

## Strategy elements

Taken from:

*European Network for Rural Development, LEADER Local Development Strategies (LDS) - Guidance on design and implementation, 2016*

Following the recommended contents of Local Development Strategies (LDS) in the context of CLLD.

**Overarching criteria: Specificity and relevance, feasibility!**

Section	Aim	Lead to criteria
<b>Area and population covered by the strategy</b>	The aim in this section is to provide a realistic description of the area and how it functions drawing out the key features of relevance to the LDS.	This should explain why this is an appropriate area upon which to base the strategy, e.g. drawing out the key distinguishing features and those social, economic and environmental factors which demonstrate it has sufficient critical mass and coherence to be viable.
<b>Development needs and potential of the area</b>	Recommended socio-economic data sets to analyse include: <ul style="list-style-type: none"> <li>• The areas resident population and its profile;</li> <li>• The number and distribution of jobs in the area;</li> <li>• Employment by sector and by gender, full time and part time;</li> <li>• Workforce skills and qualifications;</li> <li>• Unemployment, ideally including area, age and gender;</li> <li>• The business base, births, deaths, numbers and sizes;</li> <li>• Local infrastructure provision and access to services;</li> <li>• Deprivation and disadvantage based on other social aspects (e.g. income, health and housing).</li> </ul>	The Strategy should contain a high quality SWOT analysis based on the key features of the LAG territory, the socio economic and environmental context, the review of policies applying to the area, the community and stakeholder consultations and any expert knowledge or input. The SWOT illustrates potential linkages and connections between issues and can identify opportunities to innovate in addressing these. It underpins the intervention logic of the LDS linking the needs and opportunities to the development of the LDS objectives. It provides the background against which the justification, relevance and adequacy of the LDS can be assessed
<b>Objectives and targets</b>	This framework sets out the basic intervention logic clearly demonstrating how the objectives and the outcomes sought flow from the combination of the area analysis, the SWOT analysis and the consultation findings. <ul style="list-style-type: none"> <li>• SMART objectives</li> <li>• Prioritising and agreeing objectives</li> <li>• Consistency, complementarity and synergy</li> <li>• Innovation</li> <li>• Cooperation</li> </ul>	The Strategy should present a clear rationale for the strategy proposed – this should provide a framework setting out: <ul style="list-style-type: none"> <li>• What it is proposed to do and why this is appropriate;</li> <li>• The hierarchy of steps in the process:</li> <li>• linking the need to the action;</li> <li>• through its immediate effects;</li> <li>• to the way this contributes to achieving the objective.</li> </ul>

<b>The community involvement process</b>	<p>In participating in strategy development community involvement would normally contribute to two main and linked elements:</p> <ul style="list-style-type: none"> <li>• Their perceptions of the areas strengths, assets, needs and opportunities, (either forming part of the SWOT analysis process or feeding in where this is a separate stage); and</li> <li>• Their perceptions validating the focus and balance of the strategy, the actions proposed and how it will be delivered.</li> </ul>	<p>The Strategy should therefore provide details of this overall process of bottom up involvement and community and stakeholder consultation.</p> <p>This should be evidenced by explaining what was done, who was involved, how and the extent of their involvement. The strategy should summarise the findings from this stakeholder and wider community involvement.</p>
<b>Action plan</b>	<p>In conducting their analysis and consultations, the LAG should have developed proposals for the packages of activities necessary to address the identified needs and achieve the overall objectives. These packages of actions need to be described in the LDS showing how they contribute its overall intervention logic and thus its objectives. It therefore follows that they must have their own clearly demonstrated logic.</p>	<p>The Strategy should ideally group types of activity together in a logical manner, e.g. by themes to form coherent packages rather than as individual actions.</p> <ul style="list-style-type: none"> <li>• Each proposed package of activities should have objectives specified in SMART terms</li> <li>• A rationale which justifies each package of actions and its contribution to the overall strategy should be provided.</li> <li>• Strategic fit: complementarity and demarcation</li> <li>• Resources and weighting</li> <li>• Target groups &amp; beneficiaries</li> <li>• The anticipated types and scale of output, result and outcomes which the package of activities seeks to achieve should be identified.</li> </ul>
<b>Management, monitoring and evaluation arrangements</b>	<p>The Strategy should include a business plan setting out the arrangements, mechanisms and procedures through which it will be implemented by the LAG.</p>	<p>Clarification on structures, implementation tasks, roles, procedures and resources:</p> <ul style="list-style-type: none"> <li>• Structure, roles and procedures</li> <li>• Decision-making</li> <li>• Complementarity and working with others</li> <li>• Procedures for project development and selection</li> <li>• Communications and publicity</li> <li>• Administration and staffing</li> <li>• Physical and operational resources</li> <li>• Training and development</li> <li>• Monitoring and evaluation</li> </ul>
<b>Financial plan</b>	<p>Presenting sources following the logic of the Strategy</p>	<p>Value for Money!</p>