

Monograph ES: PRODER Andalucía¹

Contents

1. Description of the Programme	I-21
1.1 PRODER in Spain	I-21
1.2 PRODER in Andalucía	I-24
1.3 Objectives of PRODER in Andalucía	I-25
1.4 Measures of PRODER in Andalucía	I-25
2. Starting conditions and initiation	I-26
2.1 Context at the outset of the PRODER Programme	I-26
2.2 Purpose of mainstreaming LEADER elements into the PRODER programme	I-27
2.3 Main actors involved	I-28
2.4 Main vectors for mainstreaming LEADER	I-28
3. Evolution	I-29
4. Description of mainstreamed LEADER features	I-30
4.1 Concerning the eight LEADER features	I-30
4.2 Especially for cooperation and networking: how has it been financed and organised?	I-30
4.3 Concerning the specific EC requirements for LEADER+ (50% public, target beneficiaries, thematic approach, qualitative monitoring and evaluation)	I-30
4.4 Concerning the enlargement or multiplication of projects initiated under LEADER	I-31
5. Fostering and hindering factors for mainstreaming LEADER features	I-31
5.1 What has furthered mainstreaming?	I-31
6. Synergies between the programme and other programmes	I-31
7. Outcomes in respect to behavioural changes	I-32
8. Success and hindering factors for mainstreaming	I-33
9. Recommendations	I-34
10. Comment and personal impression of the survey process.	I-34
11. List of interviews	I-35

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1. Description of the Programme

1.1 PRODER in Spain

PRODER is the main Spanish example of mainstreaming the LEADER method. PRODER is a set of implementing measures for endogenous development of rural areas in rural development programmes. The programme is implemented only in Spain, although there are other similar initiatives in other EU countries (e. POMO in Finland).

Up to now there have been two PRODER periods: first, PRODER (1996-1999), *Programa Operativo de Desarrollo y Diversificación Económica de Zonas Rurales en las Regiones del Objetivo 1*, aimed at promoting endogenous and sustainable development in rural areas. There was a single national programme covering areas of Objective 1 regions that did not set in progress measure B (Innovation) of the LEADER programme.

In the current programming period of the EU (2000-2006), a new phase of the programme is being implemented. At present, PRODER comprises a set of different programmes in different regions of Spain, containing different endogenous rural development measures, as part of the regional rural development programmes. The programme can potentially be implemented in all parts of Spain, but there are differences between objective 1 and other regions. In the case of Objective 1 regions, these are called *Programas Operativos Integrados Regionales* (Regional Integrated Operative Programmes); in the case of other regions, programmes are known as *Programas Regionales de Desarrollo Rural* (Regional Rural Development Programmes)

During the PRODER I period, 97 local development programmes were implemented by the same number of Local Action Groups, in eight regions. There were two regions that managed PRODER at regional level (Asturias and Canarias). Therefore, the total number of PRODER I programmes amounted 101.

The new programming period (2000 – 2006) includes some 162 local development programmes in 12 regions. Eight of these are Objective 1 regions (*Andalucía, Asturias, Cantabria, Castilla-La Mancha, Castilla y León, Extremadura, Galicia, and Comunidad Valenciana*), and other three out of Objective 1 region (*Aragón, Cataluña and Madrid*). The remaining 5 regions (*Baleares, Murcia, Navarra, La Rioja and País Vasco*) do not implement PRODER II.

The main objectives of PRODER include the promotion of endogenous and sustainable development in rural areas, strengthening and diversification of rural economy population maintainment, income generation, social welfare, and environmental conservation.

The following tables show the number of programmes per region and the distribution of funding in relation to PRODER II in Spain.

Figure 1.

Number of PRODER groups per region (CCAA) and specific name of the programme in each region

	Number of PRODER II groups	Specific name of the programme
OBJECTIVE 1		
Andalucía	50	PRODER A
Asturias	7	PRODER II
Castilla-La Mancha	16	PRODER-2
Castilla y León	27	PRODERCAL
Comunidad Valenciana	10	PRODER-2
Extremadura	14	PRODER II
Galicia	11	PRODER
Phasing out OBJECTIVE 1 regions		
Cantabria	3	PRODERCAN
Non OBJECTIVE 1		
Aragón	8	PRODER
Cataluña	10	PRODER
Madrid	6	PRODER
TOTAL	162	

Source: <http://redrural.mapya.es>

Figure 2. *Public funding of PRODER II in Spain. Distribution of funding sources*

PUBLIC FUNDING OF PRODER II. Meuros		
OBJECTIVE 1	TOTAL PUBLIC EXPENDITURE	UE
Andalucía	212,417	149,795
Asturias	91,209	58,386
Canarias	20,115	15,086
Extremadura	44,870	30,170
Castilla y León	138,775	92,082
Castilla-La Mancha	87,614	59,791
Comunidad Valenciana	43,303	28,186
Galicia	61,901	37,306
Phasing out OBJECTIVE 1 regions		
Cantabria	15,335	5,367
Non OBJECTIVE 1		
Madrid	27,940	10,090
Cataluña	46,032	15,344
Aragón	38,220	19,110
TOTAL	827,732	520,713

Source: <http://redrural.mapya.es>

PRODER is managed by Local Action Groups that are selected in a competitive process at regional level.

Although there is a variety of actions and focus in each region, the PRODER programme generally focuses on measures that fall under Article 33 (Promotion of adaptation and development of rural areas) of the EU Regulation 1257/1999. Actions included are:

- Land improvement
- Land plot organisation
- Creation of services for substitution and assistance to management of farms
- Marketing of quality agricultural products
- Supply services for economy and rural population
- Renewal and development of villages and protection of rural heritage
- Diversification of agricultural activities to increase employment and income possibilities
- Development and improvement of infrastructures for agriculture production
- Promotion of tourism and craftsmanship
- Environmental protection in relation to landscape conservation and agro-forest economy, as well as in relation to animal welfare
- Prevention and recovery of agriculture production capacity in relation to natural hazards

Apart from this set of measures, LAGs in different regions also implement other actions in relation to regional and local specificities.

The PRODER programme gets its funding from several sources: the European Union, the Central Government of Spain, the different Regional Governments, local governments and private investment.

In the case of Objective 1 regions, PRODER II gets its funding from endogenous development measures of the Community Framework Programme 2000 – 2006. These measures are: (i) Measure 7.5 “Endogenous development of rural areas, in relation to agriculture”; (ii) Measure 9 “Endogenous development of rural areas, in relation to non-agricultural activities”. In other regions, PRODER II gets funding from Rural Development Programmes.

The implementation period coincides with the EU programming period 2000 – 2006.

The PRODER II programme is the clearest example of mainstreaming LEADER in Spain. Many features of the LEADER method are mainstreamed in PRODER; however, there are also some differences between the two programmes that are worthwhile to be mentioned:

- LEADER+ actions must be innovative, transferable and demonstrative while PRODER 2 actions do not have these requirements.
- LEADER+ programmes must include a pilot development strategy. This is not compulsory for PRODER II programmes.
- Eligible areas for LEADER and PRODER are not identical, with the exception of Andalucía and Madrid

1.2 PRODER in Andalucía

PRODER in Andalucía is implemented within the framework of the Integrated Operative Programme of Andalucía (POIA), under the priority action “Agriculture and Rural Development”. The POIA integrates all actions of the Community Support Framework for the period 2000 – 2006 in Andalucía.

Measure 5 “Endogenous development of rural areas, in relation to agriculture” is fully funded by the EAGGF, while Measure 9 “Endogenous development of rural areas, in relation to non-agricultural activities” is funded by ERDF.

PRODER actions can be implemented in all territories of Andalucía with specific exceptions².

Figure 3. *Organisational chart of PRODER in Andalucía*



Source: <http://www.juntadeandalucia.es>

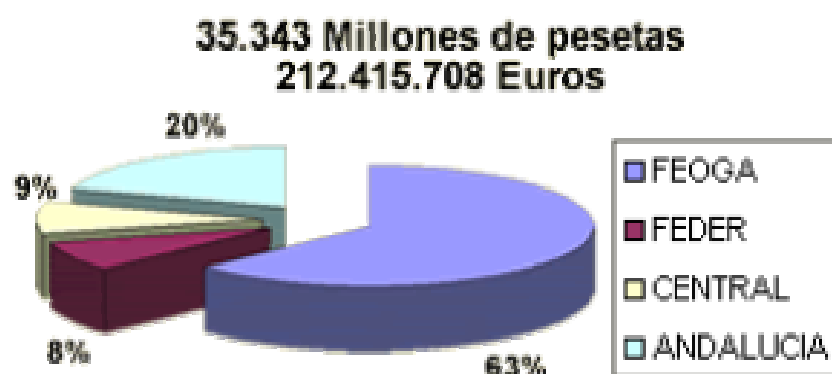
The basic management structures are Local Action Groups. In the region of Andalucía, PRODER programmes can be complementary with LEADER in the same territory. LAGs must meet the following requirements to be involved in a PRODER programme: (i) be a non-profit organisation, formally constituted; (ii) have the aim of promoting local development in its territory of reference; (iii) do not have public representation (public authorities and other similar delegates) beyond 50% of the total number of partners in any decision making body of the LAG; (iv) have an homogeneous area of action; (v) have an effective and real presence in the area of action.

The funding of the PRODER programme comes from different sources, from the EU to private actors (Figure 4).

² The following territories are excluded from PRODER

- Cities of more than 500.000 inhabitants
- High density touristic areas of the coast (more than 5.000 touristic beds)
- Areas of intensive agriculture for foreign markets (more than 50% of agricultural land under greenhouse)

Figure 4. *Funding (public) sources of the PRODER programme in Andalucía*



Source: <http://www.juntadeandalucia.es>

1.3 Objectives of PRODER in Andalucía

PRODER in Andalucía aims at achieving a balanced socioeconomic development of all territories, a diversification of the rural economies, and a mobilisation of the local society in an integrated, participatory development process. In the long term, the aim is to increase self-esteem and value of the “rural world”, to generate acknowledgement and confidence on its potentials among the local population, and the implementation of a development model that is specific for rural areas.

PRODER in Andalucía pursues a development strategy for all rural areas of the region. The strategy has 5 pillars:

- Mobilisation and dinamization of the local society
- Promotion of equal opportunities
- Consolidation and promotion of initiatives and projects
- Search for new opportunities
- Support to projects that create employment and income.

1.4 Measures of PRODER in Andalucía

Actions of Local Action Groups must be included in the Rural Development Measure according to measures described below.

Measure 5 “Endogenous development of rural areas, in relation to agriculture” is fully funded by the EAGGF

Line of Action and Objectives

1. Socioeconomic promotion
 - Creation and maintainment of basic supply services for rural population and economy.
 - Facilitate knowledge and access of rural population to grants and aids of different programmes in relation to this line of action.
2. Cooperation strategy

- Promote and support cooperation between rural areas through Local Action Groups (Grupos de Acción Local o Asociaciones de Desarrollo Rural)
- 3. Protection and improvement of environment and natural heritage
 - Restore, protect and maintain rural heritage and environment
 - Promote actions to add value to the local heritage, landscape and natural resources
- 4. Development and improvement of infrastructures in relation to agriculture production
 - Meet needs of the farm sector to increase added value of its products
 - Promote modernisation and improvement of public infrastructures that facilitate development, competitiveness and distribution of agricultural productions
- 5. Valoration of rural endogenous products
 - Facilitate commercialisation of quality products from rural areas
 - Improve quality and methods of production of products in relation to agriculture and forest
- 6. Promotion, diversification and improvement of the rural economy: agriculture, craftsmanship and rural tourism
 - Support initiatives for employment and income creation
- 7. Infrastructures and equipment in non-agricultural rural areas
 - Support non agricultural actions to create or improve equipment and services
- 8. Operation expenditure of the LAG
 - Promote and consolidate Local Action Groups by guaranteeing necessary funding for functioning.

Measure 9 “Endogenous development of rural areas, in relation to non-agricultural activities” is funded by ERDF

2. Starting conditions and initiation

2.1 Context at the outset of the PRODER Programme

At the end of the implementation period of LEADER I (1994) the programme generated enormous expectations, playing an effective “call-effect”. The answer of the rural areas, in the form of applications for LEADER II, was so big that they highly surpassed the limited financial possibilities of LEADER II, even taking into account the amounts coming from the EU Commission as well as an increase of amounts from the Central Government. The decision taken was the creation of a new programme, following the LEADER method.

The new programme PRODER (Development and Economic Diversification of Rural Areas) took the form of an Operative Programme, as part of the MCA (Community Support Framework) for the structural interventions in regions Objective 1 in Spain, for the period 1996-1999, in the priority axes number 2 (Local Development) and 4 (Agriculture and Rural Development).

PRODER was conceived as one common programme for all Objective 1 regions of Spain, but managed partly by regional authorities. The programme was launched in 1996, and the deadline for financial commitments was December 1999, being December 2001 the deadline to execute those commitments. PRODER was conceived for the rural areas, inside the Objective 1 regions, which did not enjoy a LEADER II programme, with the only exception of Canary Islands (in which case had been

compatibility between both programmes). In this way, PRODER allowed to the public authorities to complete the “map of the rurality” in those regions.

The rural development policy forms a strategic priority for the regional government of Andalucía since the beginning of the 1990s. The elaboration of the Rural Development Plan for Andalucía represented an important effort for analysing the situation of the Andalusian rural areas. A wide debate was promoted among stakeholders in order to reach a common vision on the best development strategy, and a common and coordinated action.

The regional government Regulation 226/1995 approved measures for the development of the Rural Development Plan of Andalucía. These measures were agreed with social and economic partners of the Andalusian Employment and Economic Promotion Partnership (Feb. 1995). Outstanding measures were the creation of local action groups (*Grupos de Desarrollo Rural de Andalucía*). These LAGs were launched as collaboration bodies for the implementation of rural development policies. These public-private partnerships, formally constituted as private (usually non profit) organisations, work on the principles of openness, equity, participation and democracy. They integrate a wide range of public and private relevant actors of the local society, as well as representatives of the principal regional institutions.

In 1995, at the beginning of the EU programming period 1994-1999, the Community Initiative LEADER II was launched. In Spain and, therefore, Andalucía, a parallel programme called PRODER was also launched. During the first implementation period of PRODER, the application of the two programmes was incompatible over the same territory. In the region of Andalucía a total of 49 local actions groups were constituted for the implementation of the two programmes LEADER II and PRODER I.

In 1999, the regional government homologated all local action groups of the region as Rural Development Groups in order to acknowledge their role for rural development from a bottom-up, participatory and integrated approach. This homologation aimed at enlarging powers of LAGs in relation to local policy implementation but this is still more a wish than a reality. Several agreements confirm the importance and recognition to LAGs from the Regional Government. Notably, the V Agreement for Social Coordination highlights the essential role of LAGs for social structuring and cohesion.

The new Community Support Framework (2000 – 2006) is a new opportunity to support and maintain the partnership approach and the management and implementation model launched with LEADER and adopted by PRODER.

2.2 Purpose of mainstreaming LEADER elements into the PRODER programme

PRODER is a programme which reproduces the approach and even the structures of LEADER³, that is to say, is based on public-private Local Action Group. The general objectives of PRODER are close to those of LEADER: add value to the local heritage, promotion of agro-tourism and rural tourism, promotion to the small and medium size enterprises (including hand-craft and services), add value to the agricultural land and forest, and training for the agricultural and forest related activities.

In the frame of the new programming period the Regional Government of Andalucía (*Junta de Andalucía*) emphasises the rural development model based on the LEADER method, as implemented through LEADER II and PRODER I during 1995-1999. Being PRODER wider in scope and less

³ Reasons for mainstreaming LEADER elements are explained in section 2.1

restricted in terms of requirement for implementation (need to have a strategic focus, need for innovative actions, etc.), the PRODER II programme is offered to all rural areas as the basic programme for endogenous development. This programme can be complemented over the same territory with the implementation of a LEADER+ programme. In this way, LEADER+ adds value to the basic endogenous development strategies by incorporating specificities like “thematic strategy” and inter-territorial cooperation.

2.3 Main actors involved

Main actors involved during the initiation period are the institution in charge of the development and monitoring of the programme in the region (General Directorate of Rural Development of the Department of Agriculture and Fisheries of the Regional Government of Andalucía)

The Ministry of Agriculture had a central function when PRODER I was designed and launched. 1995 there was only a national PRODER programme and the Ministry had the ultimate responsible for funding allocation. However, for the second implementation period, launching the programme lies with the responsibility of the regional government.

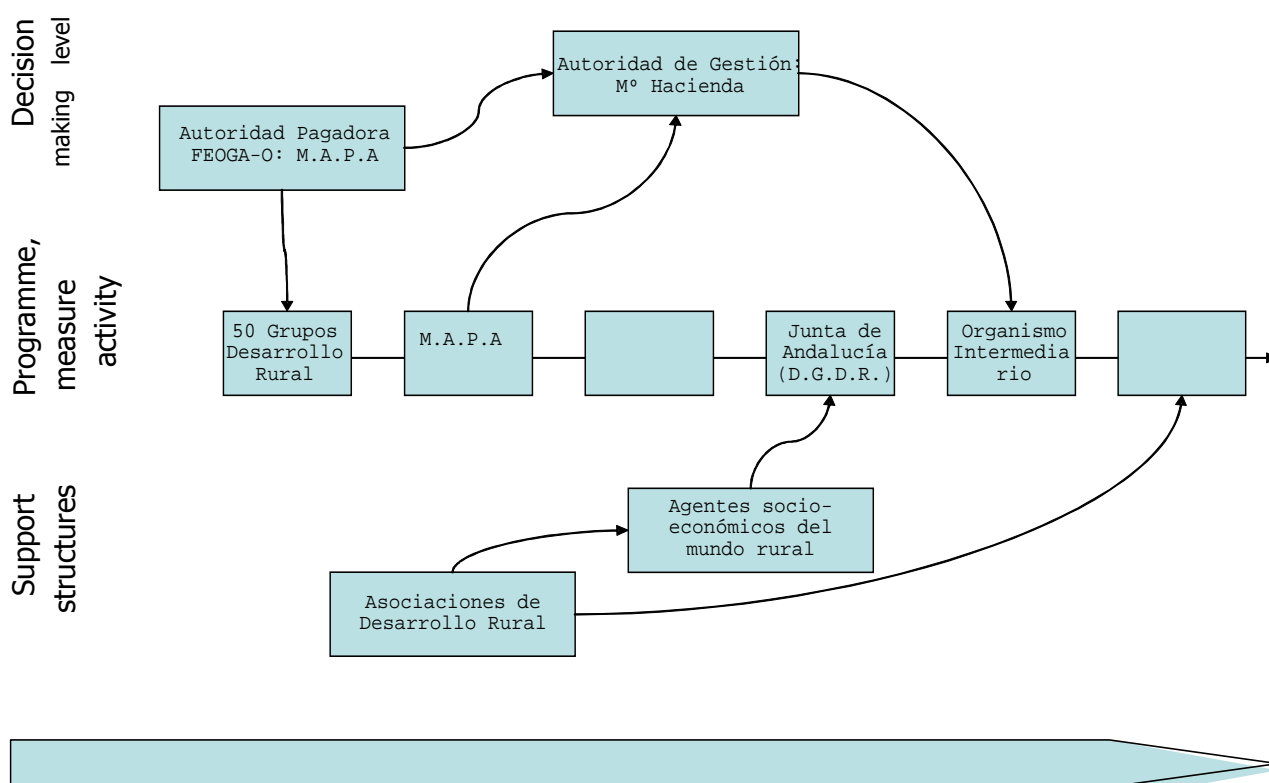
According to the statements of representatives of the regional government, LAGs opinions have been considered during the design period of this second implementation stage.

2.4 Main vectors for mainstreaming LEADER

- General Directorate of Rural Development of the Department of Agriculture and Fisheries of the Regional Government of Andalucía. Responsible for the design and monitoring/evaluation of the programme.
- Local Action Groups, are responsible for the implementation of the programmes, the generation of endogenous development strategies and the allocation of funding.
- Local actors of the rural areas. They are the ones that carry out projects funded by the programme

3. Evolution

The following chart reconstructs the evolution of the programme from the beginning until today (or its end). The central axis represents the historical stages of the programme. Upper part: decision making and influences from “top down”. Lower part: Support and initiatives from “bottom up”.



1) Decision making and influences from “top-down”:

- Year 2001: negotiation of the implementation conditions between the National Government (Ministry of Economy⁴ and Ministry of Agriculture⁵), and the regional government of Andalucía. There were some discrepancies in relation to the method for funding transfer.
- Year 2001: elaboration of the normative for the call for proposals for the management and implementation of PRODER programmes in Andalucía.
- Year 2002: Publicación of the regional call for proposals (Regulation 7/2002, of January 15), that regulates PRODER in Andalucía.
- Year 2002: Selection of LAGs and signature of agreements between LAGs and the regional government.
 - Year 2002: Approval of the management standard management procedure for all PRODER LAGs of Andalucía.

⁴ Institution responsible for EU funding

⁵ Institution responsible for rural development in Spain

2) Support and initiatives from “bottom-up”

- Years 1999-2000: Programming.
- Year 2001: Participation of local rural actors (social and economic) in the elaboration of the normative for the call for proposals for the management and implementation of PRODER programmes in Andalucía.
- Year 2002: Signature of agreements between the 50 PRODER II LAGs and the regional government.

4. Description of mainstreamed LEADER features

4.1 Concerning the eight LEADER features

All features of the LEADER method were included.

4.2 Especially for cooperation and networking: how has it been financed and organised?

The Ministry of Agriculture finance the “Célula de Promoción LEADER+”, through which it promotes networking across Spain between LEADER LAGs, but also PRODER LAGs. PRODER LAGs are usually invited to collaborate and participate in all the activities from the Célula. There are activities related with the dissemination (ex. journal “Actualidad LEADER”), seminars for training,

Beside the activities of the Célula, there are associations of LAGs at national and regional level. Some of them are very active, such as Red Española de Desarrollo Rural (national level), Asociación Rural Andaluza, Red Aragonesa de Desarrollo Rural, etc.

4.3 Concerning the specific EC requirements for LEADER+ (50% public, target beneficiaries, thematic approach, qualitative monitoring and evaluation)

The following requirements of LEADER+ have been mainstreamed to PRODER:

- Participation of public institutions in the partnership does not exceed 50%
- An important part of funding has been allocated according to the Endogenous Development Programme presented by LAGs for the implementation of PRODER, considering the following criteria:
 - Socioeconomic analysis of the area
 - Correction of social and economic unbalances
 - Promotion of conditions to achieve a true equality between men and women.
 - The contribution to creating and safeguarding employment
 - The time planning proposed
 - The integration of environmental aspects in the development strategy
- LAGs cooperate in monitoring and evaluation tasks proposed to assess management, implementation and impact of the programme.

- Elements considered to assess applications of LAGs intending to implement a PRODER programme:
 - Contribution to increase employment opportunities of targeted population, as defined in the Endogenous Development Programmes.
 - Contribution to promote conditions to effectively promote equal opportunities between men and women, helping to overcome any discrimination.

4.4 Concerning the enlargement or multiplication of projects initiated under LEADER

The general objective of PRODER in Andalucía is to promote endogenous development and economic diversification of rural areas by supporting projects and initiatives of local entrepreneurs and promoters. The similarity of this objective with that of LEADER+ means that lines of action and projects supported are complementary. We have to take into account that Andalucía, beside Madrid, is the only region in Spain in which LEADER+ areas are identical with PRODER areas. In this sense, the conception of the PRODER is not just to be equivalent in other territories than LEADER, but complementary to LEADER within the same territory.

5. Fostering and hindering factors for mainstreaming LEADER features

5.1 What has furthered mainstreaming?

LEADER method	Aspects favouring mainstreaming the feature
Area-based approach	X
Bottom-up approach	X
Local Partnership	X
Innovation	
Multi-sectoral integration	X
Trans-national cooperation	X
Networking	
Decentralised management and financing	X

6. Synergies between the programme and other programmes

Coordination of activities at the service of beneficiaries (guidance, funding, technical assistance, monitoring, training): Local Action Groups are the most consolidated local development structures in their respective rural areas. As such, they try to agglutinate and coordinate all development possibilities and actions. Therefore, a local promoter or entrepreneur have a “coordination unit” that provides information and advice on a wide range of funding and action possibilities.

7. Outcomes in respect to behavioural changes

The following table gives an overview on behavioural changes that can be traced back to the influence of LEADER elements.

Change in...	Observed phenomenon	Explanations
...formulation of a joint vision and area-based strategy	Increased participation of individuals, collectives and organisations with important knowledge of the area. Participation of a number of groups and experts in strategy design.	Extensive experience of LAGs in management of rural development programmes.
...Participation of people in development processes	Increased participation through collective bodies and associations. Improved social cohesion.	Promotion of actions for social structuring and cohesion from both the regional government and LAGs
...local ownership of development processes	Greater implication and weight on decisión making	Public sector participation limited in decision making bodies (ie. board of directors). Promotion of non-profit , democratic organisations
...encouragement of innovative practices	=====	=====
...attracting private co-funding	Still early to assess the importance of private investment	=====
...links between sectors	Local Action Groups Intend to be representative of all points of view and stakeholders of the local society and economy. Therefore, they promote links and projects between local actors	The regional regulation for PRODER established two requirements in order to access to the implementation of a PRODER programme: (i) the partnership can only include private and public actors of the territory public institutions; (ii) there can not be quotas that hinder real democracy
...inter-territorial cooperation	One line of action of de programme specifically supports cooperation projects	Apuesta en el nuevo Marco de la cooperación como un nuevo mecanismo de aprendizaje de métodos de trabajo.
...networking	=====	=====
... management and financing	=====	=====

8. Success and hindering factors for mainstreaming

PRODER is certainly a twin programme of LEADER in the sense that it is based on a territorial approach towards development. Nevertheless, making PRODER operative in rural areas have not been exempt of some difficulties and deficiencies.

First of all, in some areas there has been, as in the case of LEADER, a lack of coherence in relation to the boundaries traced for implementation of the programme. The lack of coherence refers not only to geographic features but also to social, economic, cultural or historic aspects.

The intervention of regional governments has not allowed local actors enough freedom to “built” the Programme really from a “bottom-up” approach, starting with the own definition of the areas. Just in those cases in which for a set of reasons there is a geographical area recognized by the public administrations and the local population as their territory of reference – comarca –, it was selected as the PRODER area.

Secondly, the bottom-up and participative approach has not been sufficiently taken into account in the own activity of many LAGs, and all of this has had consequences such as a few and very punctual participation of local population in decision making inside the partnership; low level of articulation of groups of agents around a local strategy for the development of the area, high level of participation and control (excessive, according to many people) by the public members of LAGs and, more particularly, in their decision-making process (this aspect explain the limits for an effective involvement of some groups of people, such as women, young and farmers). The last aspect could be also related with the lack of capacity from many LAG to effectively involve private actors (although in LAGs with high dominance of public actors they said that this is only the result of the lack of participation and involvement of private actors).

Thirdly, in relation to the productive orientations, in PRODER Programme we found a lack of local strategies of development, or they could not –or they did not know how to do- apply those strategies, combining, integrating or articulating in a sufficient coherent way the actions and sectors. Nevertheless, it is right that the LAGs have had a short period (about two years) of time to implement the Programme, including effective possibilities to design and develop integrated strategies.

Fourthly, although the managerial teams in PRODER have had frequently a more “manager” profile than those of LEADER (more “*dinamisateurs*”), some aspects of the daily management and the administration of the budget have been a deficit. To solve some of these problems PRODER LAGs were considered in many aspects as the same level than LEADER ones in the structure to help and advise from the central and regional governments, and also from the Spanish Unit of LEADER Observatory. In the case of Andalucia the regional network or LAGs have had special attention to PRODER LAGs taking into account the “high pressure” in which they had to implement the Programme. Although in PRODER Programme there were not nothing related with the cooperation with other territories, from the Spanish Unit all PRODER LAGs were stimulated to participate in their activities.

Globally, PRODER, have to be evaluated as an answer generally adequate from the central and regional governments in Spain to the expectations of many rural areas to be beneficiaries of LEADER programme. In the case of Andalucia it is important to point out the special interest from the regional authorities to develop PRODER as a very close approach to LEADER method. But, it is also important to say that perhaps it was in Andalucia where the learning process from LEADER II and PRODER 1 have been more successful, in the sense that the actual PRODER 2 is conceived partly in a different

way that in the rest of the country (with the exception of Madrid); the main consequence is that PRODER 2 is in Andalucía (and Madrid) a clear complement of those measures from LEADER +, which means that both programmes are compatible in the same area (not in the rest of the country). On the other hand, Andalucía is applying another important innovation, the “homologated groups”, which are LAGs officially able to undertake the implementation of a set of policies in their areas. This is a clear example of the success of the territorial approach, which means a more participation of the local actors in the design and implementation of different policies in rural areas. At this moment, PRODER 2 and LEADER + in Andalucía, with their “homologated LAGs, are an interesting experiment which have to be followed in the near future, as a real projection of the LEADER method.

9. Recommendations

Recommendation	Description
... promotion of innovative practices	Increased institutional support through: (i) specific training; (ii) follow-up and monitoring; (iii) continued evaluation of results
...linter-territorial cooperation	
...Work in networks	
... Management and funding	More funding devoted to economic diversification programmes

10. Comment and personal impression of the survey process.

Part of the information required in the questionnaires could be filled in, in advance, by the evaluation team. This helped to reduce the amount of time needed for telephone interviews.

The process of sending out questionnaires and their follow up was very time-consuming, as in previous experiences. Although national and regional authorities, and experts, were contacted and asked for cooperation in the evaluation exercise, and continuous follow up telephone calls were done the answers took time and, in some cases, we still have not got an answer.

The evaluation culture in Spain is not well rooted. Only few contacted interviewee assessed the evaluation exercise as an opportunity to reflect on the mainstreaming of LEADER II, but it was generally rather perceived as an external obligation that had to be done. The general perception is generally that this exercise is something external not related to them neither their activity; thus, frequently, they do not use to think this is something important to do, for them and for the programme. This context makes much more difficult the exercise. When we ask for cooperation on a voluntary basis, the answer could be very polite, but nothing effective afterwards (in fact, after several weeks waiting for questionnaires they did not arrive, and the answer use to be “we are very busy doing...”). The cooperation from LAGs arrive mainly just when they received a call from the regional government, with some exceptions such as the two interviews with included. As a consequence, our perception is that mainly when the LAGs perceived this exercise as a compulsory, they are able to cooperate.

In a similar way, ARA (Regional Asociacion of LAGs in Andalucia), was able to cooperate, but, after several weeks of contacts they did not send the questionnaire (just phone interview, with the limits this imply).

However, Regional Government from Andalucia cooperate in a well way, facilitating all the information, filling in the questionnaires, and facilitating contact with LAGs if necessary.

11. List of interviews

Name of interviewee	Function	Date of interview
1. FRANCISCO JAVIER ALBA RIESCO	HEAD OF RURAL DEVELOPMENT PROGRAMMES, REGIONAL GOVERNMENT OF ANDALUCÍA (JUNTA DE ANDALUCÍA)	12/12/03
2. Alfredo Florencio Calderón	MANAGER OF Asociación Desarrollo Aljarafe-Doñana	8/01/04
3. Sebastián Hevilla Ordóñez	MANAGER OF GUADALHORCE LAG	9/01/04