



European Leader Association  
for Rural Development  
Brussels, [www.elard.eu](http://www.elard.eu)

**ESTONIAN**  
PRESIDENCY  
2016-2017



ELARD MEMBERS 2016

# ANALYSIS OF ELARD MEMBERS QUESTIONNAIRE

Brussels, 2016





Representatives of ELARD members, February 2016

## Table of contents

<b>Aim of the questionnaire.....</b>	<b>3</b>
<b>1. General information about members.....</b>	<b>5</b>
Main characteristics of members.....	5
Financial features of members.....	6
Activities and competences of members.....	7
<b>2. General information about countries.....</b>	<b>9</b>
Summary of country features.....	15
<b>3. Members' needs and problems.....</b>	<b>16</b>
<b>4. Members' expectations of ELARD.....</b>	<b>20</b>
Summary of sections 3 and 4.....	22
<b>ANNEX 1. Activities and competences of members.....</b>	<b>24</b>
<b>ANNEX 2. Contacts of members.....</b>	<b>29</b>



## Aim of the questionnaire

The aim of the questionnaire was to create an updated database of our members as well as getting information for ELARD's day-to-day and policy work to represent ELARD. The target group of the questionnaire was ELARD members. In order to strengthen the involvement and to ensure updating of relevant information from ELARD members and LAGs from each member country the questionnaire will be distributed annually.

There were 4 sections containing 66 questions (of which 46 were mandatory) in the questionnaire:

1. General information about members;
2. General information about countries;
3. Members' needs and problems;
4. Members' expectations of ELARD.

The questionnaire was sent out to members on the 11<sup>th</sup> of May and by the 12<sup>th</sup> of July 20 responses were sent in. Altogether 20 members out of 22 answered the questionnaire, which amounts to a relatively high percentage (90%) of responses. In order to simplify interpretation we present the results mainly by countries. Below, you can see the list of members whose responses were included in the analysis. The analysis doesn't include the data from our members in the UK and Italy. Although some information which was available for public use is included in the second section about the UK and Italy. All data presented in the analysis is based on the data provided by members, except the UK and Italy.

No	Name of the country	Name of the organization
1	Bosnia and Herzegovina	Rural Development Network in Bosnia and Herzegovina
2	Croatia	Croatian Rural Development Network
3	Czech Republic	National Network of Local Action Groups of the Czech Republic
4	Denmark	not final yet - but organising is in progress
5	Estonia	Estonian LEADER Union
6	Finland	Village Action Association of Finland
7	France	LEADER France Association
8	Greece	Greek LEADER Network
9	Hungary	Hungarian National Rural Network
10	Ireland	Irish Local Development Network
11	Latvia	Latvian Rural Forum
12	Lithuania	Lithuanian Rural Communities Union
13	Macedonia - FYROM <sup>1</sup>	Rural Development Network of the Republic of Macedonia
14	Poland	Polish Network of LAGs
15	Portugal	Minha Terra Network / Portuguese Federation of Local Development Associations
16	Serbia	National LEADER Network NLN
17	Slovakia	National Network of Slovak LAGs
18	Slovenia	Slovenian Rural Development Network
19	Spain	Spanish Network for Rural Development
20	Sweden	LUS (Lokal Utveckling Sverige) - Local Development Sweden

<sup>1</sup>FYROM – Former Yugoslav Republic of Macedonia.

Below, the results of the questionnaire are presented according to the four sections.

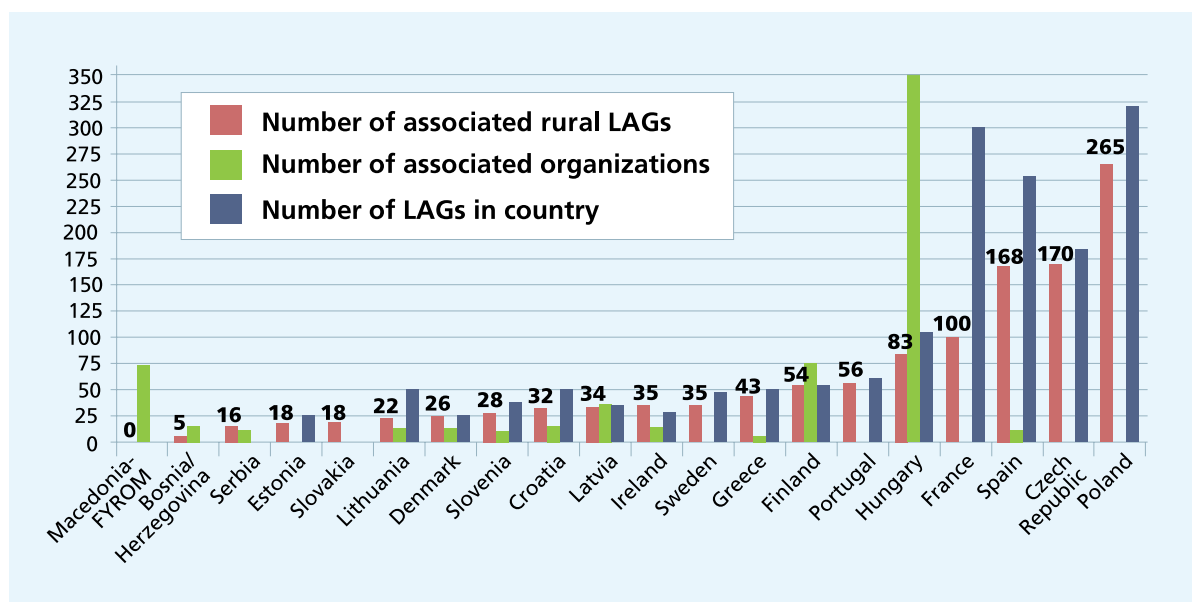
# 1. General information about members

## Main characteristics of members

ELARD has member networks in 22 countries (Bosnia and Herzegovina, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Macedonia-FYROM, Poland, Portugal, Serbia, Slovakia, Slovenia, Spain, Sweden, United Kingdom). 19 member countries are from EU member states and 3 members (Bosnia & Herzegovina, Macedonia-FYROM and Serbia) are from accessing countries. ELARD member networks include about 1,250 LAGs as members, but they usually represent all LAGs in their country and the total number of these is **1,951**.

ELARD member organizations are quite diverse, involving LAGs but usually also different stakeholders at local, regional and national level. We have 14 National LEADER Networks and 6 Rural Development Networks represented among our members. 7 National LEADER Networks (Czech, Estonia, France, Portugal, Sweden, Slovakia, Poland) don't represent any other members, only LAGs although in some countries (especially related to CLLD multi-fund approach) LAGs also work with fisheries fund. The rest of the members represent other rural actors, which are mainly local community NGOs (rural women, ecologists, rural youth, craftsmen), village associations, enterprises and farmers, individuals interested in rural development, regional rural development networks, but also regional development centres, universities. A few member networks represent FLAGS and urban LAGs-type of organizations.

The following diagram gives an overview of the characteristics of ELARD member organizations. In addition, the total number of LAGs in each country is shown.

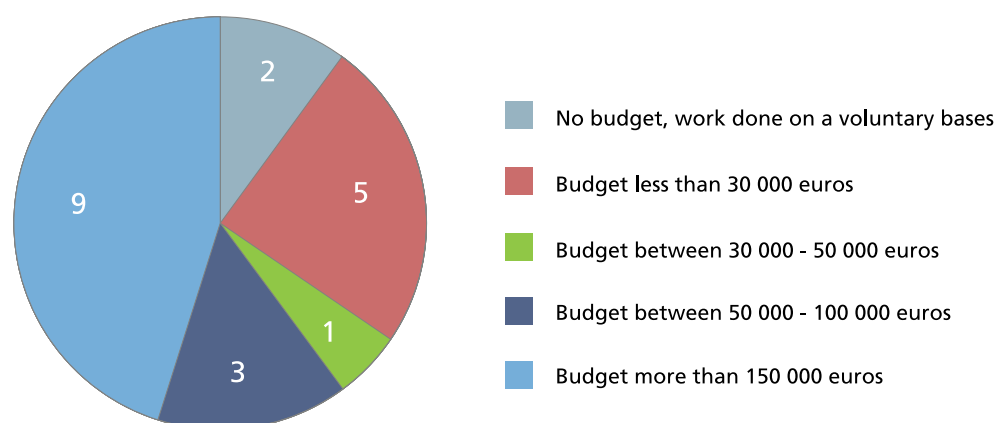


**Diagram 1.** Characteristics of members: number of LAGs, other organizations and total number of LAGs in country.<sup>2</sup>

<sup>2</sup>Hungarian Rural Network is an NSU and involves more than 9000 other organizations besides LAGs. Individuals who registered to the Network are part of this high number.

## Financial features of members

Financial features of our members vary a lot. Almost half of the members (9) have a budget of more than EUR 150,000 per year and 3 members have a budget between EUR 50,000 and 100,000 per year. But there are members (5) whose budget is much smaller, being below EUR 30,000 per year and members (2) that even have no budget at all and where all work is carried out on a voluntary basis – see an overview in *Diagram 2*.



**Diagram 2.** Average annual budget of members

A membership fee constitutes a main source of income for 6 members and makes up more than 85% of their budget. The rest of the members use very varied schemes of financing. They apply for different projects and provide services by organizing seminars, training courses, and research. Quite often, the membership fee represents less than 10% of their budget. 2 networks are financed from the technical assistance budget (Hungary, Ireland).

To calculate the membership fee, 9 members use a model of a fixed fee, 4 members don't collect fees and 7 members use different calculation methods that are mainly related to the budget of the member and the features of the area and population. The level of membership fee per local action group varies from EUR 8 to 4,500 per year. Fees paid by LAGs range mostly between EUR 50 and 600. *Table 1* gives information about the total annual membership fees collected by our members.

**Table 1.** Membership fees collected annually in €.

Membership fees collected on LAG levels in €	Country
No membership fee collected	Denmark, Greece, Hungary, Ireland
< 2,000	Bosnia&Herzegovina, Lithuania, Macedonia-FYROM, Serbia
2,000 – 5,000	Croatia, Latvia, Poland, Slovakia, Slovenia
15,000 – 30,000	Finland, Sweden
55,000 – 65,000	Czech Republic, Estonia, Portugal
>200,000	Spain, France

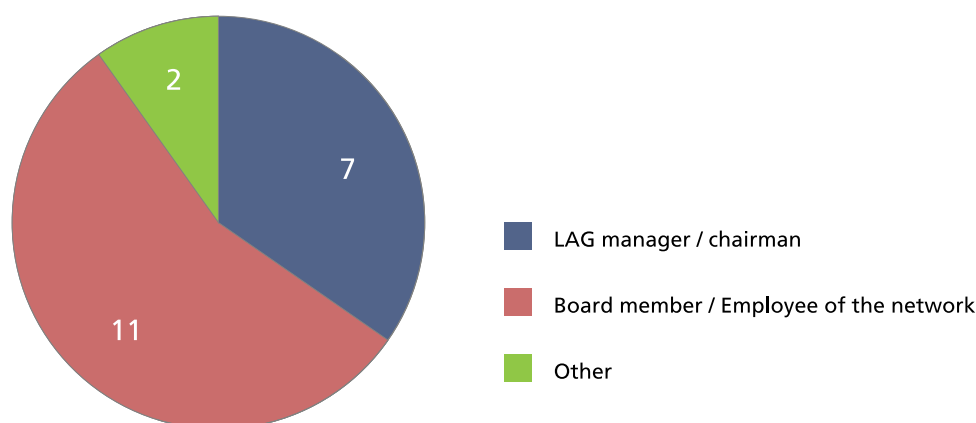
To conclude, it can be said that a membership fee is not a significant source of income for most of our members. Moreover, ELARD's members are very skilled at involving different funds and developing their own budget and economic capacity.



## Activities and competences of members

Main activities and competences as well as success stories of ELARD members are presented in *Annex 1* (based on the description of members). Members' representation in EU consultative groups and other international organizations or bodies are available in *Table 2* below.

*Diagram 3* shows the distribution of positions of members' representatives in ELARD.



**Diagram 3.** Positions of representatives of members

### The main activities of ELARD members are:

- Advocacy and lobbying at national level;
- Networking with other rural actors at national level;
- Contributing to the LEADER legislation and RDP implementation;
- Implementing different projects and finding various funds;
- Networking and informing their members;
- Training, increasing the knowledge of their members, exchange of experience (seminars, conferences), data collection and research;
- Communication and promotional activities of LEADER at national and international level;
- Networking and communication at international level.

**Number of employees** in our member networks varies a lot. There are 8 employees in Finland, 6 in Czech Republic, 5 in Macedonia-FYROM, 4 in both Portugal and Spain, 3 in Lithuania. The other networks have 1-2 employees who often work part-time. In Denmark, Greece, Serbia and Sweden the work is done on a voluntary basis.



Table 2. ELARD members' representation in EU consultative groups and other international organizations

Country	Organization	Representation in EU consultative groups	Representation in other international organizations
Bosnia and Herzegovina	Rural Development Network in Bosnia and Herzegovina		PREPARE.
Croatia	Croatian Rural Development Network	Rural Networks General Assembly, European Economic and Social Committee	PREPARE, BRDN - Balkan rural development network.
Czech Republic	National Network of Local Action Groups of the Czech Republic	LEADER sub group, Rural Networks General Assembly, Thematic Focus Groups in ENRD	PREPARE.
Denmark	Not final yet - but organising is in progress		
Estonia	Estonian LEADER Union	Rural Networks General Assembly, Rural Networks Steering Group	European Economic and Social Committee, substitute member.
Finland	Village Action Association of Finland	LEADER sub group, Rural Networks General Assembly	ERCA, PREPARE, ECOVAST, HNSL (NORDIC).
France	LEADER France Association	LEADER sub group, Rural Networks General Assembly	
Greece	Greek LEADER Network	Rural Networks General Assembly, Leader sub group	
Hungary	Hungarian National Rural Network	Rural Networks General Assembly, Rural Networks Steering Group	
Ireland	Irish Local Development Network		
Latvia	Latvian Rural Forum	LEADER sub group	PREPARE, Forum Synergies, ERCA.
Lithuania	Lithuanian Rural Communities Union		PREPARE, ERCA.
Macedonia-FYROM	Rural Development Network of the Republic of Macedonia		PREPARE, Balkan Rural Development Network BRDN - member.
Poland	Polish Network of LAGs	LEADER sub group, Rural Networks, General Assembly	
Portugal	Minha Terra Network / Portuguese Federation of Local Development Associations	LEADER sub group, Rural Networks General Assembly	
Serbia	National LEADER Network NLN		
Slovakia	National Network of Slovak LAGs		
Slovenia	Slovenian Rural Development Network	LEADER sub group, Rural Networks, General Assembly	PREPARE, Partnership for Rural Europe.
Spain	Spanish Network for Rural Development, REDR	LEADER sub group, Rural Networks, General Assembly	Inter-American Institute of Agriculture Cooperation (IICA), UN Organization for Agriculture and Food (FAO), Member of Board of Directors of the World Rural Forum (FRM), Spanish Agency of International Cooperation (AECID).
Sweden	LUS (Lokal Utveckling Sverige) - Local Development Sweden		

## 2. General information about countries

This chapter describes main figures concerning LEADER/CLLD implementation in ELARD member countries including budget; multi-fund; number of LAGs, FLAGs, Urban LAGs; animation and running costs, SCO, umbrella project, etc. There is a short summary at the end of the chapter. To learn more about LEADER/CLLD implementation in all member states see the figures on ELARD website [http://www.elard.eu/news/en\\_GB/2016/06/05/readabout/clld-infographics](http://www.elard.eu/news/en_GB/2016/06/05/readabout/clld-infographics)

**Table 3.** Budget of RDP and LEADER/CLLD, geographical coverage<sup>3,4</sup>

Country	Total amount (EU and national) of RDP (Rural Development Program) for entire 2014-2020 in euros	Total budget for LEADER/CLLD from the RDP budget in euros	LEADER/CLLD % of RDP <sup>5</sup>	Geographical coverage %	Rural population <sup>6</sup>	Rural population %	LEADER/CLLD budget €/person
Croatia	2,026,000,000	60,786,653	3.0	94.38	3600000	81.9	17
Czech Republic	4,100,000,000	205,000,000	5.0	95	8000000	75.8	26
Denmark	1,200,000,000	60,000,000	5.0	100	4300000	78	14
Estonia	1,000,000,000	90,000,000	9.0	100	782000	60.4	115
Finland	8,365,000,000	300,000,000	3.6	100	3800000	71.1	79
France	15,900,000,000	687,000,000	4.3	80	42500000	65	16
Greece	4,718,291,793	400,000,000	8.5	selection ongoing	6000000	54.5	67
Hungary	4,173,989,953	191,783,851	4.6	100	8100000	82.3	24
Ireland	4,100,000,000	250,000,000	6.1	100	3300000	72.4	76
Italy	2,140,000,000	93,200,000	4.4	92	37600000	63.3	2
Latvia	1,531,595,209	79,088,514	5.2	100	1000000	50.1	79
Lithuania	1,983,000,000	114,000,000	5.7	100	1000000	35.4	114
Poland	13,513,295,000	735,000,000	5.4	96	27700000	71.8	27
Portugal	4,057,788,374	228,000,000	5.6	100	5100000	51.3	45
Slovakia	3,000,000,000	105,000,000	5.0 <sup>7</sup>	selection ongoing	4800000	88.7	22
Slovenia	1,100,000,000	52,370,000	4.8	100	2100000	100	25
Spain	9,480,000,000	820,310,000	8.7	90	19100000	40.9	43
Sweden	4,300,000,000	200,000,000	4.7	93.4	7000000	77.8	29
United Kingdom	7,637,090,378	418,235,856	5.5	85.5	18600000	57.6	22
Bosnia and Herzegovina	not applicable	not applicable	not applicable	not applicable			
Macedonia-FYROM	RDP 29,356,016 for 2014-2016 (IPARD 60,000,000 for 2014-2020)	0		50			
Serbia	230,000,000 (IPARD 2014-2020, still not operative and national budget)	5,833,333		15.4			

<sup>3</sup>The calculation of geographical coverage of Italy and the United Kingdom is based on the information on their rural area and doesn't include the coverage of LAGs.

<sup>4</sup>Budget numbers are changing according to the RDP changes and selection process.

<sup>5</sup>LEADER/CLLD percentage is calculated by ELARD according to the RDP amount and LEADER budget.

<sup>6</sup>DG AGRI, Rural development 2014-2020, <http://ec.europa.eu/agriculture/rural-development-2014-2020/country-files/>

<sup>7</sup>Percentage is calculated from RDP II pillar budget, which is 2 079 595 129€.

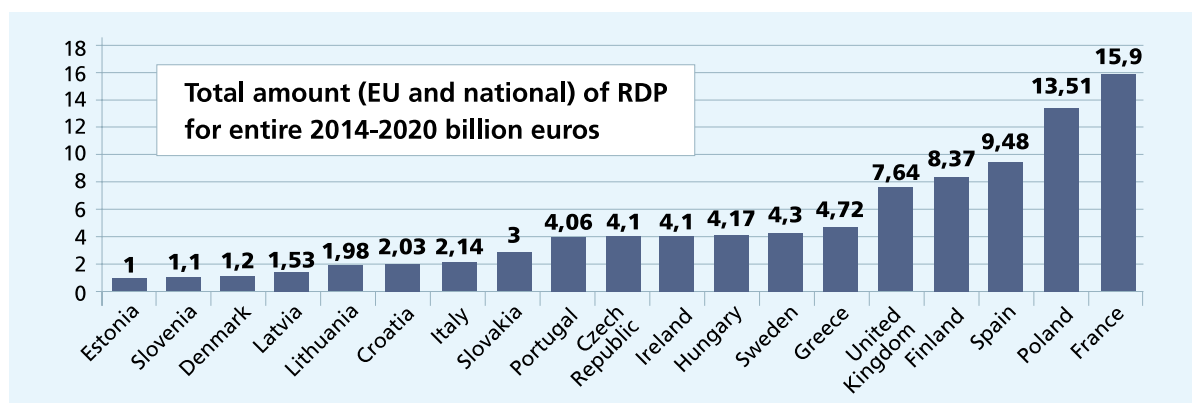


Diagram 4. Total amount of RDP 2014-2020

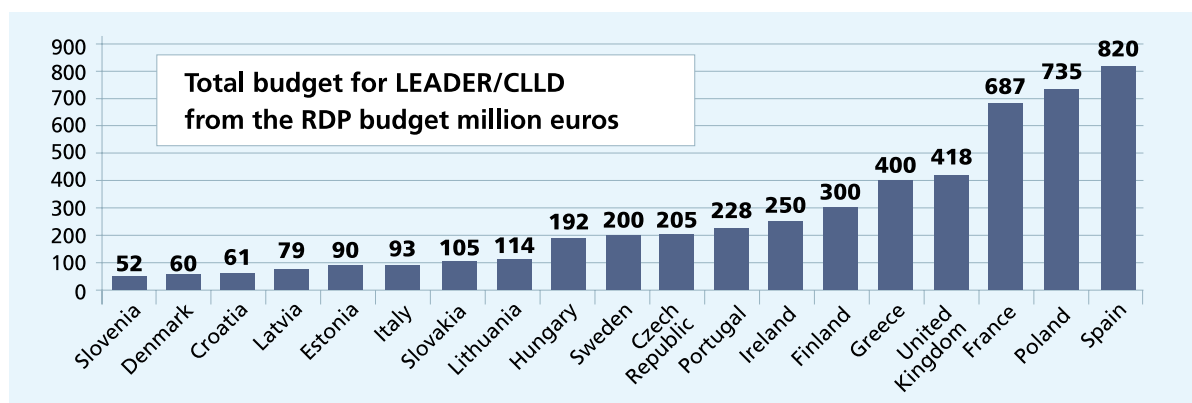


Diagram 5. Total budget for LEADER/CLLD 2014-2020

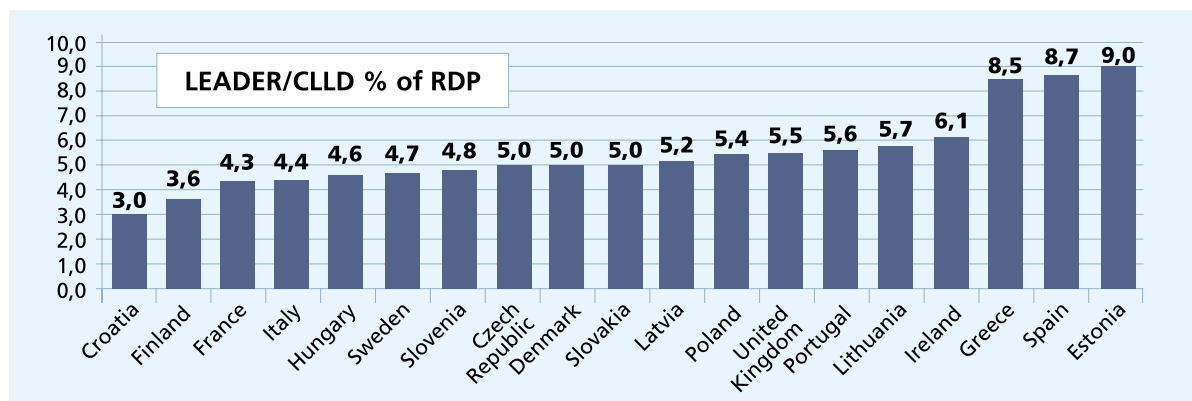


Diagram 6. Total budget for LEADER/CLLD in % of RDP

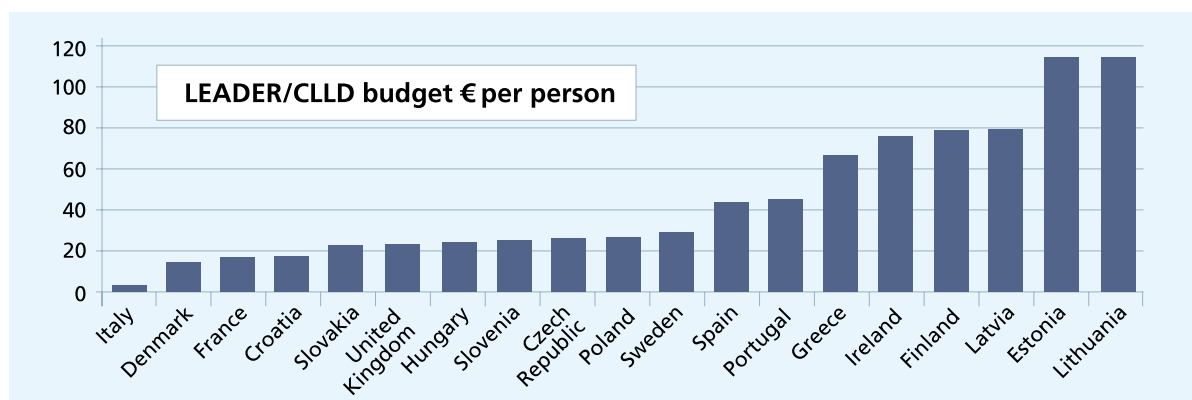


Diagram 7. LEADER/CLLD budget per person per country in euros, calculated according to number of rural population

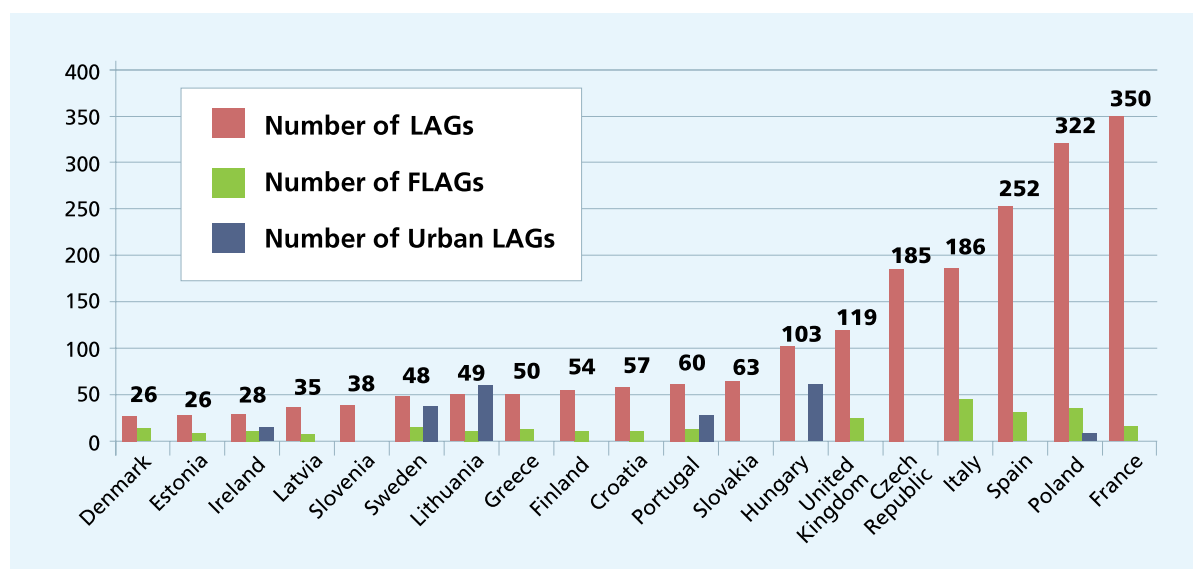
**Table 4.** Number of LAGs, FLAGs (fisheries/coastal) and Urban LAGs<sup>8</sup>

Country	Number of LAGs 2007-2013	Number of LAGs 2014-2020	Number of Fisheries/coastal LAGs for 2007-2013	Number of Fisheries/coastal LAGs for 2014-2020	Number of Urban LAGs for 2014-2020 <sup>9</sup>
Croatia	42	57	0	9	0
Czech Republic	112	185	0	0	0
Denmark	55	26	15	12	0
Estonia	26	26	8	8	0
Finland	55	54	7	9	0
France	222	350	10	15	0
Greece	41	50	8	10	0
Hungary	96	103	0	0	60
Ireland	35	28	10	10	13
Italy	192	186	43	43	0
Latvia	40	35	24	6	0
Lithuania	51	49	11	9	59
Poland	335	322 <sup>10</sup>	48	35	7
Portugal	53	60	7	12	26
Slovakia	29	63	0	0	0
Slovenia	33	38	1	3	0
Spain	264	252	30	30	0
Sweden	63	48	14	13	39
United Kingdom	109	119	23	22	0
Bosnia and Herzegovina	not applicable	not applicable	not applicable	not applicable	not applicable
Macedonia-FYROM	not applicable	12 (estimate)	not applicable	not applicable	not applicable
Serbia	20 pre-LAGs	not applicable	not applicable	not applicable	not applicable

<sup>8</sup>The selection process of local action groups is still ongoing in those countries marked in green and the numbers can change.

<sup>9</sup>Urban LAGs – local action groups in cities who implement CLLD

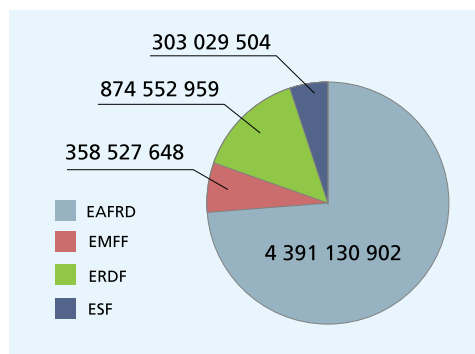
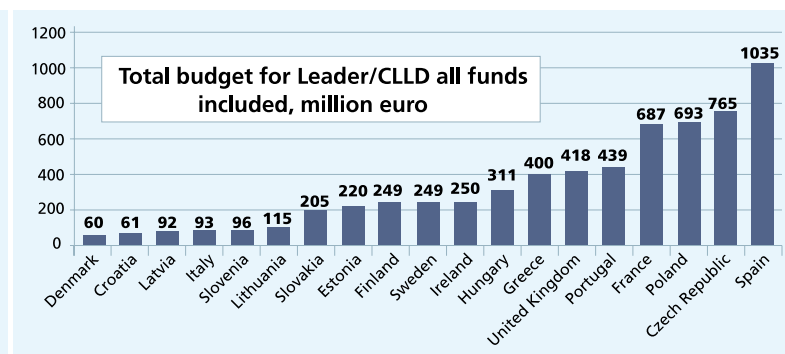
<sup>10</sup>Total number of LAGs, including FLAGs and Urban LAGs.

**Diagram 8.** Number of LAGs, FLAGs and Urban LAGs 2014-2020

**Table 5.** Allocations of different funds per country<sup>11</sup>

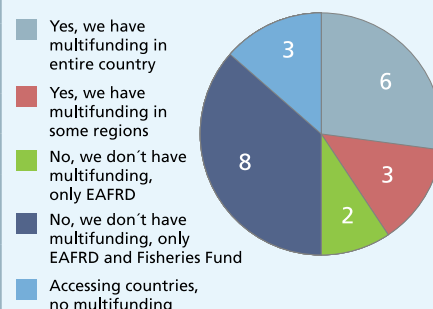
Country	EAFRD	EMFF	ERDF	ESF	Total
Croatia	60,786,653	0	0	0	60,786,653
Czech Republic	205,000,000	0	475,000,000	85,000,000	765,000,000
Denmark	60,000,000	0	0	0	60,000,000
Estonia	90,000,000	130,000,000	0	0	220,000,000
Finland	240,000,000	9,400,000	0	0	249,400,000
France	687,000,000	0	0	0	687,000,000
Greece	345,882,352	54,117,648	0	0	400,000,000
Hungary	171,533,383	0	93,602,959	46,229,504	311,365,846
Ireland	250,000,000	0	0	0	250,000,000
Italy	0	0	0	0	93,200,000
Latvia	79,088,514	12,750,000	0	0	91,838,514
Lithuania	114,000,000	1,000,000	0	0	115,000,000
Poland	467,700,000	93,000,000	69,700,000	62,500,000	692,900,000
Portugal	228,000,000	35,000,000	83,000,000	93,000,000	439,000,000
Slovakia	105,000,000	0	100,000,000	0	205,000,000
Slovenia	52,370,000	6,660,000	36,750,000	0	95,780,000
Spain	1,034,770,000	0	0	0	1,034,770,000
Sweden	200,000,000	16,600,000	16,500,000	16,300,000	249,400,000
United Kingdom	0	0	0	0	418,235,856
Bosnia and Herzegovina	0	0	0	0	0
Macedonia-FYROM	0	0	0	0	0
Serbia	0	0	0	0	0
<b>Total</b>	<b>4,390,130,902</b>	<b>358,527,648</b>	<b>874,552,959</b>	<b>303,029,504</b>	<b>6,437,676,869</b>

<sup>11</sup>There wasn't information available about Italy and UK, only the total budget.

**Diagram 9.** Share of budget between all 4 funds for LEADER/CLLD**Diagram 10.** Total budget for LEADER/CLLD 2014-2020, including all funds available for countries

## OVERVIEW OF MULTI-FUND

MULTIFUNDING	COUNTRIES
Yes, we have multifunding in entire country	Czech Republic, Hungary, Slovakia, Slovenia, Sweden, United Kingdom
Yes, we have multifunding in some regions	Italy, Poland, Portugal
No, we don't have multifunding, only EAFRD	France, Lithuania
No, we don't have multifunding, only EAFRD and Fisheries Fund	Croatia, Denmark, Estonia, Finland, Greece, Ireland, Latvia, Spain
Accessing countries, no multifunding	Bosnia & Herzegovina, Macedonia-FYROM, Serbia

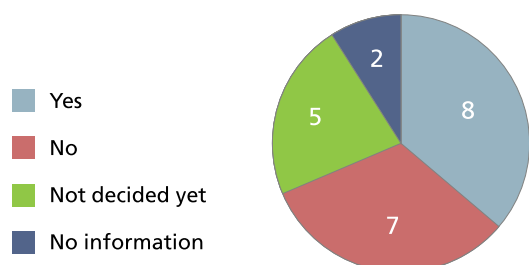
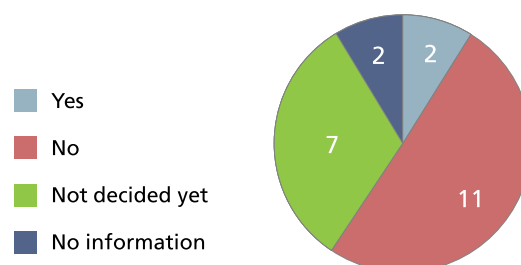
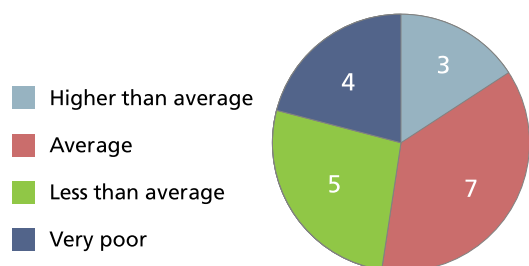
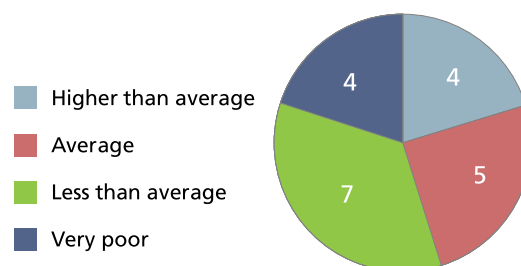
**Table 6.** Overview of multi-fund**Diagram 11.** Overview of multi-fund

**Table 7.** Approval of the LDS (Local Development Strategy), SCO (Simplified Cost Options) and umbrella projects

Country	Approval of LDS Month, year	Use of SCO in LEADER/CLLD	Use of umbrella projects in LEADER/CLLD
Bosnia and Herzegovina	Not applicable	Not applicable	Not applicable
Croatia	October, 2016	No	No
Czech Republic	September, 2016	Yes, lump sum just for small administration costs	No
Denmark	01.12.2014 for LAGs 01.05.2016 for FLAGs	No	No
Estonia	March, 2016	Flat rate	Not decided yet
Finland	January, 2015	Flat rate (in use), lump sum (to be confirmed)	Yes
France	Depends on RDP	Not decided yet	No
Greece	October, 2016	Not decided yet	Not decided yet
Hungary	July, 2016	Flat rate shall be used for sub-measure 19.2, and we plan to use lump sum for 19.4.	Not decided yet
Ireland	Most strategies were approved by June 2016. Approx 4 remain to be approved.	Not decided yet	Not decided yet
Italy	March-September 2016	No information	No information
Latvia	January – April, 2016	No	No
Lithuania	June, 2016	Flat rate	No
Macedonia-FYROM	2017	Not decided yet	Not decided yet
Poland	May, 2016	Lump sum	Yes
Portugal	August, 2015	Yes. In Preparatory support to Rural LAGs – lump sum of 25,000 EUR per LAG; and as indirect costs (communications, water, electricity, etc) in LAGs running costs operating expenses based on a rate of 5% on the human resources costs.	No
Serbia	2018 (expected)	No	No
Slovakia	Still in process	Not decided yet	No
Slovenia	August-October 2016	No	No
Spain	November 2015 to september 2016	No	Not decided yet
Sweden	March, 2016	Flat rate for car travel expenses Flat rate for meal costs Indirect costs for projects with employees = 15% of salary costs (salary + social security)	Not decided yet
United Kingdom	Still in process	No information	No information

**Table 8.** Running and animation costs per country

Country	The allowed % of running and animation costs
Croatia	25%
Czech Republic	0% from RDP, running and animation costs paid from ERDF, it will make ca 11,3% out of LEADER/CLLD allocation from all funds
Denmark	20%
Estonia	20%
Finland	25%
France	Up to 25%
Greece	Up to 20% is graded to all LAG's. An additional 5% is graded to those LAG's to which innovative measures consist 10% of their total allocated budget.
Hungary	15%
Ireland	Max of 25% for both administration and animation
Italy	No data available
Latvia	If LAG operates only within LEADER (RDP), then 15% from the total amount of the strategy. If LAG operates also as FLAG with CLLD (RDP and OP of EMFF), then 20% from the amount of the strategy that is co-financed by EAFRD.
Lithuania	20% (from that 5% for animation)
Poland	17-25% for monofund LAGs and 12-19% for multifund ones
Portugal	25% of EAFRD allocated to LDS, average including other funds is 16%
Slovakia	Still not settled, but will be probably around 15%
Slovenia	20%
Spain	20% + 5%
Sweden	25 %
United Kingdom	22-25%

**Diagram 12.** Simplified Cost Options' availability in ELARD member countries**Diagram 13.** Umbrella projects' availability in ELARD member countries**Diagram 14.** Evaluation by members – general satisfaction with LEADER/CLLD implementation**Diagram 15.** Evaluation by members –improvement compared to previous programming period



## Summary of country features

Geographically, coverage of rural areas by LAGs is very significant – the minimum level is 80% in the EU states. Beyond the EU, the percentage is lower but growing due to still ongoing processes of accepting new LAGs. 100% coverage is quite common. It should be mentioned that the definition of rural areas varies.

Altogether there are **1,951** LAGs, **246** FLAGs and **131** Urban LAGs in ELARD member countries. The number of rural LAGs has slightly reduced (about 30 LAGs less) compared with the previous period; the number of FLAGs has remained almost the same.

The most common legal form of LAGs is an association and an NGO-type organization, only in Ireland and Greece the LAGs are enterprises, in Slovenia the lead partner will give the entity to LAG.

The biggest budgets for LEADER/CLLD are: Spain (EUR 820 million), Poland (EUR 735 million), France (EUR 687 million). The highest percentage devoted to the LEADER measure from the RDP budget is: Estonia (9.0%), Spain (8.7) and Greece (8.5). There are 7 countries where percentage is under 5%.

The contribution from the other 3 funds (EMFF, ESF, ERDF) for LEADER/CLLD has increased to 25%. Inclusion of other funds have resulted in a very good contribution to the LEADER/CLLD budget in many countries, especially in the Czech Republic, Portugal, Hungary and Slovakia, where the contribution from other funds is almost 50%.

Usually there is no multi-funding for FLAGs, only Portugal (ESF and ERDF), Poland (EAFRD, ESF, ERDF), Sweden (EAFRD, ESF, ERDF) and Latvia (EAFRD) use other funds besides Fisheries Fund for FLAGs.

Urban LAGs are only present in a few countries (Hungary, Lithuania, Poland, Portugal, Ireland, Sweden), where they are financed from ESF or/and ERDF.<sup>12</sup>

16 countries have only one national RDP, while for 6 countries (Italy, Spain, Portugal, France, Bosnia & Herzegovina and the UK) the RDP have the regional set of the programmes, e.g. 27 RDPs in France.

Approval of LDS has been a long process, starting at the end of 2014 and the process is still ongoing. The majority of the strategies was approved in early spring 2016. Many countries (Croatia, Czech Republic, France, Greece, Italy, Slovakia, Slovenia, Spain, United Kingdom) are still waiting for approvals in autumn 2016.

The average percentage of animation and running costs is about 20% of the local action group budget. Higher rates of up to 25% have been allowed in the UK, Ireland, France and Spain. Whereas the highest percentage rate - 25% - is used in Sweden, Croatia and Finland. See also table 8 above.

Simplified Cost Options are for now available in 8 countries (Czech, Estonia, Finland, Hungary, Lithuania, Poland, Portugal, Sweden) where the most common method is flat rate but some countries have allowed lump sum also (Czech, Finland, Hungary, Poland, Portugal). However, many countries are still considering whether they can and will use SCO or not.

The option for Umbrella projects has for now been implemented in 2 countries (Finland, Poland), whereas 10 countries have decided not to implement Umbrella projects. 7 countries have still not decided if they want to make use of this option.

According to the 5 points scale (5-maximum, 3-average, 1-minimum) evaluation the average satisfaction with LEADER program implementation was 2.7 and the average points to the improvement of the LEADER program compared with previous programming period was 2.5. It shows that the general satisfaction with LEADER program implementation is a little bit lower than average.

<sup>12</sup>Urban LAGs – local action groups in cities who implement CLLD

### 3. Members' needs and problems

Under this section in the questionnaire ELARD members could express their concern and make proposals related to LEADER/CLLD implementation. In the process of analysis similar answers were compounded and the most frequent were brought forward. In order not to lose the meaning of what members have said the wording of the sentences has been kept as similar to original as possible.

Members expressed their opinion about the following issues:

- Main needs/difficulties with implementing LEADER/CLLD;
- Biggest challenges for the future (post 2020 period) related to LEADER/CLLD;
- Main needs/difficulties related to legislation;
- Main needs/difficulties related to technical implementation of LDS (Local Development Strategy);
- Biggest challenges related to monitoring and evaluation of LDS (Local Development Strategy);
- Biggest challenges related to transnational cooperation projects.

Table 9. Main needs and difficulties with implementing LEADER

No	NEEDS/DIFFICULTIES
1	<p><b>Complexity at national level.</b> LAGs are in very different positions, levels; following different rules; even starting up procedures can be different within the same country. Complexity of LEADER/CLLD both to LAGs and project promoters (regulations, IT systems, several Management Authorities, etc). Difficult to orientate, different RDPs, different rules in one country. It makes inter-territorial co-operation, development difficult. Harmonization is needed. Multi-funded trap: activities, which were financed from EAFRD previously have been left out from EAFRD and haven't been included in other Funds. Multi-funding caused cut from EAFRD budget for LEADER. Huge problems due to change of ministry, change of personnel, no continuation, hardly any handover. Options were restricted by very detailed national regulation. Central control instead of decentralised governance.</p>
2	<p><b>Need to strengthen national policies regarding LEADER/CLLD.</b> Lack of commitment and political will and decision; minimum from EAFRD 5%, in some cases budget reduced compared to previous period per LAG. Political changes have been harmful for LEADER/CLLD. A need to prevent domination of local municipalities. Uncertainty of government, LAGs' financial situation.</p>
3	<p><b>Need for better coordination and cooperation between LEADER actors.</b> Weak exchange of information between LAGs and MA, PA. Slow administration and lack of cooperation between different ministries.</p>
4	<p><b>Lack of training and capacity building.</b> For LAGs and partnerships to increase/strengthen human capacity. Training for MAs and PAs to improve their capacity and arise their knowledge about LEADER/CLLD principles.</p>
5	<p><b>Lack of support to LAGs from MA/PA.</b> Legal aspects, IT-solutions, etc. Heavy burden of bureaucracy. Complicated administration, need for simplification. Under the bureaucracy pressure LAGs can't work clearly with new targets for new period.</p>
6	<p><b>Problems with electronic systems.</b> Danger to standardize the systems; losing bottom-up approach, LEADER identity.</p>
7	<p><b>Long time to start up LEADER, CLLD, IPARD.</b> Especially from MA (Managing Authority) side. Long gap between program periods. LEADER/CLLD is not a priority for the MAs. Delays in national legislation.</p>

Table 10. Main challenges for the future related to LEADER/CLLD

No	CHALLENGES
1	<b>To have a fully integrated CLLD approach</b> that is supported by all ESI funds and is implemented also in urban areas. CLLD piloting in accession countries. Same management rules for all funds. Creating a unique MA for CLLD prepared to provide both financial and technical support to LAGs. To increase the budget of CLLD. High level of capacity and co-operation of MA/PA, including different ministries.
2	<b>Ensuring the continuity between program periods.</b> The challenge is to keep experienced staff and knowledge while the gaps in funding and implementation between periods seem to be getting even longer.
3	<b>To strengthen the national policies regarding LEADER/CLLD.</b> To include the high priority of rural environment in the political agenda. Rural-urban synergy (rural visibility).
4	<b>Flexible and innovative implementation of LDS.</b> Combination of activities, soft projects to start up ideas, etc. Viable and inclusive LDS. More freedom to LAGs, less regulations. Simple and transparent LEADER/CLLD implementation. 4.1. To assume the importance of territorial animation as an asset to make things happen, more than sums of projects. 4.2. The creation and retention of job positions; attractive jobs in rural areas; to empower small organizations to make them alive after project. 4.3. Regional and transnational co-operation projects that have clear achievements and sustainability. Good support for LAGs to make TNC and inter-territorial projects. 4.4. The challenge of innovation in all processes of the development and implementation of LDS, LEADER (the Smart strategies, new technologies, participation systems, new forms of management in the territories, cooperation as a way to increase competitiveness). 4.5. Flexible electronic platforms for LAGs. 4.6. Evaluation models and systems of LDS.
5	<b>Simplification.</b> Simplified costs for small projects (< 5,000 EUR) without detailed financial reports. To give support as Lump Sum. Reduction of bureaucracy. High level of capacity of MA/PA is needed.
6	<b>Refreshing the LEADER-method.</b> Further developing the almost 25-year-old LEADER-method, keeping it responsive and adaptive to the changing working and living environment.

Table 11. Main difficulties in legislation

No	MAIN DIFFICULTIES IN LEGISLATION
1	<b>Weak information exchange between LAGs and managing body.</b> Poor capacities of MA/PA (understaffed and under-trained). Unclear legislation, heavy bureaucracy, simplification is unclear, long treatment deadlines of PAs. Sanctions for LAGs are unreasonable and unexplained.
2	<b>Weak coordination.</b> Lack of coordination and greater commitment from the authorities to capitalize on the opportunity of Financial Instruments under the EAFRD. No clear description of responsibility. Bureaucracy tends to hold on to power - this prevents decentralisation, which is necessary for the LEADER method.
3	<b>Very general National Framework.</b> Regulations vary from one nation to another, from one region to another.
4	<b>Difficulties with TNC and inter-territorial projects.</b> The sub-measure "Co-operation" is paradigmatic for the great difficulties that can be generated to implement inter-territorial and transnational cooperation (different, complex regulations, unsynchronized calls, etc). Co-operation with third countries is unclear.
5	<b>Starting up umbrella projects.</b> These type of projects accounted for a large part of indicators and targets in the last period in some countries. Umbrella projects enable to simplify the implementation of small projects but at the same time increase impact through umbrella managing model. Only a few countries have still decided to implement umbrella projects in this programming period. More assistance is needed.
6	<b>Uncertainty of applicants and unforeseen risks.</b> Applicants must prove their costs when applying. In an ongoing project of 2-3 years, it is difficult or even impossible to get quotes that apply until the end of the project period. Much can happen in the meantime.
7	<b>Same rules and regulations for LEADER as for other measures.</b> Being part of RDP and LEADER/CLLD is "submitted" to the same general regulations and laws, so now LEADER is living like a normal European Structural and Investment Fund. And the territorial specificities, identified in LDS cannot be really translated into the project selection process.
8	<b>Reduction of opportunities.</b> The possibilities to support the development of local entrepreneurs have been reduced by the legislation since the previous program period.

Table 12. Needs and difficulties related to technical implementation.

No	TECHNICAL IMPLEMENTATION – NEEDS/DIFFICULTIES
1	<b>Problems with electronic systems.</b> Lack of a computerized management program that is uniform for the entire state (ensuring the singularities of each LAG) and allows common and measurable indicators.
2	<b>Unclear and time demanding procedures.</b> Procurement procedure; usage of simplified cost options; unclear requirements for project applicants, lack of information; complicate procedures and fear of making mistakes. Surplus control from Paying Agency and requirements for approval for even the simplest papers/actions done by LAGs.
3	<b>Unnecessarily big involvement of state.</b> Top-down influence on decisions, what is right and what is not.
5	<b>Unclear roles of MA/PA.</b> Roles and co-operation of managing authority and paying agency need clarification and improvement.
6	<b>Complexity.</b> 20 RDPs in one country means 20 different ways of managing EAFRD, 20 departments of officials whose qualification can be poor, 20 ways of relationship with PA.
7	<b>Losing LEADER approach.</b> Our applicants are often amateurs who do this in their spare time. If the requirements are too massive, we lose these groups. The application of the proportionality principle. LAGs are small technical structures, which are obliged to follow the same rules of the administration (like public procurement, for example). The same is valid for LEADER projects (selected, followed-up, monitored by LAGs) which are also subject to the same level of requirements applied to big projects.
8	<b>High level of justification for LAGs.</b> When LAG administrators must devote all their time on technology and justification instead of being out in the field and stimulating the development of new projects and supporting ongoing projects, there is a risk that we do not reach the high quality of implementation that we would otherwise have done. LAGs' teams are focused on administrative procedures, rather in knowing and helping to solve problems of their territories.
9	<b>Big burden of bureaucracy, less resources.</b> Administration is now 70% of coordinators time - previously it was 30%. Funding of LAGs has been reduced in many countries, paper work has been increased. No time and resources for animation activities.

Table 13. Challenges related to monitoring and evaluation.

No	CHALLENGES/DIFFICULTIES - MONITORING AND EVALUATION
1	<b>National targets.</b> Lack of national targets of LEADER beside jobs and it is not clear if MAs will develop any. MAs are not paying sufficient attention to monitoring and evaluation of LEADER on national level, especially regarding methodological support.
2	<b>Added value of LEADER.</b> We need to show the added value of the LEADER-method. We have started doing so through storytelling, but we would like to find more effective means. Good indicators to measure LEADER's added-value, at the right time (take inspiration in ROI and SROI methodologies).
3	<b>Finding solutions for increasing the number of innovative projects.</b> We are struggling with the indicators, making us not take enough risks for innovation. We are supposed to create jobs. When our LAGs focus too much on this, innovative projects never get a chance.
4	<b>Capacity building activities for LAGs organized by LAGs Network or NRN.</b> Using evaluation as a learning tool for communities, enterprises. Access to inhabitants. Capacity building for LAGs and MA and PA at the same time.
5	<b>Creation of evaluation models.</b> To build up monitoring and evaluation models which give continuous feedback about implementation and help to make good decisions, amendments into LDS implementation. High cost of external evaluation is problematic; therefore LAGs could work out their own evaluation models that work also as a learning tool for communities regarding development of their area.
6	<b>Support for EU accessing countries.</b> Expertise - it would be great to obtain funds for external expertise from experienced countries/LAGs to work on monitoring.

Table 14. Challenges related to TNC projects.

No	TNC CHALLENGES/DIFFICULTIES
1	<b>Lack of national regulations, guidelines.</b> Regulations and guidelines are poor. The delay at the beginning of the program period with partners is problematic when launching a TNC project.
2	<b>Partner search.</b> To find good partners with similar rules of project implementation. We also need more opportunities to meet potential partners. Electronic databases are ok, but this is not sufficient. Maybe ELARD can play a role in this. Delays in the TNC toolkit.
3	<b>Long time planning.</b> There are no possibilities to prepare a TNC project from animation budget. Requirement to have pre-project that has also the decision of General Assembly. It takes a long time for partner search, contract and implementation. In some cases, one can find it difficult to see the possibilities of cooperation. Implementation starts and ends sooner in countries, which already started LEADER implementation in 2014/2015 than in many other member countries which leaves only 2-3 years to implement TNC projects.
4	<b>Sustainability of TNC projects.</b> How to continue cooperation after a project - to create permanent links with businesses and organizations (to make other projects). Long-term projects.
5	<b>Finding contribution sources, co-financing.</b> It is difficult for LAGs to find co-financing resources.
6	<b>TNC from bottom-up.</b> In some countries cooperation was managed directly by National Rural Network - allocation, dissemination, selection and monitoring - reducing the bottom-up process and freedom of choice to a minimum.
7	<b>Harmonization of rules.</b> Synchronization of calls and harmonization of procedures, and eligibility rules (clarified from the beginning of the projects). The difference in rules and regulations between partners' countries is often a challenge. Possibility to link the Project with other European Funds.
8	<b>Co-operation and support to EU accessing countries.</b> Available funds for EU accessing countries and their partners. A guideline for TNC with third countries is needed.

## 4. Members' expectations of ELARD

Under the fourth section of the questionnaire ELARD members could express their expectations and opinion regarding ELARD's future activities. In the process of analysis similar answers were compounded and the most frequent were brought forward. In order to not lose the meaning of what members have said the wording of the sentences has been kept as similar to the original as possible.

Members expressed their opinion mainly under following questions:

- What would you want ELARD to have as TOP priority themes for policy work during next couple of years?
- How do you think ELARD could be more successful in policy work?
- What kind of organizations at European level do you want ELARD to co-operate closer with?
- What kind of trainings, gatherings do you want ELARD to provide for members?

Table 15. ELARD TOP priority themes for policy work

No	TOP PRIORITY THEMES FOR POLICY WORK
1	<b>Multi-funding, CLLD implementation.</b> Sharing experience, knowledge, improvement of regulations. Simplification of CLLD. To learn about implementing CLLD from each other. Multi-fund implementation in 28 member states. Strong CLLD promotion in the new agricultural policy. Negotiations for a good LEADER/ CLLD in the post 2020 EU policy.
2	<b>Capacity of members.</b> Expanding membership base. Expand membership in other member states (priority to big countries). Share of knowledge and good practices between members. Creating closer relations with National Networks. Organizing exchange stays for LAGs' personnel. Collecting original experiments. Helping and consultative role for members for negotiations at national level. To help with finding partners for TNC projects.
3	<b>Strengthening LEADER/CLLD.</b> Promotion of LEADER/CLLD, disseminate good practices. More real power and responsibility for LAGs. To ensure the understanding and appreciation of the LEADER method at all levels. Make clear that LEADER cannot be combined with a complete top down administration. Launching LEADER. Especially the experience and help is needed in EU accessing countries.
4	<b>Contribution to important thematic areas.</b> To contribute to the rural economy through thematic areas: Agrofood sector (and its synergies with tourism and culture), innovation, circular economy, climate change. Sharing good experiences about regional development and involvement of different stakeholders. Local economies. Evaluation of results. Improvement of living conditions in rural areas.

Table 16. Improvements regarding policy work

No	IMPROVEMENTS REGARDING POLICY WORK
1	<b>More lobbying to strengthen LEADER and LAGs' role in the EU.</b> Strengthening ELARD position on the EU policy making level. Visibility of ELARD. Building bridges at European but also at national level. Common statements with European umbrella organizations. Greater political impact in the New Regulation after 2020. Permanent meetings with policy makers of DG AGRI and REGIO. Interaction with all DGs in Europe. We need more direct contacts on the political level. E.g. the rapporteurs of Committee on Agriculture and Rural Development have a key role in introducing new policies/changes.
2	<b>Strengthening the organization and its members.</b> Involvement of members and their LAGs, using knowledge from grass-root level. Needs and problems of its member organizations that are non-EU members, especially from the Western Balkan countries. Good information flow and transparency. Permanent policy officer in Brussels participating in all relevant moments and revising and sharing information among members on a regular basis. This also requires stronger financial health of our organization. Establishing thematic or focus working groups among our members for policy issues related to LEADER/CLLD. Organizing training courses and seminars for its members. Organizing study visits and exchange schemes among its members.
3	<b>Stronger support to pre-accession countries.</b> From pre-accession country's point of view the help is needed to formulate simple and understandable answers to the following questions which can be easily digested by politicians and local communities: what are LAGs? Why are they important? Why should we give them money? In other words, advocacy tools are highly appreciated.

**Table 17.** Trainings, gatherings for members

No	TRAININGS, GATHERINGS THAT ELARD SHOULD PROVIDE TO ITS MEMBERS
1	<p><b>Capacity building of our member networks and LAGs.</b></p> <p>1.1. Multi-national gatherings, incl. exchanges and gatherings for the employees of networks. Trainings in order to strengthen the national organizations, sharing best practices and so on. To share knowledge on how to develop LAGs for their areas as local animators. Gatherings like LINC conference. Annual gathering with stakeholders. Training regarding LEADER/CLLD.</p> <p>1.2. Organizing collective stays like ELARD organized in the past for LAG managers.</p> <p>1.3. LAG Staff Exchange between countries.</p> <p>1.4. Experience exchange on the following topics: how to manage communication and education with new potential LAGs which are being created. Network management and leadership. Building bridges with business sector. Monitoring and evaluation of LDS.</p>
2	<p><b>Networking of ELARD representative members.</b></p> <p>Team building trainings, study tour to our members. Exchange between staff members of national networks (ELARD Members). 15 days' training.</p>

**Table 18.** Proposed co-operation partners for ELARD

No	ORGANIZATIONS AT EUROPEAN LEVEL ELARD SHOULD CO-OPERATE MORE CLOSELY
1	European Commission, European Parliament, ENRD, PREPARE, ERCA, DG AGRI, DG REGIO, ECOSOC, European Rural Parliament, ECM partners, EuropeAID, DG DEVCO, RED, European Economic and Social Committee, OECD, EESC, Committee of the Regions.



## Summary of sections 3 and 4

According to the analysis of the third and fourth sections of the questionnaire, ELARD should pay more attention to the following areas and needs:

### 1. Improving CLLD and multifund approach implementation:

- 1.1. Cohesion of different funds. This is to create real synergy between different funds and avoid the multi-funded trap, where previously financed activities from EAFRD are not financed anymore from EAFRD and also not included in the other funds (ESF, ERDF);
- 1.2. Simplification of procedures. Additionally to SCO methods there is a need to simplify the procedures (LAGs and authorities). There has been a lack of attention to simplifying procedures but these are very time consuming;
- 1.3. Clarification and wider promotion of SCO methods. Experience exchange between different programmes that already has knowledge and practice of SCO methods' implementation. Clearer descriptions of SCO mechanisms;
- 1.4. Increasing the budget of CLLD for viable and further developed CLLD;
- 1.5. Capacity building of authorities and LAGs to implement CLLD;
- 1.6. Support services' (legal advisory, trainings, etc) quality and further development for LAGs;
- 1.7. Mentoring programs for EU pre-accession countries to provide support to establish LAGs and start LEADER/CLLD implementation.

### 2. Strengthening national policies and rising co-operation capability between authorities:

- 2.1. Effective and transparent coordination between different authorities and ministries at national level;
- 2.2. Definition of roles of different LEADER bodies and authorities;
- 2.3. Clear instruments and guidelines to achieve cohesion of rural and urban areas;
- 2.4. Simplification and harmonization of national regulations and rules;
- 2.5. National targets for evaluation of LEADER/CLLD. Defining also impact and result indicators at national level;
- 2.6. Ensuring the continuity between program periods and smooth implementation in order to guarantee the sustainable functioning of LAGs.

### 3. Innovative and flexible implementation of local development strategies (LDS):

- 3.1. Giving importance and promotion of LAGs' animation activities. Defining indicators to measure the impact of animation;
- 3.2. Creation of attractive and viable jobs;
- 3.3. Innovation of strategies' implementation and regional development processes (Smart strategies, new technologies, involvement methods, new forms of management and co-operation, regional clusters, etc);
- 3.4. Clear and simple evaluation and monitoring models of LDS, the results of which are also available for communities. Evaluation is a part of a community's learning process;
- 3.5. Increasing LAGs' independence and decision making rights (incl. TNC projects);
- 3.6. Support systems to simplify LEADER/CLLD implementation processes. F.g. flexible IT platforms for projects treatment, selection and evaluation;
- 3.7. To achieve the balance between administrative procedures and development/animation activities. Time resources have been spent in reasonable proportion – 70% on development activities and 30% on administrative activities.

#### **4. Transnational and inter-territorial co-operation**

- 4.1. Simplification and harmonization of national regulations, drawing up guidelines;
- 4.2. Harmonization of regulations and rules of co-operation measure in Europe;
- 4.3. Drawing up co-operation regulations and guidelines at national level for co-operation with EU pre-accession and other third countries;
- 4.4. Guaranteeing the sustainability and effectiveness of co-operation;
- 4.5. Enable LAGs to implement umbrella projects. Simplification of models of umbrella projects and their implementation;
- 4.6. Promotion and simplification of inter-territorial co-operation, regional co-operation clusters, co-operation across sectors.

#### **5. Renewal of the 25-year-old LEADER method for 2020+ period.**

- 5.1. Keeping LEADER/CLLD in accordance and adaptive with changing living and working environment in rural areas (social cohesion, migration, regional clusters, green economy, climate change, smart solutions, technology, etc);
- 5.2. Revolution of new technologies and IT creates new opportunities, which should be integrated into the LEADER/CLLD methodology;
- 5.3. Territorial cohesion creates synergy and helps use new resources and opportunities.

## ANNEX 1.

### Activities and competences of members

#### BOSNIA AND HERZEGOVINA

Organization	<b>Association "Rural development network in Bosnia and Herzegovina"</b>
Main activities	Lobbying, advocacy, granting, implementation of the projects relevant to rural development.
Number of employees	0.75

##### Biggest success stories of the organization, network:

- Organizing of the 1st rural parliament in Bosnia and Herzegovina.
- Organizing of the PREPARE gathering in Bosnia and Herzegovina.
- Partnership in ALTER project (EU funded), with the partners organizations from Serbia, Croatia, Montenegro, Macedonia, Albania, Kosovo, Latvia and Turkey.

#### CROATIA

Organization	<b>Croatian Rural Development Network</b>
Main activities	Advocating interests of rural stakeholders in creating and implementing public policies; networking and informing our members and contributors to rural development; education; exchange of knowledge and experiences; organisation development.
Number of employees	2

##### Biggest success stories of the organization, network:

- HMRR has prepared Shadow report on IPARD implementation, which purpose was to analyze the real situation of IPARD implementation, seen through the eyes of rural stakeholders.
- First Croatian Rural Parliament.
- Declaration of The First Croatian Rural Parliament.

#### CZECH REPUBLIC

Organization	<b>NN LAG CR, National Network of Local Action Groups of the Czech Republic</b>
Main activities	Lobbying and advocacy on national level; lobbying and advocacy on European and regional levels; training of LAGs and staff, service provider for Managing authorities and ministries – education and training of LAGs paid from ERDF Technical assistance; organizing conferences, seminars and exhibitions for National Rural Network; participation in LEADER dissemination projects (e.g. Georgia) and environmental projects.
Number of employees	6

##### Biggest success stories of the organization, network:

- Building up a strong network with almost 100% LAG membership, which is strong and respected partner of all ministries, MAs, PAs, national and European parliament, regional and local governments and other main stakeholder's organisations, represented in all monitoring committees and different platforms dealing with rural and regional development policies in general, not just those dealing with EU.
- Effective advocacy and lobbying for 2007-13 making, firstly, Czech Republic one of the flagships of multifund CLLD and, secondly, arranging LEADER/CLLD support for 100% LAGs covering 95% of rural areas.
- Peer to peer training program of new LAGs by experienced LAGs.
- Participation in big projects, e.g. disseminating of LEADER outside EU, environmental projects.

**DENMARK**

Organization	Not final yet - but organising is in progress
Main activities	Dialogue with MA, PA and ministry
Number of employees	0

**ESTONIA**

Organization	<b>Estonian Leader Union</b>
Main activities	LEADER Union is a non-profit organization whose main mission is to defend the rights and interests of Estonian LAG's. Our purpose is to support our members in applying LEADER principles and developing cooperation. LEADER Union was established to protect the LEADER principles from internal over-regulations
Number of employees	1

**Biggest success stories of the organization, network:**

- Successful negotiations with other social partners.
- Policy negotiations to increase the rate of indirect costs.

**FINLAND**

Organization	<b>Village Action Association of Finland</b>
Main activities	Promoter and lobbyist of village and rural affairs; provider of training and manager of communications in issues related to village and rural affairs; SYTY is involved in active cooperation with most rural developers; SYTY supports LAGs and the regional village network by means of projects and training
Number of employees	8

**Biggest success stories of the organization, network:**

- Regarding CLLD implementation in Finland and important good practice is having our own full-time Leader-agent who acts as the general officer and lobbyist for all the LAGs in Finland working actively with the LAGs and national authorities.

**FRANCE**

Organization	<b>LEADER France association</b>
Main activities	Information of LAG Presidents and responsible of GAL; training of French RDP Actors: elected and LAG civil servants; common promotional and communication actions; management of a national Contact Group of LAGs charged to organize dialog and exchanges with French MA and PA; website between LAGs exchange and diffusion of information.
Number of employees	1

**Biggest success stories of the organization, network:**

- Contact group.
- Organization of regional meetings of LAGs.

**GREECE**

Organization	<b>Greek LEADER Network</b>
Main activities	The aim of the Greek LEADER Network is the exchange of experiences and the diffusion of information and know-how through the LAG's and other rural development institutions. The Network plays substantial role in coordinating and cooperating along with the public authorities (MA and PA) the genuine and smooth implementation of LEADER in Greece.
Number of employees	Not applicable.

**HUNGARY**

Organization	<b>Hungarian National Rural Network</b>
Main activities	Support the implementation of the Hungarian RDP, building a cooperational network of rural stakeholders, develop and enhance channels of communication through information activities, working together with the ENRD and other international organizations, operating a LEADER support unit.
Number of employees	3 in General Secretary, 18 as regional representative

**IRELAND**

Organization	<b>Irish Local Development Network</b>
Main activities	Represent issues of concern (and solutions) to key funding Departments on programme implementation issues; promote strategic linkages with key national and EU bodies for the benefit of members, promote the exchange and development of best practice, publication of policy papers to promote member work in areas such as social economy, community development and so on; identify key research relevant to the needs of the membership.
Number of employees	2

**LATVIA**

Organization	<b>Latvian Rural Forum</b>
Main activities	Development of NGO cooperation network; explanatory and educational activities for activating local initiatives; strengthening LRF position in the dialog between politicians and organizations.
Number of employees	2 and hired external experts and regular experts based on activities.

**Biggest success stories of the organization, network:**

- Competition for school youth "Time for rural areas" (Laiks laukiem) - participated ~4% of whole LV pupils and sent amazing videos and photo stories about what is happening in today's countryside - laikslaukiem.lv
- Tourism project - made interactive LAG map of ~250 LEADER projects both in paper in digital versions
- Cooperation with Moldova
- Organization of 2 rural parliaments

**LITHUANIA**

Organization	<b>Lithuanian rural communities union</b>
Main activities	Implementation of rural development related projects; lobbying for better rights, laws and ect. for LAG's and rural communities; mobilisation of rural movements, rural voice.
Number of employees	3

**MACEDONIA-FYROM**

Organization	<b>Rural Development Network of the Republic of Macedonia</b>
Main activities	Information dissemination to rural stakeholders regarding rural development policies and measures (periodicals, promotional materials, homepage, seminars, meeting, forum, contact points, etc.); promote cooperation of rural development operators at the cross-regional and international level; established and accessible base of rural organizations and administrations; organization of meetings and seminars, including training, information and support activities to cooperation projects between local action groups, including the application of existing instructions; data gathering and delivery on the development of rural areas and the implementation of the rural policies and measures.
Number of employees	5

**Biggest success stories of the organization, network:**

- Capacity building of rural stakeholders by utilizing LEADER approach in Republic of Macedonia.

**POLAND**

<b>Organization</b>	<b>Polska Sieć LGD - Polish Network of LAGs</b>
<b>Main activities</b>	Advocacy for good legislation; organize seminars and conferences; represent Polish LAGs in Poland and in UE promoting CLLD in Poland.
<b>Number of employees</b>	0-1

**Biggest success stories of the organization, network:**

- We have changed some important regulations.
- We are the most important organization in Poland fighting for CLLD in whole country.

**PORTUGAL**

<b>Organization</b>	<b>Minha Terra Network / Portuguese Federation of Local Development Associations</b>
<b>Main activities</b>	Networking; representation of LAGs at national level: managing authorities, payment agencies and other administration; lobbying; communication; information and training.
<b>Number of employees</b>	4

**Biggest success stories of the organization, network:**

- The biggest success history is the consolidation and recognition of Minha Terra as a national network that brings together all rural LAGs and participates in several national and regional consultation bodies / forum's like the Portuguese Social and Economic Council, the monitoring committees of RDPs, an Operational Programs and the Portuguese structure United Nations Convention to Combat Desertification.
- At the same time, at local level there is also a consolidation and stability of local partnerships, with a growing number of LAGs, covering all rural areas.

**SERBIA**

<b>Organization</b>	<b>National LEADER Network NLN</b>
<b>Main activities</b>	Create lasting change that lifts up entire rural communities throughout Serbia. By bringing people, organizations and resources together around innovative solutions, we affect thousands of rural lives; national Leader Network's mission is to improve rural lives and strengthen rural communities; national Leader Network is building an infrastructure that supports the growth and expansion of the field of rural social innovation and entrepreneurship, including access to IPARD II 2014-2020, VP and other financing and capital, bridges to the government, business and academic sectors, and strategic partnerships that deliver social and financial value. Also, NLN successfully working on two projects: „Sweet weekend at Devojački Bunar“ and „FairOil Serbia: Affordable Green Economy Solutions for Creation of Smart, Sustainable and Inclusive Jobs for Rural Roma“.
<b>Number of employees</b>	No permanent staff at the moment, organization is in early fund raising and establishing phase.

**Biggest success stories of the organization, network:**

- One of our most important success is that we become member of IPARD Monitoring Community in Serbia. That means our State recognized us as their long- term partners.
- Our second important success in past year is our partnership within project supported by Norwegian Embassy. Project named "Institutional Support to LEADER+BK/NLN 2015/2016".
- Last but not important less is our Network of more than 600 rural organizations throughout Serbia.

**SLOVAKIA**

Organization	<b>National network of Slovak LAGs</b>
Main activities	Lobbying, information, ELARD, part of monitoring committee.
Number of employees	0.5

**Biggest success stories of the organization, network:**

- 100 mil. Eur for CLLD in IROP

**SLOVENIA**

Organization	<b>Društvo za razvoj slovenskega podeželja / Slovenian RD network</b>
Main activities	Acting as the social partner in the rural policy; organizing seminars and events for LAGs, organizing Rural Parliaments, education, promotion and advocacy of LEADER/CLLD.
Number of employees	2 part-time, mainly voluntary work

**Biggest success stories of the organization, network:**

- 3 Slovenian Rural Parliaments organized.
- Reached consensus about representation of all Slovenian LAGs.
- Active involvement in the rural policy as the respected social partner.

**SPAIN**

Organization	<b>Spanish Network for Rural Development</b>
Main activities	REDR greatly supports its Department of Communication and Media, so as to give more prominence to rural development groups and rural areas in general. <a href="http://www.redr.es">www.redr.es</a> ; weekly e-bulletin, daily news. Carry out projects, studies, activities connected to rural areas needs.
Number of employees	4

**Biggest success stories of the organization, network:**

- Agreement of collaboration (REDR- Ministry of Agriculture) have signed a collaboration agreement since 2009 for the support of associations in national rural development networks which belong to the European Network and are in touch with are formed by Local Action Groups and territories that follow the LEADER guidelines.
- Annual grants for conducting volunteer programs and social cooperation under the Tax allocation Income Tax of individual. Starts in 2004 until now.

**SWEDEN**

Organization	<b>LUS (Lokal Utveckling Sverige) - Local Development Sweden</b>
Main activities	Dialogue with the managing authority and paying agency which is centralized this programming period to the Swedish board of agriculture. LUS is compiling our interests towards the MA and PA; regional and national dialogue/meetings with our members; building networks online; information to and from ELARD.
Number of employees	none

**Biggest success stories of the organization, network:**

- Our biggest pride so far is that we have already gained the trust of 35 members out of a total of 53 possible. The MA and PA has accepted us as a dialogue partner and we are slowly starting on a path together to make the CLLD implementation as good as possible in this programming period.
- A very good way of getting information from our members on a daily basis is a closed group on facebook where strictly only members are allowed. This needs not so much interaction from our organization, since we still do not have any employees is this a good way of keeping contact without too much effort.



## ANNEX 2.

### Contacts of members<sup>13</sup>

<b>BOSNIA AND HERZEGOVINA</b>	
Organization	<b>Rural Development Network in Bosnia and Herzegovina</b>
The contact-information of representative person in ELARD	<b>Dusko Cvjetinovic</b> E-mail: predsjednik@ruralnamreza.ba Phone: +38765971273
The contact-information of substitute in ELARD	<b>Esref Maksumic</b> E-mail: esrefmaksumic@hotmail.com Phone: + 387 61 270 599
Current chairperson of the organization and contacts	<b>Dusko Cvjetinovic</b> E-mail: predsjednik@ruralnamreza.ba Phone: +38765971273
<b>CROATIA</b>	
Organization	<b>Croatian Rural Development Network</b>
The contact-information of representative person in ELARD	<b>Dragica Roščić</b> E-mail: dragica.rosic@lag-adrion.hr Phone: 0038599 3555 455
The contact-information of substitute in ELARD	<b>Iva Jekić</b> E-mail: ured@lag-sredisnjaistra.hr Phone: 00 385 99 22 11 510
Current chairperson of the organization and contacts	<b>Svjetlana Kasunić</b> E-mail: predsjednik@hmrr.hr Phone: 00385 99 564 7052
<b>CZECH REPUBLIC</b>	
Organization	<b>National Network of Local Action Groups of the Czech Republic</b>
The contact-information of representative person in ELARD	<b>Radim Srsen</b> E-mail: radimbz@seznam.cz Phone: +420603578141
The contact-information of substitute in ELARD	<b>Gustav Charouzek</b> E-mail: gusta.charouzek@centrum.cz Phone: +420774489322
Current chairperson of the organization and contacts	<b>Vaclav Posmurny</b> E-mail: posmurny@email.cz Phone: +420604890190

<sup>13</sup>Contact data is missing for Italy and UK.

**DENMARK**

Organization	<b>not final yet - but organising is in progress</b>
The contact-information of representative person in ELARD	<b>Kirsten Birke Lund</b> E-mail: kirsten@birke-lund.dk Phone: +4598887888, +4552230204
The contact-information of substitute in ELARD	
Current chairperson of the organization and contacts	

**ESTONIA**

Organization	<b>Estonian Leader Union</b>
The contact-information of representative person in ELARD	<b>Kristiina Tammets</b> E-mail: kristiina@tas.ee Phone: +372 5340 9873
The contact-information of substitute in ELARD	no substitute has been elected
Current chairperson of the organization and contacts	<b>Tiiu Rüütle</b> E-mail: partnerluskogu@polvamaa.ee Phone: +372 5302 9100

**FINLAND**

Organization	<b>Village Action Association of Finland</b>
The contact-information of representative person in ELARD	<b>Raisa Ranta</b> E-mail: raisa.ranta@karhuseutu.fi Phone: +358 44 765 1565
The contact-information of substitute in ELARD	WIP
Current chairperson of the organization and contacts	<b>Petri Rinne</b> E-mail: petri.rinne@joutsentenreitti.fi Phone: +358 40 555 3232

**FRANCE**

Organization	<b>LEADER France Association</b>
The contact-information of representative person in ELARD	<b>Etienne Anginot</b> E-mail: leaderfrance.ea@orange.fr Phone: +33 0975777758
The contact-information of substitute in ELARD	<b>Marcel Denis</b> E-mail: mdenis23@orange.fr Phone: 0787377137
Current chairperson of the organization and contacts	<b>Thibaut Guignard</b> (President) E-mail: tguignard.leader@yahoo.fr

<b>GREECE</b>	
Organization	<b>Greek LEADER Network</b>
The contact-information of representative person in ELARD	<b>Panagiotis Patras</b> E-mail: ppatras@kenakap.gr Phone: +30 24320 75250, +30 6979331083
The contact-information of substitute in ELARD	<b>Iro Tsimpri</b> E-mail: irotsimpri@achaiasa.gr Phone: +30 26920 24442, +30 6955495454
Current chairperson of the organization and contacts	<b>George Amanatidis</b> E-mail: gamanatidis@anko.gr Phone: +30 24610 24022, +30 6932633437
<b>HUNGARY</b>	
Organization	<b>Hungarian National Rural Network</b>
The contact-information of representative person in ELARD	<b>Veronika Kaszás</b> E-mail: veronika.kaszas@me.gov.hu Phone: +36-76/795-388
The contact-information of substitute in ELARD	<b>Gábor Boda</b> E-mail: gabor.boda@me.gov.hu Phone: +36-76/795-398
Current chairperson of the organization and contacts	<b>Tamás Sáringer-Kenyeres</b> E-mail: mnvh@me.gov.hu
<b>IRELAND</b>	
Organization	<b>Irish Local Development Network</b>
The contact-information of representative person in ELARD	<b>Jack Roche, Board Member of IRD Duhallow is the current ILDN representatives. Contact details already with ELARD.</b>
The contact-information of substitute in ELARD	There is no formal substitute as yet. We intend to establish a panel of interested members who can be called upon to attend ELARD meetings if the representative is not available.
Current chairperson of the organization and contacts	<b>Maire Price Bolger</b> E-mail: mpb@trustus.ie Phone: 087.267 4971
<b>LATVIA</b>	
Organization	<b>Latvian Rural Forum</b>
The contact-information of representative person in ELARD	<b>Anita Seļicka</b> E-mail: anita.selicka@gmail.com Phone: +37129442492
The contact-information of substitute in ELARD	<b>Alina Lukjanceva</b> E-mail: alina.lukjanceva@pierigaspartneriba.lv Phone: +37126491191
Current chairperson of the organization and contacts	<b>Anita Seļicka</b> E-mail: anita.selicka@gmail.com Phone: +37129442492

**LITHUANIA**

Organization	<b>Lithuanian Rural Communities Union</b>
The contact-information of representative person in ELARD	<b>Guoda Burokienė</b> E-mail: lkbsajunga@gmail.com Phone: +37069811448
The contact-information of substitute in ELARD	<b>Virginija Šetkienė</b> E-mail: virginija.setkiene@gmail.com Phone: +37061064152
Current chairperson of the organization and contacts	<b>Guoda Burokienė</b> E-mail: lkbsajunga@gmail.com Phone: +37069811448

**MACEDONIA-FYROM**

Organization	<b>Rural Development Network of the Republic of Macedonia</b>
The contact-information of representative person in ELARD	<b>Petar Gjorgievski</b> E-mail: petar.g@ruralnet.mk Phone: +389 70 343 582
The contact-information of substitute in ELARD	<b>Vesela Lambevaska Domazetova</b> E-mail: vesela.ld@ruralnet.mk Phone: +389 70 343 513
Current chairperson of the organization and contacts	<b>Petar Gjorgievski</b> E-mail: petar.g@ruralnet.mk Phone: +389 70 343 582

**POLAND**

Organization	<b>Polish LEADER Network</b>
The contact-information of representative person in ELARD	<b>Krzysztof Kwatera</b> E-mail: kwatera@onet.pl Phone: +48600856375
The contact-information of substitute in ELARD	<b>Janusz Bartczak</b> E-mail: januszbartczak1@wp.pl Phone: +48606542232
Current chairperson of the organization and contacts	<b>Janusz Bartczak</b> E-mail: januszbartczak1@wp.pl Phone: +48606542232

**PORTUGAL**

Organization	<b>Minha Terra Network / Portuguese Federation of Local Development Associations</b>	
The contact-information of representative person in ELARD	<b>Maria João Botelho</b> (President) E-mail: minhatterra@minhatterra.pt Phone: +351 217819230	<b>Pedro Brosei</b> (Vice-president to ELARD) E-mail: pedrobrosei@gmx.de
The contact-information of substitute in ELARD	<b>Luís Chaves</b> E-mail: lmchaves@minhatterra.pt Phone: +351 217819230, +351 919578282	
Current chairperson of the organization and contacts	<b>Maria João Botelho</b> (President) E-mail: minhatterra@minhatterra.pt Phone: +351 217819230	

**SERBIA**

Organization	<b>National LEADER Network NLN</b>
The contact-information of representative person in ELARD	<b>Ivana Stefanović</b> E-mail: policy@leader.org.rs, office@leader.org.rs Phone: +381638776358
The contact-information of substitute in ELARD	<b>Igor Ilić</b> E-mail: raselcoka@gmail.com Phone: +381605550077
Current chairperson of the organization and contacts	<b>Ivana Stefanović</b> E-mail: policy@leader.org.rs, office@leader.org.rs Phone: +381638776358

**SLOVAKIA**

Organization	<b>National Network of Slovak LAGs</b>
The contact-information of representative person in ELARD	<b>Petra Supakova</b> E-mail: supakova@masvrsatec.sk Phone: +421902300776
The contact-information of substitute in ELARD	
Current chairperson of the organization and contacts	<b>Martin Piovarci</b> E-mail: hybe@hybe.sk

**SLOVENIA**

Organization	<b>Slovenian Rural Development Network</b>
The contact-information of representative person in ELARD	<b>Goran Šoster</b> E-mail: goran.soster@guest.arnes.si Phone: +386 41 797 613
The contact-information of substitute in ELARD	<b>Aleš Zidar</b> E-mail: info@drustvo-podezelje.si
Current chairperson of the organization and contacts	<b>Aleš Zidar</b> Phone: +386 31 339 789

**SPAIN**

Organization	<b>Spanish Network for Rural Development</b>
The contact-information of representative person in ELARD	<b>Maria Jose Murciano</b> E-mail: mjmurciano@redr.es Phone: +0034619011716
The contact-information of substitute in ELARD	<b>Josep Tortosa</b> E-mail: jtortosa@redr.es
Current chairperson of the organization and contacts	<b>Aurelio García Bermúdez</b> E-mail: redr@redr.es

<b>SWEDEN</b>	
Organization	<b>LUS (Lokal Utveckling Sverige) - Local Development Sweden</b>
The contact-information of representative person in ELARD	<b>Marion Eckardt</b> E-mail: Marion.eckardt@lluh.se Phone: +46(0)733-718289
The contact-information of substitute in ELARD	<b>Anders Johansson</b> E-mail: anders.johansson@coompanion.se Phone: +46(0)70-235 94 98
Current chairperson of the organization and contacts	<b>Anders Johansson</b> E-mail: anders.johansson@coompanion.se Phone: +46(0)70-235 94 98

