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ADAE RURAL 2020 – Portugal

04/12/2017

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Loris Servillo: Expert in charge of the survey

A. Summary table

LAG name	ADAE RURAL 2020
Lead partner: ADAE-Associação de Desenvolvimento da Alta Estremadura	LAG director
Address: Edifício Maringá, 221 – Torre 2 – 2º andar – 2400-118 Leiria - Portugal	João Salgueiro

LAG financial structure	Main European Structural and Investment Fund	Part of another territorial delivery mechanisms
Multifund	ERDF/ESF/EAFRD	Operational Program of the Centro - Centro2020 and Integrated Strategy for Territorial Development of the Intermunicipal Community of the Leiria Region

	CCI number	Financial allocation (EUR)	Priority axes concerned	Programme Thematic objective(s) concerned
European Regional Development Fund (ERDF) Programme		657.369,55	5	9
European Social Fund (ESF) Programme		939.760,63	5	9
European agricultural fund for rural development (EAFRD)		1.967.139,43		

LAG Strategy				LAG Implementation
Population covered by the strategy	Specific thematic focus and challenges of the strategy	Specific territorial focus of the strategy	Specific social target of the strategy	Current situation (June 2017):
149.612	Economic Development	Rural development	Enterprise communities	Call for proposals

B. Strategy

B.1. Area of the CLLD

a. Area and population covered by the strategy

The territory of the partnership comprises 33 of the 35 parishes of the municipalities of Batalha, Leiria, Marinha Grande and Porto de Mós. It has 149.612 inhabitants, an area of 949 km² and population density of 158 hab./km². It is characterized by a high heterogeneity of resources (agricultural, forestry, maritime, fluvial), a strong population concentration in the county seats. Rural characteristics (or periurban) stand out, high dispersion of the population by the several parishes and non-urban places.

Based on the Integrated Strategy for Territorial Development Region of Leiria 2020 and on the Region's characteristics compared to a wider framework in terms of poverty and social inclusion, the following conclusions can be drawn: population at risk of poverty above the European average; Levels of Social Security pensions below the Portuguese average; Inequality between pensions and subsidies of the male and female population.

The ADAE territory is characterized by a high incidence of the secondary sector (measured by the GVA). The predominant industries of the Leiria Region include in particular the sector of molds / plastics, metallic products, non-metallic minerals (ceramics, rock, glass, cement), textiles and food. There are activities related to the forest: wood, forestry, machinery and other activities (energy, gastronomy, leisure, resins, tourism ...). The dimension of the primary sector is comparable to the regional average and is reflected in the size of farms.

b. Development needs and potential of the area

Main Opportunities:

Favorable policies to support innovation and entrepreneurship; Exponential growth of innovation indicators; Fertilization of molds in other national clusters and poles; Innovative projects in the area of energy production and consumption; Modernization in the services sector; Support for lifelong learning; Integrated actions in socially vulnerable neighborhoods; Entrepreneurial capacity.

Major Threats:

Urban and industrial pressure; Difficulty in implementing measures to support energy efficiency; Problems of social cohesion; Aging of the population

Main Strengths:

Industrial center; RH Qualification; Polytechnic Institute Leiria; High purchasing power per capita; ADAE / LEADER experience; Natural Wealth Serras Aire Lamps / Pinhal Leiria; Historic sites; Region with integrated path / vision.

Key Weaknesses:

Limited innovation in manufacturing industries; Activities dependent on natural and local resources; Poor connection to agriculture; Insufficient linkage primary sector / transformation; Economic inequality and lack of social cohesion; School drop-out, poverty and social exclusion; Insufficient social responses; Lack of urban-rural linkage; Energy inefficiency; High unemployment.

B.2. Strategy of the CLLD

a. Thematic scope of the strategy

The responses of the Local Development Strategy consist of:

- Actions to mobilize the community,
- Promote projects and support programs for investment,

- Cooperate with other experiences in other territories, with the acquisition of competence and capacity of the LAG, with implementation of measures to ensure the social and economic cohesion of the territory; Improving access to services and education;
- Supporting entrepreneurship actions;
- Providing specific vocational training actions;
- Creating mechanisms and supporting innovation through existing resources including knowledge of Leiria polytechnic Institute;
- Structuring access to markets, creating and streamlining the short circuits of commercialization;
- Supporting the diversification of activities on farms;
- Supporting the development of new products;
- Creating territorial marketing actions and valorization of products, for the general population of the territory.

b. Objectives of the strategy and their priorities

- Axis 1. Increasing The Competitiveness And Viability Of Agricultural Holdings - All Types Of Agriculture
 Axis 2. Promoting And Qualifying Flow Channels Of Products
 Axis 3. Promoting Entrepreneurship And Strengthening Economic Dynamics
 Axis 4. Qualifying The Territory And Promoting The Quality Of Life Of The Rural Communities
 Axis 5. Dynamization Of local development strategy
 Axis 6. Cooperation

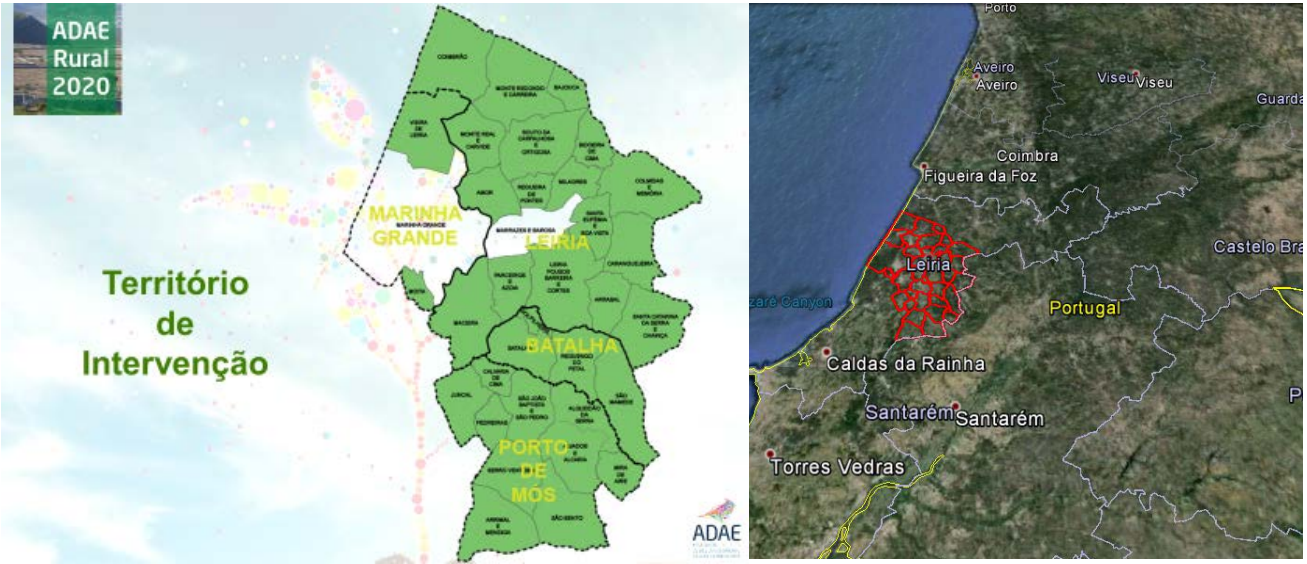
c. Targets and results

Table 1: Investments, Shares and Goals

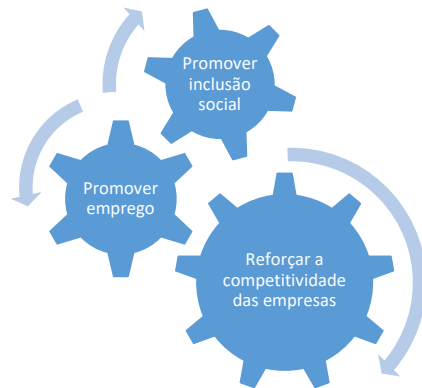
Priority investment Mobilize	of Fund	Axis/measure of the Action Program of the Pact	Indicator of Achievement			Result indicator			Endowment Fund proposal to Contratualizar
			Bookmark	2018 goal	2023 goal	Bookmark	2018 goal	2023 goal	
99. M10-LEADER	EAFRD	Small investments in agricultural holdings	Projects/beneficiaries supported	10	38	Jobs created through projects LEADER supported	1	5	€344,249.40
99. M10-LEADER	EAFRD	Small Investments in processing and marketing	Projects/beneficiaries supported	2	10	Jobs created through projects LEADER supported	4	15	€442,606.37
99. M10-LEADER	EAFRD	Diversification of activities in exploration	Projects/beneficiaries supported	2	10	Jobs created through projects LEADER supported	3	13	€442,606.37
99. M10-LEADER	EAFRD	Short chains and Local markets	Projects/beneficiaries supported	2	7	Jobs created through projects LEADER supported	2	7	€344,249.40
99. M10-LEADER	EAFRD	Promotion of products of Local quality	Projects/beneficiaries supported	2	10	Jobs created through projects LEADER supported	1	2	€196,713.94
99. M10-LEADER	EAFRD	Renewal of villages (in rural areas)	Projects/beneficiaries supported	1	2	Jobs created through projects LEADER supported	0	0	€196,713.94
09.06-Strategies of development base location ;	ESF	PI 8iii b) Creation of projects for unemployed persons or persons that intend to return to the labour market.	People supported under of creation of employment, including autoemprego	22	55	Creation of employment, including self-employment, 12 months after the end of support	0	50.00	939,760.63 €
09.10-Investments in context of strategies of development	ERDF	PI 8a g). Investment for the expansion of PEQ and microenterprises. Creation business start-ups. Valorization of endogenous	Companies that Benefit from support	6	16	Jobs created	9	22	591,632.60 €

base location Community		resources, crafts and the green economy							
09.10- Investments in context of strategies of development base location Community	ERDF	PI 6 c Ali) Protection, and promoting the cultural and historical c/w high touristic interest, (in particular UNESCO site). PI 6 c bii) Infrastructures to support visitors in touristic destinations	Increase in the expected number of visitors to cultural and natural heritage sites and attractions the beneficiary of support	326	814	Overnight stays in hotels, resorts, apartments and other	0.14	0.72	65,736.95 €

d. Maps



The community-led local development (CLLD) Strategy is an instrument for the development and correct management of community funds, suitable for areas with low density, predominantly rural characteristics, which provides, through the definition of a concerted strategy among community development agents, initiatives aimed at socioeconomic revitalization and diversification of rural-based economies, focusing on the feasibility of innovative approaches and projects capable of contributing to the improvement of the quality of life of the populations.



B.3. Place-based approach

a. Territorial coherence

Local community development focuses on specific sub-regional territories (definition of areas and population covered by an LAG in a delegated act) promoted by local communities through local action groups composed of representatives of local socio-economic interests. At decision level, the public sector or any individual interest group does not represent more than 49% of the voting rights.

The ADAE, a living force in the region, was created in 1994 and is made up of several entities: Municipalities of Batalha, Leiria, Marinha Grande and Porto de Mós, Intermunicipal Community of Leiria Region, ACILIS - Commercial and Industrial Association of Leiria, Batalha and Porto de Mós, CEPAE- Center of the Heritage of Extremadura, NERLEI - Business Association of the Region of Leiria, Tourism Center of Portugal, Professional School of Leiria, Polytechnic Institute of Leiria, Bank - Caixa de Crédito de Leiria, Winery Cooperativa da Batalha, and Resipinus - Association of Distillers and Resin Explorers.

In January of 2015 other members joined the association, consolidating and formalizing the informal partnerships that ADAE had already developed in the previous 20 years: Association of Irrigators and Beneficiaries of Vale do Lis, PINEA - Coastal Forest Association, House of Mercy of Leiria, Agricultural Credit Bank of Batalha, Orfeão de Leiria - Conservatory of Arts, House of Mercy of Batalha, House of Mercy of Porto de Mós and Batalha Agricultural Cooperative. A new body was created: Consultative Council, consisting of the following entities: Quercus - Environmental Non-Governmental Organization, ADLEI - Civic Association for the Development of Leiria, IEFPP - Institute of Employment and Vocational Training, ISS - Social Security Institute, IPDJ - Portuguese Institute of Sports and Youth, Oikos - Non-Governmental Development Organization, Enerdura - Regional Energy Agency of Alta Estremadura, and Confagri - National Confederation of Agricultural Cooperatives and Agricultural Credit of Portugal.

b. Legacy with previous experiences

Throughout its existence, the ADAE has been implementing, developing and managing community funds in a wide range of areas, including:

- Technical and financial support for job creation initiatives, improving literacy, adult education and training, implementation of projects to stimulate the region, handicrafts, arts and know-how;
- Management of Community and national funds and programs (to highlight LEADER II, LEADER + Community Initiative, PRODER - Rural Development Program, Agris - Measure on agriculture and rural development of the Regional Operational Programs ...);
- Actions of training and professional qualification (Fordesq - Qualified Unemployed Asset Training Program, POEFDS - Operational Program Employment, Training and Social Development, POPH - Operational Human Potential Program, CNO - New opportunities centers, certified modular actions, EFA - Adult Education and Training Courses);
- Promotion of seminars, colloquia, conferences, fairs, exhibitions, development of national and Transnational partnerships, Interreg Development Leader, (Information, orientation and incentive systems for investment and entrepreneurship), EDIC European Information Center;
- Dynamization of Cooperation Projects: Training / Qualification (for external and collaborators-Accredited by DGERT - Directorate-General for Employment and Industrial Relations); PACA - Competency and Animation Acquisition Plan, Shows and Shares of Joint Promotion, Participatory Actions of the Population, Support and Promotion of Local Agriculture, Promotion of the Territory, qualification); Institutional Relationship with CIMRL and ENERDURA; Promotion of local products and territory (Loja do Mundo Rural-Batalha and Loja Portugal Rural - Lisbon);

- Accredited as a manager of the Land Exchange of our region, Partnership with Confagri, to support farmers and support in the plot.

ADAE was a member of the 1st Regional Agrarian Council of Beira Litoral; He was part of the mission group of the FORAL Program; Certified Entity - referential of ISO 9001: 2008; Created the New ADAE, Unipessoal services, with the Rural World store in Batalha to support local producers; It integrates the partnership with, a group of entities in the scope of the Finicia Battle, Accreditation to integrate the SIM network, Microcredit of Minha Terra Federation.

In its 20 years of existence and throughout the previous years, it has demonstrated its ability to implement development strategies, both physically and financially, through partnerships in the different areas of activity, and in the level of qualified and multidisciplinary human resources, for the benefit of LEADER II, LEADER +, Measure 3 of Proder - Rural Development Program. 613 applications were received with a total investment of 52.773.107,71€, approved 324 applications with an investment of 20.558.894,78€ and financing 12.448.390,08€. In addition, 430 jobs were created. As part of the technical support provided, 1.049 promoters from the region were assisted, 722 meetings / information sessions were held and 350 application processes were developed for promoters.

As part of the internal development and promotion of the territory, the ADAE executed 20 approved cooperation projects (both at an interterritorial and transnational level), participated in and promoted 75 actions to promote the territory and executed 50 approved projects that proposed the Funds and Programs.

In terms of training / qualification, and in relation to the CNO - New opportunities centers, it had 3.609 registered adults, 1.415 certified adults, and held 368 sessions. With regard to other training, 705 training actions were carried out for a total of 5.413 trainees and 22.620 training hours.

These results show the great activity of the association and its partners in the territory, responding to the urgent need to generate new forms of intervention, in this heterogeneity of resources that characterize our region, assuming itself as a link between the interests and the convergence of interests of the forces living in the region.

For the period 2014-2020 the ADAE extended its partnership, having set up an informal new LAG that has the ADAE as managing entity, and reduced the territory in accordance with the legal premises.

C. Management

C.1. Financial structure

a. Budget

In order to finance the Local Development Strategy, the Managing Authorities of the Funding Programs shall ensure a total Fund support totaling 3,564,269.61 euros for the duration of the Programs. The Managing Authority of the Mainland Rural Development Program 2014-2020 (PDR 2020) shall provide support of EUR 1.967.139,43 from the EAFRD to share projects under the measures set out in table 2. The Managing Authority of the Operational Program Regional Center 2014-2020 (CENTRO 2020) provides support of € 657.369,55 ERDF and € 939.760,63 ESF, totaling € 1.597.130,18 to contribute to the projects included in the Investment Priorities set out in the table 2.

Table 2

INVESTMENT PRIORITY/MEASURE		FINANCING PROGRAM	ERDF	ESF	EAFRD	TOTAL FUND
99.	LEADER	PDR 2020			1,967,139.43	1,967,139.43
PI 9.6	CLLD	2020 CENTER		939,760.63		939,760.63
PI 9.10	Investment in the context of CLLD strategies	2020 CENTER	657,369.55			939,760.63
TOTAL 2020 CENTER			657,369.55	939,760.63		1,597 .130 .18
RDP TOTAL 2020					1,967,139.43	1,967,139.43
TOTAL			657,369.55	939,760.63	1,967,139.43	3,564,269.61

Running costs and animation

The Operating Costs and Animation are supported by the PDR 2020, and the ADAE submitted the Application to measure 10.4.1 with the designation ADAE Rural 2020 - Operation and Animation, which aims to promote the performance of the functions of the LAG, regarding the implementation, management, monitoring, animation and evaluation of the local development strategy of the ADAE Rural 2020 partnership in the CLLD Rural area.

In this context, the types of intervention were defined with the respective operating and animation costs of the LAG, for the various eligible activities: operation of the LAG; Training and capacity building; Promotion of organization of seminars, colloquia and conferences in the areas of performance; Monitoring and evaluation of the strategy and animation of the community-based local development strategy, in accordance with the provisions of Annex I of OTE 20/2015 and Ordinance 418/2015 of 10 December.

For the implementation of the proposed objectives, a financial execution of around € 780.610,88

INCENTIVES	EXPENSES	COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION	
		VALUE (EUR)	%	VALUE (EUR)	%
Non-refundable subsidy	780,610.88	702,549.79	90	78,061.09	10

C.2. Administrative structure

a. Local Action Group

The organizational model of management in the scope of the continuation of the Local Development Strategy (LDS) of the RURAL ADAE 2020 partnership will be ensured by the following bodies that constitute the LAG ADAE RURAL 2020.

The **ADAE Partnership Assembly** is a deliberative body for LDS partnership and follow-up. The Partnership Assembly has the following competences: to ensure the involvement of partners in the implementation, monitoring and evaluation of the defined LDS and, if necessary, to promote its change; Comply with the regulations and recommendations resulting from the application of Local Development.

The **Management Body** is composed of 7 members (1 president and 6 members) that represent the various Public and Private Partners, in order to ensure a balanced representation, in compliance with community and national standards, whose majority representation is of private legal entities.

The competencies are defined in the internal regulations, and are:

- to ensure the pursuit of the objectives, in accordance with the Local Development Strategy defined for this Program;
- Participate technically, financially and administratively in the execution of the Program and supervise the correct application of the community contribution of the ADAE to its Territory of Intervention;
- Exercise their power of decision in relation to the applications submitted;
- Comply with and enforce applicable national and community regulations, and analyze and decide projects based on specific regulations for each typology of actions / measures.

It is up to the Management Body to take decisions in order to efficiently and effectively guarantee the dynamisation and management of the LDS, namely approval, refusal, non approval, cancellation or suspension of the submitted projects, based on the opinions issued by the Technical Structure.

The **Local Technical Structure** (LTS) is a multidisciplinary technical team to support the Management Body, in the implementation of the LDS, whose composition and functions are as follows:

- 1 Coordinator responsible for the technical and financial management and evaluation of the LDS
- 4 Technicians Analysts with functions of analysis and monitoring of applications in the scope of Fund and Program Management
 - (Dissemination of initiatives; Outdoor meetings with potential promoters; Promoter service; Follow-up / orientation of promoters; Reception, internal organization of processes, registration and analysis thereof; Preparation of information to give to promoters with respect to the decision of their respective bodies; Monitoring of the processes approved; Receipt, analysis and dispatch of payment requests; Monitoring the physical and financial execution of projects; Closing of projects, with inspection of the processes and issuance of certificate of completion; Preparation of reports for the National Entities, responsible for Program Management; Participation in national and transnational cooperation projects);
- 3 Administrative / animation technicians, with administrative support functions in the management of the LDS and in the area of animation and dissemination and also technical monitoring of requests for support;
- 1 Administrative / HR technician with administrative support functions in the management of LDS and HR monitoring and management, technical follow-up of requests for support;

It should be noted that segregation of duties is adequately ensured to ensure transparency and rigor in the management of public funds.

Assembly of Partners - Public Entities:

Social Security Institute; Institute of Employment and Vocational Training; Polytechnic Institute of Leiria; Portuguese Institute of Sport and Youth, IP; Tourism Center of Portugal; Intermunicipal Community of the Region of Leiria; Municipality of Batalha; Municipality of Marinha Grande; Municipality of Leiria; Municipality of Porto de Mós; Board of Parish of Moita.

Private Entities:

ADAE - Development Association of Alta Estremadura; Cooperativa da Batalha Winery; ADLEI - Association for the Development of Leiria; ACILIS - Commercial and Industrial Association of Leiria, Batalha and Porto de Mós; Association of Distillers and Resin Explorers; Association of Irrigation and Beneficiaries of Vale do Lis; NERLEI-Business Association of the Region of Leiria; Bank- Caixa de Crédito de Leiria; Mutual Agricultural Credit Bank of Batalha; Center of the Heritage of Alta Estremadura; Batalha Agricultural cooperative; ENERDURA - Regional Energy Agency of Alta Estremadura; Fundação Profissional de Leiria Foundation; OIKOS - Association for the Defense of the Environment and Heritage of the Leiria Region; Orfeão de Leiria; Pínea - Coastal Forestry Association; Quercus - National Association for Nature Conservation; House of Mercy of Batalha; House of Mercy of Leiria; House of Mercy of Porto de Mós; Management Body: President, ADAE; Vowels: Municipality of Leiria; Municipality of Batalha; Bank- Caixa de Crédito de Leiria; Nerlei; Acilis; Batalha Agricultural cooperative.

b. Networks and Cooperation

Cooperation activities: The ADAE rules out a set of national and transnational cooperation projects in several areas, such as: dissemination and promotion of the territory and its endogenous products and resources; Increasing knowledge and application of new know-how through the exchange and sharing of knowledge and good practices, technologies and / or working methods; Diversification of forms of marketing and access to new markets; Valorization and qualification of the resources of the territory; Common standards and methodologies. Some of the projects are: Portugal Rural, Seeds of the Future, Solidarity Region, Institutional Marketing, Cooperate in Portuguese, implement PROVE, promoting cooperation between Portuguese associations of PALOP and Europe.

The ADAE is a founding partner of the Minha Terra Federation, which brings together 58 LAGs federated in MINHA TERRA together represent more than 90% of the national territory, and its initiative and implementation capacities directly concern more than 4 million Portuguese inhabitants in rural areas. The representativeness of the federated LAGs recognises the specificities of each territory and gives authenticity to the intervention and the projects carried out in them, expressing the dynamism of the living forces of rural civil society as agents of their own development. The Minha Terra Federation is a member of ELARD European LEADER Association for Rural Development.

Within the scope of the National Rural Network, in February 2017, an application was submitted to the PDR2020 action 20.2.2 / 2016 in partnership with Minha Terra Federation, with an ADAE investment of 6.130,39 euros. Under the responsibility of Minha Terra Federation, it aims at organising training activities (workshops and seminars), on tools and methodologies for monitoring and evaluation of LAG dedicated to LAG teams. Moreover, ADAE has applied together with the remaining ADLs of the Central Region to integrate an environmental-dedicated project partnership in the framework of the regional initiative 'Collective Efficiency PROVERE'.

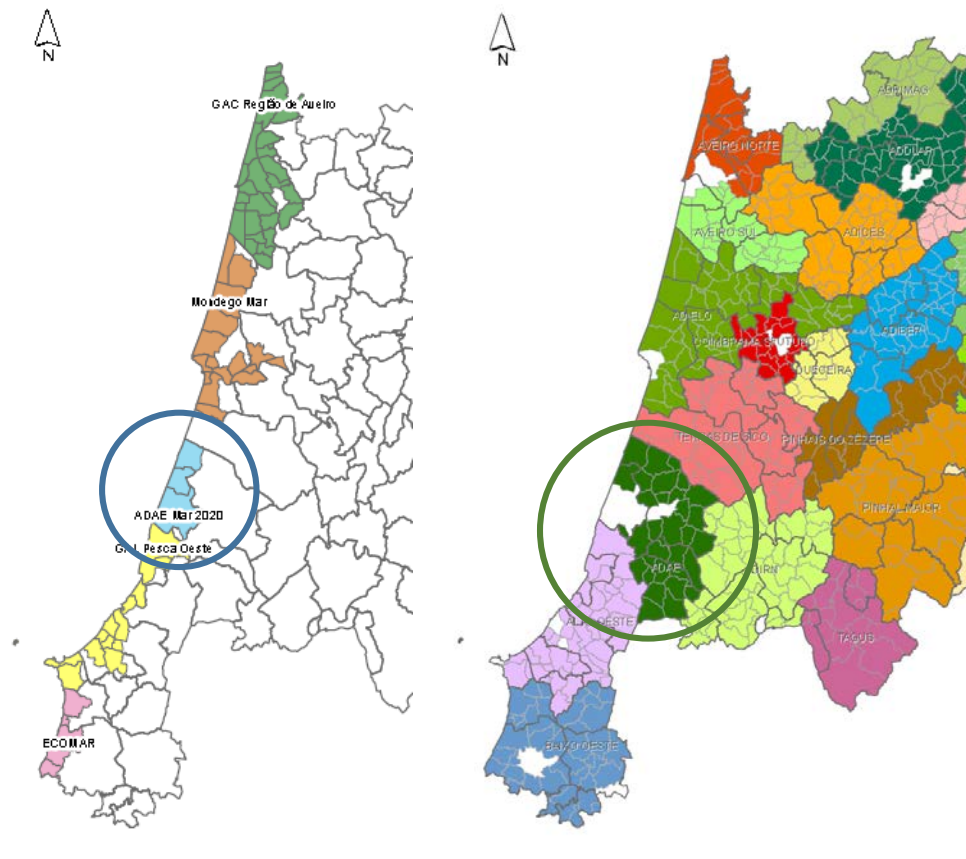
ADAE Rural 2020 and ADAE Mar 2020

The ADAE Rural 2020 overlaps partially with another LAG, which focuses on the coastal areas of Region Centro. The two LAGs are led by the same partner entity (ADAE) but their territories and the related strategies are different. The rural LAG try to respond to the problems characteristic of the rural areas, with emphasis in the agriculture as well as the diversification of the agricultural activities. The LAG with a

"coastal" vocation bases the strategy fundamentally on fishing activity and other activities associated with the sea and coastal areas.

The fact that there are two LAGs managed by the same entity, focusing on partly coincident territories, allows the activation of synergies. Partnerships are distinct, although some partners are in both partnerships.

The territorial overlap is limited and can be verified in the following maps (ADAE Mar on the left – blue circle, and ADAE Rural on the right – green circle).



Both LAGs use ER DF and ESF. However the main fund is EAFRD for the rural LAG and EMFF for the coastal LAG. These two main funds are not present in the operational program of the Central Region (CENTRO 2020). They are ensured by thematic national programs - the rural development program (PDR 2020) and the marine program (MAR 2020).

While the rural CLLD is in the continuity of the LEADER experience in this territory, the coastal CLLD is brand new. The application of the ERDF and the ESF, both in the rural and in the coastal LAG, is focused on supporting job creation by financing new enterprises or investing in existing enterprises, leading to the creation of new jobs.

In this way, the aim is to contribute directly to diversify and strengthen local economies in economically fragile rural or coastal territories.

This synergy seeks for a mutual benefit for the economic agents and the territories associated to the two LAGs. This benefit is the result of the greater financial allocation available. However, this mutual benefit stems mainly from the greater number of employment opportunities that can be created for the rural and coastal populations targeted by these supports.

The presence of some partners in the two LAGs and especially the ADAE leadership can ensure the complementarity of the strategies, avoiding duplication and redundancy.

D. Implementation

D.1. Strategy design

a. Strategy design

The process of construction of the CLLD was guided by the constant involvement of the local community, recognizing the importance of ensuring the best framework for the application of the different community funds that support this new instrument. Local community is understood as the set of local and regional actors with greater relevance and activity in the territory, who participated in the various work sessions organized.

The ADAE organized workshops in the form of workshops open to all interested entities and citizens. Given the heterogeneity of publics and knowledge levels of ESIF application, precautions were taken in the design of the workshop methodology, so that the suggestion of measures was comfortable for all. Priority group exercises were carried out to prioritize measures to be implemented, in combination with conclusive discussions that allowed the brainstorming of ideas and clarification of proposals for the territory. The selection of the themes of the work sessions, the identification and invitation to a broad set of entities was the responsibility of the ADAE and its LAG technical team.

Aware of the resources available and the objectives of the public participation, four structural themes were identified for the construction of the CLLD. Associated with each of the four themes (economy and employment, social inclusion and education, environment and better use of resources and social cohesion and quality of life) ADAE invited different groups of stakeholders.

During these sessions, the preparatory work for the CLLD strategy was presented and structured discussions were held to identify priority areas for action and measures to be implemented in the period 2014-2020. In summary, the following structure was followed in the four working sessions:

- Presentation of the CLLD approach - concept, objectives and conditions for its implementation. Presentation of the guidelines of the ADAE strategy.
- Creation and discussion, in round tables and selection of spokesperson (moment accompanied by the ADAE technical team).
- Presentation of the main ideas of each table by spokesperson.
- Final debate, with structuring of ideas and final conclusions.

Working groups were set up and the representatives of the partner organizations held a limited time brainstorming exercise focused on a context of scarce resources and with the consequent need to take options. About four people attended the meeting, representing representatives of the LAG and community partners. Based on the evaluation of the work carried out by the ADAE in the previous financial programming framework, the analysis carried out and the contribution of the partnership reflected on the position to be valued in the face of the promotion of potentialities and mitigation of the threats, and the response to the needs and opportunities. Consequently, they identified possible actions to be developed, taking into account the realistic feasibility considering the CLLD limits in the current programming period.

b. Support and guidance

The ADAE had the support of the national authorities for the definition of its strategy, in particular the National Rural Network, through the organization of training actions for potential Local Action Groups. The organization of the actions counted on the collaboration of the Managing Authorities Of the PDR2020 - Rural Development Program 2014-2020, Office of Planning, Policies and General Administration, Minha Terra Federation and DG AGR Evaluation Helpdesk.

ADAE participated in several seminars and workshops: the seminar "The Future of Structural Funds", promoted by the AIP - Portuguese Industrial Association, a seminar "LEADER and Development Promoted by Local Communities in the 2014-2020 Programming", promoted by the DGADR - Directorate-General

for Agriculture and Rural Development in partnership with the Minha Terra Federation; Seminar "Future Rural Territories CLLD", organized by the Minha Terra Federation, training in PPO-Planning by Objectives, "Workshop - Preparation of Local Development Strategy", taught by the Minha Terra Federation, thematic workshop "Tourism in Rural Environment: Contributions to Strategies for Local Development, "organized by the Minha Terra Federation," PDR2020 - Framework, governance, monitoring and evaluation ", taught by GPP - Office of Planning, Policy and General Administration and IFAP - Institute for Financing Agriculture and Fisheries, Initial Training for members of the 2020 Technical Secretariat and the Technical Support Structures of the LAGs" , Administered by the 2020 Center; Portugal 2020 Conference - The Community Funds for Employers carried out by CCDRC - Regional Coordination and Development Commission of the Center / IAPMEI - Agency for Competitiveness and Innovation.

D.2. Strategy implementation

a. Implementation progress

The ADAE in 2016 issued 3 calls for applications, specifically in the areas:

- 10.2.1.1 - Simplified scheme for small investments in agricultural holdings, with 8 submitted applications;
- 10.2.1.2 - Small investments in processing and marketing;
- 10.2.1.3 - Diversification of the Farm Activity, with 2 submitted applications.

Concerning the 8 applications in the 10.2.1.1 area, 6 applications received a favorable opinion, and 2 were rejected.

In the year 2017, a call for application was launched for the area 10.2.16 - Village renewal, commencing on May 25 and will close on September 15, 2017.

In March 2016, the application for action 10.4.1 Operation and Animation was approved by the LAG.

In 2016 the Ordinance for Action No. 10.3 "Cooperation activities of the LAGs" was published. The support envisaged in the present decree contemplates the following types of operations:

- a) Preparation of inter-territorial cooperation projects;
- b) Preparation of transnational cooperation projects;
- c) Development of the inter-territorial cooperation project;
- d) Development of the transnational cooperation project

The Rural 2020 ADAE GAL waited for the opening of the call by PDR2020 - Rural Development Program 2014-2020, in order to submit the application.

In 2017 the SI2E-Incentive System for Entrepreneurship and Employment was launched, with the following calls for applications: Creation of micro and small enterprises or expansion or modernization of micro and small enterprises created less than five years; Expansion or modernization of micro and small enterprises created more than five years ago.

Within the scope of the National Rural Network, in February 2017, an application was submitted to the PDR2020 action 20.2.2 / 2016 in partnership with Minha Terra Federation, with an investment of ADAE in the amount of 6.130,39 euros, which aims to Training sessions (workshops and seminars), workshops on instruments and methodologies for monitoring and evaluation of the local development strategy for the LAG teams.

b. Animation and participation

With the objective of an effective and efficient implementation of the Local Development Strategy in the Territory, the ADAE intends to organize seminars, colloquia and conferences in the areas of action. Specifically:

- Seminar "Local products and territory", aims to sensitize / inform local producers and entrepreneurs of the importance of creating a brand image of products with identity,

- Conference on "Short circuits of marketing of local products", raising awareness of the creation and added value of short-circuits for the marketing and distribution of agricultural products and their processing;
- Colloquium "Bolsa Nacional de Terras" aims to encourage the cultivation of arable land in fallow land in Portugal, which can be cultivated.

ADAE is one of the management entities of the lands made available by the owners to be cultivated by third parties, intends to disseminate the legislation in force and provide technical support to the owners and potential users / growers of the land.

Within the scope of animation and promotion activities in the territory, the ADAE intends to implement several actions of animation and participation of local actors, such as:

- Written and oral heritage, publication survey and publication (legends and Traditions);
- Participate in Shows and joint promotion actions;
- Support and promote Local Agriculture / Fairs and Shows of Local Products;
- CLLD Dissemination / Itinerant Expositions of Sensitization;
- Perform ethnographic expositions;
- Participation in the promotion of LAG's strategy through Minha Terra Federation.

The implementation of the actions described above also promotes the following projects:

- "Prove Project", which has to promote and sell products directly from the producers network. This project aims to provide consumers with available baskets of quality fruit and vegetable products purchased directly from farmers without intermediaries.
- "Hortas da Vila and Demonstration Fields in Batalha", intends to continue and create dynamics of dissemination in the territory through the development of specific training actions;
- "On the Road Out" - 5 episodes on Alta Estremadura, with 5 maps and 1 book;
- "Material of Technical Information", it is intended the elaboration informative leaflets about the funds and programs as well as of the territory.

c. Monitoring system

For the implementation of the Local Development Strategy, there is an internal regulation that defines management, monitoring, control and evaluation standards, based on the regulations in force. In its operation, the LAG has LTS, in support of the LAG Management Body. The procedures developed within the scope of LDS management will be integrated into the ADAE's Quality Management System, which will include the descriptions and instructions of the actions to be performed and their flowcharts, allowing the standardization and monitoring of procedures.

The ADAE Quality Management System provides for the quarterly monitoring of program implementation with identification of possible non-conformities and / or improvement opportunities, based on the expected indicators. In the framework of monitoring and evaluation of the strategy the following measures will be implemented:

- Clarification of doubts regarding the administrative process to which the transactions are processed and their analysis;
- Technical support for applications;
- Approval of operations, based on selection criteria and admissibility;
- Analysis of payment requests;
- Conducting follow-up visits to operations;
- Notification of promoters for the purpose of evaluating the implementation of operations and preparation of responses to audit clarifications;
- Communication with the managing authority;
- Monitoring of executions;
- Conducting pilot studies.

E. Added values and constraints

a. *Added value and bottlenecks*

Community-Led Local Development (CLLD) aims to promote, in specific territories, local development and the diversification of rural-based economies and fishing and coastal areas. The implementation of local development strategies by the LAGs is based on the establishment of local partnerships that are organized and active and already translates into thousands of successful projects carried out under various programs to support socio-economic development and cooperation. Based on the work developed by the Minha Terra Federation in close collaboration with the associated LGAs, it was possible to highlight some examples of the increased value that the Leader approach has brought to the development of the territories:

- The dissemination at national level of tourism in rural areas and the animation dimension associated with it;
- The (re) discovery, by the network of national restoration, of the local gastronomic riches, to the point that the Country gives them today the status of National Patrimony;
- The local events that are today, essentially, "shows from the region to the world", multiplying thematic fairs, whose capacity of attraction of foreign visitors in mass is unquestionable;
- The 'revolution' in the agri-food sector, by supporting the modernization and creation of small processing plants and the incorporation of added value into products, by means of certification processes and alternative promotion and marketing channels;
- The rural handicrafts, whose growth comes, in many cases, to motivate their incorporation in the most sophisticated urban design.
- A coherent construction of strategies and plans for local development, which integrates the various aspects of life in the rural world, previously studying the potential synergies arising from the articulation between projects.

The local partnership promotes the articulation and involvement of various local and sectoral actors in a variable geometry, stimulating the sharing of powers and knowledge, coordination and consultation. The decentralization governance model, based on decision-making autonomy in project appraisal, selection and management, assigns responsibility to the populations in formulating their wishes, dissatisfaction and seeking solutions, adapting the intervention to local and local realities and specificities. However, the CLLD management is very dependent on centralized guidelines albeit using a methodology inspired by the decentralized and territorialized Leader approach. Therefore, the supported initiatives may not meet the expectations of local actors.

The reduced financial allocation allocated to CLLD implies restrictions in the application of each defined strategy, limiting the development of the territories. The existence of a multi-fund is beneficial to the potential beneficiary, however, the operational mode in the articulation of funds in terms of access to electronic platforms, combined with the bureaucratic burden makes the process too complex from the point of view of the final actors.

The integration of the CLLD into rural development programs does not allow the differentiation of innovative projects, nor of projects of territorial animation, differentiating the specific territories. Local development strategies are not compatible with complex procedures, with excessive uniformity of objectives, with the standardization of financing frameworks, nor with the standardization of implementation rhythms of local development strategies.

b. *Multiple targets*

The application of multifunds brings benefits to the extent that a single operation can apply for several funds, but in reality what happens in the operationalization of applications is the existence of differentiated procedures, complex and little accessible to the user, in the use of Electronic platforms,

resulting in delays in the formalization of processes and unnecessary expenses for the financial amounts involved in the operations, which often lead to the withdrawal of applications and consequently the realization of investments. Although we are facing financial support with a combination of funds, there is a need to apply for a fund, which is contrary to the logic of the pluri-fund. It should be noted that there is no defined support measure for social activities including the socio-cultural activities of the small local associations, which are fundamental for cultural interventions in the local territories and their animation / dynamization.

c. Adequacy

In the case of a dynamic territory, characterized by a heterogeneity of activities at cultural, environmental, economic and social level, the allocated financial allocation is clearly insufficient, resulting in a deficit budget for the local development strategy approved for the territory.

d. Good practices

Quality Certification - ISO 9001: 2008

With a very small team and a very diversified activity, it was absolutely necessary to organize / functionalize the processes and make the technical and human resources profitable. ADAE is certified, according to the norm of NP EN ISO 9001: 2000 since 2003, in the areas of Management of Funds and Programs, Technical Support and Training.

PROVE - Promote and Sell

It is a methodology that aims to contribute to the flow of local products, fostering close relations between those who produce and those who consume, establishing short marketing channels between small farmers and consumers, using ICT. It was implemented in Leiria in 2016.

Hortas da Vila

The Hortas aim to create a new horticulture space in a green area, whose maintenance is shared, fostering the community spirit between aid and access to quality food by parts of the population that are predisposed to this practice. The Hortas da Vila Project also includes a strong educational component, providing the ADAE with technical support on traditional farming techniques, composting and environmental promotion with crops more suited to the region's soils and climates.

Sustainable Rural Territories

The installation of the Micro Hydro of Lis (MHL) was created within the framework of the project Sustainable Rural Territories, a project promoted and executed by the ADAE, in partnership with other Local Development Associations, and also in partnership with the Municipality of Leiria. This project aims to demonstrate the technical and economic feasibility of the use of technologies related to renewable energy and energy efficiency, through the implementation of demonstration systems for the use of renewable energy sources. MHL aims to make the Paper Mill self-sustaining in energy terms, taking advantage of surplus energy available in the water that passes in the mill to produce electricity. MHL also has the pedagogical character of comparing technologies previously used in cereal grinding and paper production, with technologies currently used for the production of electric energy, using both the same resource, hydroelectric energy.