



Delivery mechanisms of the EU rural development policy

Based on the work and findings of the Thematic Working Group 4

ENRD Contact Point
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THE ANALYTICAL WORK OF THE ENRD

Aims to

- **increase understanding of how the EU rural development policy works in practice**
- **assess what works well and what can be improved**
- **provide insights to inform decision making in Member States and at the European level.**





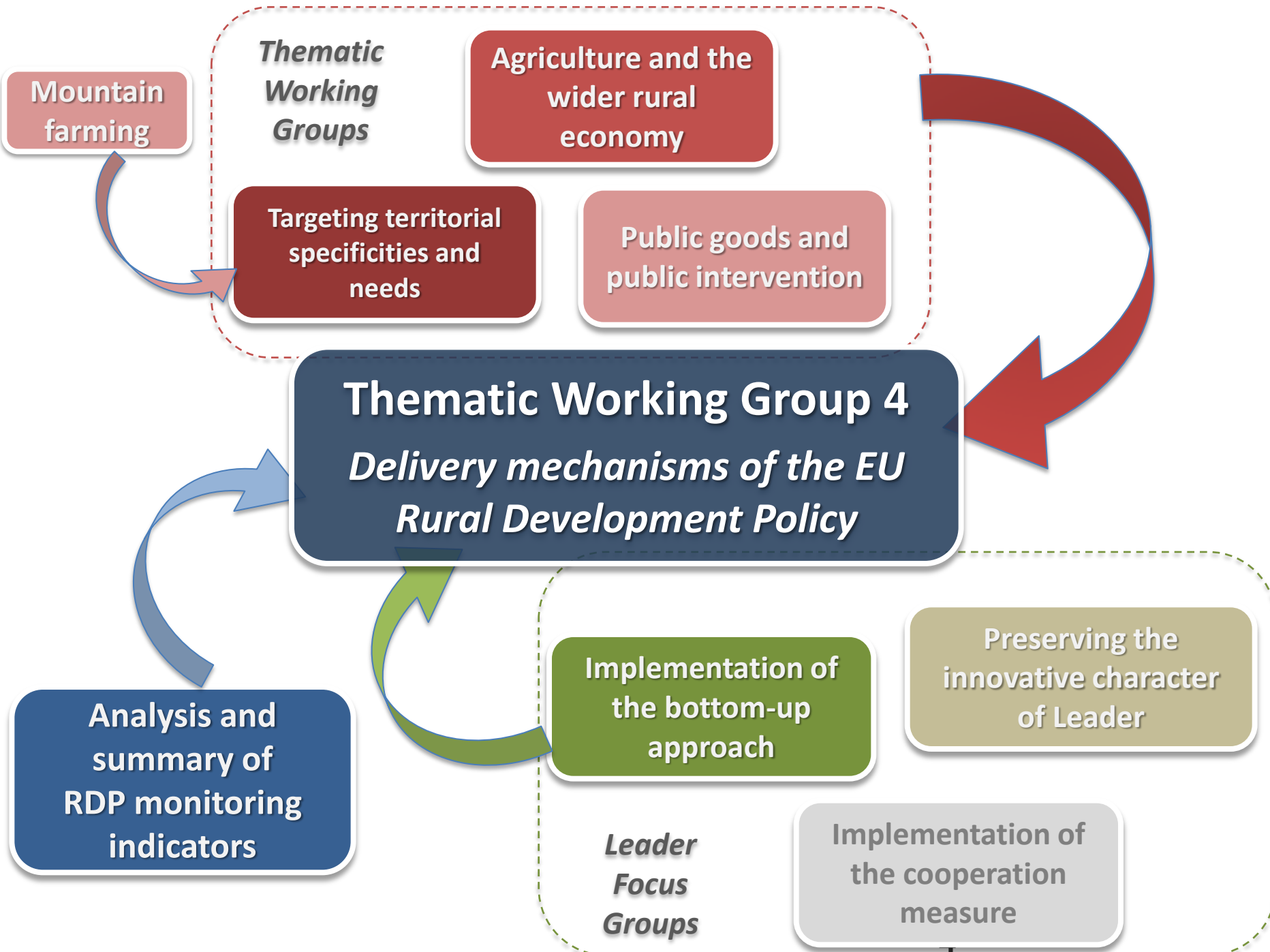
ENRD Thematic Working Group 4

Launched in early 2010...

...to look into **what works well and less well** in the current practices put in place to deliver rural development programmes in the EU Member States and Regions...

...building on the experience and the findings of the **ENRD thematic activities** carried out so far...





Mountain farming

Thematic Working Groups

Agriculture and the wider rural economy

Targeting territorial specificities and needs

Public goods and public intervention

Thematic Working Group 4
Delivery mechanisms of the EU Rural Development Policy

Analysis and summary of RDP monitoring indicators

Implementation of the bottom-up approach

Leader Focus Groups

Preserving the innovative character of Leader

Implementation of the cooperation measure

THE FOCUS OF TWG4 ANALYSIS

Definition of strategic approach
(including targeting)

Programming process and financial
aspects

Implementation procedures
(including: Leader, M&E, controls)

Functioning of the partnership
principle

Ensuring complementarity and
coordination with other EU policies

The delivery process...

...from the point of view of the stakeholders

EU

National

Regional

Beneficiary

THE FOCUS OF TWG4 ANALYSIS

12 case studies

Austria
Bulgaria
Denmark
France
Germany (Rheinland-Pfalz)
Greece
Ireland
Italy (Emilia Romagna)
Latvia
Poland
Romania
Spain (Catalonia)





SUMMARY OF KEY FINDINGS*

The over-arching finding is that **much works well in the delivery of the RDPs**

Over **70 examples** of positive practices identified from the Member State/Regional case studies

(*see conclusions and Annex I of TWG4 Final report at <http://enrd.ec.europa.eu>)





COMMON AREAS FOR IMPROVEMENT

TWG4 identified six specific areas for possible improvement

- As RD Policy is a shared management policy, all six require attention both at the EU level and by MS/regional administrations
- **It is important to recognise that the roles of the EU and MS/Regions are different**



The Role of the EU

To address common, horizontal difficulties:

- Design of regulations which address common problematic aspects

Not only supervision but also understand and take account of the diversity of delivery mechanisms:

- Provide much more in the way of **Guidance**





The Role of the MS / Regions

The most important role in the **delivery** of the policy

No single effective “standard model”, but a general need to:

- Increase emphasis on institutional capacity building
- Ensure adequate and effective implementation capacity





THE 6 COMMON AREAS FOR IMPROVEMENT

- **Sharpening the Focus on Policy Goals and strengthening coherence through the delivery chain**
- **Offering fewer, simpler measures and more flexibility in their use**
- **Defining and implementing specific conditions for Leader**
- **Implementation rules (including applications and controls)**
- **Further enhance M&E as a support tool for policy implementation and making**
- **Improving coordination and exchange of information**



1. Sharpening the Focus on Policy Goals and strengthening coherence through the delivery chain

Individual aspects of the delivery process should not be dealt with in isolation

Two main elements for improvement:

- Strengthening articulation of strategic priorities and targets
- Ensuring that the priorities and targets are better **embedded** in the whole of the delivery process

Targeting – more and smarter



Sharpening the Focus on Policy Goals and strengthening coherence through the delivery chain

Some specific improvements suggested:

Strengthened coherence between targeting interventions and strategic priorities – more use of rural typologies

Ensure coherence between strategic goals and eligibility / selection criteria

Clarify the role of the NSP in decentralised MS

Adequate timing and better sequencing of programme preparation

More clearly defined role and rules for Monitoring committees



2. Offering fewer, simpler measures and more flexibility in their use

- Fewer - more simply defined - measures could be more easily adapted to meet goals at regional, national and EU level
- Increased flexibility is required:
 - Combining measures in specific circumstances to address specific priorities should be encouraged
 - Pre-packaging (combinations of) measures can improve and simplify beneficiaries access to funds

Offering fewer, simpler measures and more flexibility in their use

Some specific improvements suggested:

Shift from programming approach guided excessively by “rules and tools” (axes and measures) to one guided by objectives

Reduce number of measures

Improve the design of the agri-environment measures in programmes

Envisage differentiated types of measures

- i) addressing specific sectoral needs / beneficiaries
- ii) thematic measures defining areas of intervention



3. Defining and implementing specific conditions for Leader

Need to reverse the tendency to compromise Leader principles – particularly the bottom-up principle and innovation

At the EU level:

- More explicitly set out the distinctive nature of implementation approaches which maintain the Leader approach
- Indicate how multi-fund and multi-sector interventions can work

At the MS/regional level: Instil a more risk tolerant attitude



Defining and implementing specific conditions for Leader

Some specific improvements suggested:

Clarify division of responsibilities between the various implementing authorities and LAGs

Improved information flow between MAs, PAs and LAGs

Improved guidelines for the Leader approach

Consider special risk assessment criteria for projects

20% running costs ceiling to apply to minimum LAG functions

Consider mainstreaming TNC





4. Implementation rules (including applications and controls)

- Implementation rules have to be linked with strategic priorities and implementation goals
- Small projects should have specific application procedures
- **Reduce administrative burdens** with respect to controls
 - Ensure proportionality
 - Consider the nature of the measure / operation

Implementation rules (including applications and controls)

Some specific improvements suggested:

Justify eligibility and selection criteria by ensuring consistency with strategic priorities /goals

Introduce « one-stop-shop » with competent staff for handling beneficiaries

Introduce « two-steps » application procedures for investments and for other measures necessarily requiring a large amount of documentation

Provide consistent interpretation of control rules



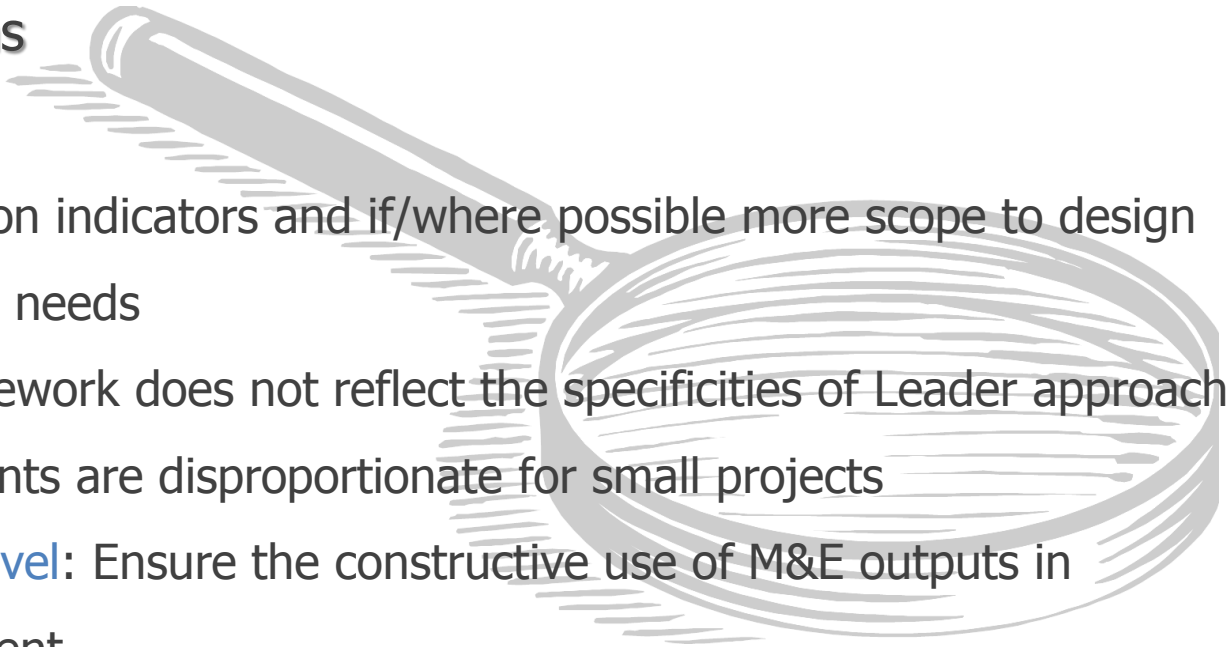
5. Further enhance M&E as a support tool for policy implementation and making

The M&E system must be simple enough to be manageable for all MS and regions

At the EU level:

- CMEF – Fewer common indicators and if/where possible more scope to design evaluation to meet MS needs
- Current delivery framework does not reflect the specificities of Leader approach
- Monitoring requirements are disproportionate for small projects

At the MS / regional level: Ensure the constructive use of M&E outputs in programme management



Further enhance M&E as a support tool for policy implementation and making

Some specific improvements suggested:

Have a limited number of indicators linked to the strategic objectives

Set EU level 'targets' (to provide a reference for MS)

More systematic data collection with a long term perspective

Enhance IT systems and procedures

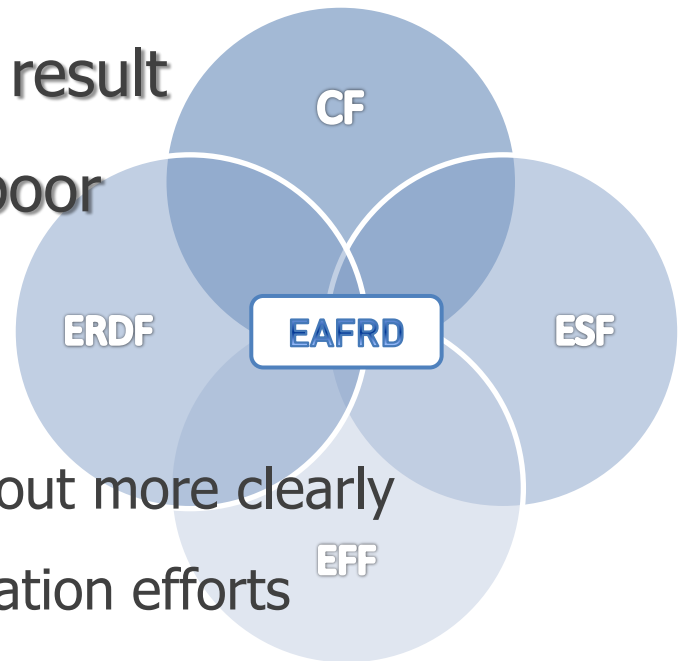
M&E framework to respect specific character of small projects and Leader



6. Improving coordination and exchange of information

Need to change existing practices which result only in clear demarcation but relatively poor coherence and complementarity

- **At the EU level:** policy goals need to be set out more clearly facilitating and encouraging greater coordination efforts
- **At the EU and MS/regional levels:** strengthen networking



Improving coordination and exchange of information

Some specific improvements suggested:

Introduce a common strategic framework for all EU funds

Ensure participation of stakeholders and exchanges with public authorities through the NRN

Increased use of ENRD of addressing different forms of coordination

Envisage joint MCs for different EU funds / programmes

Dedicated bodies for ensuring and fostering a culture of cooperation





For further information:

Visit the ENRD web site...

<http://enrd.ec.europa.eu/>

..and download the Final Report

« Delivery mechanisms of the EU rural development policy »

