



LEADER
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Guidelines for LDS preparation for Croatian LAG's

**Estonian Leader Union
Kadri Tillemann and Kristiina Timmo
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Introduction and background

- Tender by Ministry of Agriculture
- An offer based on Estonian experiences, international team
- Data collection, visits, meeting and web questionnaire (15 responses) in September
- Outputs: (1) LDS Guide; (2) Guidance for Monitoring and Evaluations (3) Recommendations for LDS evaluation

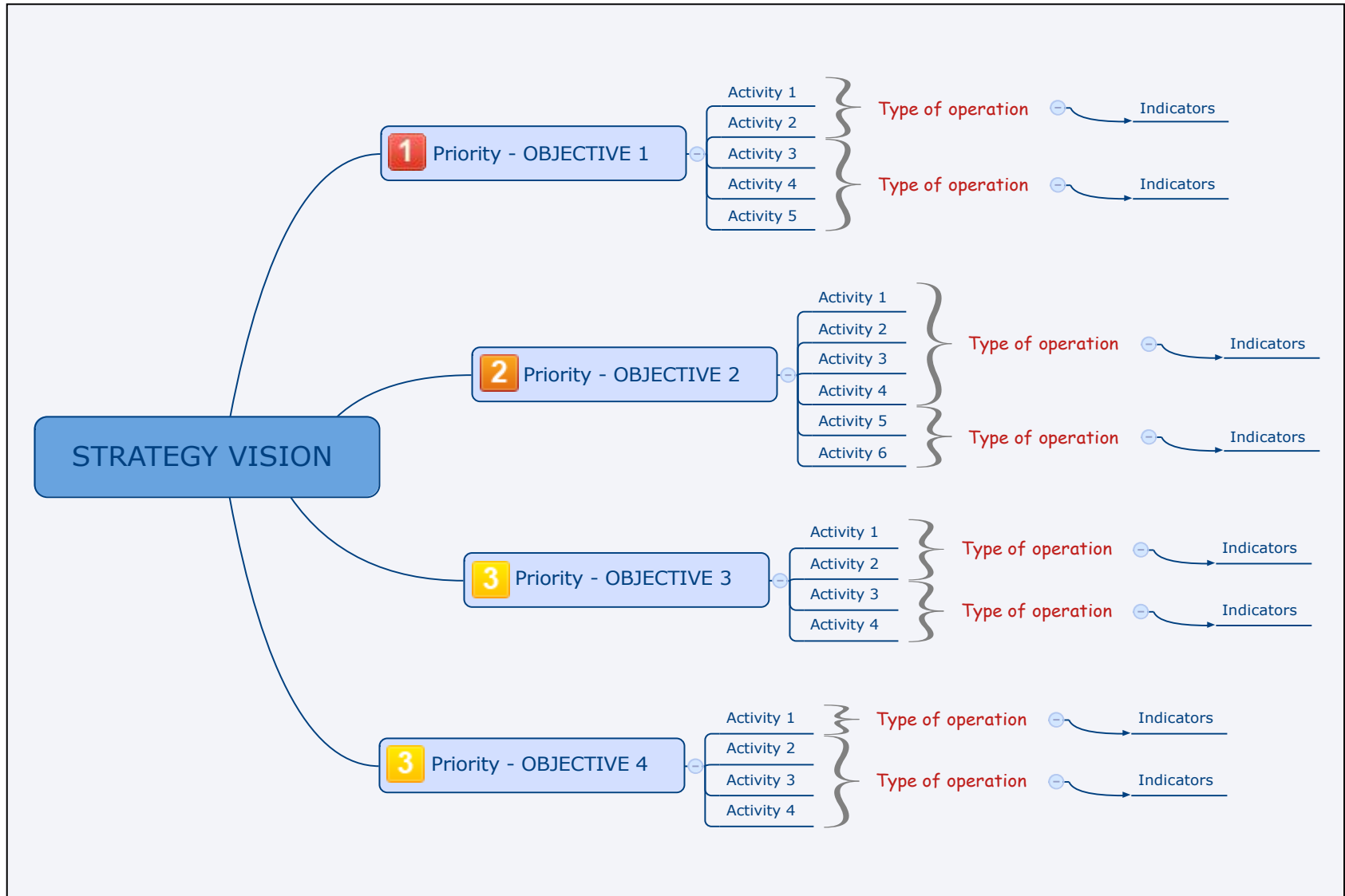
General recommendations

- LDS's should be more focused, based on area's own particular situation and internally and externally coherent;
- success of the LDS depends on the value of individual accepted projects (continuity issue);
- length and content of LDS preparation period – collection of information, internal procedures (incl. drafting LDS), stakeholder involvement, disclosure, approval

The logic of strategy



Different components of strategy



Mandatory content of LDS

5.1. DESCRIPTION OF THE AREA

5.2 ANALYSIS OF THE DEVELOPMENT NEEDS OF THE AREA, SWOT ANALYSIS

5.3 LDS OBJECTIVES, INTEGRATED AND INNOVATIVE CHARACTERISTICS

5.3.1 LDS objectives and priorities

5.3.2 Description of activities and types of operations

5.3.3 Project selection

5.3.4 Co-operation projects

5.3.5 Compliance with higher-level strategic documents, integration and innovation

5.4 STAKEHOLDER INVOLVEMENT

5.5 ACTION PLAN

5.6 LDS MONITORING AND EVALUATION

5.6.1 Evaluation plan

5.7 LAG'S CAPACITIES TO IMPLEMENT LDS

5.8 FINANCIAL PLAN

Recommendations of LDS content (1)

Unity of the LAG area have to be justified in LDS – Why exactly this area selected to form LAG (physical or geographical coherence, cultural identity and common social, economical issues, etc)?;

Coherence of the whole LDS – How the development needs, situation analysis and SWOT are related to vision, objectives, activities, type of operations, indicators and even selection criteria?;

Objectives must be described in SMART terms – specific, measurable, achievable, realistic, time bound;

Hierarchy of objectives – What kind of objectives are the most important and which activities will best contribute to achieving these?;

Focusing of the LDS – Which objectives have the biggest value for the community and achievable through LDS? There are several possibilities to focus - objectives, activities, selection criteria;

Recommendations of LDS content (2)

Innovative and integrated character of LDS – What is the added value and how we can create internal cohesion of the area (involvement of different sectors, areas, linkages between target groups, etc)?

Cooperation activities description – What kind of cooperation LAG foresees to empower the development of the area?

Animation and LAG projects – How LAG will contribute to the development of the area?

Capability of LAG – How the implementation of LDS is organized and all important risks considered and analyzed?

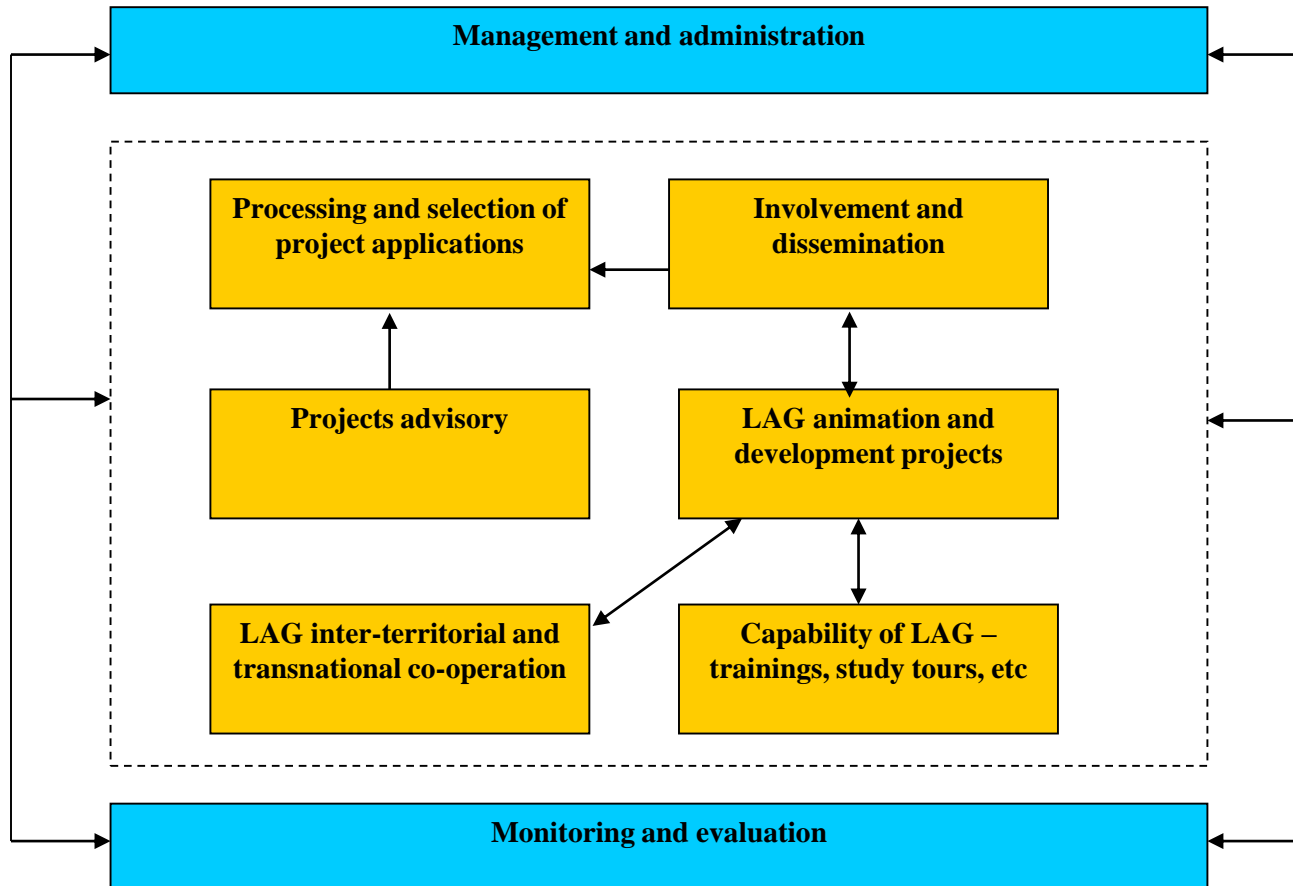
Recommendations of LDS content (3)

Financial plan - the division of the budget between activities and types of operation is logical and in accordance with LDS objectives; other financial resources will be presented and the budget takes into account the sustainability of LAG;

High level involvement of stakeholders – skilful communication, networking, trainings, study tours etc;

Monitoring and specific arrangement to evaluation – How LAG assures the evaluation of all objectives?

Implementation of LDS



LDS monitoring and evaluation (1)

	Strategy monitoring	Strategy evaluation
Organised by	Relevant organ of LAG (board, monitoring commission etc.)	Relevant organ of LAG (board, monitoring commission etc.)
Responsible body	LAG staff	LAG staff/ external experts
Content of monitoring	<ol style="list-style-type: none"> 1. Budget usage 2. Applications statistics 3. Projects contribution to objectives and indicators of strategy 4. LAG animation activities and co-operation projects 5. Contribution into RDP objectives 	<ol style="list-style-type: none"> 6. Annual monitoring reports 7. Results and impacts of implemented projects
Timetable	Ongoing	2 times during the whole period
Report period	Annual	3 years
Approval body of the report	Board	General Assembly
Purpose of the report	To prepare annual strategy implementation plan; Improvements to implementation mechanisms	Strategy revision

LDS monitoring and evaluation (1)

OBJECTIVE 1				
Activities	Type of operations	Impact indicators and their target levels	Result indicators and their target levels	Output indicators and their target levels
Activity 1	Type of operation 1			
Activity 2				
Activity 3	Type of operation 2			
OBJECTIVE 2				
Activity 1	Type of operation 3			
Activity 2	Type of operation 4			
Activity 3	Cooperation project*			

Main recommendations for project selection (1)

Selection criteria cohesion with strategy objectives and indicators;

The selection procedure and criteria must be simple, transparent and understandable for the local community;

Reasonable maximum could be around eight criteria;

Selection commission takes care of qualitative assessment and LAG staff validates the eligibility and technical requirements;

Selection commission includes people with local knowledge and the ability to see bigger picture and understand the essence of integrated development;

Conflicts of interests must be avoided;

LAG will work out the documentation for procedures related to applications.

Main recommendations for project selection (2)

A suggested list for regulations:

1. Regulation to organize project calls, manage consultancy, submission and processing of applications (important procedures and deadlines);
2. Regulation of selection commission formation, rules of procedures of commission and rules of removal of the commission members from selection procedures;
3. Projects selection criteria and rules how the ranking of applications will be formed;
4. Regulation to arrange necessary preservation of all the documentations related to project applications, processing and selection;
5. Guidance documentation for project applicants, f.g. rules for tenders, voluntary work diary, rules to mark objects with Leader logos etc.

Electronic information system

<https://www.estfond.eu/tartu/>

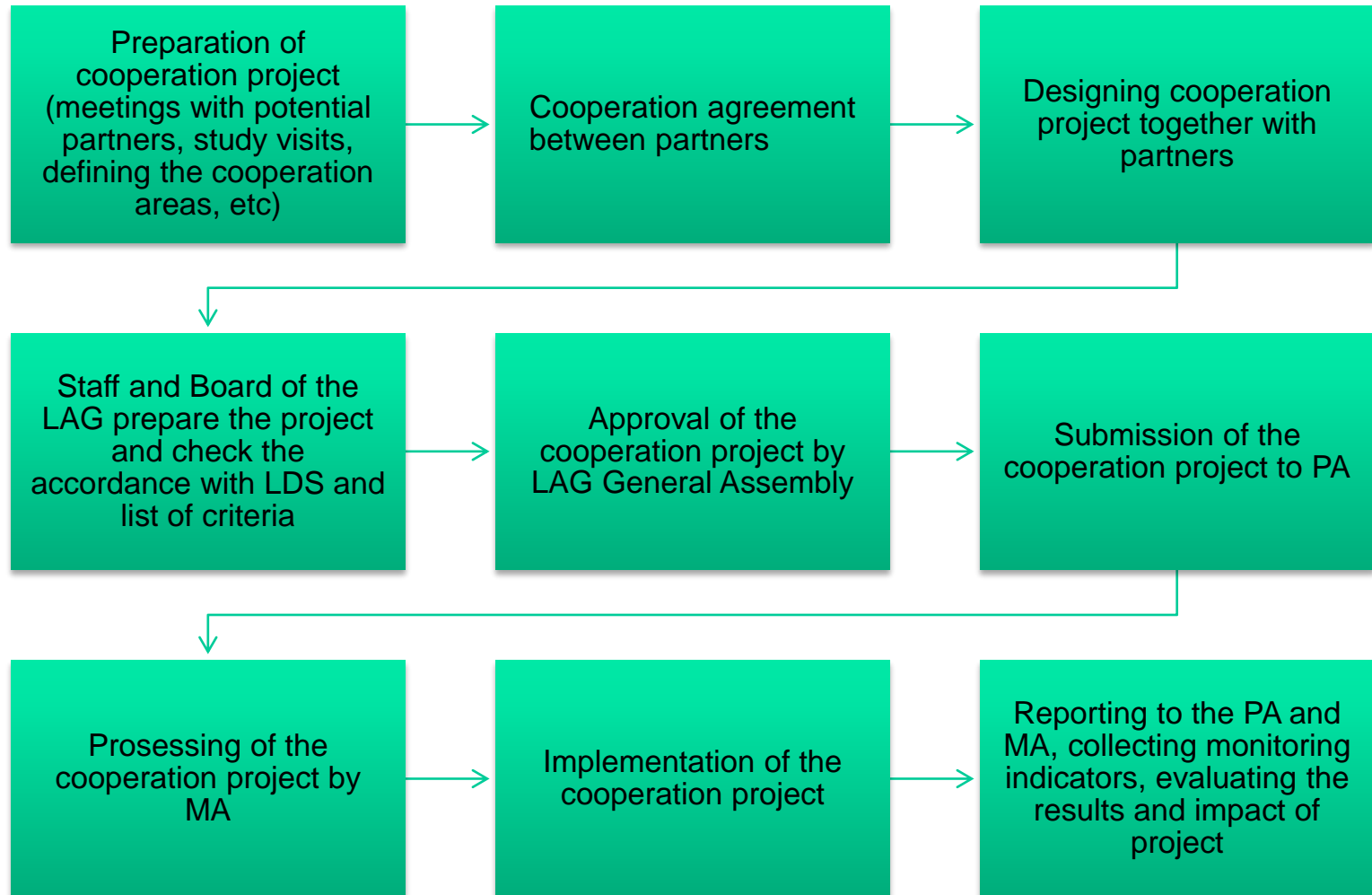
THE TRUST FACTOR?



Developing
Leader good
practice

Regulating
Leader more
and more

LAG cooperation projects (19.3)



LAG cooperation projects (19.3)

Quantitative criteria

(no of partners, type of co-operation project, the role of the LAG), no of study visits to be attended/hosted by the LAG, no of international events arranged, no of joint publications to be published to disseminate the project's results, no of target' group's representatives to be included into the project's activities etc.

Specific qualitative criteria

- Co- operation project's contribution into the objective (s) of the LDS
- Co-operation project's cohesion with the LDS's - how it is interlinked with LDS's activities, types of operations, project's contribution to the indicators related to the type (s) of operation (s).

Universal qualitative criteria

- Justification of the project and it's budget
- Results of the project and their relevance sustainability
- Capability of the LAG to implement this specific cooperation project (incl previous experiences)
- Relevance of the partner(s)
- Project contribution to the horizontal principles – innovative character of the project activities, environmental sustainability etc.

LDS evaluation

- 1) The description of the development potential of the LAG-area.
- 2) The adequacy of LDS objectives, activities and types of operations.
- 3) The internal cohesion of the LDS.
- 4) The consideration of important interventions in the LAG area.
- 5) Co-operation with other partnerships.
- 6) The financial plan of LDS.
- 7) The sustainability of the implementation of the LDS.
- 8) LDS's contribution into RDP's LEADER-specific objectives.
- 9) LDS's contribution into EAFRD priorities.
- 10) The community's involvement into the LDS preparation process.
- 11) The LAG's administrative and financial capacity and experiences.
- 12) Description of the project support.
- 13) The clarity and transparency of the decision-making processes
- 14) LAG's capability to perform animation activities in the area.



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Maaelu Arengu Euroopa
Põllumajandusliku
Euroopa Investeeringu
mehhanismi

**Thank you for your
attention!**