



European Network for
Rural Development

ENRD Workshop on Improving Cooperation in LEADER/CLLD

14 June 2016

Brussels, Belgium

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Summary

The ENRD Workshop on Improving Cooperation in LEADER/CLLD (held on 14 June 2016, Brussels) aimed to identify practical steps for Managing Authorities (MAs) and National Rural Networks (NRNs) to improve the implementation and quality of cooperation projects in the frame of LEADER/CLLD and to establish a practitioner cooperation working group to help facilitate better LEADER cooperation across the EU.

The workshop involved 55 participants representing MAs, NRNs, Local Action Groups (LAGs), the European Network for Rural Development Contact Point (ENRD CP), Fisheries Area Network (FARNET) Support Unit, the European Commission (EC), and other national and regional organisations such as ELARD.

The participation of such a broad range of representatives from over 20 MS contributed to a comprehensive multi-stakeholder view on the theme.

The workshop comprised a mixture of plenary and workshop sessions that enabled participants to exchange experiences focusing on specific tasks. These tasks included mapping what needs to be in place for a successful cooperation project; the specification of priority actions according to roles, procedures and timelines. The final wrap up session summarised the lessons learnt during the day and defined the next steps.

At the end of the event participants agreed that facilitating the practical exchange of experience and further discussions on key issues related to LEADER/CLLD cooperation among MS should continue in the framework of an ENRD Practitioner Working Group on LEADER/CLLD cooperation.

The following sections summarise the key lessons learnt and issues discussed during the specific sessions of the event.

Session proceedings, conclusions and lessons learned

1. Morning plenary

9.30 – 10.55

Note: Presentations can be directly downloaded by clicking on the link provided

Introduction

John Grieve, ENRD Contact Point introduced the day by explaining that this workshop was seen as the first step in a process and offered an opportunity to exchange and level up knowledge between colleagues. The aim was to work towards practical solutions to harmonise practices to facilitate better cooperation projects.

The morning plenary provided a comprehensive overview of the LEADER/CLLD Cooperation landscape from various different perspectives. A research paper on the added value of cooperation looked at experiences from

1. Introducing the workshop objectives



the 2007-2013 Programme, which was followed by a summary of recent survey data collected by the ENRD CP capturing the state of play of cooperation in EU RDPs. The ENRD CP gave an update on the tools being developed to support cooperation; an EU wide LAG database and a Partner Search tool.

The morning plenary ended with an insider's view by a LAG manager and cooperation coordinator on the Anatomy of a transnational cooperation project, focusing mainly on how local stakeholders view and approach a cooperation project and what are the psychological and other types of barriers that MAs and NRNs may need to consider when facilitating cooperation projects.

Presentation(s)

- Achieving the added value of cooperation, *Stefan Kah (European Policies Research Centre, Strathclyde University, Scotland)*
 - State of play – Cooperation in 2014-2020 RDPs, *Peter Toth (ENRD CP)*
 - Update on LAG database and partner search tool, *Elena Maccioni (ENRD CP)*
- Anatomy of a TNC project, Kim Smedslund (LAG EMO and Cooperation Coordinator, Finland)*

Main points, questions and answers

In his presentation on *'Achieving the added value of cooperation'*, Stefan Kah emphasised a number of key points relating to how the added value of cooperation can be assessed, what interests new project partners in cooperation projects, how projects evolve, and what implications differences between project partners (and relevant MS/regional RDP rules) can have.

The main ideas highlighted included:

- Differences are important; there should be sufficient difference to allow for mutual learning and exchange, but not so much as to create too wide a gap for cooperation between partners;
- Thematic clustering is essential, just as common language skills are, to ensure successful communication and project implementation;
- Harmonisation of regulatory frameworks, procedures and time-frames can contribute to ease and improve cooperation;
- Building on previous experience is essential, but fresh blood, new partners/new stakeholders are also necessary; and
- Support tools for local stakeholders should be clear, informative and practical.

Questions following the presentation included topics such as: what were the reasons for project partners 'dropping out of' projects (technical, in some cases political); measuring 'what we get out of' a cooperation project; and the level of satisfaction of project partners. In relation to 'measuring' the success factors of cooperation projects, participants emphasised the importance of the learning process and a 'transferable element' created by the cooperation projects. Mr Kah presented an example in which one project led on to another 'continuation' project – which clearly demonstrates both factors described above.

Talking about the *'State of play – Cooperation in 2014-2020'*, Peter Toth explained that the 'cooperation survey' launched by the ENRD CP in May 2016 was designed to gather data to be used to complete cooperation fiches at RDP level. The survey will remain open and those MAs who have not yet filled in the survey were encouraged to do so. Participants at the event highlighted the need to have good information on how both Transnational (TN) and Inter Regional (IR) cooperation is taking place in each MS and these fiches will be an important starting point. A clarification question highlighted the potential complexities around how to clearly define rural and non-rural areas in terms of territorial eligibility in cooperation and the possible linkages between this and mono- and or multi-funded LDSs. There was thought to be a need for clarification regarding whether a mono-funded LAG (EAFRD) can take part in a cooperation project with multi-funded partners operating in non-rural territories as well, and also in terms of different definitions for rural areas in EU MSs

In her *'Update on LAG database and the partner search tool'*, Elena Maccioni described the stage of development of these tools, their accessibility on the ENRD website, and the coordination between FARNET and ENRD regarding the setting up and inter-linkage of their respective LAG/FLAG databases.

In his presentation on the '*Anatomy of a cooperation project*', Kim Smedslund emphasised the importance of flexibility to allow for change. For example, at the outset a project may start with one theme and one set of partners, but may be completed with a slightly different theme and set of partners. In order to ensure successful cooperation projects there should be a minimum level of harmonisation and serious commitment from the project partners'. He also described important barriers to cooperation - for instance a lack of understanding of the potential benefits, the fact that some LAG managers can be overwhelmed with local problems, and the lack of serious commitment from potential project partners.

Brief summary of discussion

The morning plenary session set the scene for the workshops, which followed, by giving practical examples of the challenges and opportunities encountered in transnational and inter-territorial cooperation projects in the previous programming period. It also outlined the various work streams taking place within the CP to facilitate cooperation going forward.

2. Other approaches

10 :55 - 11.05

Note: Presentations can be directly downloaded by clicking on the link provided

Agenda item

In the presentation on the '*FARNET approach and tools*', Monica Veronesi Burch described the findings of a needs analysis FARNET carried out in EU MS relating to cooperation. She then presented the tools that FARNET is using to support cooperation among EMFF FLAGs. According to the needs analysis the majority of MS foresee cooperation activities within their EMFF Programmes and Fisheries National Networks will play an important role in supporting such cooperation. The need for this support role is reinforced by the fact that 68% of MS stated they have 'little or no experience' in cooperation in the frame of the EMFF. With regard to the provision of support, FARNET has a dedicated cooperation page on its website and provides methodological and technical support both for MAs and FLAGs at project level. The support is structured around creating a knowledge base, dissemination and animation activities, as well as technical support.

Presentation(s)

- FARNET approach and tools, Monica Veronesi Burch (FARNET Support Unit)

Questions and answers

Brief summary of discussion

Questions were related to strengthening the cooperation between EAFRD and EMFF, and the cooperation within EU MS between the two funds representatives' who are responsible for cooperation. At the EU level, FARNET is coordinating its work with the ENRD regarding LAG/FLAG cooperation. At the MS level, coordinators of LAGs and FLAGs work together in some cases, while in others cooperation needs to be improved. For EMFF, MS level networks of FLAGs are encouraged, but not compulsory, these are not as well structured as in EAFRD.

A proposed suggestion for improving communications was a common events calendar – held centrally and updated with ENRD and NRN data. ENRD noted the need for updated TNC contacts from NRNs in order to be able to start developing a common calendar.

Two imminent events with links to LEADER cooperation were highlighted to participants - A Nordic-Baltic TNC Fair which will be held in Estonia between 24-26 August and the LINC event will be organised in September 2016 in Hungary. Scottish LAGs confirmed they will participate in Estonia to find partners for themselves and represent Scottish LAGs that cannot participate in person.

3. Q&A with DG AGRI

11 :20 -11 :40

Agenda item

A Q&A session took place with the *Karolina Jasinska-Muehleck* from DG AGRI answering questions and providing an update on LEADER Cooperation

Questions and answers

Brief summary of discussion

The facility to upload approved transnational cooperation projects in SFC is to be operational early July. At first stage, the Managing Authorities will be able to upload data via an Excel template available on the SFC webpage, By the end of the year a more advanced IT tool will be developed which will enable MA to exchange information on the TNC projects under approval and pool (partial) information relating to the same project and coming from different programmes in one common project fiche.

ELARD commented that there is a need for proper indicators for cooperation projects, in order to be able to demonstrate the value of cooperation as they did not consider `Number of jobs created` to be adequate for this purpose. DG AGRI agreed that economic indicators do not necessarily reflect the different results that a LEADER project, including a TNC project, can generate. Therefore, each programme and local development strategy should additionally identify its own specific indicators to capture the contribution of projects to the objectives set on programme and local level. Selection criteria applied should in turn help targeting support to the projects which can most contribute to those objectives. The representative of the MA in Poland suggested that instead of developing indicators, focus should be on better evaluation of cooperation projects rather than purely monitoring them. This may form the focus of future joint work.

The use of simplified costs options for cooperation projects in the RDPs was also the topic of a query – ENRD and DG AGRI are looking into this, but information is not yet complete.

4. Morning workshop: Analysing the main stages of a cooperation project

11 :40 – 12 :45

Note: Presentations can be directly downloaded by clicking on the link provided

Agenda item

The *purpose of the morning workshop* was to identify and agree on the main elements of a cooperation project, the areas of difference and similarity between and within MSs, and where action could be taken to improve TNC. Working in groups the participants were asked to identify what tasks needed to take place at key stages (milestones) in the life of a TNC project. They were also asked to consider where responsibility for improvements would lie – with the MA, NRN, LAG, ENRD - either separately or jointly. Pre-prepared and blank cards were available to participants to initiate discussions.

The *key questions* that participants were asked to discuss during the session were: *What are the main elements in a LEADER/CLLD cooperation project and where do the critical differences and similarities occur? What needs to be in place (materials, procedures, support, etc.) in advance of each element?*

Towards the end of the morning workshop the groups were asked to choose their two highest priority actions to continue to work on in the afternoon workshop.

2. Discussion of the stages of a cooperation project

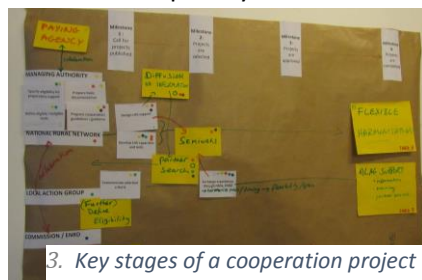


Questions and answers

Brief summary of discussion

Discussions were clearly structured around four major milestones: 1 publication of the call for projects, 2 project selection, 3 project approval and 4 project completion. Participants emphasised the preparatory and pre-approval stages of cooperation projects as ones in which the MAs and NRNs can make the most influence and a positive difference. An example of the results is shown in the picture below.

The most frequently mentioned elements included:



3. Key stages of a cooperation project

- the need for good communication between MAs of different EU MS;
- better harmonisation of rules and procedures;
- clear definition and communication of selection criteria;
- the collection and dissemination of inspirational case studies;
- developing LAG capacities for cooperation; and
- the need to involve the Paying Agency (PA) in the preparation of basic rules related to cooperation.

The key issues chosen for further discussion in the afternoon workshops were: Harmonising Rules; Developing LAG Capacities; and Cooperation Guidance.

The detailed outputs from the morning workshops are presented in the form of tables and are shown in [Annex 2](#).

5. ENRD support to cooperation. Setting up the afternoon workshop.

13 :30 – 14:00

Note: Presentations can be directly downloaded by clicking on the link provided

Agenda item

Edina Ocsko, ENRD CP presented on the various types of support ENRD CP is offering to NRNs regarding cooperation.

This was followed by a short summary of findings of the morning workshops and an explanation of how the afternoon workshops would run.

Presentation(s)

- What NRN support can contribute, *Edina Ocsko (ENRD CP)*

Questions and answers

Brief summary of discussion

The *presentation on NRN support to cooperation*, emphasised that in the 2014-2020 regulations there is provision for NRNs to offer technical assistance for inter-territorial and transnational cooperation to LAGs. She described the various types of support the CP is offering and referred to the CPs 2nd NRN mapping report¹ which dedicates a special section to inter-territorial and transnational cooperation.

John Grieve (ENRD CP) summarised the *findings of the morning workshop*. The key points noted were:

- The majority of actions that can be influenced by MAs relate to clearly defining the rules and procedures associated with TNC;
- There is a need for these rules and procedures to be in place at the outset of the Programme and in advance of any calls for projects;
- Coordination of dates of calls for TNC projects between MS would be valuable and needs further work;
- There is a need to build LAG capacity through the use of practical tools, such as face to face meetings, case studies and NRN events; and
- There is a need for a better understanding of what makes TNC projects successful and innovative ways to capture the success factors.

6. Afternoon workshop: Harmonising delivery to encourage cooperation

14:00 – 15:00

Note: Presentations can be directly downloaded by clicking on the link provided

Agenda item

The *purpose of the afternoon workshops* was to focus on Harmonising Delivery Systems to encourage cooperation and discuss the key priorities identified in the morning. To inform the discussions, short, informal presentations were made in each of three parallel workshops on the role of Cooperation Coordinators and What NRNs can do to improve transnational and or inter-territorial cooperation. Following this, the workshop participants discussed and developed their thinking from the key priorities identified in the morning workshop.

Participants were asked to discuss these key priorities in terms of

- **Who** is/should be involved in the specific activity/support task?

¹ http://enrd.ec.europa.eu/sites/enrd/files/nsu-survey_leader_march2016_final.pdf

- **What** does the task comprise? What does it include?
- **How** can the activity/task be performed? What tools are available/can be used to improve performance? What is needed?
- **When** is the task/activity scheduled? How long does it take to complete it?

The key questions discussed in the afternoon workshops were ‘What aspects of LEADER/CLLD cooperation projects and delivery systems can be/need to be harmonised to encourage more cooperation among EU MS? What can MAs and NRNs do to facilitate this?’ Delegates were asked to consider possible solutions at both MS and EU level.

Presentation(s)

The presentations made in the workshops were as follows:

- TNC Coordinators, on behalf of Swedish NRN
- Italian Network Experiences, Giuseppe Gargano, CREA – Agricultural Research Council and NRN
- TNC Coordinators, Juha-Matti Markkola, Finnish NRN
- Spanish Network Experiences, Lucia Martinez Garcia Denche, Red Española de Desarrollo Rural
- TNC Coordinators, Kim Smedslund, LAG EMO
- German Network Experiences, Anke Wehmayer, Deutsche Vernetzungsstelle Ländliche Räume

7. Feedback on afternoon workshops.

15 :15 – 15 :30

Note: Presentations can be directly downloaded by clicking on the link provided

Agenda item

Feedback on the results of the afternoon workshops were presented by the workshop facilitators. Two themes were chosen as ‘priority’ themes by all three groups – ‘harmonisation’ and ‘developing LAG capacities’ with one group also discussing ‘preparation of cooperation guidance’. In total there were seven ‘priority’ themes discussed between the three groups which are presented below.

In terms of ‘when’ and ‘who’ is responsible for actions all participants agreed that a lot of the work needed to take place ‘as soon as possible’ and ‘before the calls are published’. There was consensus that for most of the actions it was necessary to include multiple stakeholders, specifically mentioned were MAs, NRNs, LAGs, PAs, EC and ENRD.

Participants emphasised the need to *harmonise procedures*, with highest priority being given to:

- Common templates, particularly application forms,
- Common guidelines,
- Timeframes, coordinated and communicated between all MS for project calls;
- Coherent and consistent eligibility rules;

- Availability of information on cooperation in each MS, from Cooperation Fiches; and
- A common events calendar.

There were calls for the setting up of a special multi stakeholder working group and the option of a dedicated TNC website.

Suggestions on 'how' this might be done included a focus on 'people connecting with people'. Participants therefore encouraged informal exchanges between peers (particularly at MA level), common planning events for a broad range of stakeholders and on a very practical note 'accepting the rules of the lead Partner's MA for the whole TNC project'. This led to the suggestion of setting up a working group to focus on harmonising procedures.

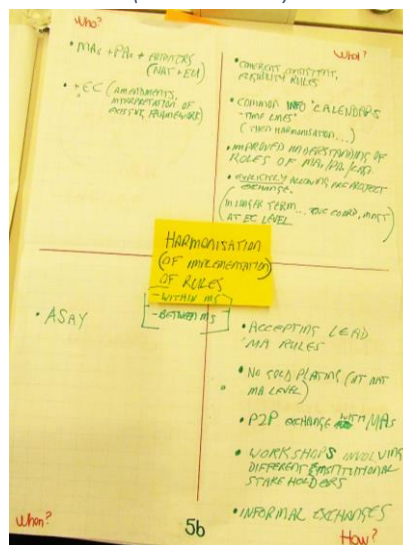
In the discussions around the **development of capacities for LAGs** the participants identified a broad mix of needs. Needs exist around improving specific skills such as business, entrepreneurship, language and admin. More work was seen to be necessary around understanding what the potential of TNC is and how it this translates in to the 'practical'. Clarification on what common costs can cover would also be useful.

Some suggestions on 'how' this could be done included the development of web-based courses/webinars, the refreshing of existing materials, language training, a common events calendar, and thematic focus groups supported by the ENRD were mentioned. There was again a strong emphasis put on peer to peer support and sharing learning and supporting each other, particularly from the more experienced LAGs and MAs.

Good **cooperation guidance** was seen to be a foundation of the work ahead; it needs to be practical and concrete. There is a lot of existing materials, which can be updated and refreshed to take account of the changes in the new programming period, which would be valuable to take into consideration. Again it was thought that all stakeholders should be involved in the preparation of guidance and it should be as consistent as possible across MS, taking into account the many differences that exist.

The detailed outputs from the afternoon workshops are presented in the form of tables and are shown in [Annex 3](#).

4.: An example of a theme specification (harmonisation)



8. Next steps and action planning.

15:30 – 16:00

Note: Presentations can be directly downloaded by clicking on the link provided

Agenda item

Based on the results of the workshops and the needs expressed during the day by participants, the ENRD CP presented the idea of setting up a dedicated ENRD Practitioner Working Group for LEADER/CLLD cooperation. The participants agreed on the need for the working group approach and emphasised the aspect of 'timeliness' especially in terms of harmonising rules and procedures prior to the publication of calls (for a lot of MSs planned for 2017). Another aspect emphasised was the need to build on existing materials, more specifically on the previous ENRD LEADER FG3 work to examine how this work could contribute to the work of the proposed group. The focus on practical and feasible solutions was reiterated and that the outcomes of any working group must make an impact in the field. DG Agri agreed and offered to integrate agreed outputs from the working group into the DG AGRI guidance on LEADER cooperation.

It was agreed that the workshop report should be circulated among participants before 15 July 2016. The first meeting of the WG is planned to take place in September / October 2016.

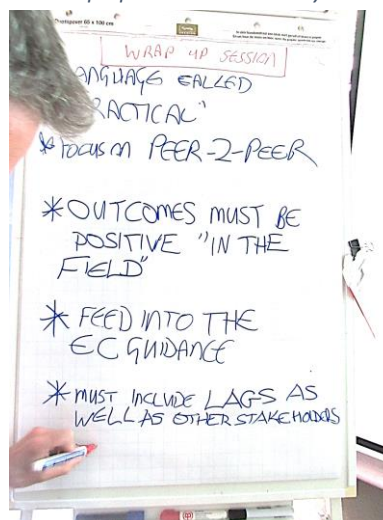
Questions and answers

Brief summary of discussion

During the discussion the following key points emerged:

- The WG on cooperation should be part of the LEADER Sub-Group of the ENRD
- **Time:** Now is the time to get the ingredients right: at the start of the process. This is when an updated and refreshed guidance document needs to be produced, based on the current 2014-2020 DG AGRI guidance
- **Topics:** the WG should focus on the two key priority themes identified during the WSs:
 1. Harmonisation,
 2. Capacity building for LAGs
- **Focus** should be on EAFRD cooperation initially, then moving on to multi-funded cooperation. Work should produce outcomes that are practical and easily applicable in the 'field'
- **Meetings** to be a combination of face-to-face and web-based:
- The involvement of Local Action Groups is essential for the production of 'real', practical solutions
- **Volunteers** for the first steps of setting up the WG (defining the agenda) are: Kirsten Birke Lund (ELARD), Alistair Prior (Scottish Rural Network), Giuseppe Gargano (Italian Rural Network), Kim Smedslund (Finland, LAG)

5.: 'Wrap-up' session - summary notes



EMO, cooperation coordinator), Joanna Gierulska (Poland, MA), Steve Gilson (UK England, MA)

- The ENRD Cooperation Survey should be re-launched for the collection of more data on MS – this is also to be sent to NSUs, so they can help in identifying specialist contacts.

Annex 1. Agenda of the event

Indicative timing 🕒	Agenda item ⓘ
9.00 – 9.30	Registration
9.30 – 9.40	Introduction to the workshop, context and objectives
9.40 – 10.10	Experiences and lessons learned from the 2007 - 2013 Programme <ul style="list-style-type: none"> Achieving the Added Value of Cooperation, <i>Stefan Kah, (European Policies Research Centre, Strathclyde University, Scotland)</i>
10.10 – 10.35	Support and Tools for Cooperation <ul style="list-style-type: none"> State of Play – Cooperation in 2014-2020 RDPs, <i>Péter Tóth (ENRD CP)</i> Update on LAG Data Base and Partner Search tool <i>Elena Maccioni (ENRD CP)</i>
10.35 – 10.55	TNC in Practice <ul style="list-style-type: none"> Anatomy of a TNC project, <i>Kim Smedslund (LAG EMO and Cooperation Coordinator, Finland)</i>
10.55 - 11.15	Coffee break
11.15 – 11.40	Other approaches: <ul style="list-style-type: none"> FARNET approach and tools, <i>Monica Veronesi Burch (FARNET Support Unit)</i> What NRN support can contribute <i>Edina Ocsko (ENRD Contact Point)</i>
11.40 – 12.45	Morning Workshop: Analysing the main stages of a Cooperation Project Key Questions: <i>What are the main stages in a LEADER/CLLD cooperation project and where do the critical differences and similarities occur? Which are the main places where action may or should be taken?</i>
12.45 – 13.45	Lunch
13.45 – 14.00	Set up of Afternoon Workshops Q & A with DG Agri, Karolina Jasinska-Muehleck,
14.00 – 15.00	Afternoon Workshops: Harmonising Delivery to Encourage Cooperation (3 Parallel workshops) Key Question: <i>What aspects of LEADER/CLLD cooperation projects and delivery systems can be/need to be harmonised to encourage more cooperation among EU MS? What can MAs and NRNs do to facilitate this?</i> Presentations will be given in each Workshop on:

Indicative timing 🕒	Agenda item ⓘ
	<ul style="list-style-type: none"> • Experiences of Cooperation Coordinators as a tool to facilitate cooperation • What NRNs have done to facilitate cooperation and what we can learn for the new Programme <p><i>Discussions</i></p>
15.00 – 15.15	Coffee
15.15 – 15.30	Feedback from afternoon Work Shops
15.30 – 16.00	Next steps and action planning

Annex 2. Results of the morning workshop

	1. Call for projects published	2. Projects selected	3. Projects approved	4. Projects completed
Managing Authority	<p>Framework for what cooperation should achieve?</p> <p>Regulation, guidelines at national/regional level</p> <p>Specify eligibility for preparatory support</p> <p>Define eligible/ineligible costs</p> <p>Ongoing call!</p> <p>How to organise opportunities for potential partners to meet?</p>	<p>Define minimum criteria for TNC and harmonise rules</p>		
National Rural Network	<p>Help with matching partners</p> <p>Design LAG support</p> <p>Develop LAG capacities, skills</p>	<p>Help with matching partners</p> <p>Define minimum criteria for TNC and harmonise rules</p>	<p>Help with matching partners</p> <p>Implementation support and guidance</p> <p>Exchange experiences through NRNs, ENRD</p>	<p>Help with matching partners</p> <p>Implementation support and guidance</p> <p>Exchange experiences through NRNs, ENRD</p>
Local Action Group	<p>Preliminary networking and exchange of information, ideas</p> <p>Define eligible/ineligible costs</p>	<p>Communicate selection criteria</p> <p>Contacting partners</p> <p>Specifying project details</p>	<p>Ongoing monitoring and evaluation</p>	<p>Ongoing monitoring and evaluation</p> <p>Dissemination of TNC/ITC project results</p>
Commission / ENRD	<p>Prepare cooperation guidance</p> <p>Overview of work across all areas – simplification</p> <p>Help with matching partners</p>	<p>Define minimum criteria for TNC and harmonise rules</p>	<p>Exchange experiences through NRNs, ENRD</p>	<p>Exchange experiences through NRNs, ENRD</p>

Table 1

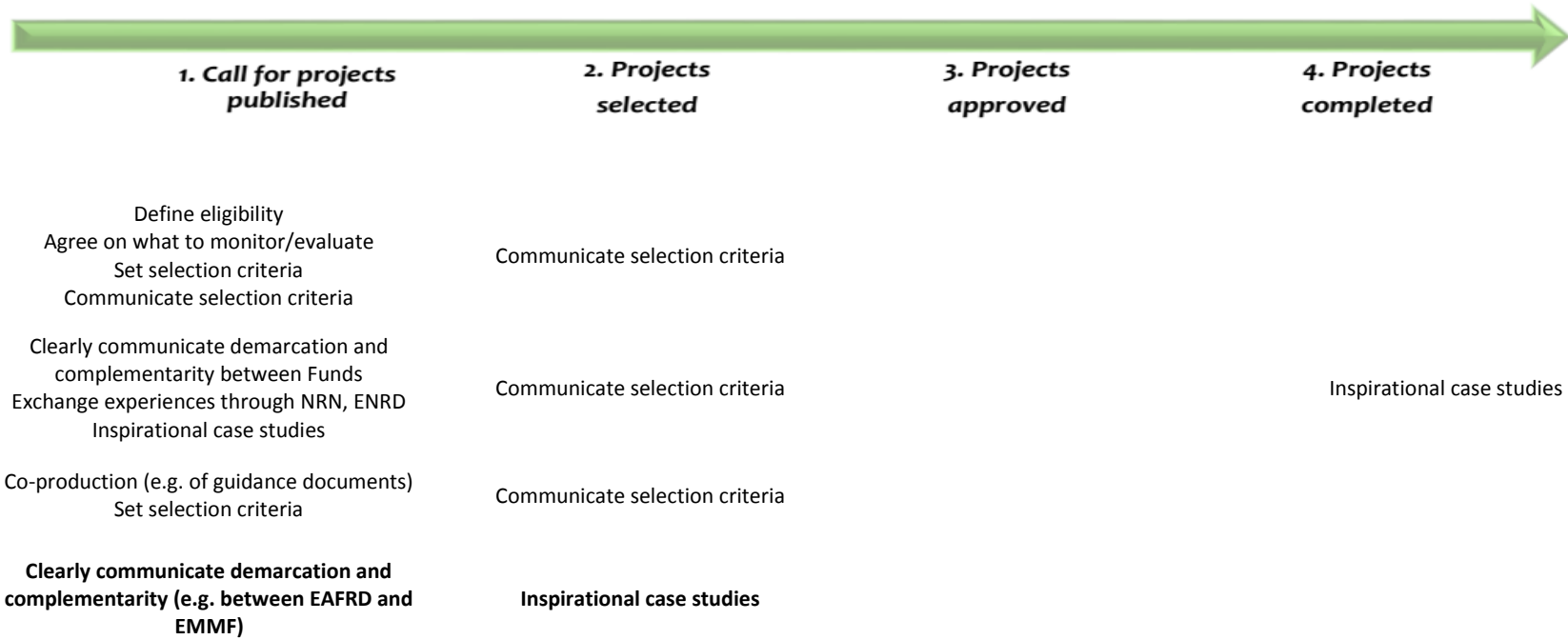


Table 2

	1. Call for projects published	2. Projects selected	3. Projects approved	4. Projects completed
Managing Authority	<ul style="list-style-type: none"> Prepare cooperation guidance Prepare basic documentation Define eligible/ineligible costs Specify eligibility for preparatory support Communicate selection criteria Design LAG support 	<ul style="list-style-type: none"> Eligibility checks 	<ul style="list-style-type: none"> Communication among MAs Eligibility checks 	<ul style="list-style-type: none"> Exchange experiences through NRNs, ENRD TNC notification in SFC Communication on problems, success factors
National Rural Network	<ul style="list-style-type: none"> Prepare cooperation guidance Cooperation project ideas Potential cooperation partners 	<ul style="list-style-type: none"> Develop LAG capacities, skills 	<ul style="list-style-type: none"> Develop LAG capacities, skills 	<ul style="list-style-type: none"> Communication on problems, success factors Exchange experiences through NRNs, ENRD
Local Action Group	<ul style="list-style-type: none"> Cooperation projects ideas Potential cooperation partners Communicate selection criteria Design LAG support 	<ul style="list-style-type: none"> Cooperation agreement, letter of intent Submission of the projects 		<ul style="list-style-type: none"> Communication on problems, success factors On-going monitoring Evaluation of management system Exchange experiences through NRNs, ENRD
Commission / ENRD	<ul style="list-style-type: none"> Prepare cooperation guidance 			<ul style="list-style-type: none"> Communication on problems, success factors Exchange experiences through NRNs, ENRD
Paying Agency	<ul style="list-style-type: none"> Prepare basic documentation 	<ul style="list-style-type: none"> Eligibility checks 	<ul style="list-style-type: none"> Eligibility checks 	

Table 3

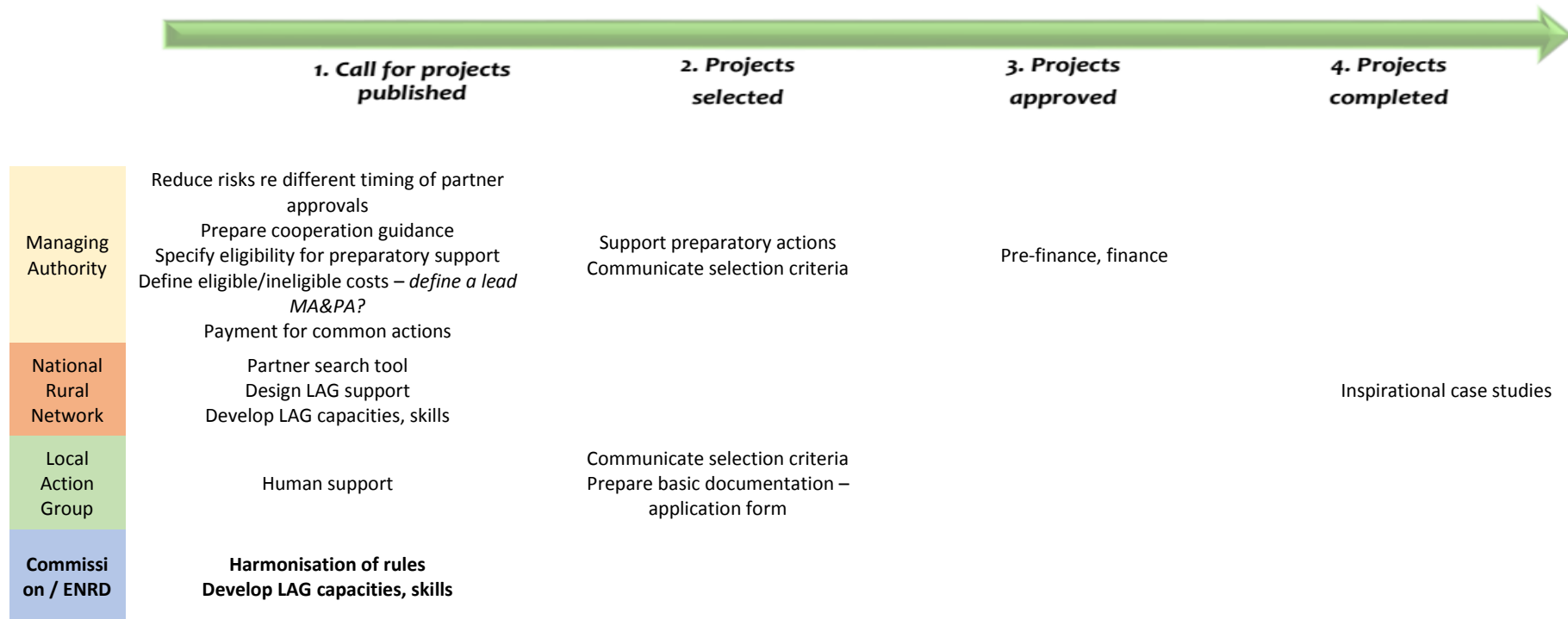


Table 4

	1. Call for projects published	2. Projects selected	3. Projects approved	4. Projects completed
Managing Authority	Prepare cooperation guidance Specify eligibility for preparatory support Define eligible/ineligible costs Communicate selection criteria	How to coordinate approval within 4 months of selection? Timing – projects – cooperation between MS	How to coordinate approval within 4 months of selection? Timing – projects – cooperation between MS Payments and controls	Payments and controls Exchange experiences through NRNs, ENRD
National Rural Network	Develop LAG capacities, skills Handbook, guidance on LEADER cooperation Communicate selection criteria			Exchange experiences through NRNs, ENRD
Local Action Group	Define eligible/ineligible costs Project delivery skills training		Evaluation	Exchange experiences through NRNs, ENRD
Commission / ENRD		Identify who is responsible for communication on project selection?		Exchange experiences through NRNs, ENRD

Table 5


				
	1. Call for projects published	2. Projects selected	3. Projects approved	4. Projects completed
Managing Authority	Define eligible/ineligible costs Specify eligibility for preparatory actions Prepare basic documentation e.g. cooperation agreement template Prepare cooperation guidance		Develop LAG capacities, skills	
National Rural Network	Develop LAG capacities, skills Harmonise rules and procedures Design LAG support	Develop LAG capacities, skills	Develop LAG capacities, skills	Evaluation of cooperation project
Local Action Group	Preparatory actions Define eligible/ineligible costs	Partner search Application – project preparation Develop LAG capacities, skills	Develop LAG capacities, skills	Evaluation of cooperation project
Commission / ENRD	Prepare cooperation guidance Harmonise rules and procedures Develop LAG capacities, skills	Develop LAG capacities, skills	Develop LAG capacities, skills	
All	Exchange experiences through NRNs, ENRD – ongoing, specific topics, LEADER events (also including Paying Agencies)			

Table 6

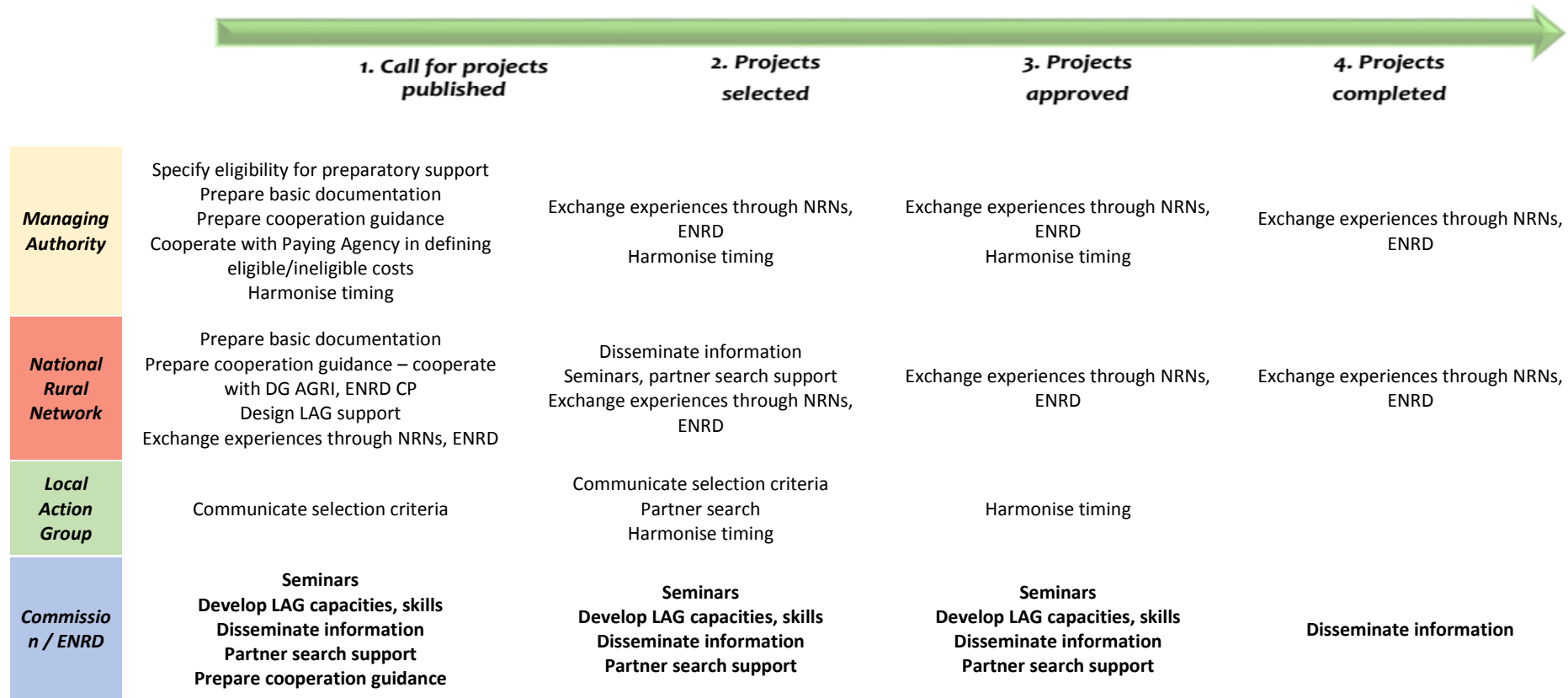
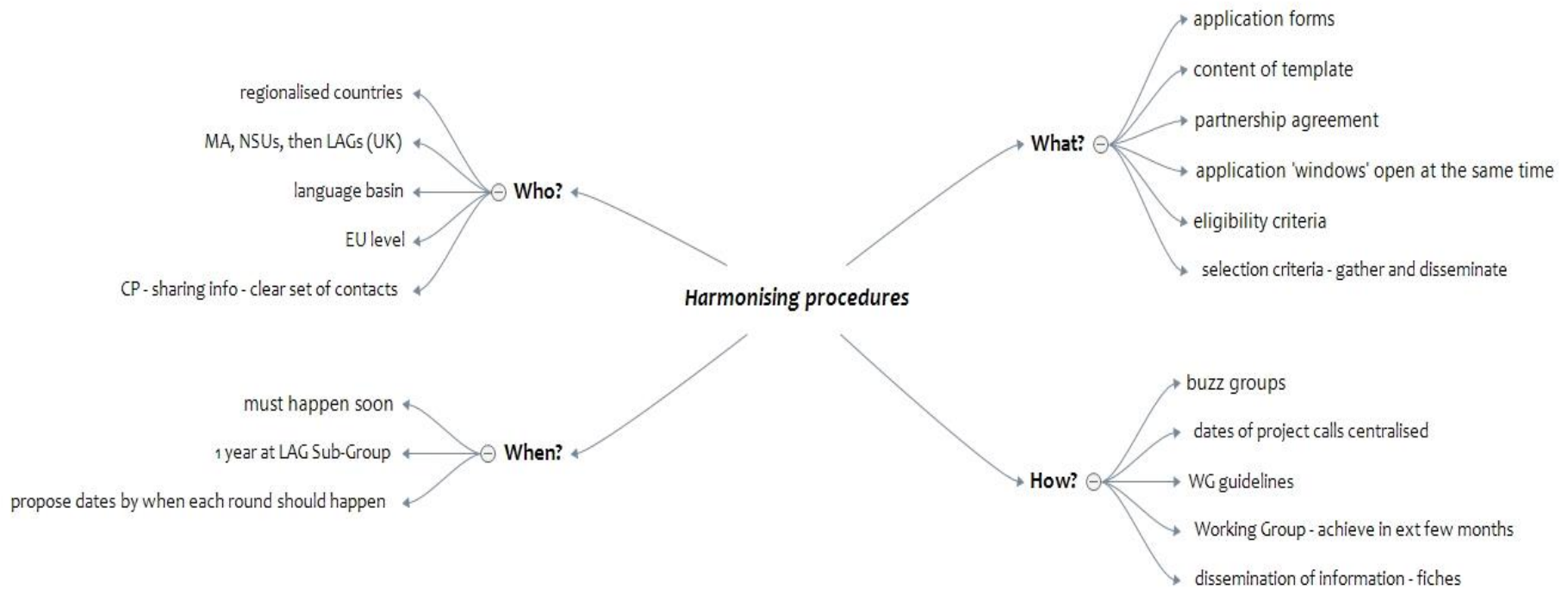


Table 7

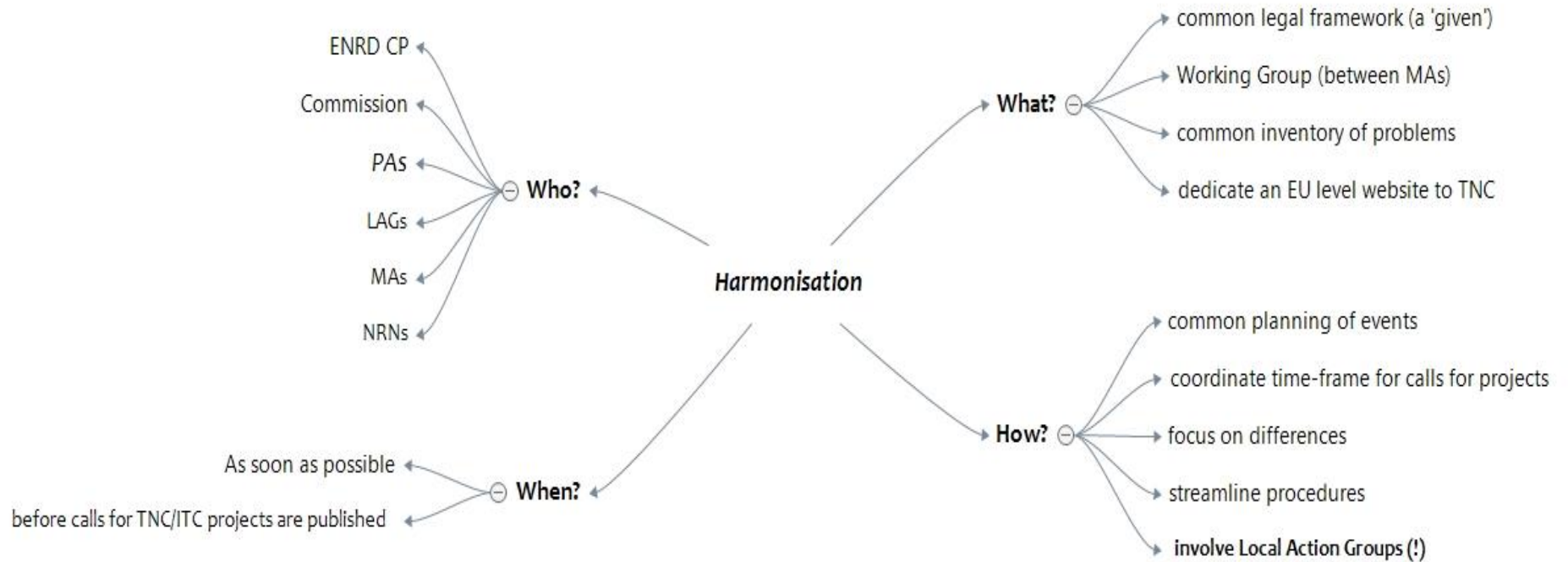
Annex 3. Results of the afternoon workshop

Harmonisation of procedures and rules among Member States/regions

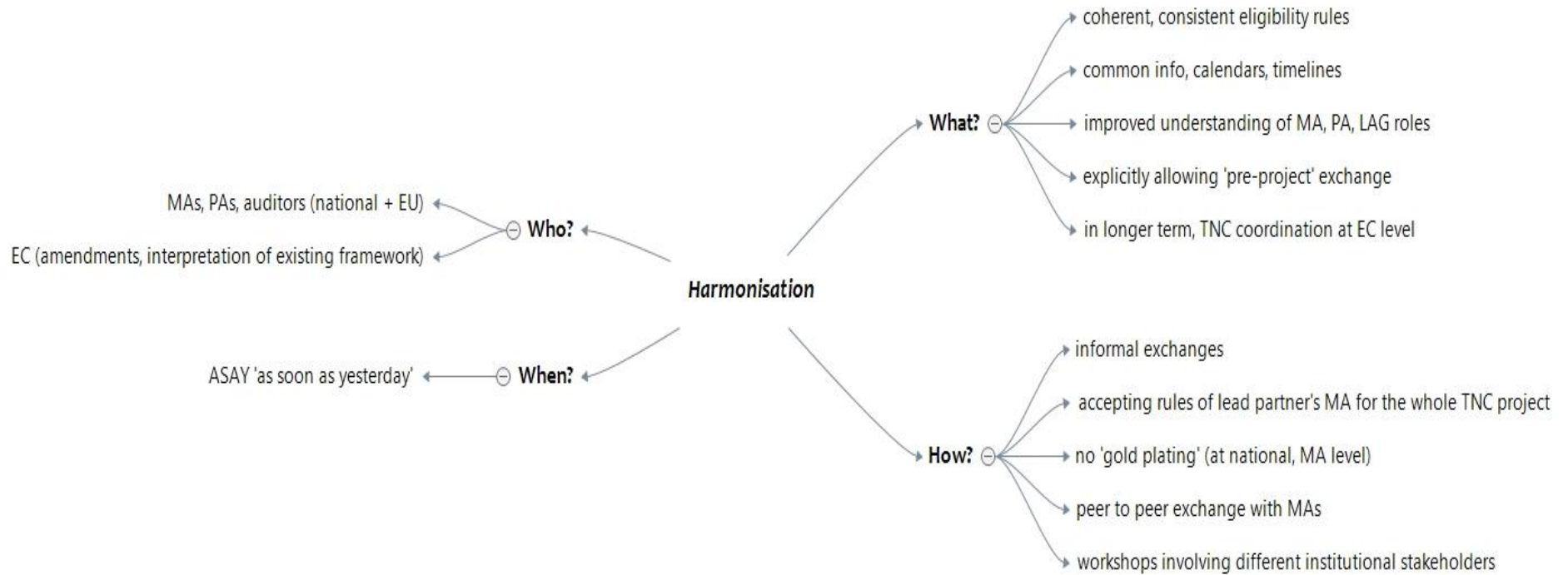
6. Group 1



7. Group 2

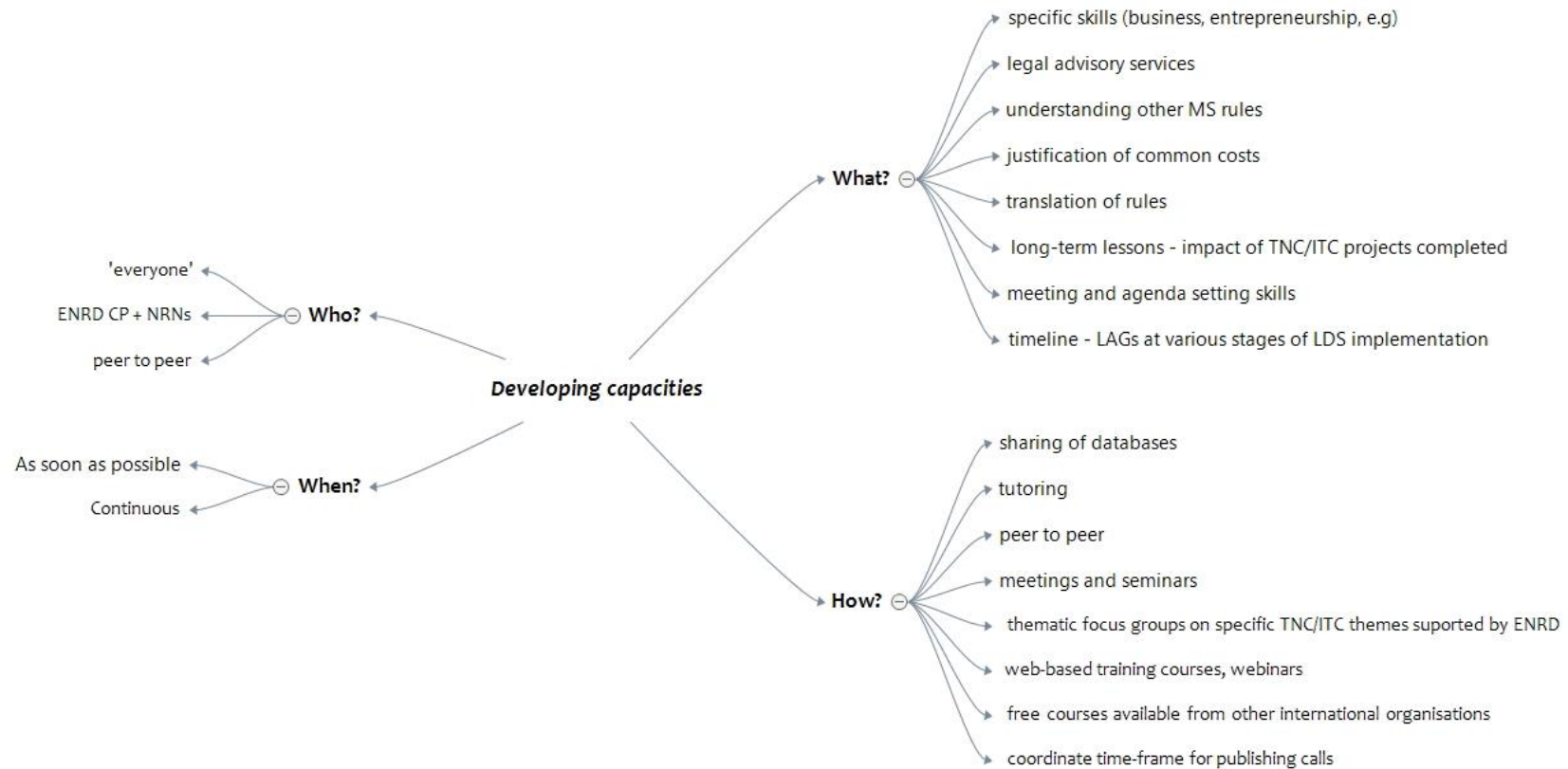


8. Group 3

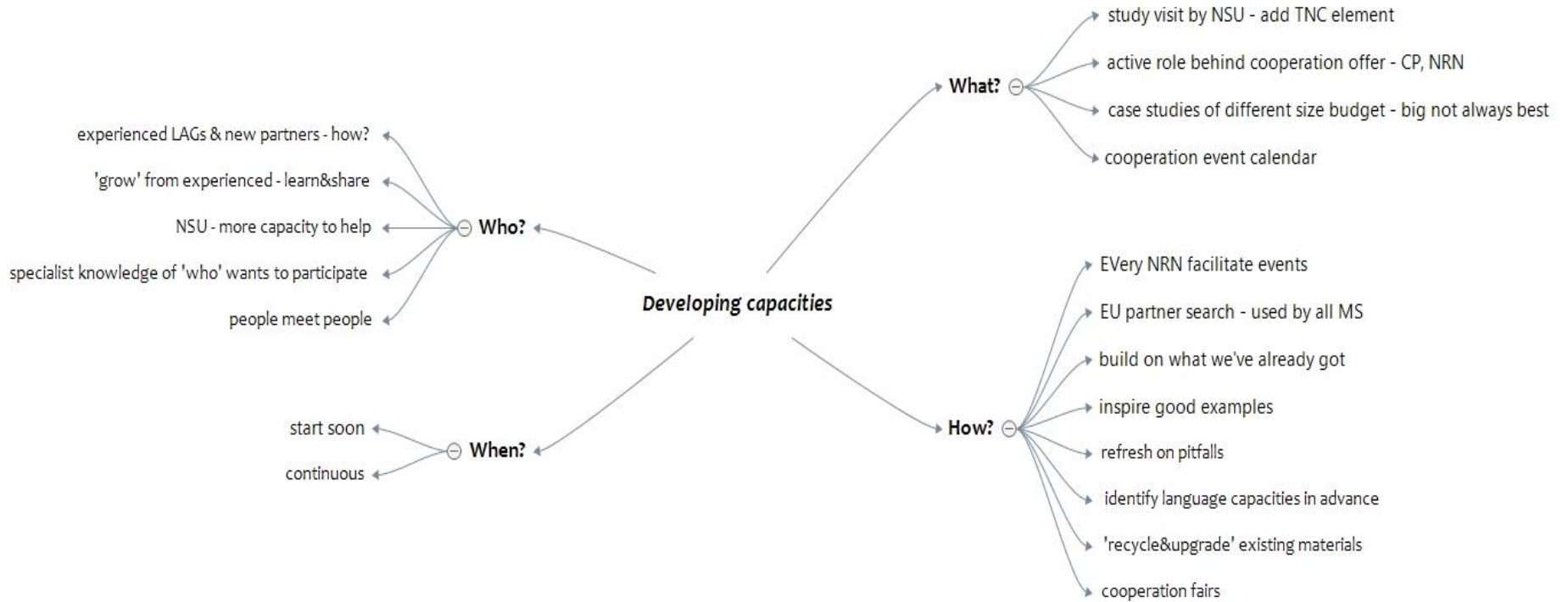


Developing LAG capacities, skills

9. Group 1



10. Group 2



Preparation of a cooperation guidance

11. Group 3

