

# Improving LEADER Implementation: Making progress with PWGs

## Making the most of the PWG method. What have we learned so far?

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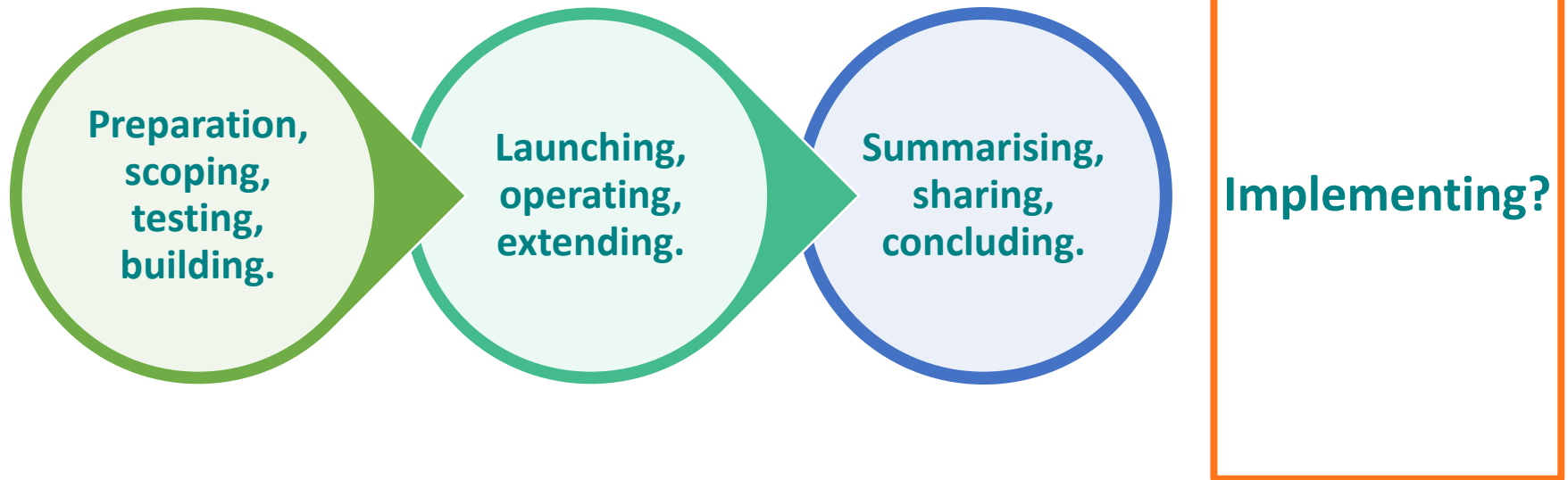
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# What makes a PWG work?



- Good preparation
- „Real” objectives
- Multi-stakeholder group
- Practical focus on the „now”
- Participation. Link with members. Moderation.
- A good mix of „live” and virtual tools
- Communication of results

# Main phases



# VIIMA - Some important lessons...

## Sense of direction

- Define and do not lose track of it
- Communicate it to members
- ‚steer‘ gently towards it

## Responsiveness

- Respond to every comment
- Do not delay for too long, but do not jump to conclusions either
- Mix „live“ and online means of exchange

## Timeliness

- A timely response is not always „immediate“ – do your „homework“ before responding
- Allow „space“ for others to react

## Flexibility

- In expectations towards the PWG and the moderator role
- Be prepared to „lose“ some themes
- Do not expect an equal level of interest in all topics
- Be ready to innovate and use a variety of „tools“

# VIIMA - Some important lessons...

## Patience

- Be aware of differences in ,user habits'
- Do not ,panic' when experiencing time lags between responses
- Know when to elicit further responses by adding some comments

## Role awareness

- Constantly remind yourself that you're a moderator and your accountability to PWG members, while
- members are accountable to their stakeholders and this may influence their positions

## Role definition

- Steer
- Provide background support
- Respond to needs
- Keep the momentum of the work



# YOUR VIEWS? YOUR EXPERIENCE?



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# The Båstad 'Improvement Agenda'

## Local partnerships and governance

- 'Moving CLLD from hierarchy to cooperation'.
- 'Producing a CLLD communication plan'
- 'Reinforcing bottom up by putting trust in local governance'

## Financing, delivering, reporting

- 'Allowing innovation by allowing failure'
- 'Real decision making by local people'
- 'Active and integrated communication plan'

## Working with local assets

- One simple implementation rule and body for CLLD
- 'Better delivery system with exchanges and a working group'
- 'Harmonising CLLD delivery systems'

# Practitioner Working Groups

- Working in the delivery chain, user focused, facilitating tools
- Cooperation, common templates, definitions, criteria and tools
- Innovation low in practice but high demand
- **Innovating in the LAG, innovating by the LAG, innovating through the LAG**
- Exchange experience, common understanding and approaches
- ‘New’ enabling roles, innovation brokers, TNC coordinators etc
- Prioritisation of Compliance – Bureaucratic burden - Ease the pressure, implement the method
- Working smarter



# New directions (?) – ‘hot topics’ for LEADER from the EU Rural Networks Steering Group

## Community

- Member State to Member State P2P on simplification models
- Events, „big conference” – more LAGs ,active local practitioners, farmers, independent networks in the „room”
- Practical implementation issues

## Information

- Clarity on delivery models
- With a focus on reducing bureaucracy linked to the simplification agenda
- „What does LEADER do best?”
- Ask the LAGs directly
- Self-evaluation of LAGs and info collection

## Overarching

- Simplification – „highest priority” – will only work with EC support
- Minimise „gold plating” by EU MS authorities
- Do not lose focus of current improvements, but also look at CAP post-2020
- Get different stakeholders in and also „out of the room”



# Discussion

In „mixed” groups of 4-5, discuss the following questions:

1. To what other themes could the method be applied to improve LEADER implementation over the next year?
2. How can the usefulness of the PWG method be improved and extended?

# FEEDBACK



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# The future?

- Maintain focus on improving implementation
- Stop just talking - start doing!
- A network of PWGs at MS level
- MS-EU level PWGs linked
- New EU level PWGs – new themes?
- Continuation of the existing PWGs?
- New tools and methods?

# Next in ENRD activities...

## Events

- Lisbon Innovation Summit
- LEADER Workshop on simplified costs etc 2017
- PWG related workshop 2018
- LEADER event or workshop in 2018?

## More focus on

- Demand-led initiatives
- New challenges and simplification
- Extending the LEADER Innovation PWG & the PWG approach
- Building synergy with other measures
- Capacity building, working with LAGs
- Analysis informs resources

# Thank you for your participation!



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