

Programme Documentation



LC_HLEAP_RTH

Certificate in LEADER Programme Management

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LC_HLEAP_RTH

Certificate in LEADER Programme Management

Programme	LC_HLEAP_RTH Certificate in LEADER Programme Management
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Code	LC_HLEAP_RTH	Level	08	Required Credits	15
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Start Term	Academic Year 2017-2018	End Term	The End of Time
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Award Class	Special Purpose Award Certificate	Award Type	Cert
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Award Standard	QQI_HE	Standard Discipline	Generic
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Discipline Area	Humanities	Specialisation	LEADER Programme Management
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Author	Seamus Hoyne	Department	Dept of Flexible Learning
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Author(s)	Shane OSullivan
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Delivered By	Academic Year Stage	Minimum Duration	1	Attendance
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Delivery Modes	Part Time, Blended
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Educational Aim

LEADER is a 'bottom-up' approach to rural development, with the implementation of business plans and decisions on funding of projects being made at a local level by Local Action Groups (LAGs). The aim this programme is to develop knowledge, skills and competences of staff within Local Action Groups (LAGs) so that they can implement the LEADER programme in their respective regions, thereby supporting rural development initiatives and contributing to the socio-economic development.

Access

The process by which learners may commence a programme of education and training having received recognition for knowledge, skill and competence required. This includes prior experiential (non-certified) and accredited (certified) learning

Level 8 Award in a business, humanities, rural development or non-cognate discipline or equivalent or Level 7 qualification in a business, humanities, rural development or non-cognate discipline and at least 1 year relevant professional experience.

Potential participants who do not meet the above entry requirements may be considered under

the Institutes Recognition of Prior Learning Policy.

Transfer

The process by which learners may transfer from one programme of education and training to another programme having received recognition for knowledge, skill and competence acquired. This includes prior experiential (non-certified) and accredited (certified) learning

As this programme is a Special Purpose Award focused specifically on the LEADER approach there are no specific transfer opportunities available.

Progression

The process by which learners may transfer from one programme of education and training to another programme, where each programme is of a higher level than the preceding programme

Upon successful completion of this programme participants can consider progressing to complete full time or part-time programmes in the field of rural development, project management and relevant areas. Exemptions may be available in relevant modules

Teaching and Learning

This part-time programme will combine a mixed of teaching and learning approaches including lectures, tutorials, group work, site visits, guest lecturers and a component of on-line learning.

Assessment Strategies

A clear assessment strategy can complement a statement of intended learning outcomes and aid its interpretation by learners

This programme will be examined through 100% continuous assessment. Assessments will combine a range of assessment methods including case studies, essays and work based learning reports. Participants will be encouraged to apply their learning in their particular work scenarios to ensure that knowledge and skills gained within the programme are transferred appropriately.

Additional Information

This programme is being developed in the context of the EU Erasmus funded project TELI2 which is focused on capacity building and exchange of expertise in the field of rural development and specifically the LEADER programme and its unique approach.

Approved Programme Schedule - Stage 1

Programme	LC_HLEAP_RTH Certificate in LEADER Programme Management
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Stage 1

Delivery	Code	Title	Level	Credit	ME	PT	Blended	CA	PJ	PC	FE	Total
Year	RUDV08001	Communication and Facilitation Strategies for LEADER	08	05	M	1.13	0.00	100	0	0	0	100
Year	RUDV08002	LEADER Approach and Neo-Endogenous Rural Development	08	05	M	1.26	0.00	100	0	0	0	100
Year	RUDV08003	LEADER Programme Management and Organisational Skills	08	05	M	1.10	0.00	100	0	0	0	100

Semesters Per Stage	1	Elective Rules	0	Credits Required	15
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ME - Mandatory or Elective, FT - Fulltime Average Weekly Hours, PT - Parttime Average Weekly Hours,
 CA - Continuous Assessment Percentage, PJ - Project Percentage, PC - Practical Percentage, FE - Final Exam Percentage

Programme Learning Outcome Mapping - Stage 1

Programme LC_HLEAP_RTH Certificate in LEADER Programme Management

Stage 1

Delivery	Code	Title	Level	Credit	HKB	HKK	HKR	HKS	HCC	HCR	HCL	HCI
Year	RUDV08001	Communication and Facilitation Strategies for LEADER	08	05	Y	Y	Y	Y	Y	Y	Y	
Year	RUDV08002	LEADER Approach and Neo-Endogenous Rural Development	08	05	Y	Y		Y	Y	Y		
Year	RUDV08003	LEADER Programme Management and Organisational Skills	08	05	Y	Y	Y	Y	Y	Y		Y

KB - Knowledge Breadth, KK - Knowledge Kind, KR - Know How and Skill Range, KS - Know How and Skill Selectivity
 CC - Competence Context, CR - Competence Role, CL - Competence Learning to Learn, CI - Competence Insight
 Y - Module Learning Outcomes map to Programme Outcomes

Programme Outcomes

Programme	LC_HLEAP_RTH Certificate in LEADER Programme Management
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Programme Outcomes : On successful completion of this programme the learner will/should be able to

Knowledge Breadth An understanding of the theory, concepts and methods pertaining to a field (or fields) of learning.

Critically analyse theories, conceptual frameworks and best practices / illustrated examples pertaining to rural development in Europe.

Identify and discuss key characteristics pertaining to the LEADER method and its application at various spatial scales (European, national and regional).

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08002	<ol style="list-style-type: none"> 1. Define the concept of neo-endogenous development approach and describe the role of bottom-up initiatives in the 21 st Century, with a special emphasis on the LEADER approach. 2. Critically evaluate the key specificities of the LEADER approach. 3. Identify and define the key elements of inclusive local community. 4. Implement the neo-endogenous rural development approach / LEADER approach in a selected case study.
RUDV08001	<ol style="list-style-type: none"> 1. Evaluate effective communication and facilitation strategies and systems within the LEADER programme. 2. Analyse a range of communication tools within a LEADER context.
RUDV08003	<ol style="list-style-type: none"> 1. Define the role of programme management within the delivery of LEADER.

Knowledge Kind Detailed knowledge and understanding in one or more specialised areas, some of it at the current boundaries of the field(s).

Analyse the main social theories, concepts, principles and practice of neo-endogenous development and community-led local development.

Demonstrate understanding of the connections between neo-endogenous development / bottom-up development and community-led local development.

Critically examine the organisational, management and governance context of the LEADER programme.

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08002	<ol style="list-style-type: none"> 1. Define the concept of neo-endogenous development approach and describe the role of bottom-up initiatives in the 21 st Century, with a special emphasis on the LEADER approach. 2. Critically evaluate the key specificities of the LEADER approach. 3. Identify and define the key elements of inclusive local community. 4. Implement the neo-endogenous rural development approach / LEADER approach in a

	selected case study.
RUDV08001	5. Devise a communications strategy which will facilitate the delivery of the LEADER programme.
RUDV08003	2. Determine and assess the principles and requirements of the LEADER programme management cycle from initiation to evaluation.

Know How & Skill Range *Demonstrate mastery of a complex and specialised area of skills and tools; use and modify advanced skills and tools to conduct closely guided research, professional or advanced technical activity.*

Develop, enhance and utilise a broad range of transferable skills, including:

- Project / programme management and development
- Financial management
- Project / programme reporting and evaluation
- Identification and transfer of best practices (in rural development)
- Advisory
- Capacity building and project animation
- ICT
- Communications and networking

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08001	<ol style="list-style-type: none"> 1. Evaluate effective communication and facilitation strategies and systems within the LEADER programme. 2. Analyse a range of communication tools within a LEADER context. 3. Critically assess verbal and non-verbal, reading and listening skills. 4. Complete presentation preparation and delivery. 5. Devise a communications strategy which will facilitate the delivery of the LEADER programme.
RUDV08003	<ol style="list-style-type: none"> 1. Define the role of programme management within the delivery of LEADER. 2. Determine and assess the principles and requirements of the LEADER programme management cycle from initiation to evaluation. 3. Apply project management principles to plan, manage and implement a team project within the context of delivering the LEADER programme

Know How & Skill Selectivity *Exercise appropriate judgement in a number of complex planning , design, technical and/or management functions related to products , services, operations or processes, including resourcing.*

Develop, enhance and utilise specific skills pertaining to the delivery of the LEADER programme, including:

- Application of LEADER and CLLD approaches.
- Identification and transfer of good practices in the management of LAGS / LDSCS.
- ICT skills - LEADER programme management and reporting platform.

Engage in reflective practice and utilise this process to seek continuous improvement

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08001	<ol style="list-style-type: none"> 1. Evaluate effective communication and facilitation strategies and systems within the LEADER programme. 5. Devise a communications strategy which will facilitate the delivery of the LEADER programme.
RUDV08002	<ol style="list-style-type: none"> 1. Define the concept of neo-endogenous development approach and describe the role of bottom-up initiatives in the 21st Century, with a special emphasis on the LEADER approach. 2. Critically evaluate the key specificities of the LEADER approach. 3. Identify and define the key elements of inclusive local community. 4. Implement the neo-endogenous rural development approach / LEADER approach in a selected case study.
RUDV08003	<ol style="list-style-type: none"> 1. Define the role of programme management within the delivery of LEADER. 2. Determine and assess the principles and requirements of the LEADER programme management cycle from initiation to evaluation. 3. Apply project management principles to plan, manage and implement a team project within the context of delivering the LEADER programme

Competence Context Use advanced skills to conduct research, or advanced technical or professional activity, accepting accountability for all related decision making; transfer and apply diagnostics and creative skills in a range of contexts.

Coordinate, facilitate and lead a range of groups such as committees, programme based groups and work teams.

Participate in and contribute to the delivery of the LEADER programme based on the core principles of neo-endogenous development and community led local development.

Engage in LEADER programme evaluation and reviews.

Use their own initiative and accept and exercise personal responsibility in carrying out their assigned work.

Participate in and contribute effectively in teams.

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08001	<ol style="list-style-type: none"> 1. Evaluate effective communication and facilitation strategies and systems within the LEADER programme. 2. Analyse a range of communication tools within a LEADER context. 3. Critically assess verbal and non-verbal, reading and listening skills. 4. Complete presentation preparation and delivery. 5. Devise a communications strategy which will facilitate the delivery of the LEADER programme.
RUDV08002	<ol style="list-style-type: none"> 2. Critically evaluate the key specificities of the LEADER approach.
RUDV08003	<ol style="list-style-type: none"> 1. Define the role of programme management within the delivery of LEADER. 2. Determine and assess the principles and requirements of the LEADER programme management cycle from initiation to evaluation. 3. Apply project management principles to plan, manage and implement a team project within the context of delivering the LEADER programme

Competence Role *Act effectively under guidance in a peer relationship with qualified practitioners; lead multiple, complex heterogeneous groups.*

Apply the LEADER and CLLD approaches in delivery of work programmes,

Develop effective relationships with all beneficiaries and stakeholders who are pertinent to the delivery of LEADER programme.

Demonstrate a capacity to oversee and deliver high quality projects.

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08001	5. Devise a communications strategy which will facilitate the delivery of the LEADER programme.
RUDV08002	1. Define the concept of neo-endogenous development approach and describe the role of bottom-up initiatives in the 21 st Century, with a special emphasis on the LEADER approach. 2. Critically evaluate the key specificities of the LEADER approach. 4. Implement the neo-endogenous rural development approach / LEADER approach in a selected case study.
RUDV08003	3. Apply project management principles to plan, manage and implement a team project within the context of delivering the LEADER programme

Competence Learning to Learn *Learn to act in variable and unfamiliar learning contexts; learn to manage learning tasks independently, professionally and ethically.*

Ability to act on own initiative to address own learning needs.

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08001	4. Complete presentation preparation and delivery.

Competence Insight *Express a comprehensive, internalised, personal world view, manifesting solidarity with others.*

Capacity to reflect on own practice and reorganise skills set in order to produce something new.

The above Programme Outcome is achieved by the following Module Outcomes

Module Code	Module Outcomes
RUDV08003	2. Determine and assess the principles and requirements of the LEADER programme management cycle from initiation to evaluation.

Programme Module Owners

Stage 1

Delivery	Code	Title	Level	Owner	CoOwners
Year	RUDV08001	Communication and Facilitation Strategies for LEADER	08	Hoyne, Seamus	Shane OSullivan
Year	RUDV08002	LEADER Approach and Neo-Endogenous Rural Development	08	OSullivan, Shane	Seamus Hoyne
Year	RUDV08003	LEADER Programme Management and Organisational Skills	08	OSullivan, Shane	Seamus Hoyne

Programme Assessment Matrix

Stage 1

Week	Assessment in Modules	Amount
Week 18	RUDV08002	1
Week 22	RUDV08001	1
Week 27	RUDV08001	1
Week 30	RUDV08002, RUDV08003	2

N/A

Module Dependencies

Prerequisite Modules

None

Corequisite Modules

None

Incompatible Modules

None

Indicative Syllabus

Communication Channels and Routes

Barriers to communication

Non-verbal communication

Types of non-verbal communication

Metacommunication and paralanguage

Reading and writing skills

Reading strategies

Importance of good listening skills

Advantages and disadvantages of written communication

Effective writing business letter, memos, press releases and reports

Development of effective communication and facilitation strategy

Presentation Preparation and Delivery

Planning a speech or presentation

Preparation and background

Structure of the presentation

Requirements of an effective delivery

Group Facilitation

Intragroup dynamics

Group formation: social identity, group cohesion, roles with groups

Facilitating and Managing Groups

Communication Tools

Traditional and New Communication Tools

Negotiation and Conflict Management Skills

CourseWork / Assessment Breakdown

CourseWork / Continuous Assessment 100 %

Coursework Assessment Breakdown

Description	Outcome Assessed	% of Total	Assessment Week
Essay	1,2,3,5	70	Week 22
Oral Presentation	4	30	Week 27

End Exam Assessment Breakdown

Description	Outcome Assessed	% of Total	Assessment Week
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Part Time Mode Workload

Type	Location	Description	Hours	Frequency	Avg Wkly Wrkld
Seminar	Flat Classroom	Seminar	30	Per Module - Academic Year	1.00
Lecture	Not Specified	On Line Lecture	4	Per Module - Academic Year	0.13
Independent Learning	Not Specified	Independent Learning	60	Per Module - Academic Year	2.00

Total Average Weekly Learner Workload 1.13 Hours

Module Resources

Module Book Resources

None

Module Alternate Book Resources

None

Module Other Resources

Academic Journals

European Journal of Marketing

Irish Marketing Review

Journal of Advertising Research

Journal of Marketing Management

Journal of Marketing Research

The Harvard Business Review

The Quarterly Review of Marketing

Module URLs

None

Additional Information

N/A

ISBN BookList

Book Details

Communication for Business Gill & Macmillan
ISBN-10 0717144550 ISBN-13 9780717144556

Gary Armstrong 2014 *Marketing: An Introduction Plus 2014 MyMarketingLab with Pearson eText -- Access Card Package (12th Edition)* Pearson
ISBN-10 0133763528 ISBN-13 9780133763522

Michael R. Solomon 2014 *Marketing: Real People, Real Choices Plus 2014 MyMarketingLab with Pearson eText -- Access Card Package (7th Edition)* Pearson
ISBN-10 0133879275 ISBN-13 9780133879278

Rawan Shah 2010 *Social Networking for Business: Choosing the Right Tools and Resources to Fit Your Needs (paperback)* FT Press
ISBN-10 0132711672 ISBN-13 9780132711678

Jon Reed 2012 *Get Up to Speed with Online Marketing: : How to Use Websites, Blogs, Social Networking and Much More* FT Press
ISBN-10 0133066282 ISBN-13 9780133066289

Programme Membership

Code	Intake Year	Programme Title
LC_HLEAP_RTH	201700	Certificate in LEADER Programme Management



RUDV08002 LEADER Approach and Neo-Endogenous Rural Development

Transcript Title LEADER Approach and Rural Dev.

Full Title LEADER Approach and Neo-Endogenous Rural Development

Attendance N/A Discipline Rural Development

Coordinator Shane OSullivan Department Dept of Flexible Learning

Co Author(s) Seamus Hoyne

Official Code RUDV08002 NFQ Level 08 ECTS Credit 05

Module Description

The aim of this module is to provide learners with an introduction to the key concepts and theories of neo-endogenous development of rural areas and to develop an understanding of the important role of local community's activation. The module also aims to develop the student's ability to apply knowledge, techniques and skills in order to solve on-field rural development issues. A specific emphasis will be placed on understanding the key characteristics of the LEADER approach and its application within different spatial scales (EU, national, regional /local).

Learning Outcomes

On completion of this module the learner will/should be able to

1. Define the concept of neo-endogenous development approach and describe the role of bottom-up initiatives in the 21 st Century, with a special emphasis on the LEADER approach.
2. Critically evaluate the key specificities of the LEADER approach.
3. Identify and define the key elements of inclusive local community.
4. Implement the neo-endogenous rural development approach / LEADER approach in a selected case study.

Teaching and Learning Strategies

This module will be delivered using a blended learning approach. This will utilise a mixture of lectures, tutorials, on-line content and applied learning through work based assessments to ensure the learners apply their knowledge in appropriate scenarios.

Assessment Strategies

100% Continuous Assessment

Repeat Assessment Procedures

Students will be offer a repeat assignment as required.

Assessment Facilities

N/A

Module Dependencies

Prerequisite Modules

None

Corequisite Modules

None

Incompatible Modules

None

Indicative Syllabus

Concepts of Neo-Endogenous Development Approach and LEADER approach

-
- Origin and development of concepts.
-
- Best practices (via case studies)
-
- Criticisms of concepts

Empowerment of Local Communities

-
- Local community's life-cycle
-
- Methods and techniques of activation
-
- Inclusion of marginalized social groups.

Key Components of LEADER approach

-
- Area based local development strategies

-
- Multi-sector design and implementation
-
- LAG structure
-
- Bottom-up approach with a decision making power for LAGs concerning the implementation of local development strategies.
-
- Implementation of co-operation projects
-
- Networking of local partnerships
-
- Implementation of innovative approaches (including CLLD approach)

Institutional Framework for Implementation of LEADER programme

-
- Key EU institutions
-
- Key national institutions

Governance Structures of LAGs throughout Europe

-
- Legislative and political framework
-
- Culture of good governance

CourseWork / Assessment Breakdown

CourseWork / Continuous Assessment	100 %
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Coursework Assessment Breakdown

Description	Outcome Assessed	% of Total	Assessment Week
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Non-endogenous rural development project in selected case study area	1,2,3,4	80	Week 18
Case Study Reflection	1,2,3,4	20	Week 30

End Exam Assessment Breakdown

Description	Outcome Assessed	% of Total	Assessment Week
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Part Time Mode Workload

Type	Location	Description	Hours	Frequency	Avg Wkly Wrkld
Seminar	Flat Classroom	Seminar :-:- Lectures	25	Per Module - Academic Year	0.83
Lecture	Not Specified	On-Line Lecture	3	Per Module - Academic Year	0.10
Site Visit	Not Specified	Site Visit	10	Per Module - Academic Year	0.33
Independent Learning	Not Specified	Independent Learning	60	Per Module - Academic Year	2.00

Total Average Weekly Learner Workload 1.26 Hours

Module Resources

Module Book Resources

Module Alternate Book Resources

None

Module Other Resources

Journals

Journal of Rural Studies

Sociologia Ruralis

European Countryside

Journal of Community and Rural Development

Module URLs

None

Additional Information

None

ISBN BookList

Book Details

2006 *Amenities And Rural Development: Theory, Methods And Public Policy (New Horizons in Environmental Economics)* Edward Elgar Pub
ISBN-10 1845421264 ISBN-13 9781845421267

2014 *Rural Wealth Creation (Routledge Textbooks in Environmental and Agricultural Economics)*
Routledge
ISBN-10 ISBN-13

Arnar Árnason 2016 *Comparing Rural Development: Continuity and Change in the Countryside of Western Europe (Perspectives on Rural Policy and Planning)* Routledge
ISBN-10 ISBN-13

André Torre 2016 *Regional Development in Rural Areas: Analytical Tools and Public Policies (SpringerBriefs in Regional Science)* Springer
ISBN-10 ISBN-13

Leo Granberg 2016 *Evaluating the European Approach to Rural Development: Grass-roots Experiences of the LEADER Programme (Perspectives on Rural Policy and Planning)* Routledge
ISBN-10 ISBN-13

Irma Potocnik Slavic 2010 *Endogenous Development Potential of Rural Areas in Slovenia* University of Ljubljana
ISBN-10 ISBN-13

Programme Membership

Code	Intake Year	Programme Title
LC_HLEAP_RTH	201700	Certificate in LEADER Programme Management



RUDV08003

LEADER Programme

Management and Organisational Skills

Transcript Title LEADER Programme Management

Full Title LEADER Programme Management and Organisational Skills

Attendance N/A Discipline Rural Development

Coordinator Shane OSullivan Department Dept of Flexible Learning

Co Author(s) Seamus Hoyne

Official Code RUDV08003 NFQ Level 08 ECTS Credit 05

Module Description

The aim of this module is to enable learners to provide appropriate supports and guidance to businesses and communities who wish to access funding under the LEADER programme. A strong emphasis will be placed on developing and enhancing project management; team-work and collaboration; and technical skillsets required for being a LEADER project officer / manager within a LAG, LDC or FLAG. The learners will acquire adequate knowledge on the programme management cycle for the LEADER and the accompanying operational rules and regulations.

Learning Outcomes

On completion of this module the learner will/should be able to

1. Define the role of programme management within the delivery of LEADER.
2. Determine and assess the principles and requirements of the LEADER programme management cycle from initiation to evaluation.
3. Apply project management principles to plan, manage and implement a team project within the context of delivering the LEADER programme

Teaching and Learning Strategies

This module will be delivered using a blended learning approach. This will utilise a mixture of lectures, tutorials, on-line content and applied learning through work based assessments to ensure the learners apply their knowledge in appropriate scenarios.

Assessment Strategies

100% Continuous Assessment

Repeat Assessment Procedures

Students will be offer a repeat assignment as required.

Assessment Facilities

N/A

Module Dependencies

Prerequisite Modules

None

Corequisite Modules

None

Incompatible Modules

None

Indicative Syllabus

Overall Programme Management: LEADER

-
- The roles and responsibilities of various stakeholders (European Commission, national governments; LAGS; local development companies; representative bodies; beneficiaries).
-

LEADER Programme Operating Rules

Programme Management Cycle for LEADER

-
- Procedures for informing, advising and assisting community and voluntary groups to avail of LEADER funding.
-
- Procedures for informing, advising and assisting individuals to avail of LEADER funding in order to establish or expand their businesses.
-
- Preparation of Calls for Expression of Interest for LEADER programme funding.
-
- Procedures for the assessment of Expressions of Interest for programme funding and establish eligibility in accordance with Programme Operating Rules.

- Procedures for the assessment of funding applications and preparation of written reports of same.
-
- Preparation of reports for the Evaluation Committee.
-
- Preparation of project files for administrative compliance checks.
-
- Procedures for the preparation of the grant contract, letter of offer and other relevant associated contractual documentation.
-
- Procedures for ensuring all project files are in full compliance with LEADER Programme Operating Rules and other relevant documentation.
-
- Procedures for carrying out site visits and accompanying reports.
-
- Procedures for working with approved applicants to bring the project to completion stage.
-
- Collection and analysis of data pertaining to individual project performance indicators.
-
- Procedures for monitoring and reviewing project compliance with respect to grant agreements.
-
- Procedures for continuous monitoring and evaluation of the LEADER programme, including annual reports and annual implementation plans.
-
- LEADER IT system

Key Management Principles for LEADER Programme Delivery

-
- Concept and definition of project / programme management.
-
- Creation, management and leadership of teams / groups.
-
- Team functions and roles
- Managing in a complex and fast changing policy environment (policy implementation; quality standards).

CourseWork / Assessment Breakdown

CourseWork / Continuous Assessment 100 %

Coursework Assessment Breakdown

Description	Outcome Assessed	% of Total	Assessment Week
Proposal Development Assignment	1,2,3	100	Week 30

End Exam Assessment Breakdown

Description	Outcome Assessed	% of Total	Assessment Week
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Part Time Mode Workload

Type	Location	Description	Hours	Frequency	Avg Wkly Wrkld
Seminar	Flat Classroom	Seminar and Lecture	30	Per Module - Academic Year	1.00
Lecture	Not Specified	On-Line Lecture	3	Per Module - Academic Year	0.10
Independent Learning	Not Specified	Independent Learning	60	Per Module - Academic Year	2.00

Total Average Weekly Learner Workload 1.10 Hours

Module Resources

Module Book Resources

Department of Arts, Heritage, Rural and Gaeltacht Affairs (2016) *LEADER Operating Rules: Rural Development Programme Ireland 2014 - 2020*, Stationary Office: Dublin.

European Commission - Directorate General for Agriculture and Rural Development (2016) *Assessment of Rural Development Results: How to Prepare for Reporting on Evaluation in 2017*, Brussels: European Commission.

European Communities (2014) *Getting the Most from your RDP: Guidelines for the Ex Ante Evaluation of 2014 - 2020 RDPs*, Brussels: European Commission

Gido, J. & Clements J. (2012) *Successful Project Management*, South-Western Cengage Learning: Mason, Ohio.

Kerzner, H.R. (2013) *Project Management: A Systems Approach to Planning, Scheduling and Controlling*, Wiley: New York.

Module Alternate Book Resources

None
Module Other Resources
None
Module URLs
http://www.elard.eu/ http://enrd.ec.europa.eu/home-page_en http://teli2.eu/
Additional Information
N/A

Programme Membership

Code	Intake Year	Programme Title
LC_HLEAP_RTH	201700	Certificate in LEADER Programme Management