



# Achieving Results the CLLD Way: Putting the Method to Work

## Seminar highlights

“CLLD has delivered great results, but we have to go further” (Matthias Langemeyer, DG AGRI). CLLD is progressing, LAGs are moving into action but implementation approaches and progress vary across Member States and funds. The Court of Auditors highlighted the need for the LEADER method to deliver added value, the Cork Declaration seeks improvements in performance, accountability, governance and trust. This second transnational CLLD seminar aimed to optimise the application of the LEADER / CLLD method and promote continuous improvement - to deliver results by “doing things the CLLD way”.

### Event information

**Title:** Achieving Results the CLLD Way: Putting the Method to Work

**Date:** 7-8 December 2016

**Location:** Båstad, Sweden

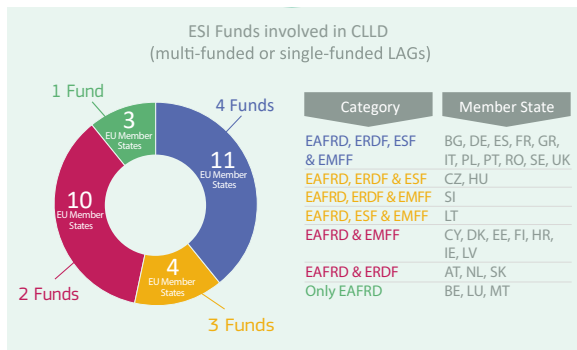
**Organisers:** DG AGRI/ENRD Contact Point for the four ESI Fund DGs

**Hosts:** Swedish Board of Agriculture, the Swedish NRN, and North Skane & Oresund LAG.

**Participants:** Over 130 representatives of Local Action Groups (LAGs) and other local actors; Managing Authorities (MAs); and National Networks from across the four ESI Funds.

**Outcomes:** The practically oriented inputs and workshop discussions produced an ‘Agenda for Improvement’ with nine key actions.

## OVERVIEW OF CLLD IMPLEMENTATION



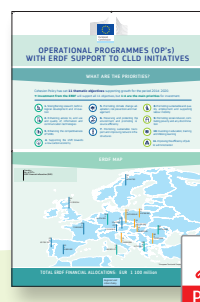
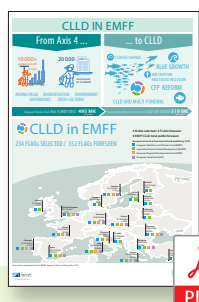
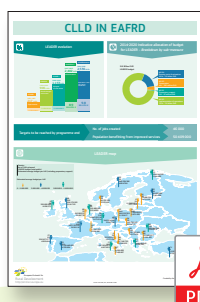
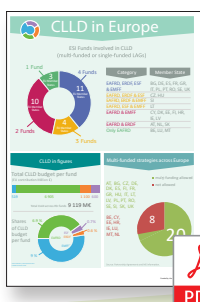
CLLD is present in 108 RDPs, 20 EMFF, 27 ESF and 32 ERDF OPs, implementation and progress varies. Eight Member States allow multifunded CLLD Strategies. The chart illustrates the combinations of CLLD funds available by Member State.

Over 1816 LEADER LAGs, 136 EMFF FLAGs and 273 multifund LAGs are selected. Total ESI Funds allocated are €9.12b; EAFRD €6.9b, ERDF €1.1b, ESF € 0.6b and EMFF €0.52b. The average total public support allocated per EAFRD LAG is €3.8m and per EMFF FLAG €2.5m.

The EMFF focus is small-scale fishing fleets and strengthening the method, EAFRD targets include job creation and local services increasingly focusing on new challenges and opportunities, ERDF addresses economic, social and environmental aspects of local areas, ESF developing human capital, all promote local social cohesion.

Implementation challenges highlighted include capacity support needs, particularly coordination, exchange between LAGs, more equal understanding of the method, strengthening the partnership principle and simpler and clearer rules. The ‘Omnibus’ Regulation will help address some of these priorities, especially MA roles in selection and cross funding Technical Assistance pending the adoption of the related Commission proposals.

Click the thumbnails below to see overviews by fund of CLLD implementation and financial allocations.



## THE LEADER CLLD METHOD: AN 'IMPROVEMENT AGENDA'

“*In the past LEADER was the revolution and the LAGs its children but they say the revolution eats its children; LEADER people are frustrated because they are eaten by bureaucracy. How can we help save both the revolution and the children?*”

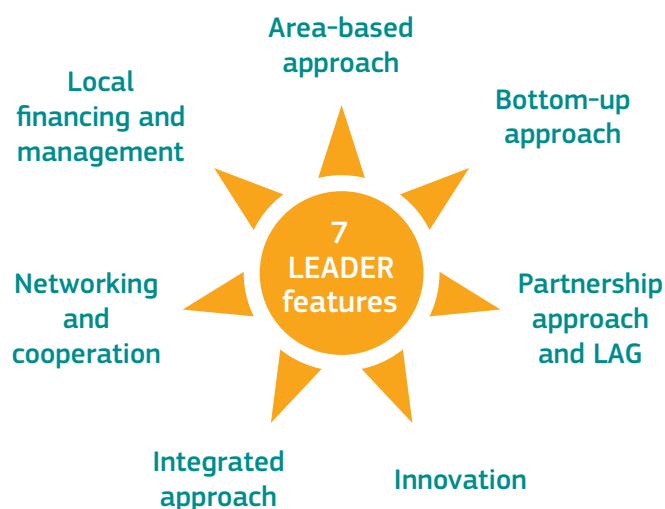
LAG participant

Mixed workshop groups allowed all participants to cover the three themes discussed in the following sections. Experienced local practitioners presented themed good practice examples. Participants then discussed set questions identifying key action points, an 'Agenda for Improvement' comprising nine 'Big Ideas' where CLLD/LEADER method implementation can be strengthened. Finally, participants voted for their main priorities.

### Local partnerships and governance

LAGs made presentations on 'Active local partnership development and inclusion' (Jenny Nylund, Gästrikebygden SE); Governance – 'How to better involve people', Theory U (Mireille Groot Koerkamp Salland NL) and 'Bottom up participation' (Helle Breindahl Djursland DK), their discussion stimulated three key ideas for strengthening partnership and governance.

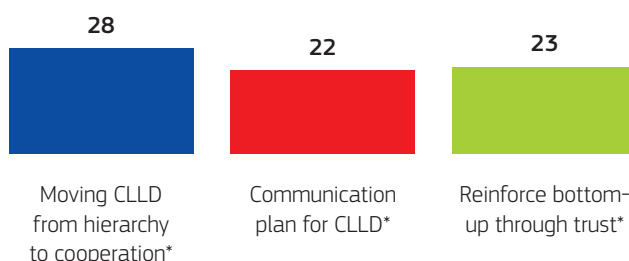
- 'Moving CLLD from hierarchy to cooperation' - improve results by increasing ownership, common understanding and motivation. Responsibility for moving this forward lies with all stakeholders.
- 'Producing a CLLD communication plan' to strengthen understanding at all levels and demonstrate the added value of using the CLLD method. Encourage LAGs and MAs to develop or refresh their Communication Plans, NRNs to provide support and ENRD guidance and best practice examples.



- 'Reinforcing bottom up by putting trust in local governance' identifying simple steps to increase trust, e.g. try organising regular meetings between MAs and (F)LAGs with a neutral chair.

*"Engaging with a really wide range of people seems to be working – we have 600 members and growing!"*

*"Once you start the U, you can never stop!"*



\* Participants' votes on main priorities

### Back to the Future, Yves Champetier, ENRD Contact Point



- 25 years of LEADER - 'A disruptive innovation; area based, locally managed, around a network'
- A laboratory of innovation and transition
- LAGs are the 'think tanks' of their territories
- Mainstreaming and expansion challenges mean a constant need to simplify
- The CLLD method: to create hope and invent a more inclusive, sustainable and smart future

*"LAGs are not there to manage funding but to be 'think tanks' on the future of their territories."*

### Evolution of a LAG, Gerallt Llewelyn Jones, Menter Môn / John Grieve, ENRD Contact Point

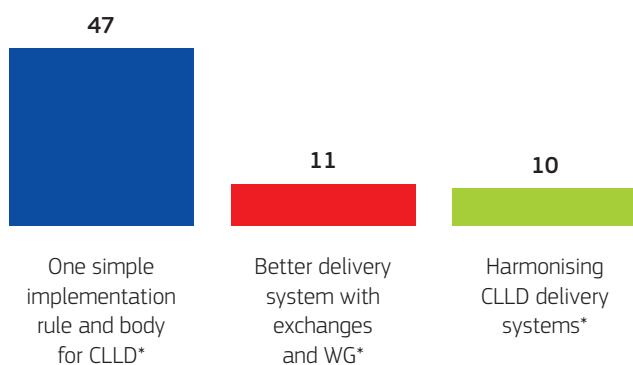


- Using small things, to make big things happen, an 'arc of integration' – progressively linking actions and resources building on a LEADER base
- When CLLD is present, conflicting agendas are forced to work together
- "What makes us different makes us interesting; what makes us interesting makes us marketable; what makes us marketable drives us up the economic ladder."
- Exploiting our natural resources for sustainable economic benefit

*"Menter Mon shows that results can really be seen after 15-20 years. We should be looking at the results of Leader+ today."*

## Financing, delivering and reporting

Expert inputs covered the ‘Importance of a good delivery system’ (Anastasios Perimenis, LAG Lesvos, GR); ‘Working with different funds and areas’ (Peter Rundkvist, LAG Längs Göta Älv SE) and ‘LAGs and evaluation’ (Jela Tvrdonova, European Rural Evaluation Help Desk). The discussions produced these three practical improvement ideas.



\* Participants' votes on main priorities

- **One simple implementation rule and body for CLLD** – to improve LAG’s autonomy and responsibility suggesting ‘one basket of money for CLLD’. More inter DG structures to facilitate simpler rules and within Member States a single delivery body for CLLD.
- **‘Better delivery system with exchanges and a working group’** – more beneficiary – orientated delivery mechanism. Working group to identify critical issues, gather and exchange good practice with a strong will to effect change.
- **‘Harmonising CLLD delivery systems’** – creating speedy, flexible processes which incorporate local needs into national systems. May need some flexible interpretation of regulations by MA. Trust and good communication essential.

*“We have to ensure the method delivers, but first we need to make sure the method happens.”*

## Working with local assets

LAG good practices informing this theme were the ‘Central importance of the integrated area based LDS’ (Reet Kokovkin, Hiiumaa EE); ‘Making the most of cooperation and networking’ (Annika Nilsson, Linné Småland SE) and ‘Developing and fostering innovation’ (Judit Racz, Felso HU). The three key practical improvement ideas emerging here are:

- **‘Allowing innovation by allowing failure’** – release people’s potential, don’t be afraid to innovate and learn. Regulations need simplified, rules changed and success criteria adapted to reflect project outputs. Train the whole delivery chain and projects to change attitudes and build trust.
- **‘Real decision making by local people’** – respond to real need, build trust from bottom up, including riskier projects. Include and engage the communities the funds serve, shift power towards local groups, pursue co-responsibility and common interests.
- **‘Active and integrated communication plan’** – share clear, simple messages, empower benefitting communities. A transparent process, learning from each other, build trust and stronger relationships with plans that are audience appropriate.

*“Build trust, it’s fundamental to the whole processes.”*

*“Great to see innovation emphasised.”*



\* Participants' votes on main priorities

### Private sector CLLD, Peter Cook, Opportunity North East (ONE)



- ONE is funded and led by business, partnered with public sector
- CLLD can be agile and need driven, relevant, it should permit taking risks and learning from failures
- But too complex, inflexible, not attractive to private sector
- Barriers between rural and urban are not needed

*“The ‘top’ must give freedom to the ‘bottom’, relax controls. We may have to find private sector money to take risks with e.g. crowd-funding to complement EU funding.”*

### Why Sweden? Niclas Purfürst, Jordbruksverket and Petra Kessler, SLU



- Providing a single entry point for the beneficiaries and a single administrative body for all funds
- Administration is still a heavy burden for communities
- Harmonised national implementing rules, but there are still challenges, work in progress

*“We need to help the LAGs, but we also need help from them to improve our job.”*

*“People working with CLLD need to be the world’s best problem solvers, if you don’t like solving problems you can’t work with us.”*

## SNAPSHOTS FROM THE SEMINAR

“ I believe that CLLD multi-funding needs to become better adopted and synchronised at the local level, something that the conference brought into focus in a very constructive and encouraging way. The direct exchange of perspectives and experiences between the DGs and the LAG representatives was a great leap forwards! ”

**Peter Rundkvist**, LAG Längs Göta Älv Sweden

“ Thought-provoking and very insightful event – really inspiring. Couldn't have come at a better time, my LAG are due to undertake their Annual Review of their CLLD Strategy, I'll be ensuring they adopt and implement the learning from the last few days. I'm buzzing with enthusiasm to get going! ”

**Sarah Baird**, Ayrshire LAG Scotland

“ I told my colleagues (LAG managers, MA and PA) today that they really should go to these meetings. They will, next time. I proposed to organise a meeting with the Network Support Unit and other funds (EFRD and ESF) to discuss CLLD after 2020. We will see. ”

**Mireille Groot Koerkamp**,  
LAG Salland Netherlands

“ I've met some interesting people and I hope that with ENRD we will be able to take the discussion about our initiatives' cooperation further. ”

**Simina Lazar**, URBACT

“ Together with those new to working with the CLLD method, we had a lot of „AHA” moments! ”

**Judit Racz**, LAG Felső-Homokhátság Hungary



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## NEXT STEPS

This seminar contributes significantly to work on preparing the next period. CLLD's bottom-up, place-based approach with grass roots level policy implementation differentiates it from other delivery instruments by making decision making more relevant and connected to local people. It is vital in addressing emerging social challenges.

EU post-2020 reflections are starting, stakeholders evidence showing CLLD's real added value is vital to a strong case for CLLD continuation, be proud, take part! Omnibus Regulation rule simplifications and improvements which the CLLD DGs will progress can help CLLD work even better to deliver results. MAs, PAs and LAGs should please avoid the gold-plating mistake! Promote and permit innovation, take some risks and learn.

DG AGRI will progress LEADER-specific elements, seminar outputs will inform ENRD work. Factsheets are already being produced on the 'Improvement Agenda' themes. Networking to encourage exchanges and build trust between MAs, PAs and LAGs in different MS will be explored.

A workshop on 22 February 2017 will explore innovation with further workshops possible on key aspects of the CLLD approach and system. Keep communicating and networking, keep working on the method at all levels, LAG to EC, build delivery capacity, take the necessary small steps!

The next CLLD seminar will be organised jointly by DG EMPL and DG REGIO in 2017.

## ENRD RESOURCES & TOOLS ON LEADER/CLLD

Follow the latest LEADER/CLLD **News & Events** on the ENRD website and via the ENRD Newsletter.

Explore the CLLD **cooperation offers** & find a project partner.

Get in touch with Local Action Groups from across Europe through our **LAG database**.

Get informed on hot LEADER/CLLD topics from the **ENRD Publications**.

Learn about national & regional rules on **LEADER/CLLD Cooperation** from our dedicated **factsheets**.

