



THE LEADER EXPERIENCE IN PORTUGAL

MINHA TERRA
PORTUGUESE FEDERATION
OF LOCAL DEVELOPMENT ASSOCIATIONS

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MINHA TERRA

FEDERATION OF LOCAL DEVELOPMENT ASSOCIATIONS

- **BEGINNING:** February 2000
 - **LEADER II** animation network (1999-2001)
 - **LEADER+** Negotiation
- **ASSOCIATED:** 53 Local Development Associations, managing rural development programs across the country (GAL) and other initiatives
- **OBJECTIVES:** networking, representation, lobbying, training and technical support
- **ELARD** member
- www.minhaterra.pt

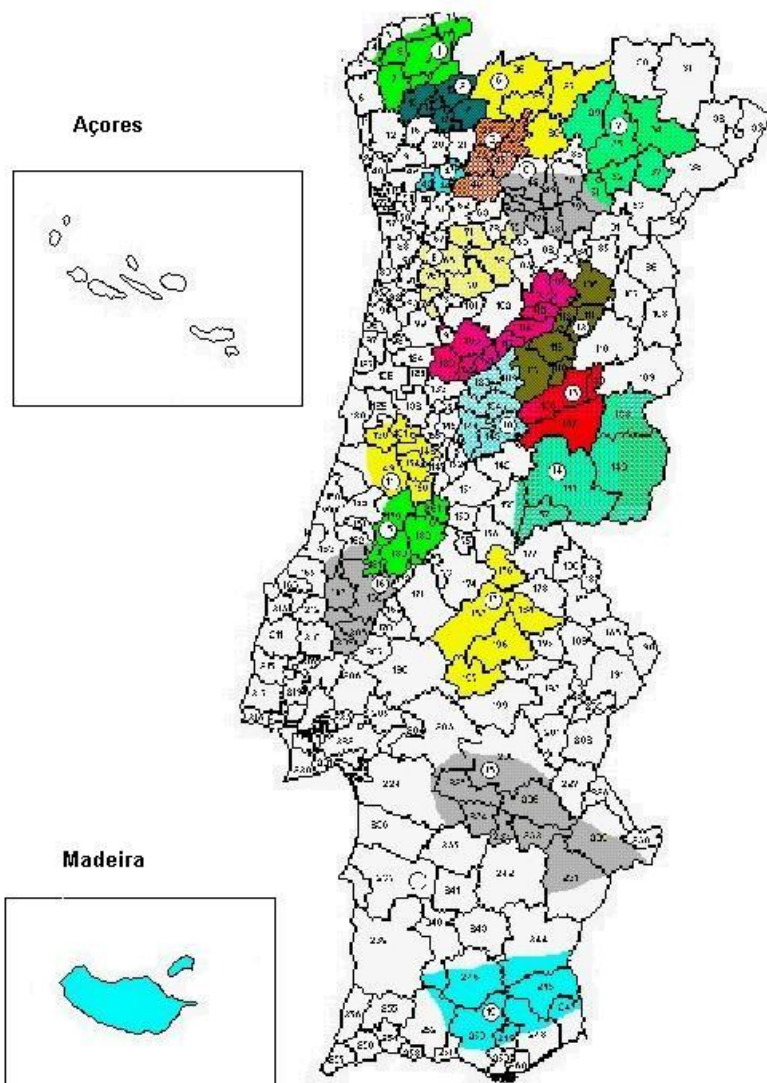


EUROPEAN COMMISSION LAUNCHES LEADER

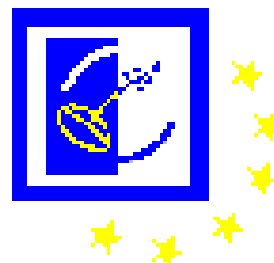
- 1. Area based local development strategies for sub regional territories;**
- 2. Local private-public partnerships (named as Local Action Groups) designing and implementing those strategies;**
- 3. Bottom up approach (participatory approach) with decision making power to LAGs;**
- 4. Multi-sectoral / integrated design and implementation of strategy**
- 5. Innovative approaches;**
- 6. Cooperation projects;**
- 7. Networking of local partnerships.**

LEADER I
Grupos de Acção Local

LEADER IN PORTUGAL

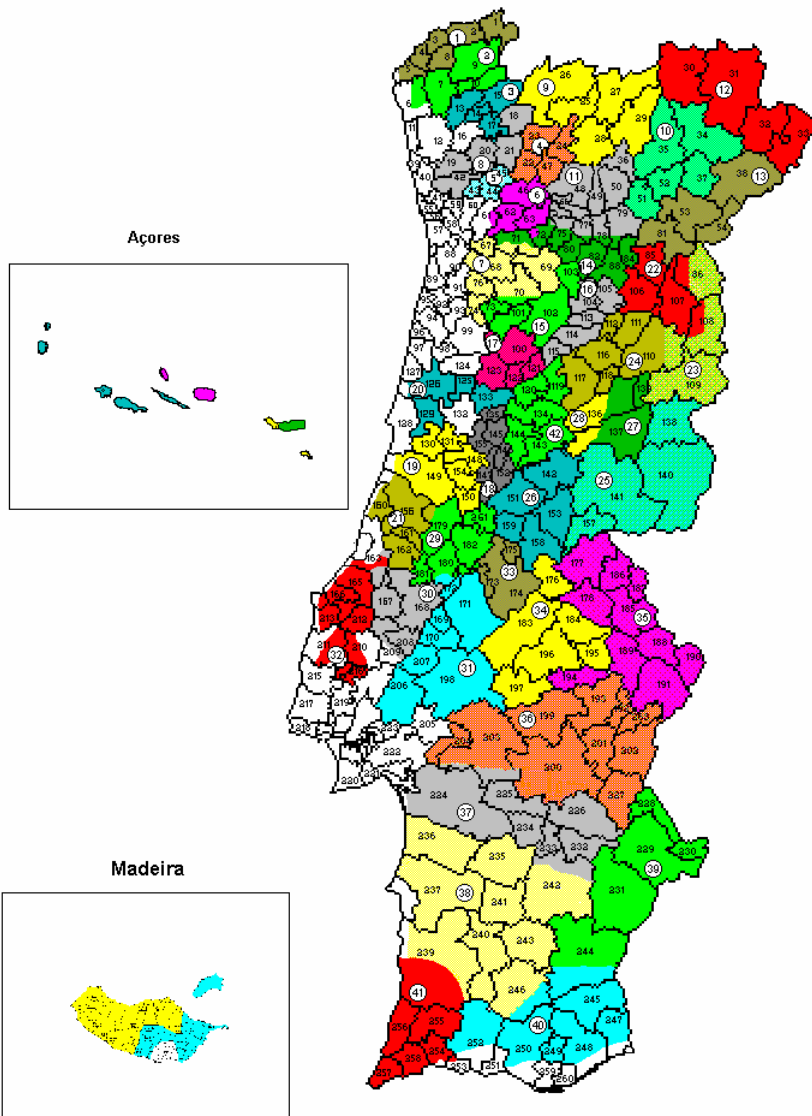


- 1991 – 1994
- 20 rural territories / LAG
- < 40% of national territory
- Birth of many Local Development Associations
- An opportunity for the "activists" of local development
- Experimentalism



LEADER II IN PORTUGAL

LEADER II
Grupos de Acção Local

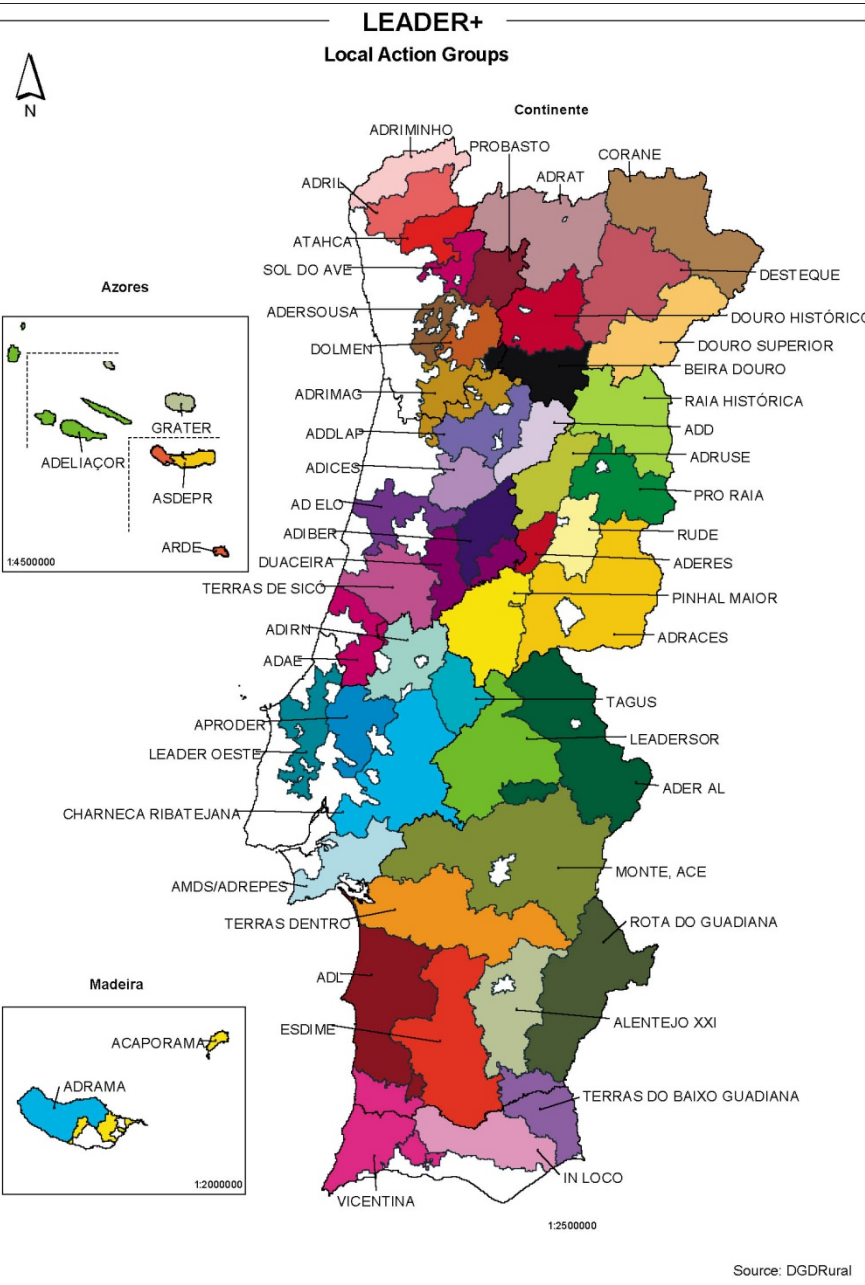


- 1995 – 2001
- 48 rural territories / LAG
- 86% of national territory
- Recognizing and strengthening the Local Development Associations
- Big 'boom' Groups
- The more balanced LEADER






LEADER+ IN PORTUGAL

- 2001 – 2007 (2008)
- 52 rural territories / LAG
- 87,5% of national territory
- GAL ← ADL → MINHA TERRA
- The beginning of way back...



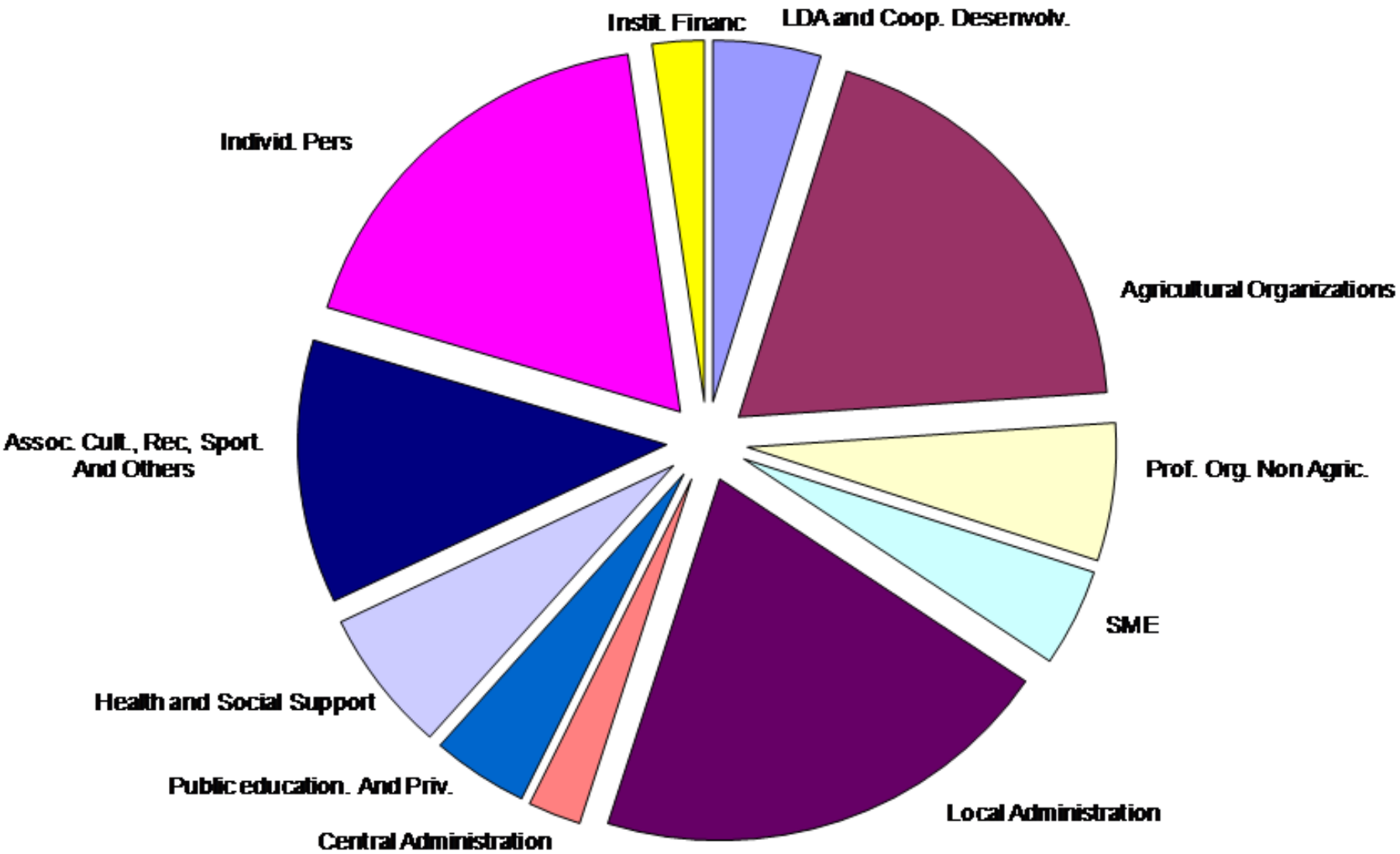
1991-2007: 15 YEARS OF LEADER IN PORTUGAL

VISIBLE RESULTS INVESTMENT - PROJECTS - EMPLOYMENT

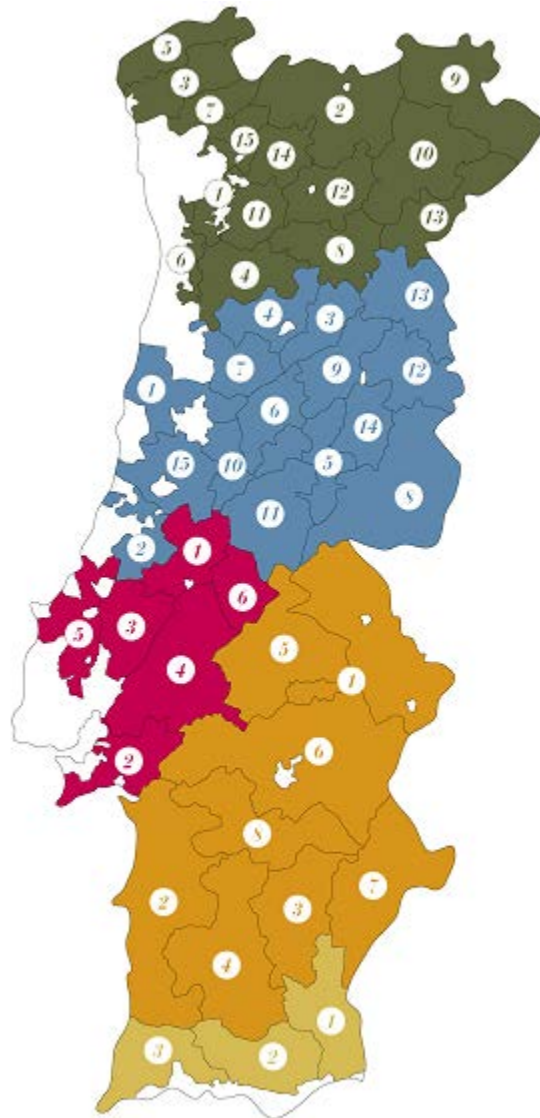
| |  |  |  | TOTAL |
|---|--|---|---|--------------|
| number of territories / LAG | 20 | 48 | 52 | |
| Public Investment (millions euros) | 47 | 130 | 223 | 400 |
| total investment (million euros) | 85 | 218 | 302 | 605 |
| number of project | 2.193 | 6.930 | 7.795 | 16.224 |
| jobs created | 2.037 | 3.926 | 2.549 | 8.512 |
| jobs held | 1.490 | 1.133 | 5.944 | 8.567 |

Source: official reports

LAG PARTNERSHIP → LOCAL GOVERNANCE!



LEADER 2007-2013 IN PORTUGAL



- 2009 – 2015
- PIC → LEADER
“mainstreamed”: integration of the LEADER methodology in RD programs of the EU member states
- In PT → 3 RDP (53 LAG)
 - Portugal mainland: 47 LAG (PRODER)
 - +
 - Azores islands: 4 LAG (PRORURAL)
 - Madeira islands : 2 LAG (PRODERAM)



LEADER IN PORTUGAL - EVOLUTION



1991 > 1994
20 LAG



1995 > 2001
48 LAG



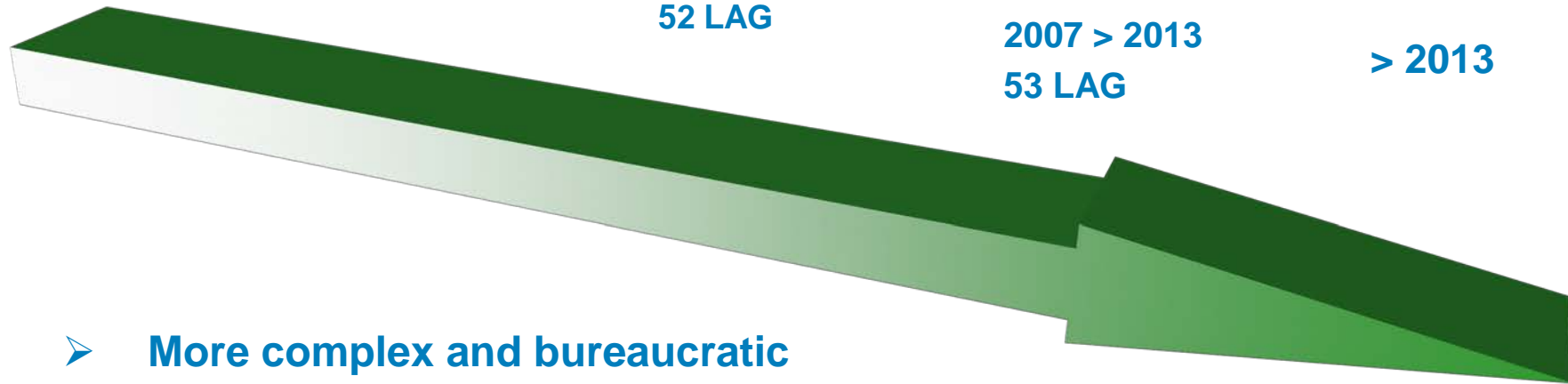
2001 > 2008
52 LAG



2007 > 2013
53 LAG



> 2013



- **More complex and bureaucratic**
- **More formatted program → Less flexibility for territorial adjustment**
- **More centralized program → Less autonomy for LAGs**
- **Less space for creativity and innovation**

WHY?

1. LEADER has been unknown

(and... we fear what we don't know)

2. LEADER requires complicity (meaning autonomy + responsibility)

(at local and between decision making levels)

3. LEADER is sharing power (do decide)

(who wants to loose power?)

4. LEADER is about animation

(animation is not festivities)

FUTURE

1. Partnerships → Strong and qualified!
2. Local Development Strategies → Broad, integrated but realistic!
3. The relation between partnership and strategy...
4. Territories → Adequate project territories!
5. Guidelines and regulations → Good quality on time and clear!
6. Rural Development Networks → Have a role in transition
7. Common Strategic Framework – a big challenge!



➤ **MINHA TERRA - Federação Portuguesa
de Associações de Desenvolvimento
Local**

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THANKS !