



1st Meeting of the

LEADER/CLLD Sub-Group

Brussels - 21 April 2015



#LeaderCLLD


ENRD Tools for Leader/CLLD

Leader/CLLD subgroup meeting
Brussels, 21 April 2015



#LeaderCLLD

Tools available and planned

- LEADER Toolkit
 - FAQs and guidance documents
 - Other web-based tools (LAG database, partner search tools) and social media
 - Good practices
 - Clusters & task forces
 - Workshops, training, seminars...
 - Tools used by other CLLD Funds
- 

LEADER Toolkit today:

LEADER Tool-Kit

LEADER-TOOLKIT

HOME

THE LEADER APPROACH ▼

IMPROVING IMPLEMENTATION OF LEADER
AT PROGRAMME LEVEL ▼

THE STRATEGY DESIGN AND
IMPLEMENTATION ▼

THE LOCAL ACTION GROUP (LAG) ▼

LEADER MONITORING AND EVALUATION ▼

20 frequently asked questions and answers about the LEADER local development approach

The LEADER Tool Kit is targeted at the EU's local level of rural development practitioners. It explains the bottom-up LEADER methodology in concrete and practical means using texts, illustrations, interviews, presentations and case projects documented over the 20 years' history of the method. The Toolkit is a guide book for a beginner and a reference material / memory list for the more advanced rural developer. To help you find answers more easily, we have divided the contents into three parts:

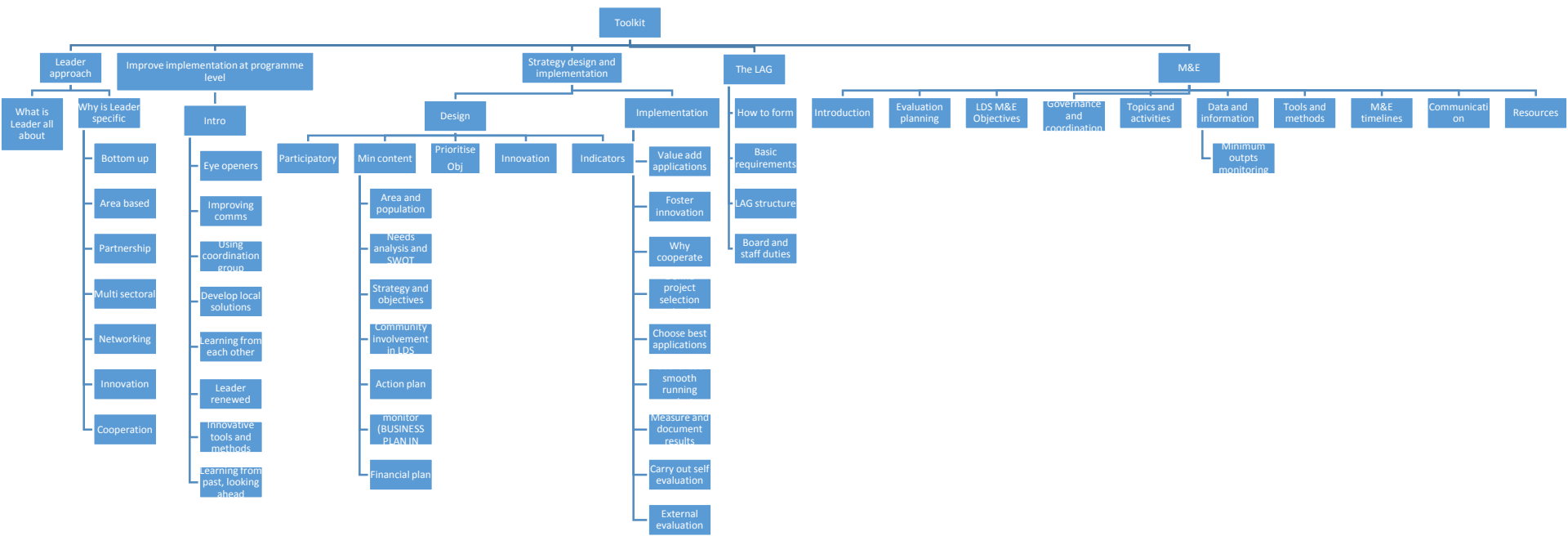
- The LEADER Approach
- Improving Implementation of LEADER programme level
- The Strategy Design and Implementation
- The Local Action Group (LAG)
- LEADER Monitoring and Evaluation

Video

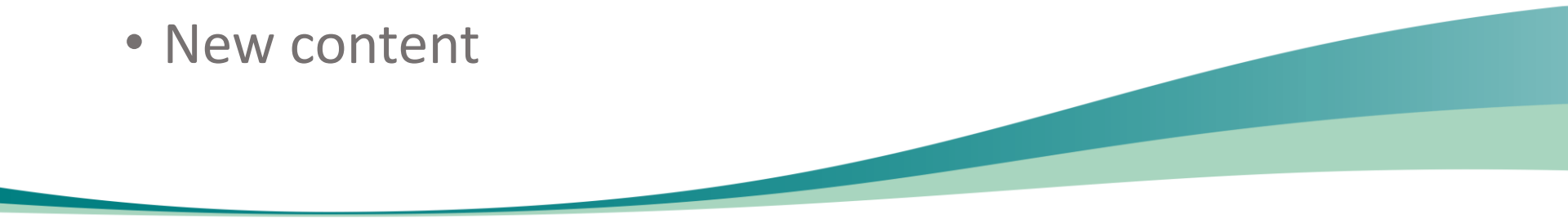


LEADER, Tom Burston, Northumberland, England

The webpage hides a complex structure...



Priority improvements planned:

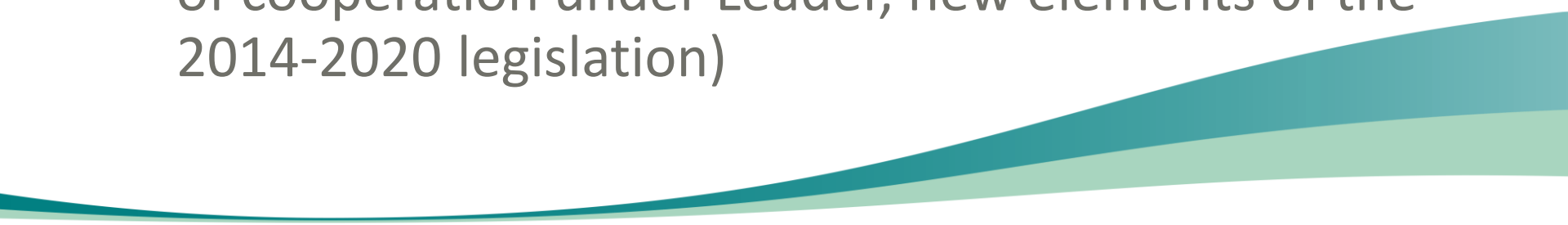
- Toolkit reviewed, improvement needs identified
 - Immediate update of current site content
 - Revise structure
 - Rationalise
 - Revise content
 - New simpler structure
 - LEADER & CLLD explained
 - Tools for programme authorities
 - Tools for local actors
 - New content
- 

FAQs & guidance documents

A special section in the FAQs for „technical” questions related to RDP implementation, for example:

- Is preparatory support obligatory in Leader?
- Who should approve cooperation projects, MA or LAG?
- ...

Guidance documents, e.g.:

- the European Commission's Guides on CLLD
 - Guidance on cooperation (explanation of the role of cooperation under Leader, new elements of the 2014-2020 legislation)
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LAG database (2007-2013)

Local Action Groups (LAGs) are the mainstay of the implementation of the LEADER approach. Their responsibilities include the development of local networking and the appraisal and approval of individual LEADER projects. Find below a summary of registered LAGs including their objectives co

- LAG Database
- LAG Map (Position as of December 2013) [[PDF](#)] [[en](#)]

Click on the country of your choice



LEADER cooperation partner search tool

- Web platform displaying project ideas in search for partners

...we are willing to hear your ideas for it!



LEADER TNC fiches

- Interactive tool that will provide information on the cooperation rules across the EU to support cooperation stakeholders.

...can only be developed jointly with MAs and NSUs!

Good practices

- RDP projects data base: examples of projects across the EU, many of them supported by Leader
- Examples of rural development programme delivery (currently available on the ENRD website)
- **Planned:** methodological examples and promising practices, including e.g. delivery systems for Leader, capacity building examples, networking examples...

We only get to hear about them if you let us know!



Clusters and task forces

Cooperation Cluster:

- Platform for exchange among NRNs and other cooperation stakeholders (MAs, PAs, LAGs) with regard to cooperation under Leader.



Possibility of setting up a **Leader/CLLD** task force

Ad-hoc meetings of MA/NRN representatives to exchange experience on CLLD implementation (on request)



Using social media for Leader/CLLD exchange

Follow ENRD updates and share your news, photos and videos via our social media channels.

Find the right social media channel for you:

Visit the ENRD Facebook page for examples of successful and innovative rural development practices from across the EU – as well as latest news and trends on related issues, such as food security, nutrition and environmental sustainability.



YouTube

Watch videos on rural development projects and thematic issues on the **EURural YouTube** channel.



Follow @ENRD_CP on Twitter for updates on EU rural development policy, news and events.



Join the ENRD LinkedIn group for debates, exchange and discussion around rural development policy and implementation issues.

Workshops, training, seminars...

Based on identified need

So far e.g. on:

- Simplified Cost Options
- Reasonableness of Costs and Public Procurement

Not specifically focused on Leader/CLLD, but it is possible in the future



Tools from other DGs/Funds, e.g. FARNET



FISHERIES - FARNET

European Commission > Fisheries > FARNET > Local development 2014-2020

Home News Events Publications Who's who Links Search



Local development 2014-2020

Tools for preparing Community-Led Local Development in 2014-2020

At the beginning of the funding period 2007-2013, the FARNET Support Unit collected a number of examples and guidance documents intended to help **Managing Authorities (MAs)** and **Fisheries Local Action Groups (FLAGs)** implement Axis 4, such as: extracts from national legislation, calls for proposals, selection criteria and procedures, presentations of the structure and role of national networks etc.

Although most of these documents were developed in 2008-2010, some of them can still be useful in preparing Community-Led Local Development (CLLD) in fisheries areas in the 2014-2020 period. We have therefore re-arranged the existing material so that it is more easily accessible, hoping that it can be a source of ideas and inspiration for MAs and FLAGs who are getting ready for the new funding period. We intend to add new tools as and when they become available.

In view of the enormous variety of approaches to Axis 4 in different Member States, the documents below should not be treated as "good practices" but as examples of how certain issues were addressed in different national and regional contexts. We would like to express our thanks to all the Managing Authorities, FLAGs and other actors who were willing to share with us this information.

Tools for FLAGs & local stakeholders



Tools for Managing Authorities



Additional resources on CLLD

- [European Commission Guidance on Community-Led Local Development in European Structural and Investment Funds.](#) 
- [European Commission Guidance on Community-Led Local development for Local Actors.](#)   **NEW** - also available in: 
- [Communicating CLLD: a workshop by FARNET in the context of the conference Telling the Story, Brussels 9-10th Dec. 2013](#)

Themes: Adding value to fisheries products, Diversification, Environment, culture and society, Governance and management

Tools: Local development 2014-2020, Implementing Axis 4, FLAGs, Good practices, Cooperation, Country information, Maps

FAQs

Questionnaire on capacity building for Leader/CLLD

Leader/CLLD subgroup meeting
Brussels, 21 April 2015




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Collecting information

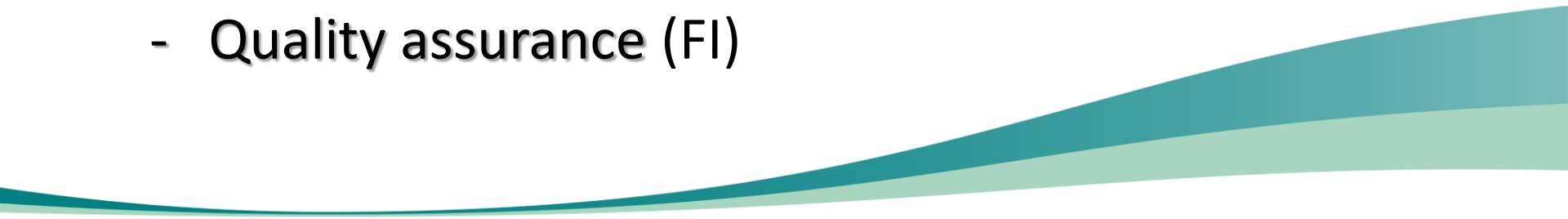
1. Through the informal national LEADER networks associated in ELARD
 2. Through MA and/or NRN (for MS with largest number of LAGs)
 3. Through Geographical Experts (targeted requests to complement the picture) – in progress
- **28 filled questionnaires**
 - **19 Member States**

Note: the survey is based to a large extent on the subjective assessment of the respondents


LAG skills

- In most MS the skills of „old” LAGs will be to some extent used in the new period
 - MS expecting a significant proportion of „new” LAGs: CZ, DE, FR, IT; new people joining the LAGs e.g. UK (Wales), IE
 - With some exceptions, LAGs tend to have **strong skills** in:
 - Strategy development
 - Budget managementPotential good practices: DE, EE, NL, SE, UK (England)
 - LAGs may **need capacity building** in particular in:
 - Setting indicators and carrying out evaluation
 - Coordinating different fundsPotential good practices: LV, SE
- 


Examples of LAG capacity building: training/seminars:

- Innovation (e.g. BE (WAL), RO)
 - Communication, including social media (e.g. BE (WAL), NL)
 - Financial instruments (micro-credit, crowdfunding) (DE)
 - Public procurement, including e-procurement (EE, LT, RO)
 - Monitoring and evaluation, self-evaluation (BE (FL), DE, NL, PT, UK (WA))
 - Audit, document management etc. (LT, UK (EN))
 - Quality assurance (FI)
- 


Examples of LAG capacity building: other tools

- Coaching, peer learning, mentoring, communities of practice, new LAGs learning from old ones (e.g. BE (FL), BE (WAL), CZ, DE, NL)
 - Helplines, on-line FAQs, expert support by telephone (SE)
 - Support material on website, with examples (EE, SE – „start-up kit”)
 - Feedback on draft strategies (FI)
 - Newsletter (SE)
 - Guidance for applicants to be customised at LAG level (UK EN)
- 

Examples of MA/PA capacity building:

- Cooperation and regular exchange with NRN (DE, UK (EN)); meetings between MA, PA and LAGs facilitated by the NRND (EE)
 - Periodic meetings (3-4 times a year in PL) or video-conferences (monthly in FI)
 - Training of MA/PA staff as trainers or facilitators for LAGs (PT – evaluation, UK (EN))
 - Training for new MAs (e.g. regional – FR, other CLLD Funds – IT)
 - FAQs and interpretation documents (FR, PL)
- 

Proposed or suggested tools for MA/PA capacity building:

- Field trips (exposure visits) to get to know rural reality
 - Study visits to see how the system works in other MS
 - Training on simplification and supporting TNC
 - Internships in LAGs
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Learning possibilities (indicated in the questionnaire)

DE...	...would like to learn about methods of support for cooperation projects...	...from FI
FI	would like to learn about the 5-module training for LAGs	from PL
IT	would like to learn about the experience of the European Funding Office to integrate structural funds	from UK (Wales)
NL	would like to learn about developing local enterprise	from UK

Emerging possibilities of exchange („match-making“)

Theme	Experience needed by	Experience available in
Involving farmers	BE (FL), BE (WA), PT	RO, EE (successfully involving different actors)
Animation skills	GR	IT (evaluating animation capacity)
Social media	ES	NL
Multi-funding	EE	PL, SE; IT and LV (MA training) CZ (mentoring)

Themes of potential joint interest:

Theme	MS potentially interested to explore
Social innovation, social enterprise, inclusion...	ES, HU, LT...
Integration of migrants	DE, SE...
Urban-rural linkages	BE (FL), HU, NL...
Innovative approaches: action planning, U-theory	NL, UK, possibly FR...
Working with young people	LT, LV, NL...
Improving delivery: sharing of responsibilities between MA, PA, NRN, LAG; simplified cost options etc.	BE (FL), DE, FR, IT...
Supporting and approving TNC projects	BE (FL), DE, EE, IT...

Potential Leader/CLLD Working Themes

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- **Approaches to multi-funding** (why use or not use multi-funding, rural-urban cooperation, integration of funds at the level of strategy and projects)
 - **Delivery systems:** simplification, umbrella projects, roles of MA/PA/LAG in delivery...
 - **Capacity building for LAGs** (including the use of preparatory support)
 - **How to support TNC effectively**
 - **Measuring the success of Leader/CLLD**, monitoring and evaluation methods and systems, self-evaluation
 - **Leader/CLLD as a tool to achieve local development priorities:** creating jobs, targeting the young or the elderly, addressing poverty and social inclusion...
 - **Leader/CLLD and innovation**
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