

# **Community-led Local Development workshop**

## **Session 2**

# **How to better prepare as LAG for future CLLD?**

## **Summary Notes**

**Brussels, 01 June 2012**

**LSC workshop on Community-led Local Development, Brussels, 1 June 2012 – Session 2**

**Introduction**

**Session 2: How to better prepare as LAG for future CLLD?**

The second afternoon session of the CLLD workshop titled "How to prepare as a LAG for future Community-Led Local Development?" had the objective to actively engage participants in:

- sharing existing relevant examples regarding the LAGs' use of multi-funded approach to implement CLLD;
- identifying key strategic elements and LAGs' needs for the preparation and implementation of future CLLD.

The participants (including LAGs managers, NSUs and MAs) were involved in group conversations, in order to share their knowledge and experiences in conceiving and implementing CLLD.

**Agenda Item**

**Presentation of case studies**

Two relevant examples of CLLD based on a multi-fund approach were illustrated to provide insights about integrated rural development and use of multiple EU, and in one case national, funds. They set the scene for the following discussions.

After the presentations, participants were invited to comment on these relevant practices and lessons learnt.

**Presentation link:**

[http://enrd.ec.europa.eu/app\\_templates/filedownload.cfm?id=BC4213B6-AC7A-A055-4DDC-570DEBA3B248](http://enrd.ec.europa.eu/app_templates/filedownload.cfm?id=BC4213B6-AC7A-A055-4DDC-570DEBA3B248)

**Danish example on working with two funds** (EAFRD and EFF), *by Trine Testmann, DK LAG*

The example of the Development Northwest Zealand LAG in Denmark illustrated the added value of a CLLD approach based on de facto merging a FLAG and a LAG under a single administrative structure ("integrated partnership") and implementing two local development strategies coordinated on a daily basis. It highlighted the benefits (broad knowledge and qualification; better synergy and transfer of experience between the funds) and some challenges created by working together with two funds (e.g. administrative burdens and accountancy issues; imbalance between a strong rural village culture and a weaker fishing areas culture).

**Presentation link:**

[http://enrd.ec.europa.eu/app\\_templates/filedownload.cfm?id=BC420E7F-BF27-7DCB-0488-83A613105606](http://enrd.ec.europa.eu/app_templates/filedownload.cfm?id=BC420E7F-BF27-7DCB-0488-83A613105606)

**Irish example of a multi-funded strategy**, *by Ryan Howard, IE LAG*

The South and East Cork Area Development (SECAD) represents a relevant example of a LAG delivering a multi-fund platform and engaged in community-led local development. The presentation focused on the benefits of shared vision, integrated strategy, coordination, partnership, making good use of various potential funding sources and establishing a one-stop shop for local development. It also highlighted challenges to be faced with respect to administration and financial management (reporting to several

### Discussion points

bodies, apportionment of running costs).

The key points emerging from the discussion with participants concerned:

- Opportunities and challenges in having a single or separate LAG boards/decision making bodies coordinating the work of the LAG/FLAG. Three forms of integration or collaboration between local partnerships have been identified:
  - i) an integrated partnership (one single legal entity);
  - ii) several sub-partnerships which are members under an umbrella partnership, and;
  - iii) collaborative separate partnerships coordinating their local development strategies.

In a way, an integrated partnership proves to be beneficial for ensuring a greater coherence, common understanding, and transferring knowledge. However the possibility to realise a single administrative structure can be hampered by physical constraints (i.e. LAG and FLAG areas are not matching at all ).

- The need of using the different funds available on the basis of the local needs ("demand-driven" strategy or a pre-established holistic strategy for the area) instead of developing/adapting the strategy to the funds available ("money-driven" strategy, fund-specific strategies).
- Strong LAG capacity becomes even more important in the multi-funding CLLD context. There are several aspects of LAG capacity including (but not limited to) local knowledge, administrative capacity, programming experience, ability to respond effectively and rapidly to change, adequate financial strength. Making full use of the LAG Partnership members is an important and cost effective way of boosting capacity.

### Agenda Item

#### Working in groups

### Method

The discussion session was organised in two rounds. Participants split into small groups to discuss the questions specified below.

After each round, the small groups shared their insights and all findings were elaborated in a joint discussion. The results of the session were then shared with the wider audience in the plenary session which closed the workshop.

### Outcomes

#### **Question 1: "What are the important conditions needed to enable LAGs to implement multi-funded CLLD?"**

This first round of discussion aimed at identifying the main conditions for LAGs to implement a multi-funded CLLD.

Table 1 shows the list of conditions highlighted during the discussion.

From the floor discussion it emerged that pre-conditions to multi-fund CLLD should be ensured throughout the delivery chain (meaning: from strategy

definition to implementation on-the-ground). The outcomes in Table 1 have been clustered to reflect this and highlight that clear policy framework, communication and cooperation within partners and the appropriate LAG capacity are among the most important conditions at stake.

**Table 1 - The conditions to implement multi CLLD**

| Conditions   | Specific aspects for consideration  |
|--|---|
| <b>Political readiness</b>   | <i>Sharing a common vision</i>  |
| <b>Simple and clear legal and financial framework</b>              | <ul style="list-style-type: none"> <li>- Simplification of LEADER approach for beneficiaries "Who are we working for?"</li> <li>- Common/holistic strategy (based on assessment of needs)</li> <li>- Wider knowledge of the needs of areas</li> <li>- Framework facilitates multi-stakeholder approach</li> </ul>   |
| <b>Good cooperation (at national and local level)</b>              | <ul style="list-style-type: none"> <li>- Good cooperation between ministries and funds</li> <li>- Participation of local actors</li> </ul>  |
| <b>Communication (with focus on added value of LEADER)</b>         | <ul style="list-style-type: none"> <li>- Good communication on the added value of LEADER to: convince to apply LEADER under other policies, inspire actions and involve community</li> <li>- Communication between LAG partners</li> </ul>  |
| <b>Appropriate LAG structure and capacity and support from MA.</b> | <ul style="list-style-type: none"> <li>- Adequate human resources (enhanced staff)</li> <li>- Appropriate LAG structure (legal entity) consisting of a balanced and representative selection of actors concerned</li> <li>- Improve collaboration with authorities (support from MA for management)</li> <li>- Further harmonisation of rules between EU funds at MS level</li> </ul> |

An additional issue raised for further discussion regarded the possibility and desirability to have multi-funded NRNs in order to provide appropriate assistance to LAGs in implementing integrated CLLD.

### Outcomes

#### **Question 2: "What type of preparatory support LAGs need and how could this be delivered (through the different funds)?"**

The second discussion round focused on the identification of LAGs' needs in

terms of preparatory support in order for them to implement multi-funded CLLD. The discussion also explored “when” during the delivery process the support is required and how it could be delivered to LAGs. Table 2 provides a list of the suggestions that emerged during the discussion.

Amongst the most compelling needs emerged in terms of preparatory support, participants highlighted that of information as prerequisite to prepare (and implement) a strong strategy. Support would be also needed in this phase – and during the implementation of the multi-fund CLLD - by qualified thematic experts. Support to ensure moderation/animation on the ground and promote cooperation between LAGs was also highlighted as important.

In terms of concrete actions, the main suggestions from the participants, in order to deliver preparatory support to LAGs, were: organisation of training, meetings workshops and alike; interactive exchanges with authorities. The discussion also underlined the high expectations of LAGs’ with respect the possible role of the NRNs in providing such supporting actions.

**Table 2. The preparatory support need**

| <i><b>When?</b></i>        | <i><b>Need for Support?</b></i>  | <i><b>How?</b></i>  |
|----------------------------|--|---|
| <b>As soon as possible</b> | Good understanding of legal framework  | <ul style="list-style-type: none"> <li>- Training on new rules, multi-fund possibilities and opportunities.</li> <li>- Sharing of good examples from more experienced LAGs</li> <li>- Organisation of meetings, workshops, focus groups</li> <li>- Publications, information on web sites</li> <li>- Possible role of NRNs</li> </ul> |
|                            | Clear, simple information to local actors, LAG members and staff   |   |
|                            | Reinforce the “LEADER spirit” (to maintain positive attitudes to developing CLLD in the new programming framework and overcome risk-adverse approaches). | Training on LEADER approach in non-experimented MS or in specific contexts.   |
|                            | Organisation of the multi-fund approach in LAG area  | NRN Workshop showcasing best practice examples  |

|  |   |  |   |
|--|---|--|---|
|  | <b>Preparatory phase for 2014-2020</b>    | Financing  | Funding available (from current programming period) for initial strategy preparation and related tasks  |
|  |   | Resources - Appropriate thematic expertise   | NRNs possibly to find experts to deal with new, specific issues   |
|  | <b>LDS elaboration and implementation</b> | Holistic (covering potentially all socio-economic-environmental dimensions) multi-fund approach: develop strategic thinking at local level | Multiple steps approach to strategy development and approval – with appropriate multi-level governance<br><br>Interactive dialogue with authorities |
|  |   | Monitoring and Evaluation integrated in the Local Development Strategy   | Training on monitoring an evaluation (CMEF, self-evaluation)  |
|  |   | Moderation: building LDS strategy together with stakeholders   | Possible training by NRNs   |
|  | <b>All along the way</b>                  | Support from ministry, NRN and other LAGs  |   |