SEE LEADER

1st International conference on practical and theoretical implications of LEADER/CLLD in South-East Europe
November 20/22, 2019, Opatija, Croatia

Institutionalisation and perspectives of LEADER/CLLD

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❑What are the shortcoming of current LEADER?

❑What do we still need LEADER for?

❑Outlook for LEADER post-2020

Voice from the ground

❑84% of LAGs see their **ability to implement their strategy limited by administration and bureaucracy**

❑69% of LAGs see **administration and reporting limiting their capacity to animate**

Source: LEADER survey 2017, ENRD

Qualitative effects distinct to LEADER

❑ ☺ Cooperating with other LAG territories
❑ ☺ Directly addressing local issues and opportunities
❑ ☺ Strengthening public-private partnerships

❑ ⍰ Finding/implementing **innovative solutions** to local problems
❑ ⍰ **Strengthening economic linkages** among local actors
❑ ⍰ Improving local community **social capital and cohesion**
❑ ⍰ Mobilising **local/endogenous resources** (human, physical, financial).

• ☺ Very/important and achievable ✓ ⍰ Very/important and difficult

Source: LEADER survey 2017, ENRD

RISKS – institutional level

❑ Confusion about purpose of the instrument, incoherence between delivery system and LEADER method

❑ Systems indirectly undermining LEADER approach (top-down steering by indicators; straightjacket of other measures; inadequate control system)

❑ Unclarity about the role of LAG and its functioning

❑ Insufficient coordination, unclear division of tasks

❑ Lack of trust

❑ Irrealistic expectations compared to resources

❑ Focus on short term results related to individual projects

RISKS – local level

- ❏ Elitism, domination of one interest group
- ❏ Lack of strategic focus
- ❏ Inability to demonstrate results
- ❏ Staying in comfort zone
- ❏ Full donor dependency

What LEADER is about?

❑ Method of **local capacity building**

❑ Based on **the 7 features**

❑ Instrument focussing on **community**

❑ Projects addressing real needs (**testing new** solutions) => social capital=> enhanced results of other policies=> **transition**

❑ **Bottom-up management** of public funds

❑ **Sound partnership** ensuring best implementation choices

Source: José Luis Peralta, 2017

What LEADER is not?

LEADER is not:

❑ The only solution to each problem (for job creation or basic services)

❑ Decentralised grant programme

❑ Participatory budget / method for public consultation

❑ Local advisory center

❑ System facilitating cooperation between administration bodies

… although it can partly play this role

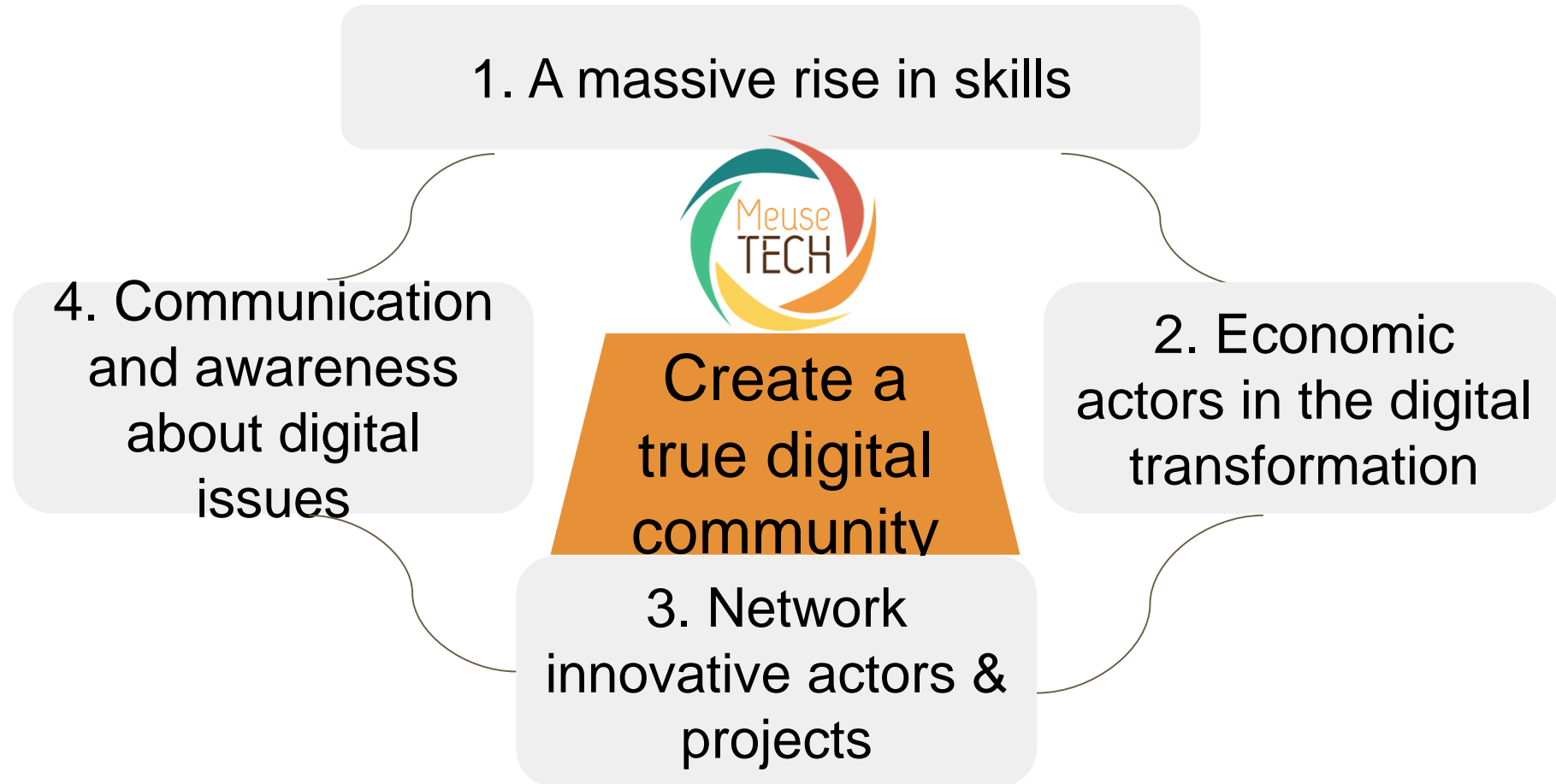⇒ Credibility of LEADER stems from its value added

Source: José Luis Peralta, 2017

Building a food ecosystem
Pays de Condruses, Belgium

Farm incubator

New farmers

Customers / families

FUNGI

LOCAL FOOD HUB

PointFERME
Vente de paniers fermiers

Training : organic market gardening

Customers / families

Organic and local canteens

Source: ENRD

Digital as a lever for economic and social development

Pays de Verdun France

1. A massive rise in skills

4. Communication and awareness about digital issues

Create a true digital community

2. Economic actors in the digital transformation

3. Network innovative actors & projects

Source: ENRD

Building a green, circular economy
Pembrokshire, Wales

- 1 new network established- brings 'experts' together with community groups & businesses t o grow carbon reduction knowledge and skills and share practice and learning

- 13 community projects supported

- 500kW Turbine – Est. income £200kp.a. for 20-25 years

- Transport businesses supported to explore emerging low carbon technologies

- Pembrokeshire Remakery - partner in Wales' first 'Green Shed' – hub for innovation and learning from community-led CE actions

- In 9 month scoping phase, 15 tonnes of waste diverted and 51 tonnes CO2 saved

- Sou
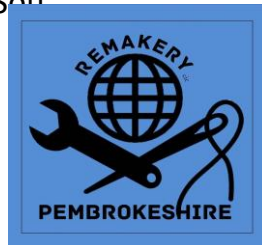
LEADER: what for?

- To **build community capacity, foster innovation, provide for structural changes** (recital 24, draft Common Provisions Regulation)

- LAG – hub and facilitator of social innovation

- Disadvantaged groups

- Rural depopulation

- Climate action (emission cuts, just transition, protect biodiversity, zero pollution, blue economy, circular economy, strategy for sustainable food, …)

- Alternative economy models

- Building synergies: research, smart villages, functional areas, rural-urban
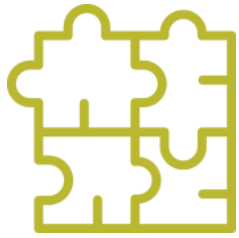
LEADER post-2020: context

❑ Less money, especially for Rural Development

❑ More subsidiarity for Member States to design support

❑ Focus on following progress towards establish targets

❑ New priorities of the EU Commssion:

« I want Europe to become the first climate neutral continent in the world by 2050 »

« I want the European citizens to play a leading and active part in building the future of our Union »

Ursula von der Layen

COMMON CAP OBJECTIVES

9 specific CAP OBJECTIVES

- Increase Competitiveness
- Rebalance Power in Food Chain
- Climate Change Action
- Ensure viable Income
- Sustainable Resource Management
- Preserve Landscapes & Biodiversity
- Protect Food health quality
- Support Generational Renewal
- Vibrant Rural Areas

3 General Objectives:
- Foster a Resilient Farm Sector
- Bolster Environment and Climate
- Strengthen Fabric in Rural Areas

Cross-cutting:
- Knowledge & Innovation
- Sustainable Development
- Simplification

RURAL DEVELOPMENT

Knowledge exchange and information

Area-specific disadvantages resulting from certain mandatory requirements

Environmental climate and other management commitments

Installation of young farmers and rural business start-up

Member States design interventions on the basis of

8 broad EU

Types of Interventions
(replacing around 70 measures and sub-measures)

Payments for natural or other area-specific constraints

Risk management

Cooperation

Investments

LEADER

CPR provisions on CLLD – main points

❑ No change in approach, streamlined provisions, enhanced coordination between Funds

❑ Role of CLLD clearly spelled out:

- should provide for **structural changes**

- build community **capacity**

- stimulate **innovation**

… taking **into account local** needs and potential; and socio-cultural characteristics

…. LAGs represent **interests of the community**, are responsible for the design and implementation of the local strategies

LEADER - What stays?

- ❑ Compulsory part of the CAP Strategic Plan (min. 5% EAFRD allocation)

- ❑ Can address all the objectives of the CAP

- ❑ Independent from requirements of other measures   ➡ CAP Plan Regulation

- ❑ Preferential co-financing (80%)

- ❑ *Common provisions on the method and coordination of CLLD for the 4 Funds*

- ❑ *Autonomous role of LAGs in the design and implementation of LDS*   ➡ *Common Provisions Regulation (EAFRD, ERDF, ESF+, EMFF)*

- ❑ *Multi-fund approach*

- ❑ *Cooperation between all CLLD LAGs*

- ❑ *Possibility for 1 Fund to support all preparatory, management and animation costs*

LEADER – Main changes (1)

Now	Post-2020
☐ Payments based on eligibility	☐ Payments to MS based on results
☐ Detailed EU rules on control and penalties	☐ **MS to design control and penalties system adapted to the type of intervention**
☐ No reference to the role of CLLD	☐ **Objective of CLLD clearly spelled out**
☐ General requirement for coordination between Funds	☐ Obligatory joint call for LDS selection; joint committee to monitor LDS

LEADER – Main changes (2)

Now	Post-2020
☐ First selection round within 2 years after approval of PA	☐ First selection within 1 year (last OP adopted), LAGs to be operational
☐ Projects following the rules of the supporting Fund	☐ **Lead Fund option for management and control of all projects in a multi-funded LDS**
☐ Cooperation projects can be selected by MA, limitations concerning partners	☐ All projects to be selected by LAGs, freedom in choice of cooperation partners
☐ Advances for investments and RC & animation, requirement of guarantee	☐ Advances for all types of support, no guarantee required

How to plan LEADER?

❑ Keep in mind what LEADER is and what is its added value (=>local participation)

❑ Agree on the objectives and ensure proportionate resources

❑ Design delivery framework supportive of the method and objectives (=> eligibility linked to LDS, simple monitoring, clear division of tasks, focus on supporting LAGs, user friendly schemes (esp. SCOs), LAG accountability)

❑ Use LEADER to involve communities to strategic actions requiring local commitment

❑ Involve all stakeholders along the process

=> CAP Plan has to provide assurance that delviery mechanisms planned enable the LEADER method to be fully followed and Objectives set for the tool to be met

To sum up

- LAGs have a role to play in complementing democratic systems

- LEADER needs to keep evolving to address new challenges

- No one size-fit-all model, but any delivery system must enable the 7 LEADER principles for the approach to bring added value

- European tool to accompany transition towards sustainable communities

Some questions for discussion

❑ How to improve LEADER integration in the context of other policies and sources of knowledge/action?

❑ How to best use CLLD?

❑ How to ensure efficiency of LAGs without jeopardising their freedom to experiment?

❑ How to ensure LEADER accountability? (delivering on targets vs. focussing on process and relying on democratic control)

❑ How to transition towards sustainability?

❑ How to best ensure the potential of networking, esp. beyond a LAG?