

CLLD

Reflections on the past: Lessons for the future

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Reflections and lessons from:

- Early beginnings in a Spanish rural area. 1992...
- The LEADER Observatory. 1996...
- FARNET. 2007...
- The CPR and EU Guidance on CLLD 2014-20
- ENRD support to CLLD. LEADER examples

following the evolution of CLLD:



■ ERDF+ESF ■ EMFF ■ EAFRD



« Cultivating the **Cherry Valley** with collective intelligence »

- **Tourist accomodation:** from 150 to 2000
- **Local products:** from around 10 to over 100
- **Cherry Exports :** from 10% to 60%
- **New enterprises:** more than 150
- **Jobs:** +1000 jobs created or maintained
- **Training:** nearly 20,000 people
- **Services** child care, social + cultural centres, telecentres, wifi to the village...and much more



Valle del Jerte, Spain
LEADER accompanied a transition

Key success factors

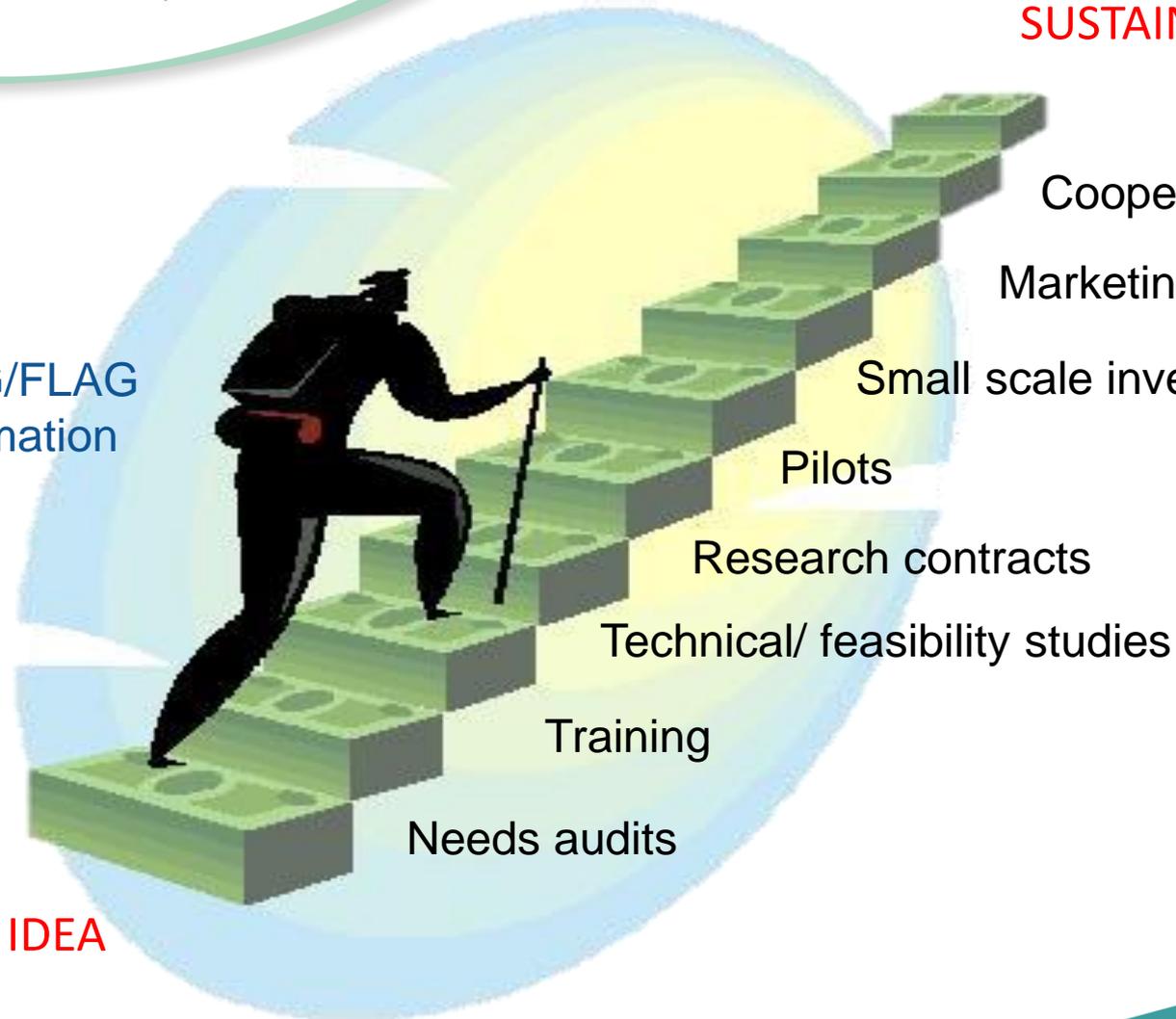
- Major investments in **animation and capacity building**
- Taylor made **packages of hard and soft measures**
- **Flexibility** – calls and criteria designed at local level to fit local needs
- **Speed** – quick direct payments – advances
- **Integration** - multifunded by EAFRD, ESF and ERDF



European Network for
Rural Development

SUSTAINABILITY –SCALE UP

LAG/FLAG
Animation



Community
Contribution

The LEADER Observatory 1996

- From a pilot project of 217 LAGs to a Community Initiative of 906
- **LEADER = a laboratory** for *the transition* of rural areas, for *local democracy, for connecting local people to Europe.*
- **The people and their partnership come first.**
- *“A good partnership with a mediocre strategy can be successful but a poor partnership with a good strategy is likely to fail”*
- Developed the 7 principles of LEADER
- One was forgotten – **local management and financing**

CLLD was and still is the only EU wide programme where local people are in the driving seat

**Local
management
and financing**

**Networking and
cooperation**

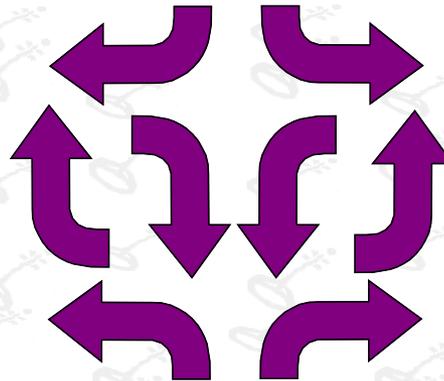
Territorial

Partnership

BOTTOM UP

Integrated

Innovation



FLAGS and FARNET 2007

- **Integrates sectoral policies + stakeholders into territorial development** – lessons for Rural Development.
- Shows CLLD can **focus on specific challenges or entry points** – lessons for cities + social inclusion.
- **Local partnerships must fit the purpose** – platforms driven by the energy and commitment of most concerned stakeholders
- Need to ensure **continued trust, ownership and engagement** of these stakeholders
- **Improves the vertical partnership** – trust and coordination along the whole delivery chain

The CPR and EU Guidance on CLLD 2014-20

- In 2007 LEADER doubles in size, extended to all rural areas and is “mainstreamed”
- European Court of Auditors Report (2010):- *LEADER is not implemented in a way that brings out the added value of its specific features*
- CPR + guidance reasserts LEADER features
- Aims to **simplify** implementation and facilitate **multifunding**.
- **Reinforces the role of the partnership** (autonomy, tasks, role of civil society + private sector)

But: - “Subsidiarity – stops with me”

Europe

National

Regional

Advice often ignored

- focus on error rates,
- “gold-plating” +
- continued division between funds and departments.

?

Local people

1 fund + department + country = complex

2 funds + departments + countries = twice as complex

Etcetera

- How to reduce **complexity** and LEADERs role in meeting **new challenges**
- Survey, workshops, practitioner led working groups, reference group covering the whole delivery chain.
- “LAGs ability to implement LEADER is constrained by bureaucracy and administration”. LAGs want to but can't.
- Many common suggestions for **simplification**.
- Changing challenges - **the end of a cycle** for some LAGs?
- Where and how can LEADER/CLLD really **add value in dealing with new challenges and opportunities? Supporting transitions.**
- How to ensure the delivery system really **enables community led initiative?**

CORNERSTONES OF ACTIVITIES

Leader as a platform

A coordinator will be needed in order to benefit from the physical environment and local dimension – to maintain and encourage interaction, assemble teams, provide small-scale financial assistance and help with the dissemination of the results.

Pilots and an experimental culture

Leader-platform tools. The village or municipality will operate as a pilot environment in which public actors, citizens and businesses work together to bring new solutions to the markets.

Leader as a forerunner

Leader will be a promoter of new practices, solutions and technologies, a "risk financier" and a disseminator. Leader actors will be pioneers of digitalisation and set an example.

Everyone lives in villages

Everyone lives in villages, including city residents. Leader will provide the means and tools for rural and urban development.

Local focus

Physical environment and local focus will continue to be the key issue. Virtual world will bring networks that cross administrative boundaries.

Citizen-orientation

Leader will function alongside local communities, to complement old and create new innovation systems.



CLLD in the region of Tyrol / Austria

- 1. Platform** of all relevant stakeholders on local level involved in all programmes established at local level
- 2. One stop shop** for local management of all programmes – avoiding double structures on local level and coordination on regional level => creating linkages
- 3. Governance of policy makers.** One department ensures cooperation between regional and local level – working towards the same goal

Next steps

- Shift in focus from **errors to results**. **Decentralisation** of responsibility to MS
- **Coordination** between funds? LEAD Funds.
- **The opportunity** - to design simpler systems which really empower local communities to develop responses to the emerging challenges and opportunities.
- **The risk**: some countries choose to standardise and impose even more controls
- **Now** is the time to share, compare, learn and design the future.

Thank you for your attention!

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