



Rete Rurale  
Nazionale  
2007.2013



12 aprile 2011

# LEADER approach in Italy

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## Leader approach

In policy terms, Leader was introduced as a 'Community initiative' financed under the EU Structural Funds. From 2007 onwards, the Leader approach will be integrated ('mainstreamed') within overall EU rural development policy. This means Leader will be included in national and regional general rural development programmes supported by the EU, alongside a range of other rural development axes.



1989/93 Leader I

N. GAL	29
Superficie(%)	7,5
Popolazione (%)	2,5
Risorse (meuro)	100,3
Risorse medie PSL (meuro)	3,4



94/99 Leader II

203
47,5
17,4
471,4
2,3



2000/06 Leader+

132
53,1
18,9
473,8
3,6



2007/13 Asse IV

>200
87,3
37,2
1.346
7,2



### *The results of Leader in Italy*

1. Generally, the Leader Programme in Italy besides improving the financial management of the projects (in different phases of the programming period, the LAGs have spent all the resources allocated), has contributed to - Improving the governance programmes at local level, favoring a major transparency and communication, the widespread distribution of the information, the participation of all the levels, including the citizens, to the elaboration and implementation of the policies, the responsibility, a major effectiveness of the investments and a major coherence between the development policies;
2. Strengthen the capacities of projecting, investigating and interpreting the local phenomena, facilitating the initiation of real bottom-up processes and the sharing of strategies with the local policy makers and, generally, with all the actors from the territory;
3. Diversification of the interests on the territory and of the beneficiaries regarding the “new” issues, previously less appreciated and spread (e.g. chain projects for products and intersectoral chains, interventions in favor of the rural tourism, of the new forms of energy and of the social agriculture);
4. Diversification and coordination of the instruments and of the sources for financing the development strategies (the LAGs have tried to reach a major coordination and complementarity with other intervention instruments from the regional, national and community’s policies, even of sectoral type);
5. Strengthen the communication capacity of the rural territories.



**The Leader in Italy has allowed the achievement of important results, which consist in;**

a progressive distribution of the Leader method in all the Italian rural areas (in the current programming phase 2007-2013, it involves about 87% of the Italian territory with more than 30% of the Italian population);

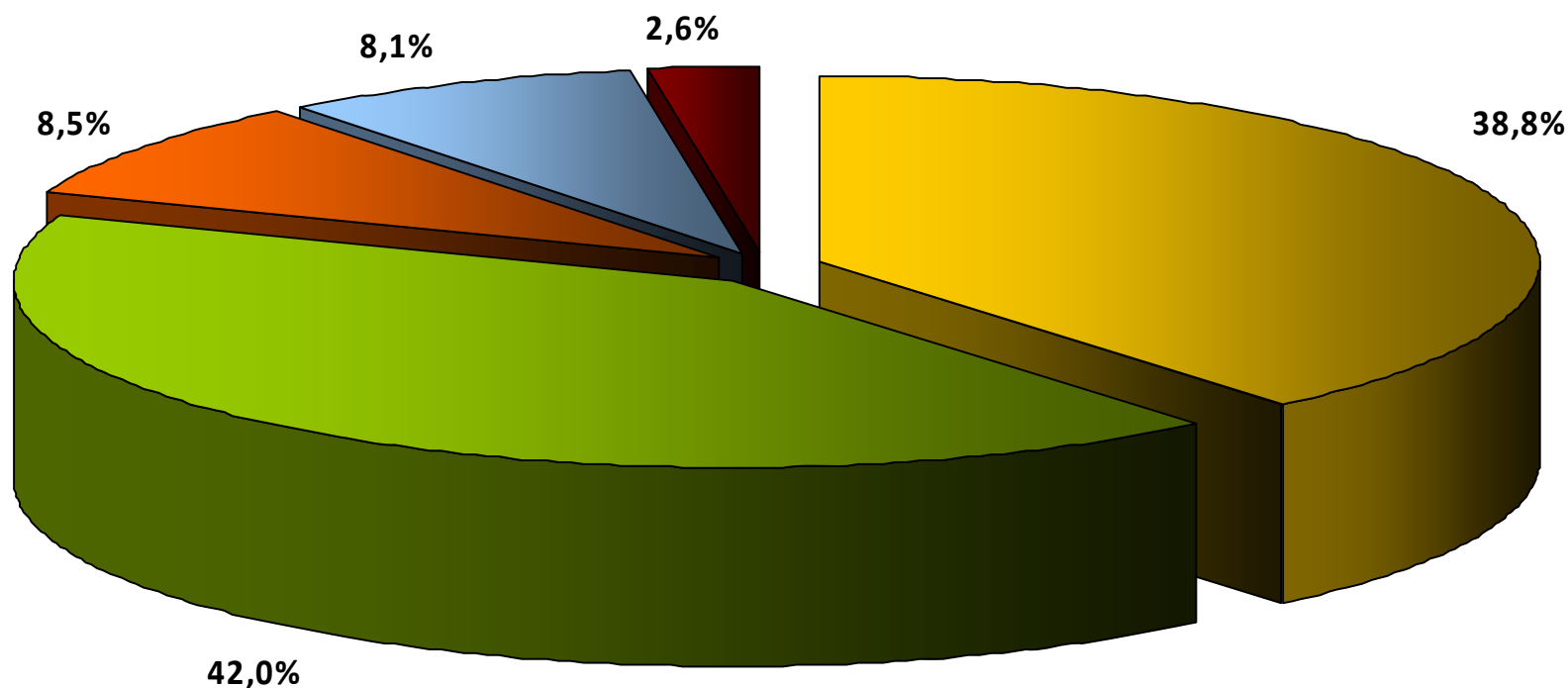
the realization from 1990 to 2006 of development actions in the rural territories for a global amount of 1.045 millions of euro;

the programming, for the period 2007-13, of investments for the realization of local development strategies of 1.346 millions of euro, managed by 190 Local Action Groups.



## Integrated and multisectoral action

### RDPs: resources distribution - Italy



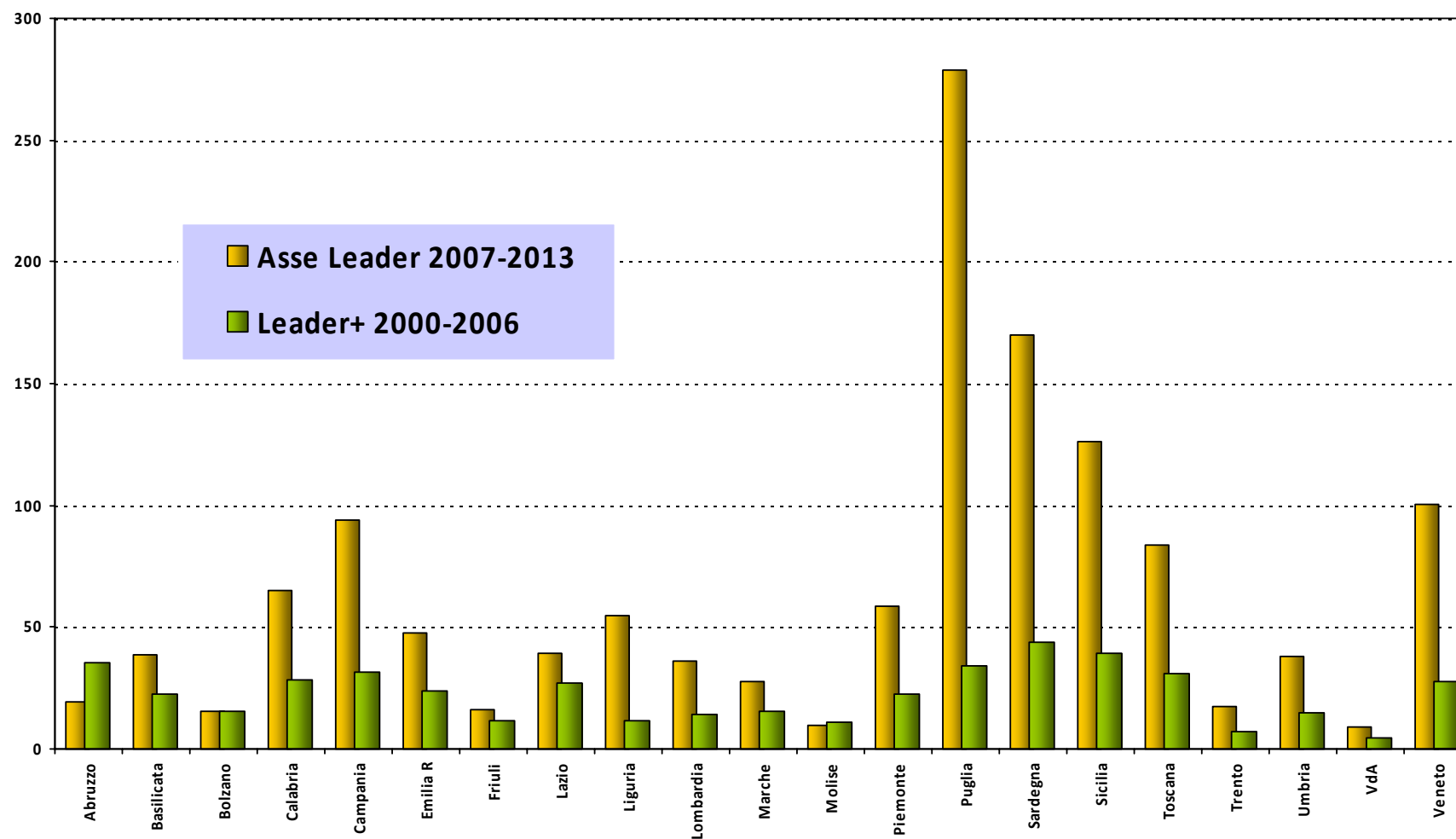
■ Asse 1

■ Asse 2

■ Asse 3

■ Asse 4

■ Assistenza tecnica





## The Axis 4 implementation (10 february 2010)



	Asse IV	Leader +	ITALIA
n. GAL	192	132	
Area (km2)	65%	53%	301.336
Population	28%	19%	60.340.328
Average density	87	67	200

*N.B. The percentages are calculated on the total Italy*

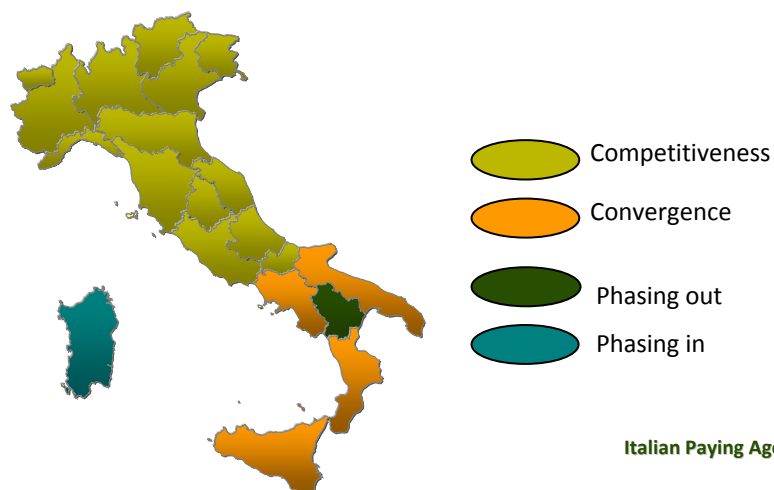
### Financial table (FEASR + national resources meuro)

RDPs	Axis IV (%)	GAL -Asse IV (average)	GAL – Leader + (average)
17.643	7,8	7,6	3,6



## ITALIAN CONTEXT

### 21 Rural Development Programs



### Italian Paying Agencies



## FG1 - QUESTIONNAIRE

### Key characteristics of selected LAGs

In all cases LAGs have legal personality

85% operating also in previous programming period:

LAG staff: 5 people

### Project Eligibility

- Project eligibility outside scope of RD measures: yes
- Can the LAG select complex projects combining various types of eligible actions and/or measures? yes

Misura	n. RDP	Misura	n. RDP	Misura	n. RDP
111	9	211	2	311	15
112	3	212	1	312	18
113	2	214	3	313	19
114	3	215	2	321	19
115	2	216	11	322	13
121	10	221	4	323	17
122	9	222	1	331	12
123	10	223	3	3AL	12
124	6	225	1		
125	5	226	3		
126	2	227	10		
131	0	2AL	7		
132	5				
133	7				
1AL	7				





## REGULATORY FRAMEWORK

Demarcation of tasks between MA, PA and LAG in Italy

phases	subjects		
	MA	LAG	PA
Elaboration of calls	4	17	0
Definition of selection criteria	4	17	0
Publication of calls	1	19	0
Reception of applications	2	17	1
Administrative and technical checks	4	16	1
On-spot checks (if any)	4	14	2
Definition of ranking	4	16	1
Ranking approval	3	17	1
Definition of final list of beneficiaries	3	17	1
Reception of payment claims	4	15	1
Administrative and technical checks	4	13	4
On-spot checks	3	9	5
Clearance of payments	0	0	21

## A TYPOLOGY OF LEADER IMPLEMENTATION MODELS

### *1. Decentralisation of project selection competence*

Variant A (checks on applications for payment are made by AdG or OP): Bolzano, Umbria, Veneto

Variant B (checks on applications for payment are made by LAG): Marche

### *3. Decentralisation of project approval (local global grant)*

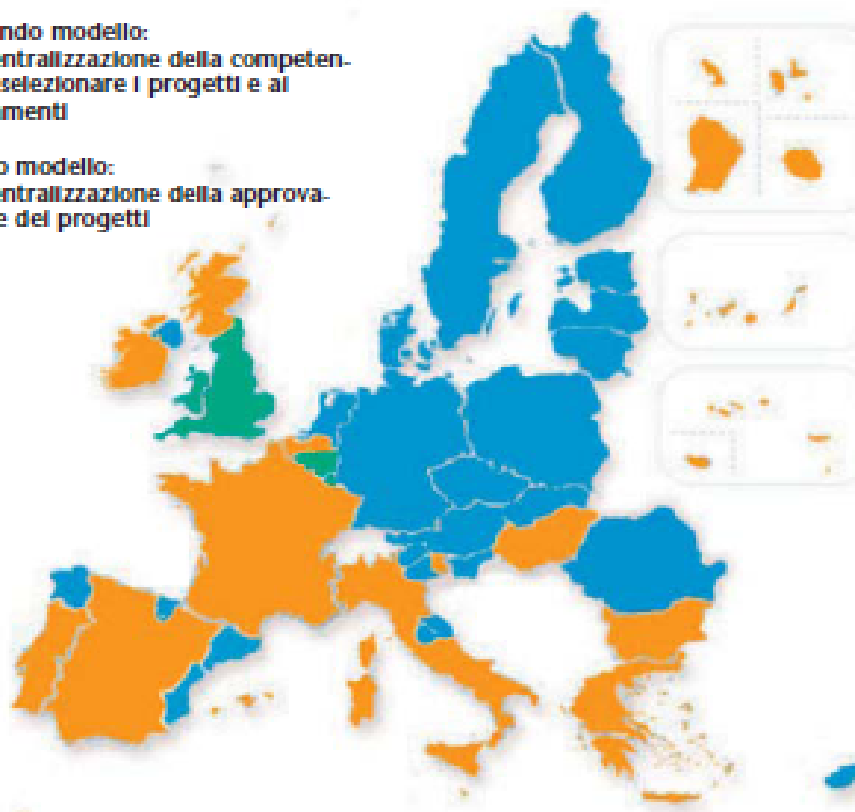
Variant A (The payment to the beneficiary is made by the paying agency): Campania, Lombardia, Molise, Valle d'Aosta

Variant B (The payment to the beneficiary is made by the LAG): Abruzzo, Basilicata, Calabria, Emilia Romagna, Friuli Venezia Giulia, Lazio, Liguria, Piemonte, Puglia, Sardegna, Sicilia, Toscana, Trento

*In Italy the payments are always made by OP. However, in the case of Model 3 - variant A2, the Gal authorizes the OP to pay*



- **Primo modello:**  
Decentralizzazione della competen-  
za a selezionare i progetti
- **Secondo modello:**  
Decentralizzazione della competen-  
za a selezionare i progetti e al  
pagamenti
- **Terzo modello:**  
Decentralizzazione della approva-  
zione dei progetti







## How the interpretation given by QR encourages/stimulates/allow adequate adoption of the Leader?

### The level of decision-making autonomy of LAGs

(Regulation 1698/05, in establishing the bottom-up approach, makes explicit reference to the decision-making concerning the elaboration and implementation of local development strategies which must feature the LAGs)

### The level of functional autonomy

Community regulation provides for the conduct of several tasks to ensure compliance with the principles of transparency and competition in the allocation of public resources, but also accuracy, relevance and appropriateness of the expenditure. To that end, provided a comprehensive monitoring activities on the aid applications and payment



### Criteria to measure the “Leaderability”



#### **LDPs design**

*rules define the areas  
rules concerning partnership  
decision making in the development of strategies  
Leader-fitness of the regulatory framework*



#### **LDPs implementation**

*decision-making autonomy in implementation phase  
the degree of decentralization of tasks and functions*

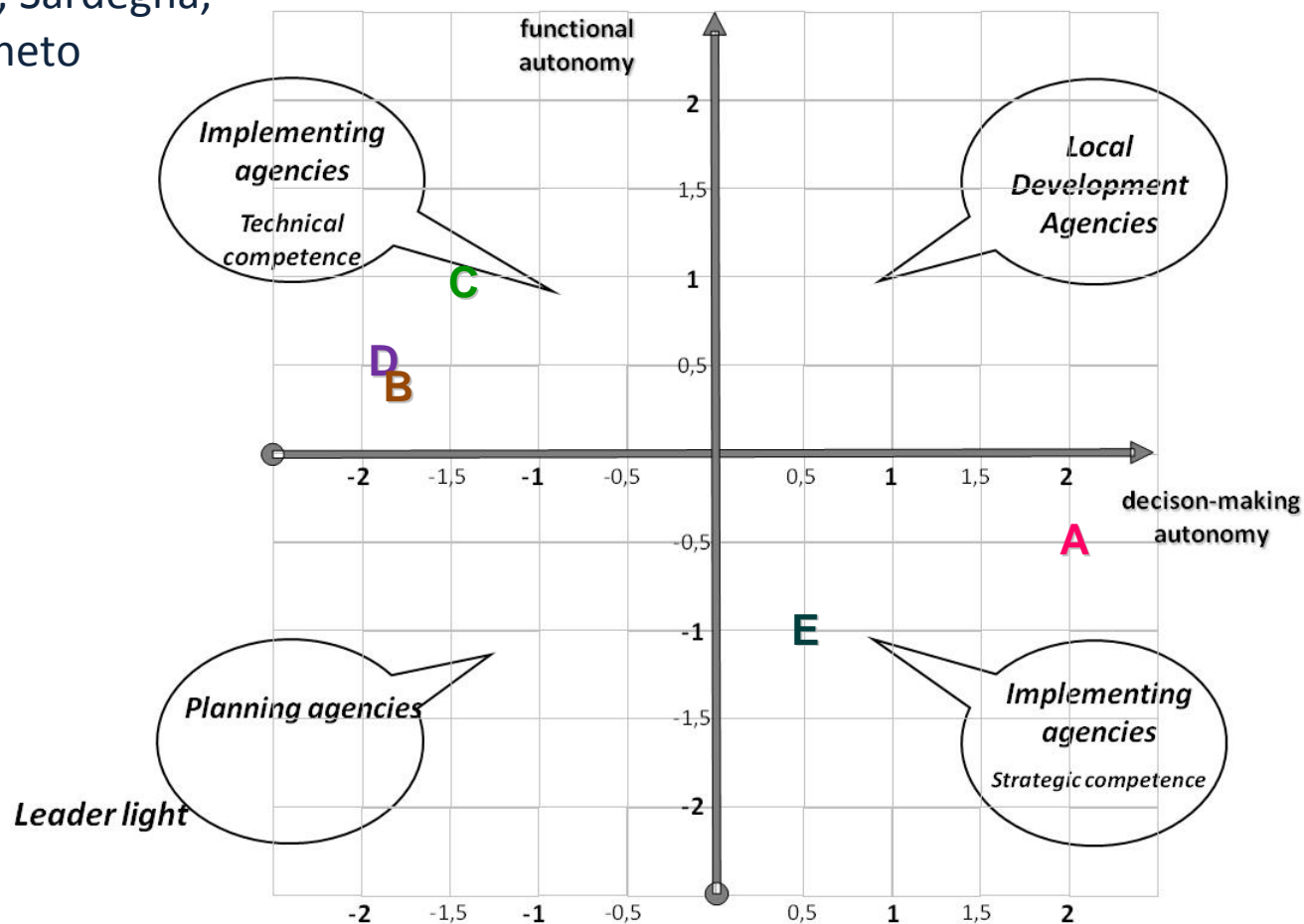


### The score

- Was awarded the highest score (2) when compared to the general assessment question, the RF does not create barriers or limitations to the application of the Leader characteristics;
- Was assigned the lowest score (-2) when compared to the evaluation questions generally are placed restrictions on decision- making autonomy and/or performance of specific tasks by the LAG;
- Intermediate scores are applied where, with respect to specific areas of analysis, responses



Campania, Lazio,  
Piemonte, Sardegna,  
Veneto





## Asse IV misure previste (fonte PSR)

n.	Misura	Abruzzo	Basilicata	Bolzano	Calabria	Campania	Emilia R.	Friuli V.G.	Lazio	Liguria	Lombardia	Marche	Molise	Piemonte	Puglia	Sardegna	Sicilia	Toscana	Trento	Umbria	Valle d'Aosta	Veneto
9	111																					
3	112																					
2	113																					
3	114																					
2	115																					
10	121																					
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10	123																					
6	124																					
5	125																					
2	126																					
0	131																					
5	132																					
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7	1AL																					
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1	212																					
3	214																					
2	215																					
11	216																					
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1	222																					
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1	225																					
3	226																					
10	227																					
7	2AL																					
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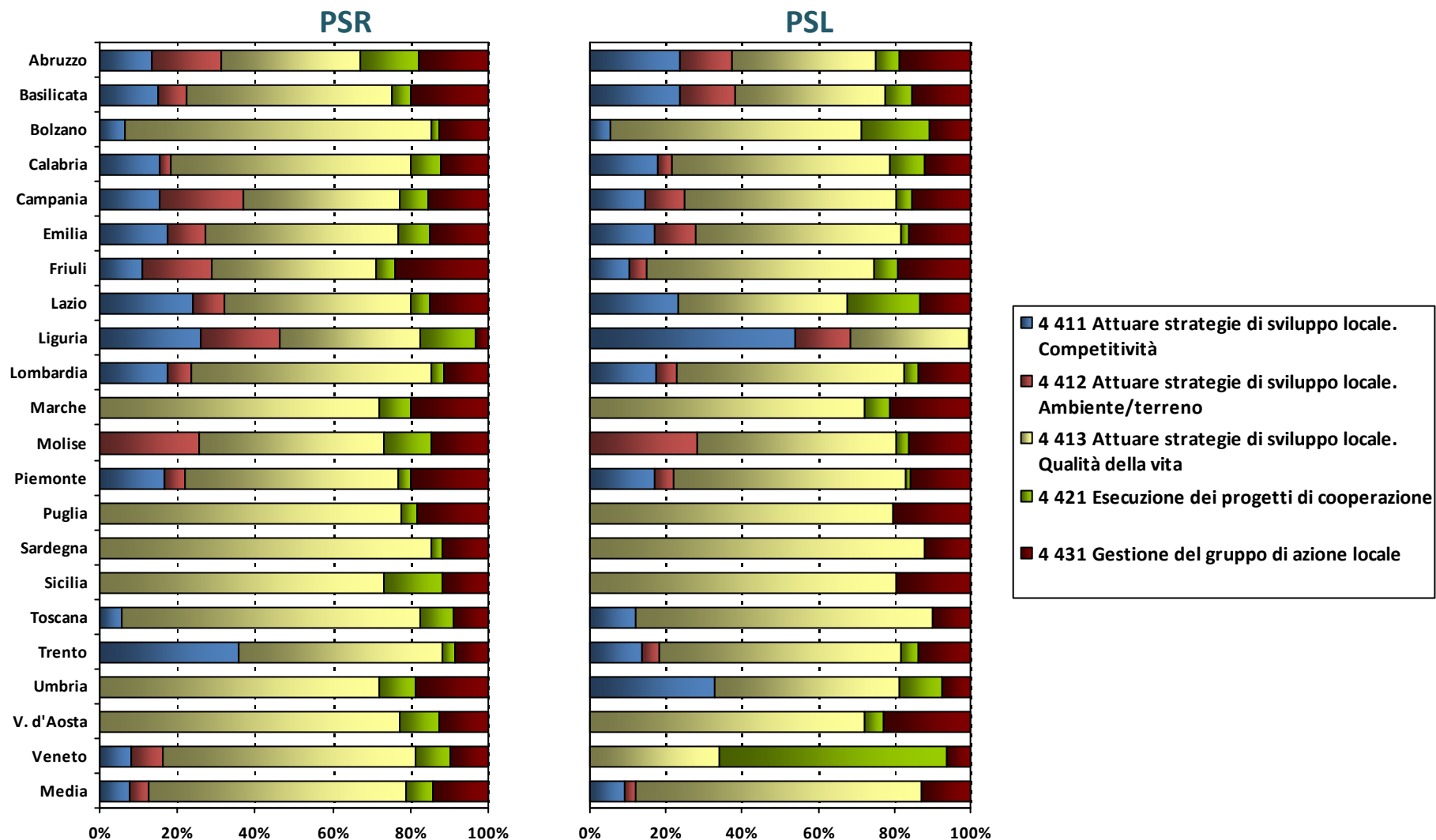
## FEASR resources – Allocation %

### Comparison between 2000-2006 and programming Leader Axis IV 2007-2013

	NORD		CENTRO		SUD		ITALIA	
	Prog 2007-2013	Leader 2000-2006	Prog 2007-2013	Leader 2000-2006	Prog 2007-2013	Leader 2000-2006	Prog 2007-2013	Leader 2000-2006
ASSE I	14,7	3,5	7,7	18,8	5,6	18,3	8,4	14,4
ASSE II	8,5	2,7	1,7	2,6	5,2	2,2	5,7	2,4
ASSE III	76,9	93,8	90,6	78,7	89,2	79,6	85,9	83,3
TOTALE	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0



## Asse IV - Distribuzione percentuale delle risorse finanziarie per misura nei PSR e nei PSL





### *Main critical issues*

#### **Programming**

*Processes of internal reorganization of the Italian Regions*

*Slow selection of LAG and LDP*

*Complexity of the procedural framework*

*Announcements and selection criteria for beneficiaries*

#### **Activity startup**

*Limited availability of LAG financial resources for starting*

*Private investment in the Leader territories*

*Pagamento delle domande presentate dai GAL*

*Cooperazione*

*M&V*

#### **Operations**

*Ensure fairness and transparency in selection procedures*

*Determine the expenditure*

*Ensure rigorous and effective checks system*

### *Problemi*

*Staff do not always adequately trained*

*Difficulties in defining the procedure of the RD (Leader role in the PSR)*

*Problem connecting with the general procedures and measures of DP*

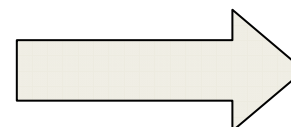
*Coordination with the heads of the other axes and adaptation to the specific criteria Leader*

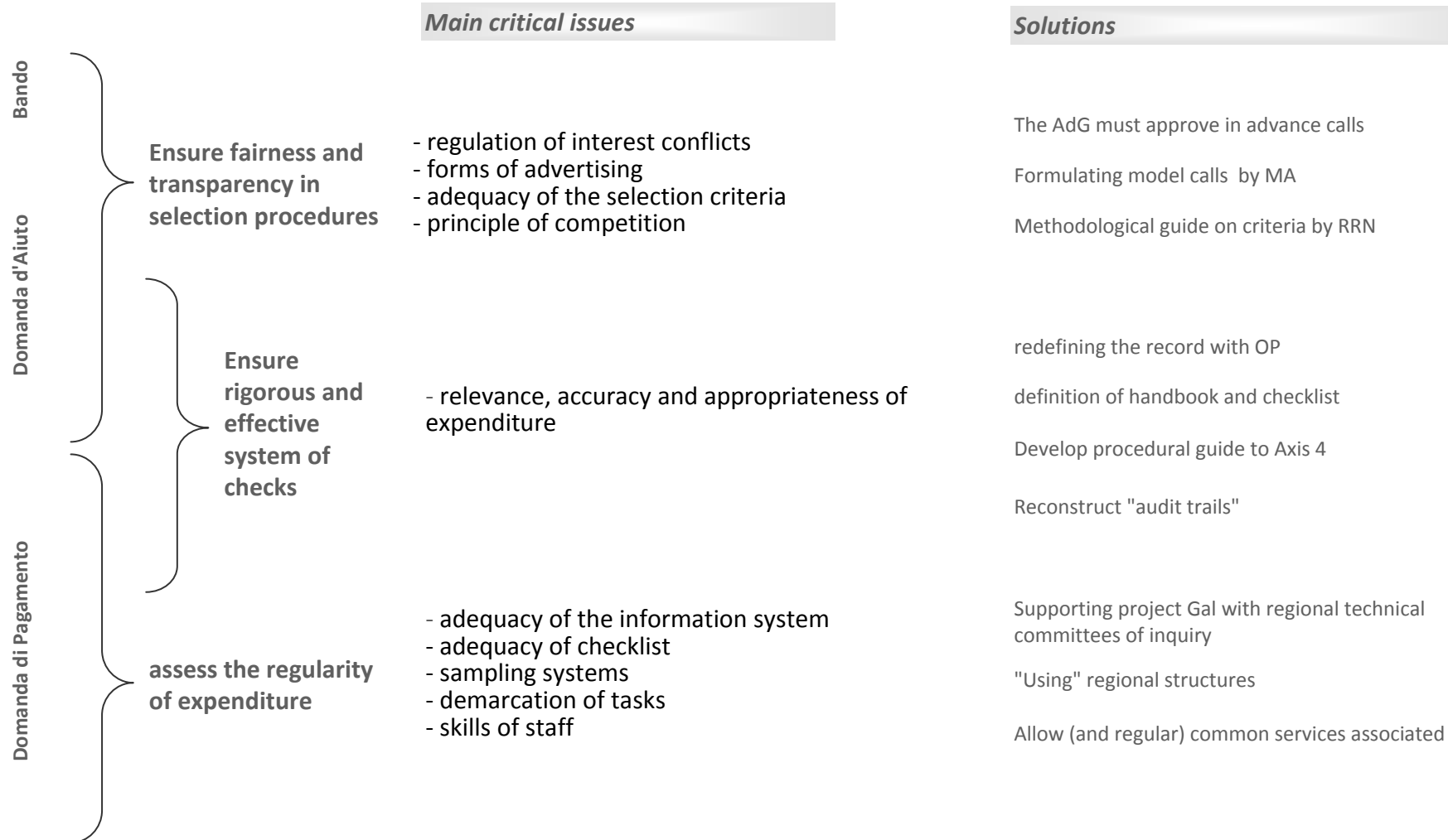
*Availability of technical and professional resources*

*Definition of procedures and control systems*

*Different regulatory frameworks (procedures and timing)*

*Need to adapt the system of M & V*







## NATIONAL RURAL NETWORK - LEADER ACTIVITIES

The INEA has carried out a strategic role in favoring a correct application of the method and an efficient and effective management of the programmed activities and of the realized actions.

Especially, since 1990 until today, the INEA has carried out the following activities:

- support provided to the regional administration regarding the relation with the EC;

- support provided to the Regional Administrations in the activity of guiding and coordinating the phases of drawing up, programming and implementation of Leader II, Leader + and Axis IV of the Rural Development Programmes 2007-2013;

- monitoring and evaluation activities for the implementation of Leader II, Leader + and Axis IV of the Rural Development Programmes 2007-2013;

- support for the acquisition, updating and improving of the management competences of the actors involved in the implementation of Local Development Plans;

- animation Unit of the European Observatory Leader II, of the European Network Leader+; of the European Rural Network 2007-2013.



## NATIONAL RURAL NETWORK - LEADER ACTIVITIES

In the current programming phase, the MiPAAF has activated a specific project the “**National Rural Network**” within which it has been created a specific taskforce of support to the drawing up, programming and implementation of local development strategies realized according to the Leader method.

Besides the “Leader Network”, the MiPAAF has created other taskforces which analyse also arguments and procedural aspects relevant for an efficient and effective management of Leader.

Among these, there are: the Task Force for Monitoring and Evaluation; the Task Force Good Practices and the Task Force Cooperation.

Within the frame of support activities described above, the MiPAAF has carried out or still carries out numerous actions of:

- research, studies and analyses on the methodology, arguments and sectors of activity, which make the object of the Leader measure;
- collecting and diffusion of the information;
- collecting, analyses and diffusion of good practices from Leader both at national and European levels;
- animation, training and exchange of experiences;
- technical assistance to the realization of local development strategies;
- technical assistance to the inter-territory and trans-national cooperation.



## Framework

- Leader actors must establish strong relations with RDPs and NRN systems
- Leader is an initiative characterized by its own specific history, culture, language, users and relations
- Leader actors have a general difficulty to establish relations with other rural development experts/organisations/actors working in different regions
- Important needs: integration among development policies at regional and local level
- Relations and contacts among different actors are more and more facilitated by the improvement of technology and access to information.
- Leader actors want to be actively involved in building leader culture, ideas and activities

## Leader Network experience in Italy: lessons learnt

	Leader II	Leader+	What must be done and what must be avoided
<b>Policy</b>	1° structured experience of networking ☺	Strengthening networking approach ☺	Self-referentiality of Leader Network system ☹
<b>Skills</b>	High degree of enthusiasm ☺ Thematics skills ☺	Isolation of the network ☹ Diffusion of Leader "skills" ☺	Top - down approach ☹  Geographic distance between territories ☹
<b>Technology</b>	Low degree of technology ☹	Leader portal ☺	Strengthening and increasing the utilisation of interactive communication tools ☺
<b>Network approach</b>	Top down approach ☺ Thematic working group organisation ☺ Methodological support ☺	Top-down approach ☹ Over-bureaucratisation ☹ Geographic distance between territories ☹	Strengthening networking methodologies (building together proposals and solutions) ☺ Bringing out the contribution coming from each Leader actor ☺ Timeliness ☺ Flexibility ☺



### *... how to network*

#### **Leader Network is defined as a community of practice of the NRN**

“The communities of practice can be defined as aggregations of limited size within larger organizational contexts whose members share a mode of action and interpretation of reality in which they operate .”

**(E. Wenger).**





## OBJECTIVES:

*For Leader the NRN main scope is to provide communication tools and to bring out the identity of all the Leader stakeholders*

### **1. NRN “internal” communication, information, training**

- Improving axis 4 implementation
- Strengthening Leader actors expertise
- Promoting integration between Leader and the other territorial and rural development policies

### **2. NRN “External” communication, information and training**

- Disseminating information about Leader contribution in local development processes
- Promoting integration between Leader and the other territorial and rural development policies
- Supporting Leader areas/territories (supporting communication/information activities between Leader actors in different areas)

Through participatory methods  
were identified for macro-areas  
and major themes to elaborate.

The topics are subject to periodic  
review so that they can  
reorganize the activities of the  
Task Force based on the actual  
needs of the principal actors of  
leaders



The *participatory* methods of analysis and Planning

Tools	Main function	
	analysis	Palnning
Focus group analysis of needs	● ● ●	○ ○ ○
Workgroups CBN	● ● ●	● ● ○
Open space for collective reflection	● ● ○	● ● ○



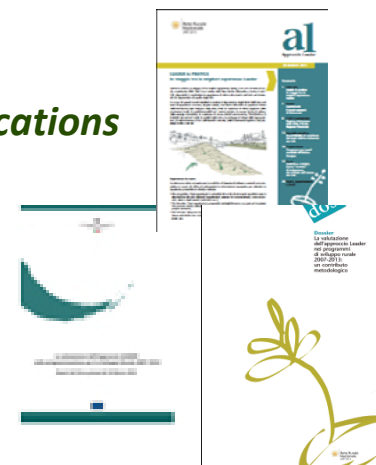
## Meetings



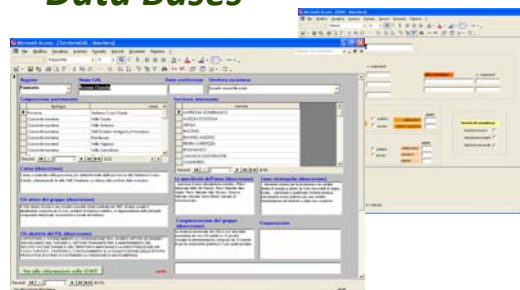
## Study visit



## Publications



## Data Bases



## Video



## Internet area

LeaderBook  
On-line training  
On-line legal and administrative window

