strategy.
- Developing /managing cooperation projects.
- Working with other LAGs, the regional/national rural network and the ENRD.

Total Number of Responses 66



- Compared to the EU sample the responses of the Spanish LAGs select the same top three activities but in reverse ranking order i.e. time spent on 'reporting and communication with the MA/PA' ranks first followed by 'financial and administrative management' and then 'supporting project development and implementation' was given lower ratings in Spain than in the EU sample.



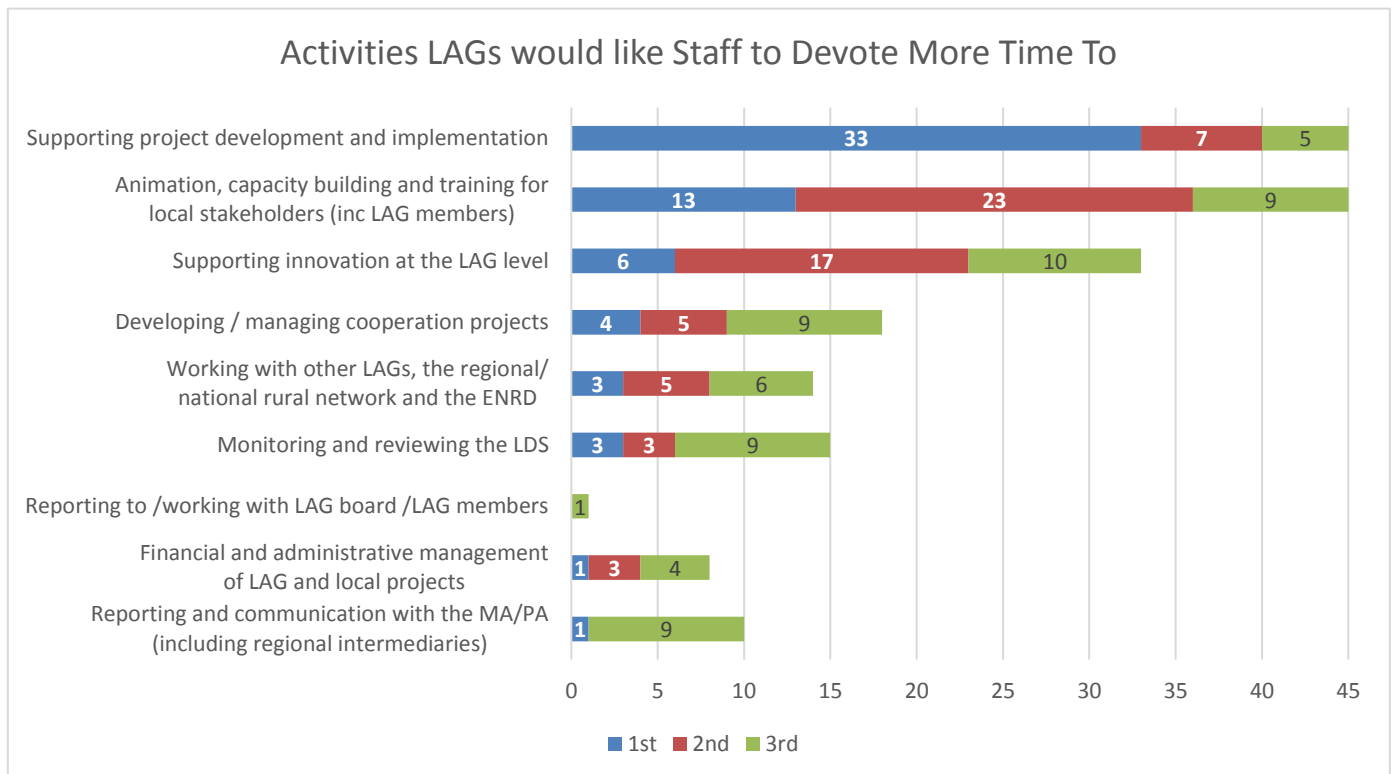
- The ratings of Spanish respondents regarding 'Monitoring and reviewing the LDS' were proportionately slightly higher than those given by other LAGs in the EU.

## Question 20

Where would you like to be able to devote more of your LAG team's time or resources in order to maximise the benefit of LEADER to your LAG territory? Please rank the three most important options below on a scale of 1 – 3 where 1 = most important.

- Reporting to /working with LAG board /LAG members.
- Supporting project development and implementation.
- Financial and administrative management of LAG and local projects.
- Reporting and communication with the Managing Authority and Paying Agency (including regional intermediaries).
- Animation, capacity building and training of local stakeholders (inc LAG members).
- Supporting innovation at the local level.
- Monitoring and reviewing the local development strategy.
- Developing /managing cooperation projects.
- Working with other LAGs, the regional/national rural network and the ENRD.

Total Number of Responses 65



- There are no major differences between the responses of the Spanish LAGs and the wider EU sample. The exception is that more LAGs in the EU sample would prefer their staff to devote more time to 'reporting to / working with LAG board / LAG members' than in Spain.

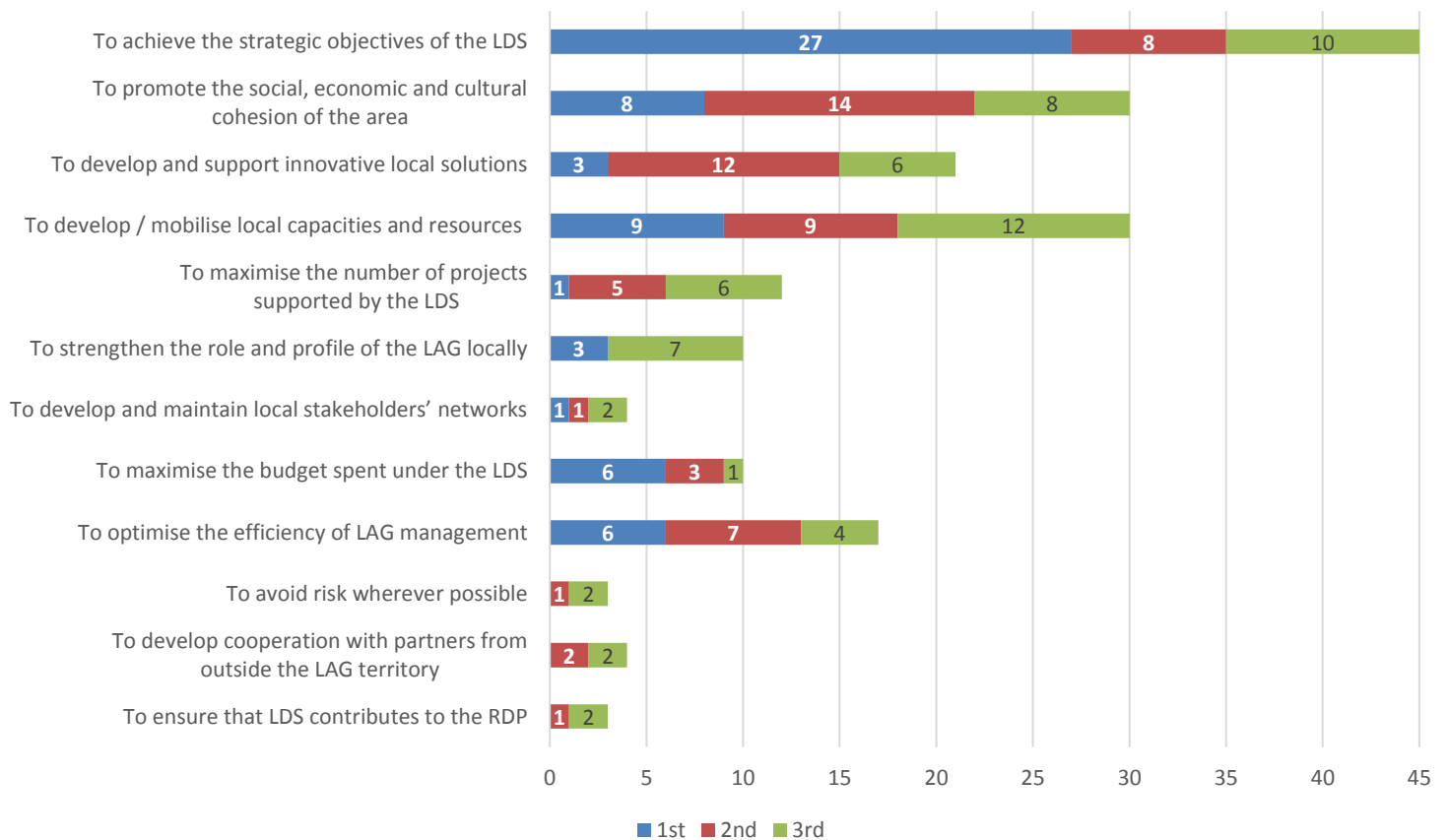
### Question 21

How important are the following operational priorities to your LAG? Please select your top 3 most important options below in order of importance on a scale of 1 – 3 where 1 = most important.

- To achieve the strategic objectives of the local development strategy (LDS).
- To maximise the number of projects supported by the LDS.
- To maximise the budget spent under the LDS.
- To ensure that LDS contributes to the RDP.
- To optimise the efficiency of LAG management.
- To strengthen the role and profile of the LAG locally.
- To promote the social, economic and cultural cohesion of the area.
- To develop and support innovative local solutions.
- To avoid risk wherever possible.
- To develop and maintain local stakeholders' networks.
- To develop cooperation with partners from outside the LAG territory.
- To develop / mobilise local capacities and resources (human, funding, knowledge, etc.)

Total Number of Responses 64

### Importance of Operational Priorities to LAGs



- The Spanish LAGs ranked the operational priorities largely in a similar manner to the LAGs of the EU survey. However, slight differences include the relatively higher importance placed on ‘develop / mobilise local capacities and resources’ and the lower importance given to ‘developing and maintaining local stakeholders’ networks’.
- A further minor difference exists in relation to ‘optimising the efficiency of LAG management’, where the Spanish respondents applied a higher priority in comparison to their EU counterparts.

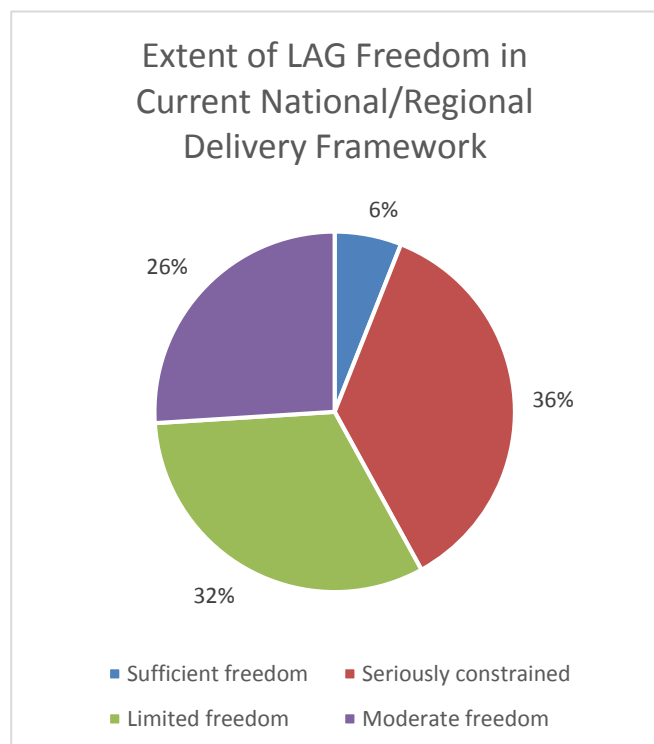
## Question 22

To what extent does your national or regional LEADER delivery framework enable your LAG to pursue these operational priorities? Please select the option most appropriate to your LAG.

- The LAG has sufficient freedom to allow it to pursue its preferred priorities.
- The LAG has a moderate degree of freedom which allows it to partially address its priorities.
- The LAG has a limited degree of freedom which substantially compromises its freedom to address its priorities.
- The LAGs freedom to address its operational priorities is seriously constrained

Total Number of Responses 65

- More than a third (36%) of the Spanish LAGs felt that they were 'seriously constrained', markedly fewer European LAGs stated this (11%).
- At the same time, a lower proportion of the Spanish sample thought that they were enjoying 'sufficient or moderate freedom' (32%) compared to the EU sample (62%).

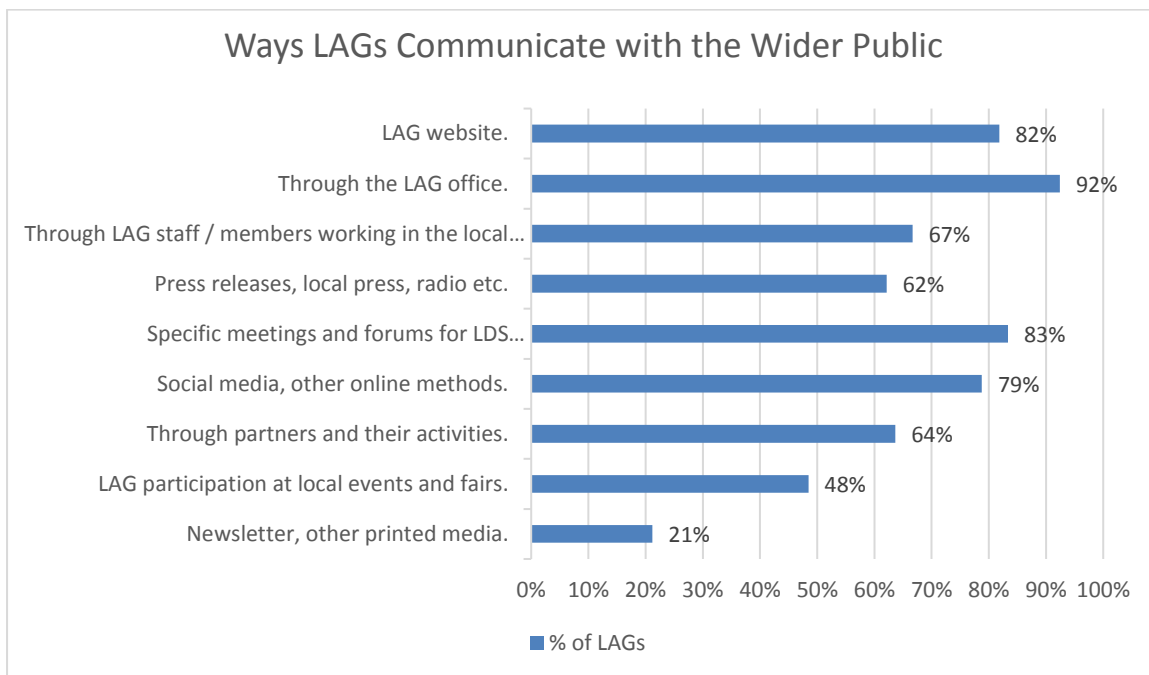


### Question 23

What is the main way your LAG communicates with the wider public in your LAG Territory (including potential beneficiaries)? Please select those methods which your LAG uses.

- LAG website.
- Specific meetings and forums for LDS implementation.
- Through the LAG office.
- Through LAG staff / members working in the local community.
- LAG participation at local events and fairs.
- Press releases, local press, radio etc.
- Newsletter, other printed media.
- Social media, other online methods.
- Through partners and their activities.

Total Number of Responses 66



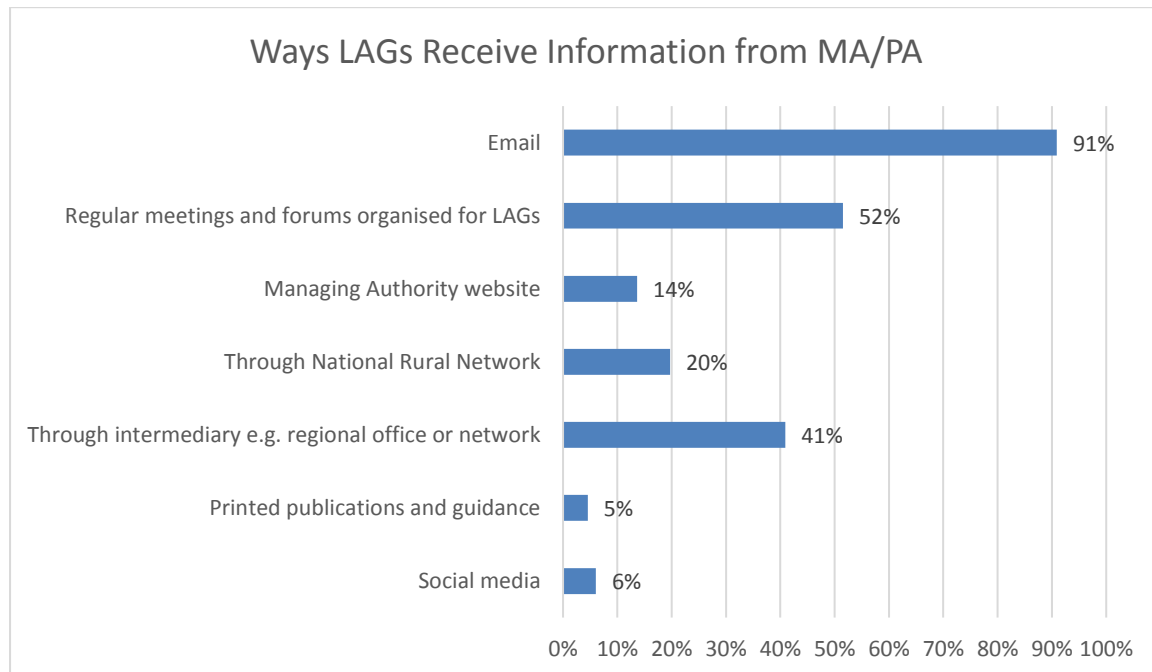
- Proportionately more Spanish LAGs stated that they communicated 'through the LAG office' (92%) and through 'specific meetings and forums for LDS' (83%) than in the EU sample (71% and 62% respectively).
- Communication via social media, is also utilised more by Spanish LAGs than by other European LAGs (79% vs 61%).
- In Spain less use is made of 'newsletters, other printed material' (21%) than in Europe (45%).

### Question 24

What are the main ways in which you receive information from the Managing Authority? Please select those methods which are most used

- Managing Authority website.
- Regular meetings and forums organised for LAGs.
- Through National Rural Network.
- Social media.
- Printed publications and guidance.
- Email.
- Through intermediary e.g. regional office or network.

Total Number of Responses 66



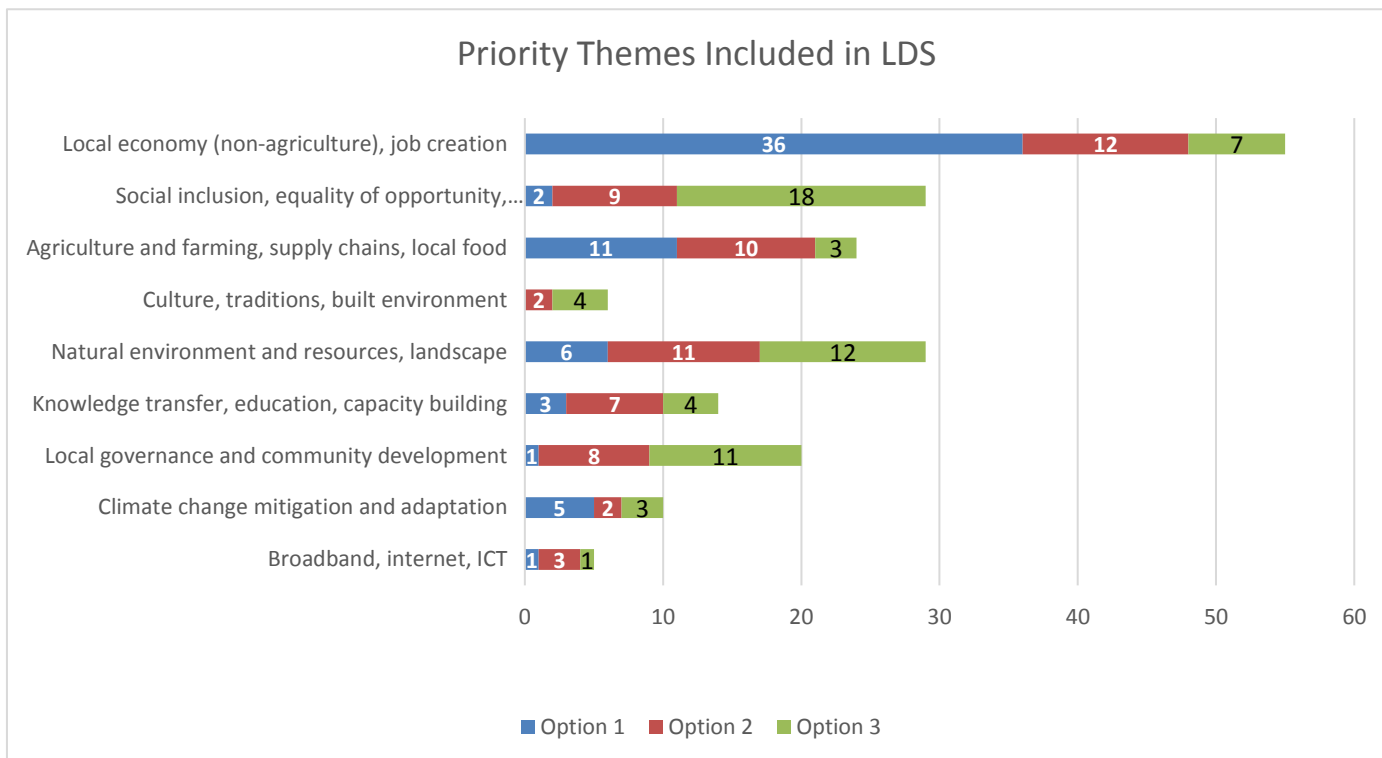
- With regard to receiving information via ‘e-mail’ and ‘regular meetings’, the responses from Spain were similar to those of the EU sample, however, comparatively fewer Spanish LAGs indicated receiving information via ‘the MA website’ (14% vs 34%), ‘through NRN’ (20% vs 31%) and ‘through printed publications and guidance’ (5% vs 22%).
- In Spain, much more information is accessed ‘through intermediaries or networks’ than in the EU sample (41% vs 22%). This may reflect the regionalised structure.

### Question 25

Which of the following priority themes relate most closely to your Local Development Strategy objectives? Please select (up to) the three most relevant ones from the options provided.

- Knowledge transfer, education, capacity building.
- Climate change mitigation and adaptation.
- Agriculture and farming, supply chains, local food.
- Local economy (non-agriculture), job creation.
- Culture, traditions, built environment.
- Natural environment and resources, landscape.
- Social inclusion, equality of opportunity, cohesion, services.
- Local governance and community development.
- Broadband, internet, ICT.

Total Number of Responses 65



- The Spanish responses to the question are largely in line with those provided by the EU sample. However, there was a notably much weaker ranking of the inclusion of the priority theme 'culture, traditions, built environment' in LDS in Spain with than in the EU sample.
- A stronger inclusion of the theme 'natural environment and resources, landscape' was indicated by the Spanish LAGs than in the EU sample.



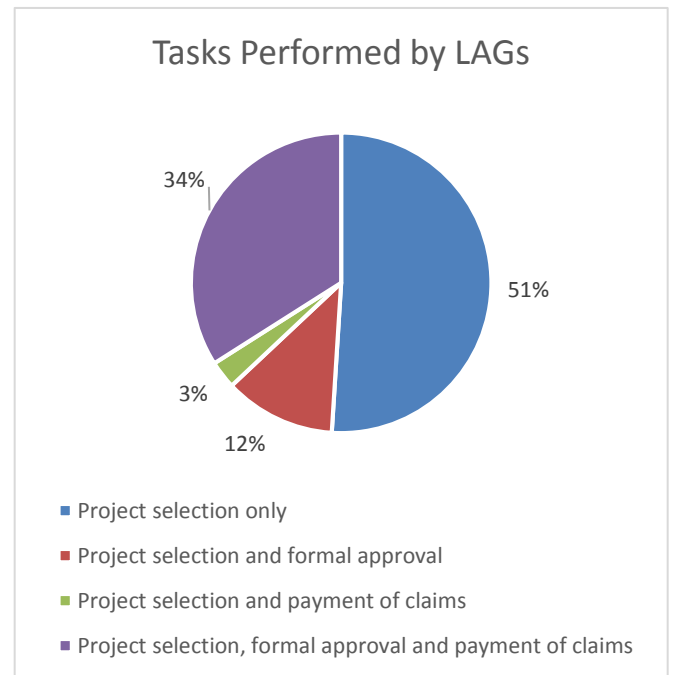
### Question 26

What tasks does your LAG perform in relation to LEADER projects as part of your LDS implementation?  
Please select one of the options.

- Project selection only
- Project selection and formal approval
- Project selection and payment of claims
- Project selection, formal approval and payment of claims

Total Number of Responses 65

- A larger percentage of Spanish LAGs (34%) reported that they are responsible for 'project selection, formal approval and payment of claims' than at EU level where only 19% of LAGs perform these tasks.
- In contrast, a smaller proportion of Spanish respondents stated that their LAGs were in charge of 'project selection and formal approval' (12%) by comparison with 30% of LAGs across Europe.



## LEADER Improvements

### Question 27

*What is most important to address in helping LAGs to be effective in implementing LEADER now? Please select and rank your top five priorities from the following items in order of their importance in (where 1= highest importance and 5 = 5th most important)*

- Better common knowledge and support through networking of LAGs, Managing Authorities and Paying Agencies and National Rural Networks and exchanges on transferable experience and practices
- The eligibility of measures to support the emergence of new ideas, e.g. the use of feasibility studies, LAG led projects, pilot projects, preparatory work etc. should be ensured from the EU level down.
- Setting aside a significant and specific budget for LAG animation activities.
- Allocating resources for cooperation to the LAG level.
- Ensuring better common knowledge of and support for LAGs to take advantage of using simplified cost options.
- LAGs setting selection criteria and defining calls
- LAGs using qualitative criteria and local knowledge to inform project selection decisions.
- Ensuring better common knowledge of and support for LAGs to take advantage of using different delivery tools e.g. 'Umbrella projects'.
- Improving MA or intermediary body turnaround time on approving selected projects.
- Improving timeliness of payments of beneficiaries' claims.
- Simpler and more proportionate systems of controls (for smaller projects?).
- Simplification, harmonisation and flexibility to support LAGs in the practical use of multi-funding.
- Greater clarity on LAG level monitoring and evaluation (M&E) requirements in LEADER.
- Strengthening communication, coordination and cooperation between LAGs, Managing Authorities and Paying Agencies in delivering LEADER.
- A dedicated EU/national platform for information sharing among LEADER actors.
- Simpler application forms/application process.
- Allowing LAGs to act as a 'platform', signposting and brokering support from multiple (third party) sources to further LDS objectives.

### *Total Number of Responses 61*

- Spanish respondents provided broadly similar responses to the EU sample, while slightly more priority was allocated to 'strengthening communication, coordination and cooperation with MA and PAs in delivering LEADER' and 'simplification, harmonisation and flexibility to support LAGs in the practical use of multi-funding'.
- Slightly less emphasis was given by Spanish respondents to 'improving the MA/IB turnaround time on approving selected projects' and 'better common knowledge and networking between LAG, MA/PA and NRN' than across European LAGs of the wider sample.

## Most Important Changes to Improve Implementation Now

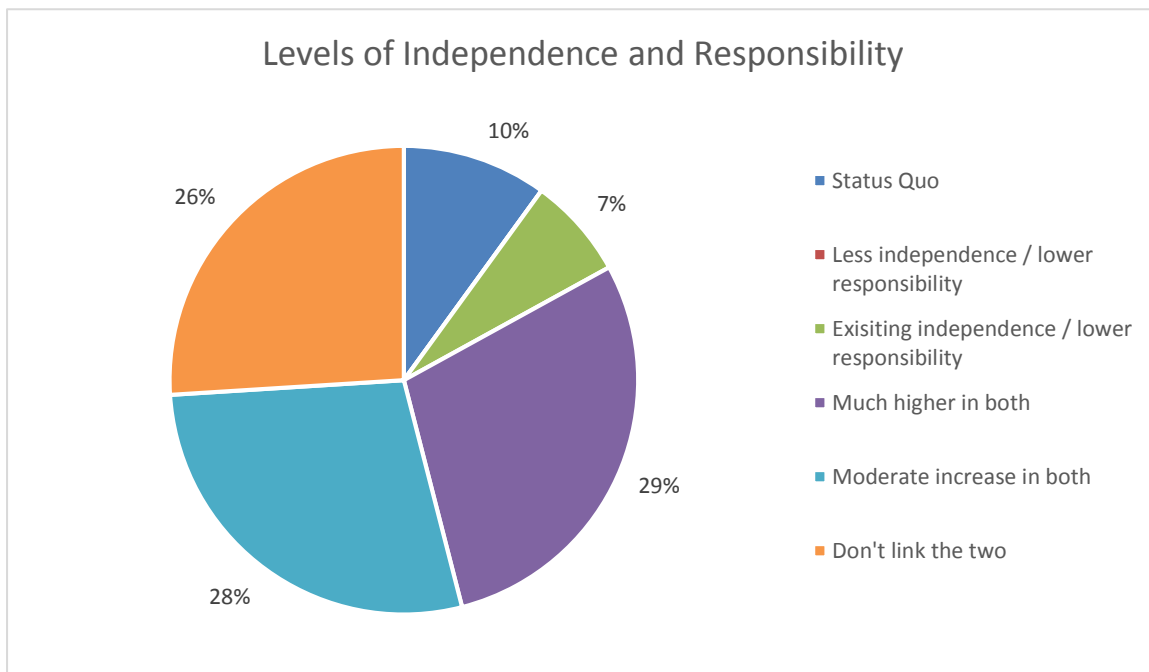


### Question 28:

*Some LAGs desire greater independence in their operations with more power and responsibility e.g. in project selection and approvals, project management, use of funds, managing risk etc. Which one of these statements best reflects your LAG's position?*

- We are happy with the existing levels of responsibility, independence and accountability
- We prefer less independence with a lower level of direct LAG responsibility and financial accountability
- We prefer the existing level of independence with a lower level of direct LAG responsibility and financial accountability
- We prefer a much higher degree of independence and would be happy with a significantly higher degree of direct responsibility and financial accountability
- We prefer a moderate increase in independence with a moderate increase in direct responsibility and financial accountability
- Any increase in independence should not be linked to increased LAG responsibilities and accountability

Total number of responses – 61



- A lower percentage of Spanish LAGs responding were satisfied with maintaining the 'status quo' than at EU level (10% vs 20%).
- In contrast, more Spanish respondents indicated the wish for 'much higher in both, independence and responsibility' than the EU sample (29% vs 19%)

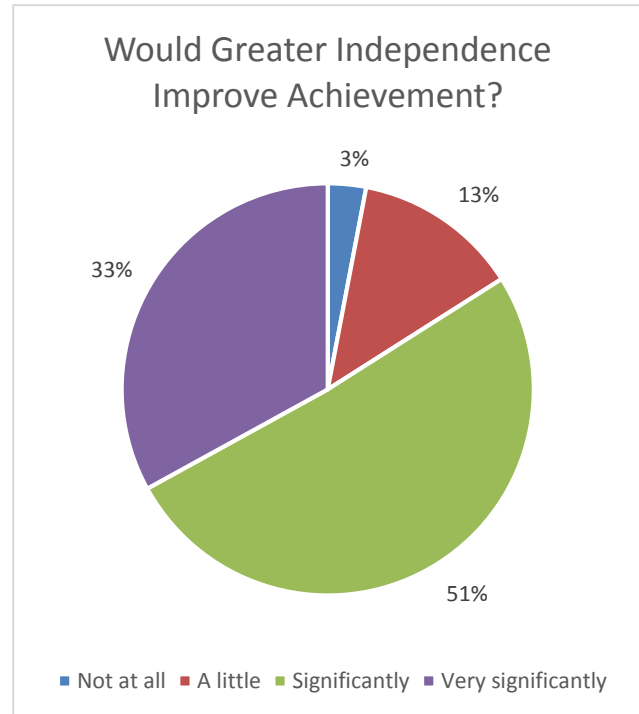
### Question 29

To what extent would greater independence, power and responsibility for your LAGs improve what you are able to achieve? Please select one option.

- Not at all
- A little
- Significantly
- Very significantly

Total Number of Responses 61

- A considerably larger proportion of Spanish respondents indicated that greater independence would improve the achievement of LAGs 'very significantly', in comparison to the EU sample (33% vs 12%).
- Conversely, a much smaller share of Spanish LAGs thought that greater independence would only achieve 'a little' improvement (13% vs 34%).

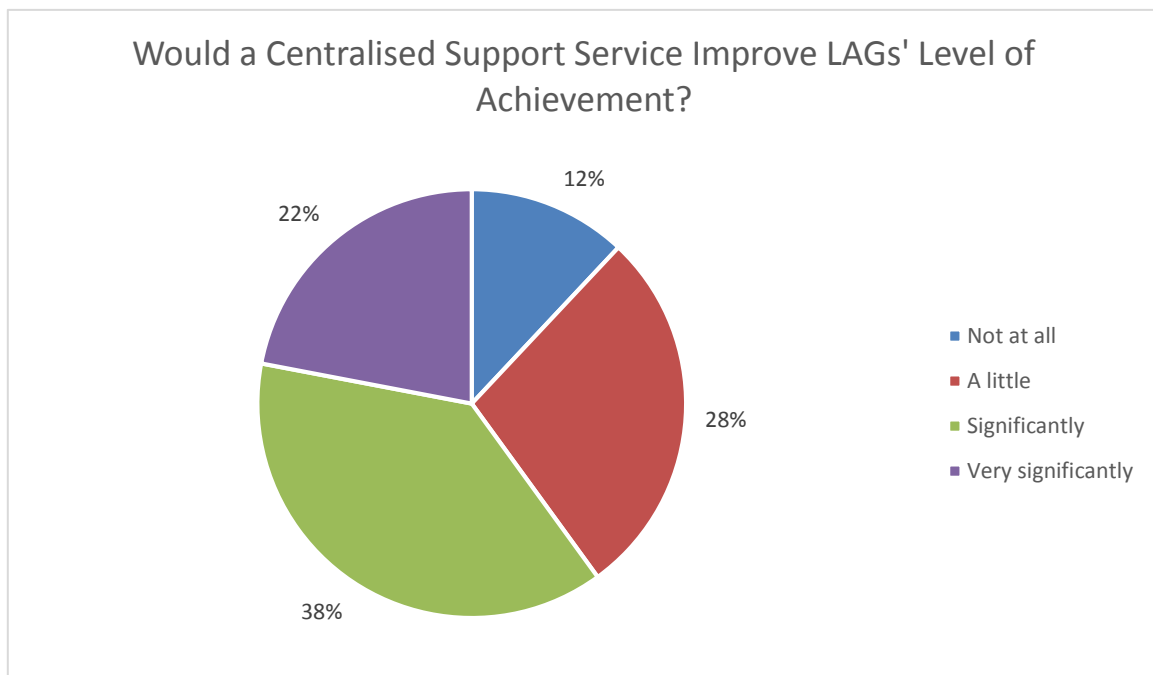


### Question 30

*If it was possible to reduce LAG administration through the provision of a centralised support service (e.g. shared and managed by multiple LAGs) to what extent would that improve your LAGs level of achievement?*

- Not at all
- A little %
- Significantly
- Very significantly

Total Number of Responses 60



- A much larger proportion of the Spanish respondents thought that a centralised support service would improve the achievements of the LAG 'significantly' and 'very significantly' than at EU level (60% vs 37%).
- At the same time, a much smaller proportion of Spanish LAGs thought that there would be no change at all in comparison to their EU peers (12% vs 36%).

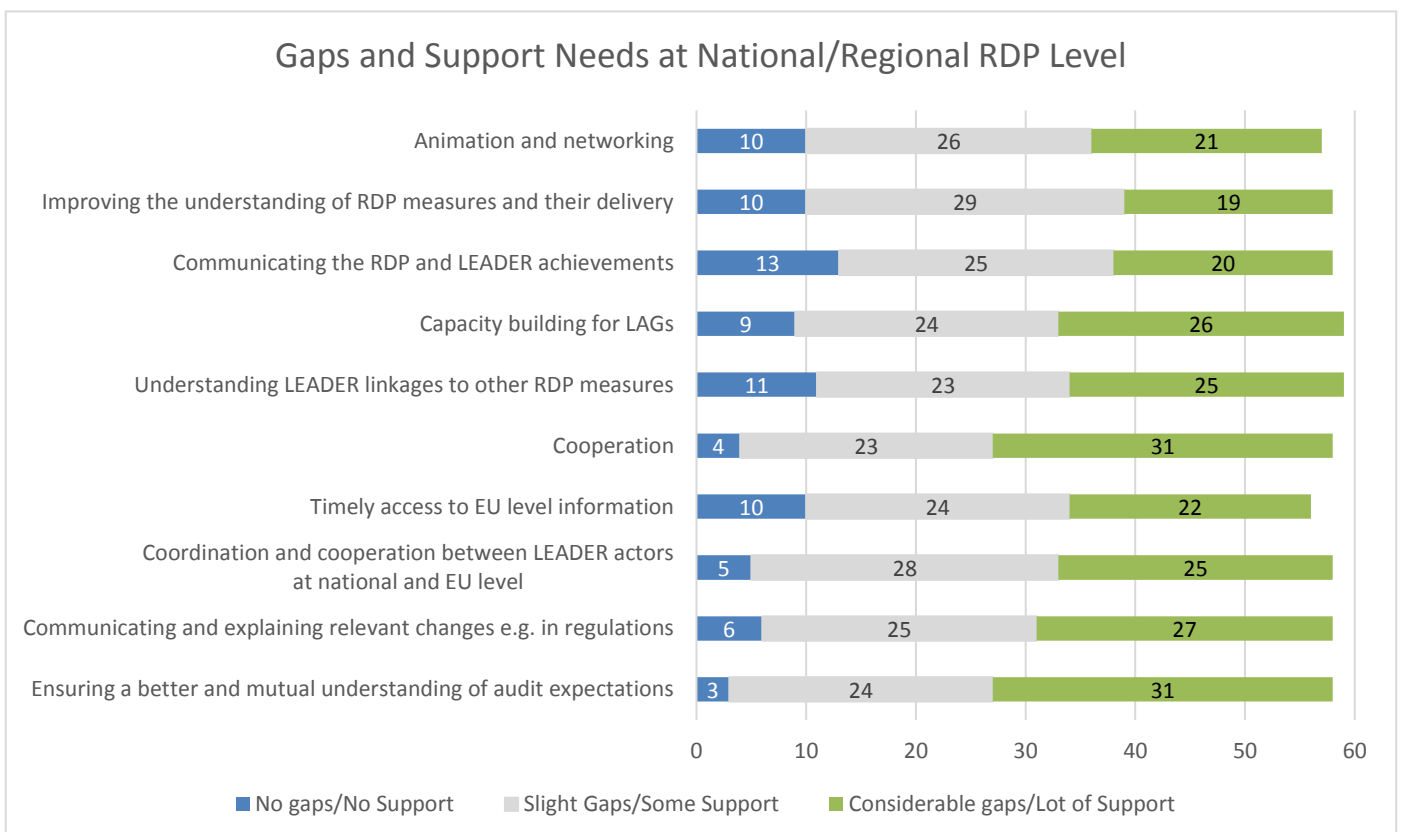
### Question 31

To what extent does support from national and regional Rural Development Programme authorities (e.g. Managing Authority, Paying Agency) meet LAG needs and enhance LEADER implementation? Please, use the following scale to rank the provision against the specified needs:

- 1= no gaps in support – no support needed,
- 2 = slight gaps – some support needed,
- 3 = considerable gaps – lot of support needed.

- Improving the understanding of RDP measures and their delivery.
- Communicating the RDP and LEADER achievements.
- Understanding LEADER linkages to other RDP measures.
- Capacity building for LAGs.
- Animation and networking.
- Cooperation.
- Timely access to EU level information.
- Coordination and cooperation between LEADER actors at national and EU level.
- Communicating and explaining relevant changes e.g. in regulations.
- Ensuring a better and mutual understanding of audit expectations.

Total Number of Responses 61



- In a number of areas, the Spanish LAGs responded slightly differently to those of the overall EU sample. For example, a greater proportion of Spanish respondents identify considerable gaps and support needs in areas including ‘cooperation’, ‘capacity building for LAGs’, ‘understanding LEADER linkages to other RDP measures’, ‘animation and networking’, ‘communicating the RDP and LEADER achievements’ and ‘improving the understanding of RDP measures and their delivery’.
- The proportion of Spanish respondents stating that there were no gaps/no support was generally lower than that of the EU sample.



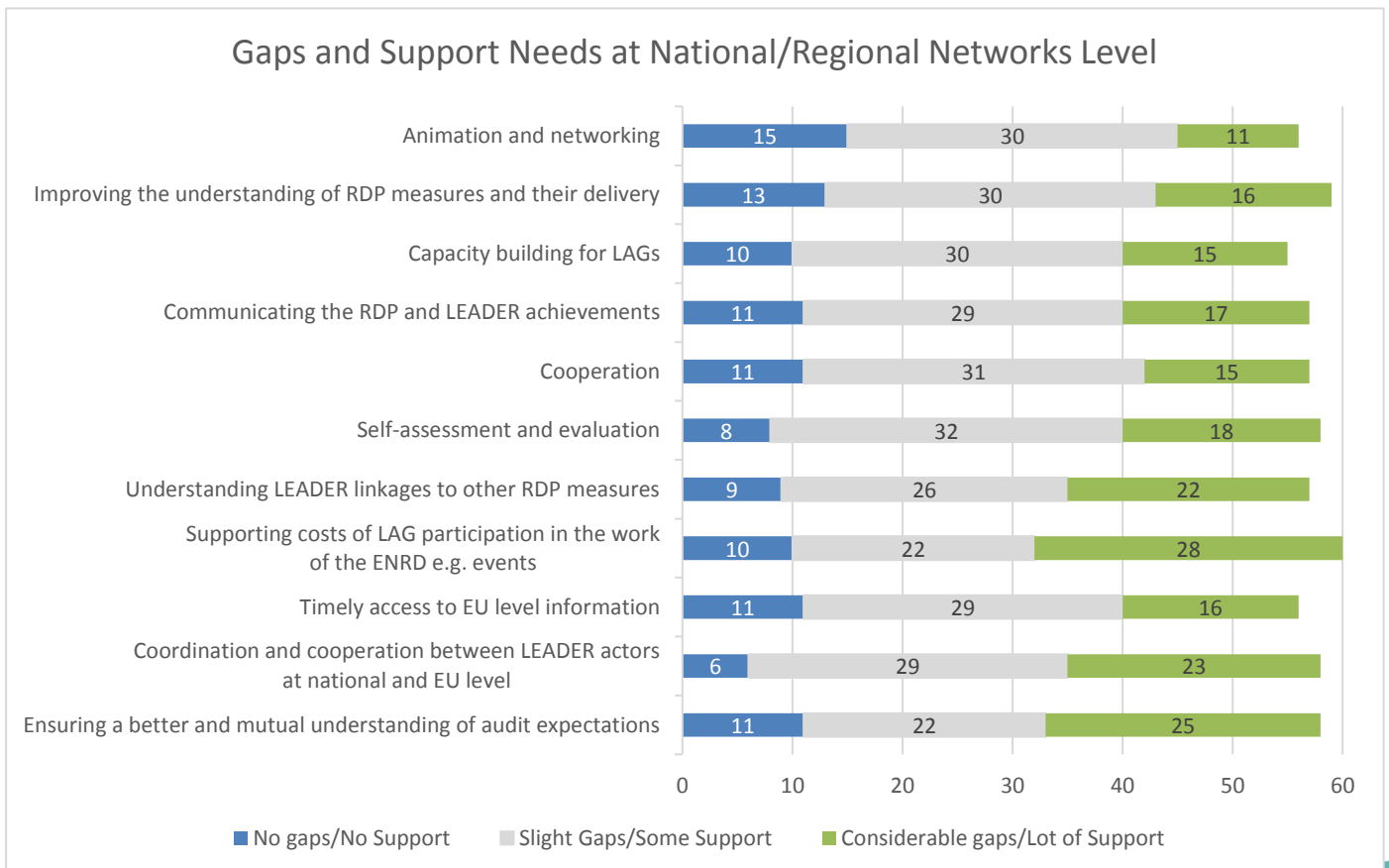
### Question 32

To what extent does support from national and regional Rural Networks meet LAG needs and enhance LEADER implementation? Please, use the following scale to rank the provision against the specified needs:

- 1= no gaps in support – no support needed,
- 2 = slight gaps – some support needed,
- 3 = considerable gaps – lot of support needed.

- Improving the understanding of RDP measures and their delivery.
- Self-assessment and evaluation.
- Communicating the RDP and LEADER achievements.
- Understanding LEADER linkages to other RDP measures, e.g. EIP Operational Groups.
- Capacity building for LAGs.
- Animation and networking.
- Cooperation.
- Timely access to EU level information.
- Supporting costs of LAG participation in the work of the ENRD e.g. events
- Coordination and cooperation between LEADER actors at national and EU level.
- Ensuring a better and mutual understanding of audit expectations.

Total Number of Responses 61



- The responses from Spanish LAGs were largely similar to those provided by the EU LAGs. Proportionately a smaller proportion of Spanish LAGs believed that there were 'no gaps and no support needs' across the various topics.
- A larger proportion of Spanish respondents identified 'considerable gaps and lot of support need' than their European peers regarding 'supporting costs of LAG participation in the work of the ENRD'.

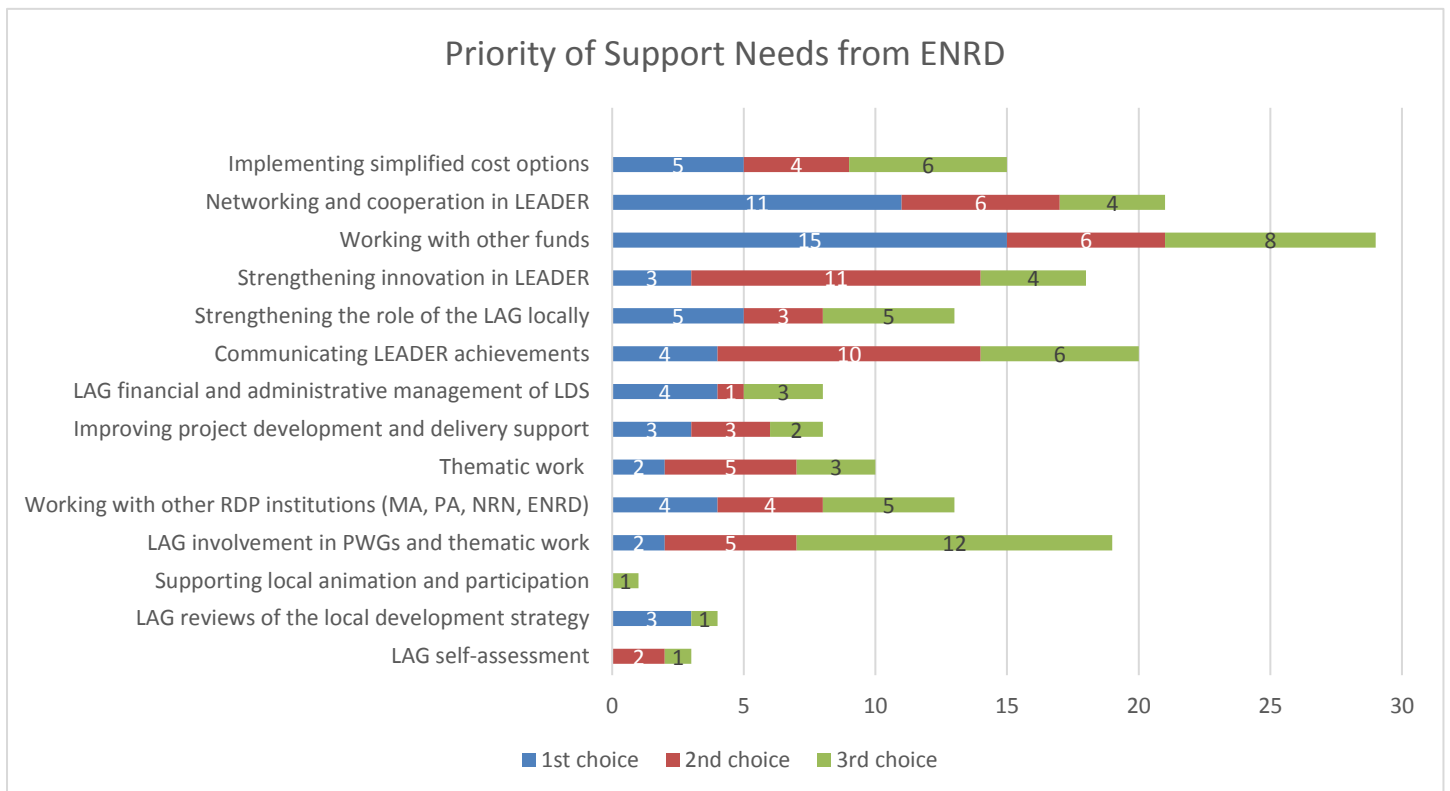
### Question 33

Which of the following areas of your LAG's activity are the priorities which the European Network for Rural Development (ENRD) should work on to help your LAG most?

Please rank the three most important options below on a scale of 1 – 3 where 1 = most important.

- LAG reviews of the local development strategy.
- LAG financial and administrative management of local development strategy implementation.
- Improving project development and delivery support.
- Implementing simplified cost options.
- Networking and cooperation in LEADER.
- Communicating LEADER achievements.
- Strengthening innovation in LEADER.
- Strengthening the role of the LAG locally.
- Supporting local animation and participation.
- Thematic work (e.g. Greening the local economy, social innovation, ICT & broadband, smart villages, etc.).
- Working with other RDP institutions (MA, PA, NRN, ENRD).
- LAG self-assessment.
- Working with other funds.
- LAG involvement in practitioner-working groups and thematic work.

Total Number of Responses 61



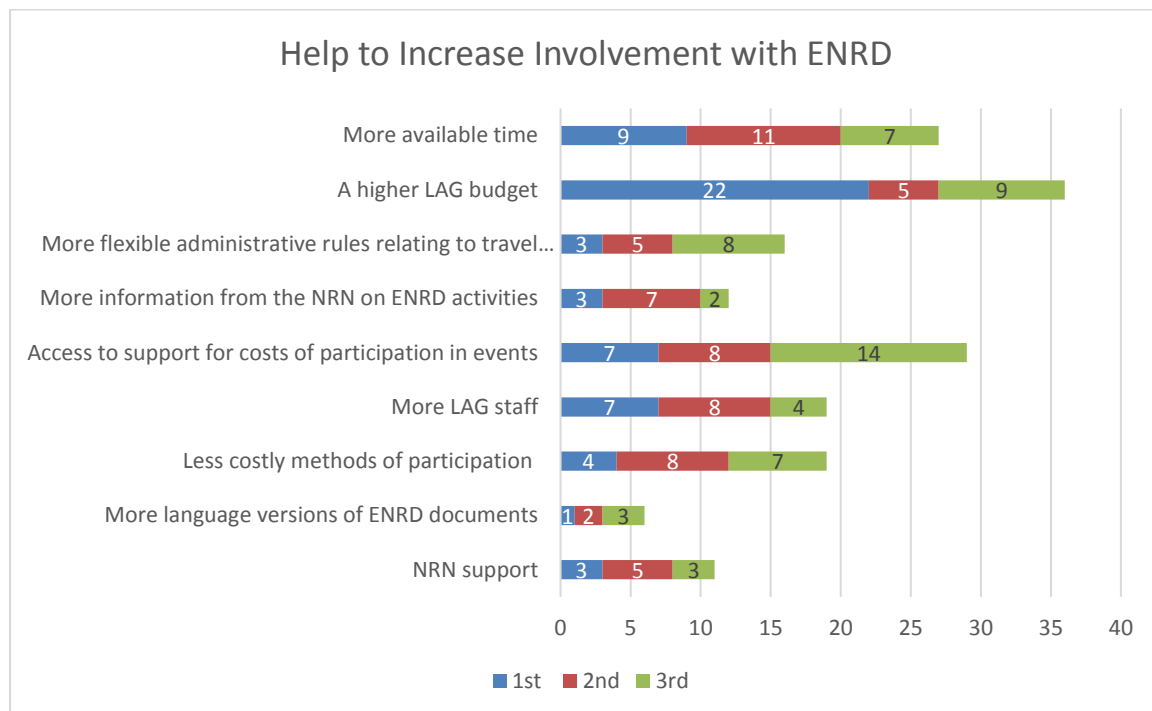
- There were a number of differences in the priority which Spanish respondents accorded their support needs in comparison to the EU sample. For example, the Spanish LAGs prioritise ‘working with other funds’ as their highest support needs (at EU level this ranked third priority).
- Spanish LAGs also prioritised ‘communicating LEADER achievements’ and ‘LAG involvement in PWGs and thematic work’ markedly higher than their European counterparts.
- Rather less emphasis was given in Spain to ‘implementing simplified cost options’ (which received the highest in the EU sample).

### Question 34

What could help you get more involved in the work of the ENRD? You may select up to three of the options below. Please rank the three most important options below on a scale of 1 – 3 where 1 = most important.

- More flexible administrative rules relating to travel, participations in conferences etc.
- A higher LAG budget
- More available time
- More LAG staff
- More language versions of ENRD documents
- More information from the NRN on ENRD activities
- NRN support
- Less costly methods of participation (e.g. Online meetings)
- Access to support for costs of participation in events
- Other, please describe

Total Number of Responses 60



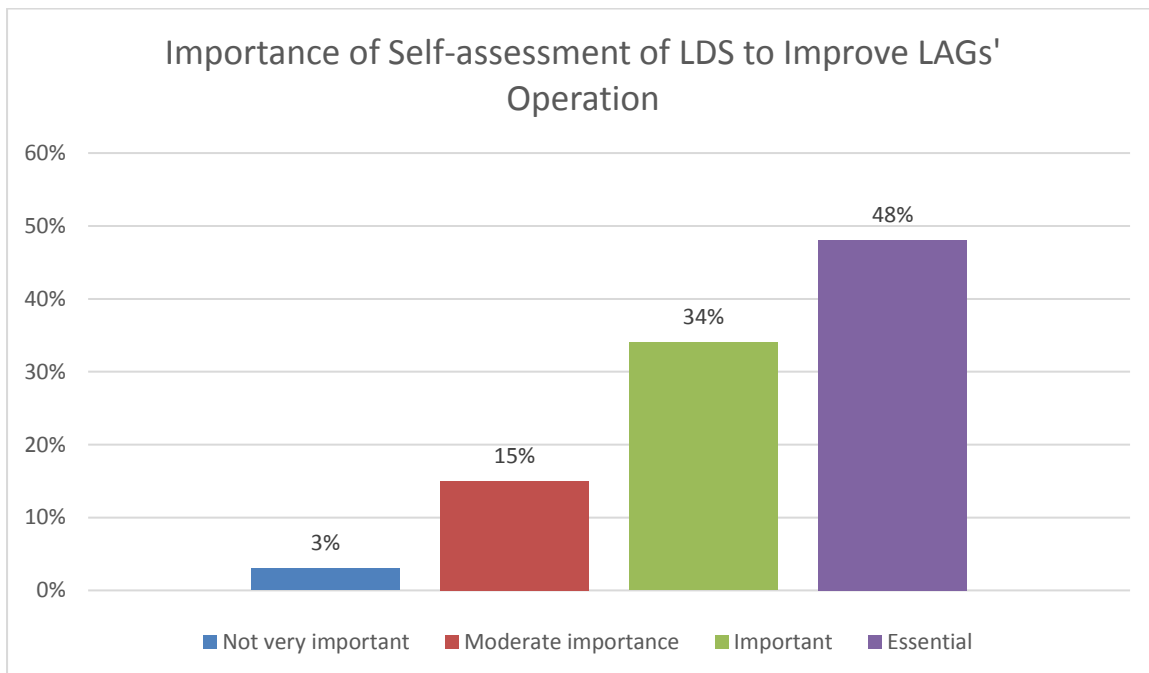
- The Spanish responses were largely similar to those given by the EU sample. However, there was less emphasis given on requiring help regarding ‘more flexible administrative rules relating to travel’, ‘more available time’, and ‘more information from NRN on ENRD activities’ in comparison to other LAGs in Europe.
- In comparison to the EU sample, the Spanish respondents prioritised the need for ‘access to support for costs of participation in events’ higher.

### Question 35

*How important do you think self-assessment (internal review) of your own Local Development Strategy is to improving your LAG's operation?*

- Not very important
- Moderate importance
- Important
- Essential

Total Number of Responses 61



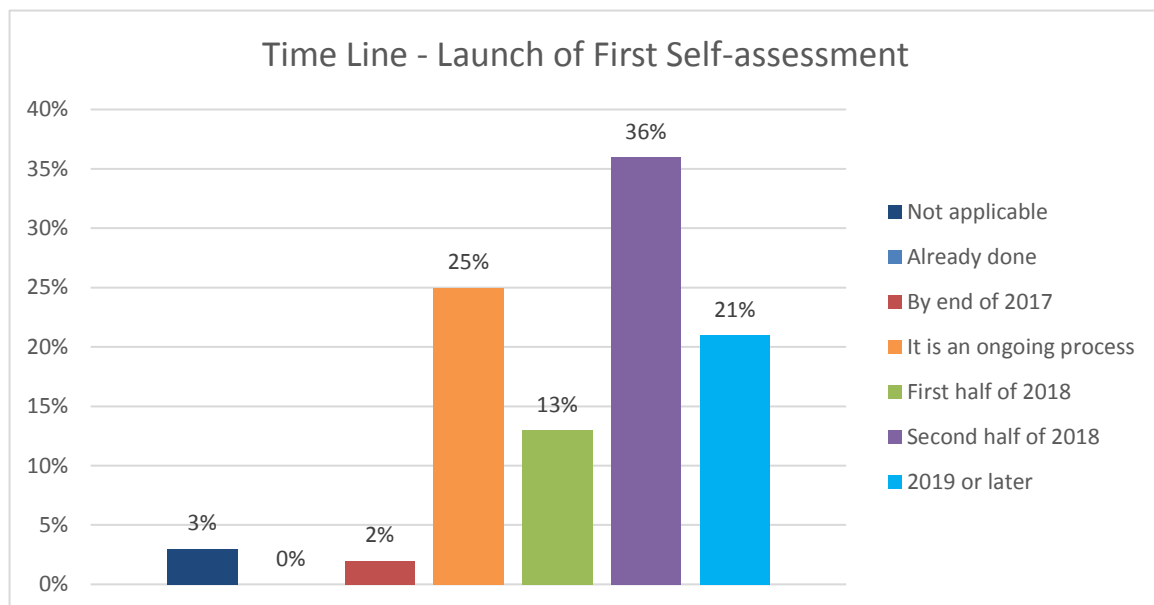
- Considerably more Spanish LAGs considered 'self-assessment' as 'essential' than in the EU sample (48% vs 28%).

### Question 36

*When are you planning to launch your first self-assessment?*

- Already done
- By end 2017
- First half of 2018
- Second half of 2018
- In 2019 or later
- It is an ongoing process
- Not applicable

*Total Number of Responses 61*



- For most Spanish LAGs (57%) the first self-assessment is still to be launched (second half of 2018 and later in 2019), in comparison to 35% of the EU sample.
- A quarter of all Spanish respondents indicated that self-assessment is an 'ongoing process'. This is a slightly higher percentage than at EU level (18%).

### Question 37

*Are you willing to participate in further LEADER work with the ENRD (e.g. a focus group, practitioner-working group, other forms)?*

- Yes – 93%
- No – 7%

*Total Number of Responses 61*