



European Network for
Rural Development

5th meeting of the LEADER/CLLD Sub-Group

Emerging priorities from recent LEADER/CLLD activities

John Grieve, Peter Toth, ENRD Contact Point

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Funded by the



Practitioner-Led Working Groups

LEADER Cooperation PWG

- Recent topics: TNC2020+, evaluation of TNC projects
- What indicators to capture the benefits of TNC? (possible testing)
- Change the TNC ‚narrative‘ – it is a tool to contribute to the LDS through learning from other LAGs
- Possible workshop (demand-led)

LEADER Innovation PWG

- Recent activities (LEADER Innovation WS, video conference)
- New LEADER Innovation page on ENRD website
- > 15 LEADER innovation examples - new template – collection ongoing
- Under development: „Elements of LEADER innovation in the delivery chain“
- More MA/PA involvement needed in PWG work for real improvements

ENRD Workshop on LEADER Innovation

Objectives and topics

- To discuss the causes and effects of risk-aversion and opportunity-seeking in LEADER delivery
- The role of controls and audit
- Discussion sessions on the ‘perceived’ risks and opportunities of LEADER innovation

Findings

- No specific control rules for innovative projects
- Narrow interpretation of rules prevent risk-taking and innovation
- LAG quality, capacities and resources for animation – essential for LEADER innovation
- Operational culture with „can do” attitude and focus on partnership instead of top-down controls
- Better coordination of information and communication in the delivery chain
- Audits and controls should be used for learning for all LEADER stakeholders
- Proportionality of controls – reasonableness of costs, but also of controls



ENRD Workshop on LEADER Simplification

Current Period – a lot can be done now in Member States

- Use available SCO tools, clarify needs & understanding, share examples, workshops, training, peer exchange etc
- Improve delivery chain communication & coordination - establish common understanding of approach & each other – platforms - secondments?
- Proportionality of controls, reduce gold plating, a single controls system
- Problem solving approaches, learn from audit etc & communicate
- Increased LAG animation & promotion of LEADER results
- Quality assurance approaches, LAG and delivery chain

Future – In Member States, as above plus

- Start now, work in parallel, prepare approach based on local needs, evaluate now & apply the lessons
- Locally oriented, appropriate & beneficiary focused strategies & decision making etc
- Clear demonstration of the value added

Third EU Seminar on CLLD, Gyor, Hungary

How to make the processes simpler, more efficient and beneficiary oriented?

- The concept of ownership is very important. A LAG needs to be responsible for its strategy, the community owns it.
- It must be made clear who does what in the process: horizontally and vertically.
- Common understanding in the delivery chain is critical. Trust building is essential at all levels and must be maintained.
- The management system behind CLLD must be proportionate and complement it.
- Local judgement is essential.
- Simpler rules reduce risk and increase clarity.
- Innovation entails risk but must be enabled.
- Balance needs to be found in the process.

In summary:

- CLLD is more than just a grant system, it is clear that the purpose of management is to achieve results, we should therefore design the system to enable participation and create success.

LEADER Reflection Group

- EU rules to codify, protect and promote the method
- LAGs 'denatured' into basic support - clarify positioning, better LDS focus
- Clarify responsibilities
- Strengthen LAG ownership
- Reinforce LAG decision making
- Strengthen networking
- Specific LEADER / CLLD MC or advisory group
- Extend Lead fund approach
- Single MA /interlocuter for CLLD
- LAG as a platform / one stop shop
- Greater proportionality
- Avoid gold plating
- Advance preparation in current period
- Faster selection

Summary Points

1. Coherent & consistent communication in delivery chain
2. Demonstrate added value of LEADER, ensure common understanding in delivery chain
3. Enable LAGs to focus more on animation, project support & development
4. Enhance SCO use for simpler delivery & reduced admin burden
5. Make sure all LEADER stakeholders learn from controls & audits
6. Simplification - moving forward together at the MS level (involving MAs, LAGs, NRNs, PAs in finding good solutions)
7. Modifying Member State's existing delivery systems to improve LEADER delivery and results
8. Enable LAGs to exercise operational & strategic freedom for better LDS delivery



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Thank you for your attention!

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ENRD Contact Point

Rue de la Loi / Wetstraat, 38 (bte 4)

1040 Bruxelles/Brussel

BELGIQUE/BELGIË

Tel. +32 2 801 38 00

info@enrd.eu