

**CONFERENCE ON COMMUNITY-LED  
LOCAL DEVELOPMENT (CLLD)  
BUDAPEST, 22 JULY 2013  
'CLLD – THE MESSAGE UNHEARD'**

**Challenges in the way of CLLD**

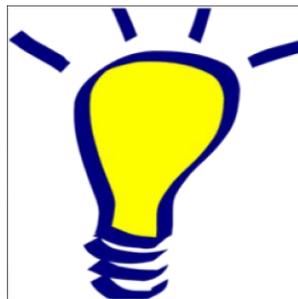
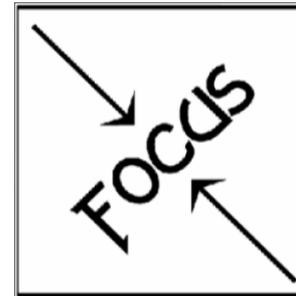
**Themes, LAGS' roles and tasks,  
mechanism of coordination,  
with a view to 2014-2020**





**2007-2013 Local Development Plans were often evaluated as scarcely integrated and not enough innovative.**

**To overcome such critical issues, the Common Guidance on CLLD suggests to arrange LDSs on critical lead-themes, in order to avoid generalist LDSs and lack of integration**



**How to identify themes? How to define themes in a way that they are wide enough to allow the drawing of integrated and multi-sectoral LDSs? What themes - priorities for multi-fund CLLD?**



**THEMES SOCUTING. Working method.** Discussion among the groups has been distinguished in four different phases:

1. **Mapping 2007-2013 achieved results** (What results have been achieved - quantifiable? Which resources have been mainly?); What are the variables that played an important role in achieving such results? (socio-economic homogeneity, cohesion of partnerships, integrated planning/implementation of actions, ecc.);

2. **Re-building of the expected results framework?** (What economic, social and cultural dynamics are involved? What expected results for 2020 in terms of local development and local governance?);

3. **Which themes for the LDSs in 2014-2020 programming round?** (Which resources should be enhanced/mobilized in order to achieve the 2020 expected results? How to list the themes in order to effectively identify integrated, multi-sectoral and innovative LDSs);

4. **Which pre-conditions for an effective planning and implentation of LDSs?** (Which pre-conditions in planning process? Which pre-conditions in implementation process?)



**THEMES SOCUTING. List of themes as an output of working groups**

Expected results	Themes
<p><b><u>Economic results</u></b>                      encouraging the maintenance and creation of employment</p>	<p><b>Economy of scale</b>                      Development, organization and innovation of small and medium-sized craft enterprises, and local supply chains</p>
<p><b><u>Social results</u></b>                      encouraging residentiality and mitigating the risk of cultural unease and social marginalization (weaker youth, women, the elderly, the unemployed, immigrants, disabled people);</p>	<p><b>Residentiality</b>                      Dissemination, organization and innovation of services for the population</p>
<p><b><u>Environmental-cultural results</u></b>                      mitigating the hydrogeological risk and the depletion of natural resources, landscape, historical and cultural heritage</p>	<p><b>Active management</b>                      Improvement, innovation and organization of the management and active use of environmental resources, landscape, historical-cultural-artistic</p>
<p><b><u>Local Governance</u></b>                      strengthening social capital</p>	<p><b>Citizenship</b>                      Encouraging the active participation of the population and aggregation processes between local actors</p>



**THEMES SOCUTING. List of themes. AN EXAMPLE: ECONOMY OF SCALE**

Expected results	Themes	Examples	Specific Objectives
<p><b><u>Economic results</u></b>                      encouraging the maintenance and creation of employment</p>	<p><b>Economy of scale</b>                      Development, organization and innovation of small and medium-sized craft enterprises, and local supply chains</p>	<ul style="list-style-type: none"> <li>• increasing the quality of the productions, promoting the diffusion of innovation, improving the organization and strengthening marketing of small and medium-sized craft enterprises and local supply chains;</li> <li>• strengthening the capacity of medium-sized enterprises in terms of delivering recreational, cultural - educational, social, environmental services;</li> <li>• strengthening the economy of scale through aggregation of operators, services and reuse / recovery / development of local areas and know-how;</li> </ul>	<ul style="list-style-type: none"> <li>• consolidation of the local economy</li> <li>• diversification / income support</li> <li>• creation / settlement</li> </ul>



**THEMES SOCUTING. List of themes. AN EXAMPLE: RESIDENTIALITY**

Expected results	Themes	Examples	Specific Objectives
<p><b><u>Social results</u></b>                      encouraging residentiality and mitigating the risk of cultural unease and social marginalization (weaker youth, women, the elderly, the unemployed, immigrants, disabled people);</p>	<p><b>Residentiality</b>                      Dissemination, organization and innovation of services for the population</p>	<ul style="list-style-type: none"> <li>improving information and guidance, the modulation of vocational training in connection with the needs of local businesses;</li> <li>encouraging the spread of new forms of public / private management and testing of modular services on local demand;</li> <li>reusing / recovering / development of spaces and architectural heritage for the residentials, service delivery and implementation of support activities, information, education and arts and cultural initiatives;</li> </ul>	<ul style="list-style-type: none"> <li>insertion / relocation of employment</li> <li>improve the delivery and access to services</li> <li>improve the reception capacity at the local level</li> </ul>



**THEMES SOCUTING. List of themes. AN EXAMPLE: ACTIVE MANAGEMENT**

Expected results	Themes	Examples	Specific Objectives
<p><b><u>Environmental-cultural results</u></b>                      mitigating the hydrogeological risk and the depletion of natural resources, landscape, historical and cultural heritage</p>	<p><b>Active management</b>                      Improvement, innovation and organization of the management and active use of environmental resources, landscape, historical-cultural-artistic</p>	<ul style="list-style-type: none"> <li>strengthening the tourism-based and sustainable development of local production, the landscape, the historical and cultural heritage and artistic environment and the reuse / recovery / development of spaces and architectural heritage;</li> <li>improving the production, management and active use of energy resources in enterprises, public housing and buildings / private homes fostering the creation of services for disposal / production collective, renovation / upgrade of companies-public and private buildings, information and training</li> </ul>	<ul style="list-style-type: none"> <li>protecting the environment and promoting resource efficiency</li> <li>reducing carbon emissions</li> </ul>



**THEMES SOCUTING. List of themes. AN EXAMPLE: CITIZENSHIP**

Expected results	Themes	Examples	Specific Objectives
<p><b><u>Local Governance</u></b> strengthening social capital</p>	<p><b>Citizenship</b> Encouraging the active participation of the population and aggregation processes between local actors</p>	<ul style="list-style-type: none"> <li>• providing a mechanism for co-designing at all stages of preparation and implementation of local development strategies;</li> <li>• strengthening the processes of aggregation and coordination between and among local institutions and private actors;</li> <li>• increasing levels of citizenship by reinforcing the openness and transparency of decision-making in the active use and results of public support;</li> </ul>	<ul style="list-style-type: none"> <li>• promoting better targeting (collective) and better using of public support at a local level;</li> <li>• improving the quality and integration of development policies at the local level</li> </ul>



**THEMES SOCUTING. List of themes in the PA proposal**

- **Development and innovation of sectors and local production systems (agro-food, craft and manufacturing);**
- **Development of the chain of 'renewable energy' (production and energy saving);**
- **Sustainable tourism;**
- **Care and protection of the landscape, land use and biodiversity (plants and animals)**
- **Enhancement of cultural and artistic heritage linked to the territory;**
- **Access to essential public services;**
- **Social inclusion of specific disadvantaged groups and / or marginal;**
- **Legality and social advancement in areas of high social exclusion;**
- **Urban regeneration with the creation of services and inclusive spaces for the community;**
- **Enhancement of fish production, the traditions of fishing and short chain;**
- **Diversification linked to economic and social changes in the fisheries sector**



## LAGs role

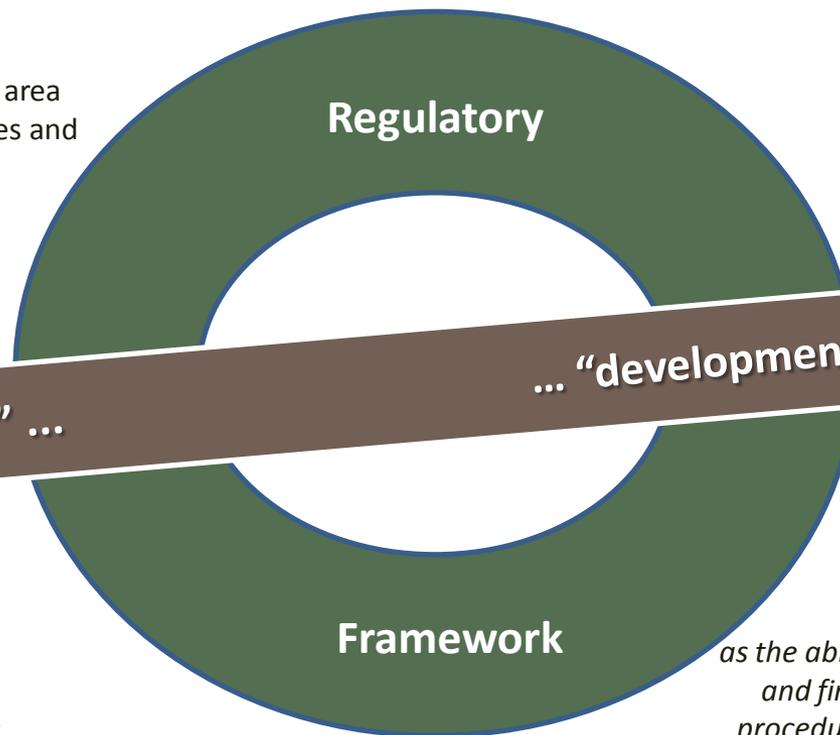
**LAGs' Relational skills**  
as the capacity to mobilize the area  
through communication activities and  
local animation



**"local animator" ...**

**mostly marginal  
rural areas**

**LAGs functions**  
more related to social and  
motivational skills



**LAGs functions**  
technical skills related to  
the content and not to the  
process

**mostly dynamic  
areas**



**LAGs implementational skills**  
as the ability to manage technical, administrative  
and financial matters for implementing the  
procedural provisions determined by national /  
regional regulatory framework



Tasks defined by the regional regulatory framework		LAG functions in relation to autonomy in carrying out tasks			
		Towards Development Agency	Technical management centre	Thematic competence centre	Information dissemination centre
LDS Planning	LAGs set up programme layout, activities and budgeting	***	*	**	*
	LAGs choose the area of intervention	***	*	**	*
	LAGs choose partnership composition	***	*	***	*
	LAGs choose LDS measures / actions	***	*	***	*
LDS Implementing	LAGs hold coordination of LDS communication activities	***	**	**	***
	LAGs process calls	***	***	**	*
	LAGs choose selection criteria to select LDS beneficiaries	***	**	***	*
	LAGs select and approve beneficiaries rankings	***	***	**	*
	LAGs strengthen the capacity of local actors to develop and implement interventions	***	**	**	***
	LAGs receive and approve payment claims	***	***	**	*

	Tasks defined by the regional regulatory framework	LAGs' tasks	
		RF 2007-2013	EU 2014-2020
LDS Planning	LAGs set up programme layout, activities and budgeting	-	Yes
	LAGs choose the area of intervention	<b>11</b>	
	LAGs choose partnership composition	<b>10</b>	
	LAGs choose LDS measures / actions	<b>2</b>	
LDS Implementing	LAGs hold coordination of LDS communication activities	<b>21</b>	
	LAGs process calls	<b>11</b>	Yes
	LAGs choose selection criteria to select LDS beneficiaries	<b>10</b>	Yes
	LAGs strengthen the capacity of local actors to develop and implement interventions	-	Yes
	LAGs select and approve beneficiaries rankings	<b>8</b> receive applications <b>7</b> select and approve beneficiaries rankings	Yes Yes
	LAGs receive and approve payment claims	<b>2</b> receive <b>13</b> technical administrative controls <b>3</b> on site controls	
	LAGS monitor and evaluate LDS	<b>21</b> monitoring <b>1</b> evaluating	Yes Yes



Italian NRN called MAs and LAGs to discuss the results in open workshops. We asked different things at different levels: *at Managing Authorities level*

**the pre-conditions necessary for efficient and effective planning and management of CLLD**

(What to preserve of the existing tools, organizational schemes, administrative and financial circuits and what aspects require a change?)

**how the MAs should be organized, what skills should they possess and how to strengthen**

(What are the MAs tasks?; What has changed since the 2007-2013 and what organizational solutions are possible, and what problems you might encounter?)

**how to simplify the procedures, rules, administrative and financial circuits**

(What regulative opportunities can simplify this work and make it more effective?)

**how to improve the selection of LAGs and local strategies**

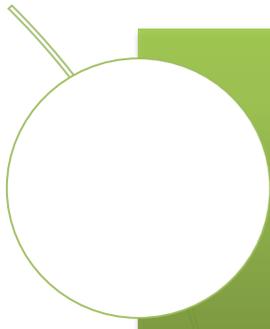
(How to articulate the selection - calls, phases / times? Which selection criteria? Which methods /information tools?)

**how to improve the support to LAGs in the process of strategy planning and implementing**

(what should LAGs do? How are organized and how they should be organized? What skills do they need? Where have they encountered more difficulties and what actions for the start-up?)

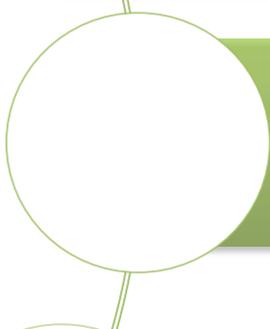


Italian NRN called MAs and LAGs to discuss the results in open workshops. We asked different things at different levels: *at LAGs level*



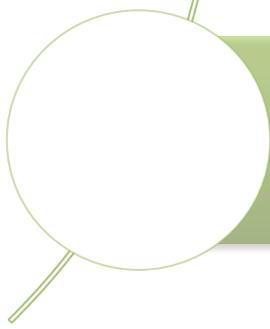
**what role for LAGs?**

(from LEADER II up to these days; implementation issues 2007-2013; LAGs tasks in the next programming round 2014-2020)



**the contribution of LEADER partnerships to local development**

(from LEADER II up to these days: which actors involved; what forms of management will reinforce the action)



**the structure and organization of a LAG**

(skills in LAGs; activities and problems encountered; organization)



	Tasks	Activities	LAG's professional	Average HR	Time at work (hours per day)	% of LAGs with external professionals
	LDS Coordination		Coordinator	1	7,3	
	Staff to coordination		Staff	0,5	7	
Relational sphere	Animation activities, communication and dissemination of information about LAG and LDS	Awareness, communication, information	Animation staff	1,2	7	35
		Animation for the local planning				22
	Animation activities to local actors and calls beneficiaries	Support to beneficiaries				12
Implementation sphere	LDS technical/administrative management	Tenders processing and selection criteria beneficiaries	Technical and administrative staff	2,3	6	18
		Projects selection and monitoring and ranking				45
	Monitoring and evaluating	Administrative and technical controls and on-site projects				22
		Technical support to beneficiaries				36
		Reporting				0
		Monitoring and evaluation				4

## LDS Animation

Tasks defined by the regional regulatory framework	<i>Activities</i>	<i>Tasks (critical issues identified) - LAG</i>
<p>Animation activities, communication and dissemination of information about LAG and LDS</p>	<p>Awareness, communication, information</p>	<ul style="list-style-type: none"> <li>• "too traditional" way to disseminate information and organize meetings in the local area</li> <li>• low attention from the local media about LAG's activities</li> <li>• difficulties in the involvement of potential beneficiaries (new LAGs)</li> <li>• "time factor". It took too much time since the writing of the LDS to the actual preparation of calls for proposals</li> </ul>
<p>Strengthening the capacity of local actors to develop and implement interventions</p>	<p>Support to beneficiaries</p>	<ul style="list-style-type: none"> <li>• the amount of documentation that is required for the submission of the application often discourages potential beneficiary to the point that they drop the application</li> <li>• disappointment from potential beneficiaries side about the small budget of calls</li> </ul>

## LDS Mangement

<b>Calls processing</b>	<ul style="list-style-type: none"> <li>• the formats of the regional calls are often rigid, complicated and in some cases inadequate</li> <li>• economic difficulties - financial (limited financial autonomy for the LAG)</li> <li>• the structure of the GAL does not have the experience necessary to prepare the calls</li> <li>• relevant legislation very complex requires technical knowledge on regulations in economic sectors (agriculture, tourism, social services, etc..) and related to all kind of actors (government agencies, associations, companies, individuals, etc.)..</li> </ul>
<b>Selection criteria</b>	<ul style="list-style-type: none"> <li>• "time factor". Long time between the definition of the criteria in the preparation of the LDP and the actual implementation of the same in the call</li> <li>• stiffness in procedures to change the selection criteria and to adapt these to local conditions</li> <li>• Lengthy of answers to questions and lack of technical support from the MA. Lack of a informative system suitable to the needs</li> </ul>
<b>Controls</b>	<ul style="list-style-type: none"> <li>• difficult to know all the rules and peculiarities of the various sectors</li> <li>• delays by the beneficiary in the closure of projects and the integration of the documentation</li> <li>• difficulties in viewing the documents required to beneficiaries</li> </ul>
<b>Rankings</b>	<ul style="list-style-type: none"> <li>• operation and implementation of the informative system</li> <li>• poor quality of projects</li> </ul>
<b>Support to beneficiaries</b>	<ul style="list-style-type: none"> <li>• disconnection between LAG and beneficiaries (eg. in cases where the animation activities of the area and calls is LAGs' own responsibility, while the submission of applications, evaluation and ranking is PA own responsibility)</li> <li>• inadequate technical preparation of the staff to give support to beneficiaries</li> </ul>
<b>Reporting</b>	<ul style="list-style-type: none"> <li>• regional control procedure is too long</li> <li>• absence of certain times in the closure of the controls</li> <li>• absence of an interlocutor capable of making clear decisions</li> <li>• there is no confrontation between instructors and LAG during document checks</li> <li>• use of similar control procedure between Integrated Projects (LAG) and single intervention (Axis 1, 2, 3, RDP)</li> </ul>

## The discussions highlighted the fact that...

It would be desirable to **strengthen some support activities** that may be useful for a more efficient implementation of the CLLD

At some level someone should take charge and resolution of **common issues** pertaining to the selection, controls and eligibility of expenditure;

Identification of joint initiatives should be carried out in order to support Mas to improve the **quality of coordination and speed of implementation** of the CLLD;

There should be a clear definition of **methodologies and indicators for monitoring and evaluation**

Concerning the role of the LAG there is a need to **strengthen the process of delegatio**

LAGs should be able to **have greater autonomy** in the choice of themes and the most appropriate measures and actions to promote local development.

In addition, LAGs should **strengthen their detection capabilities of local needs**, broaden their partnerships and more open decision-making processes, expand and diversify the stock of internal competences.

## MECHANISM OF COORDINATION

*(proposal for PA)*

- Identifying the resources within the different funds to be committed in each selection process;
- Defining the Action Plans and LAGs selection criteria;
- Instructing and evaluating plans, preparing and submitting the lists to MAs;
- Harmonising operation timing for the different funds;
- Monitoring operations (financial and procedural);
- Expressing opinion on amendments to Action Plans

**Regional  
Technical  
Committees**

**National  
Steering  
Committee**

**National  
Network**

- addressing common issues pertaining to the selection, control and eligibility of expenditure;
- identifying common support initiatives to the Regional Committees, in order to improve the quality of coordination and the speed of CLLD implementation;
- drawing and implementing monitoring and evaluation;
- disseminating systematic information on the implementation and outcomes of CLLD to public opinion.

?

# Quale organizzazione: una ipotesi



	Activities	National Steering Committee	Regional Technical Committee	National Network
Planning	Identifying eligible areas	✓	✓	
	Identifying the resources within the different funds to be committed in each selection process	✓	✓	
	Selection of LDSs and LAGs (calls, examination and evaluation of plans, preparation and approval of the lists)		✓	
	Harmonization of timing in the functioning of various funds (in the case of multi-fund plans)		✓	
	Drafting of guidelines on common issues pertaining to selection process, controls and costs eligibility	✓		
	Drafting of guidelines on monitoring and evaluating	✓		✓
	Supporting MAs, Regional Technical Committees in programming, selecting and financing LDSs	✓		✓
	Support to local actors who will form LAGs during the process of strategy building		✓	✓
	Supporting LAGs start-up		✓	✓
Implementation	Monitoring of operations (financial and procedural)		✓	
	Planning and implementing evaluation actions		✓	
	Supporting MAs, Regional Technical Committee to improve the quality of coordination and speed of implementation	✓		✓
	Supporting LAGs improve the quality of strategies and speed of implementation		✓	✓
	Information and communication tasks on implementation levels and CLLD outcomes		✓	✓
	Approval of changes / amendments of the Action Plans		✓	