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fisheries areas network

Designing a well-functioning delivery system

"Facilitating bottom-up CLLD in practice"
Urszula Budzich-Tabor, FARNET Support Unit

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Why is it important?

Imagine an applicant comes to the LAG office...

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A photograph of two men shaking hands in a library or study setting. The man on the left is wearing a grey suit jacket, glasses, and a headset microphone. The man on the right is wearing a grey sweater and glasses. They are standing in front of a bookshelf filled with books. A green speech bubble is overlaid on the right side of the image, containing the text: "Hello! I would like to get support from the LAG for my project".

Hello! I would like to get support from the LAG for my project



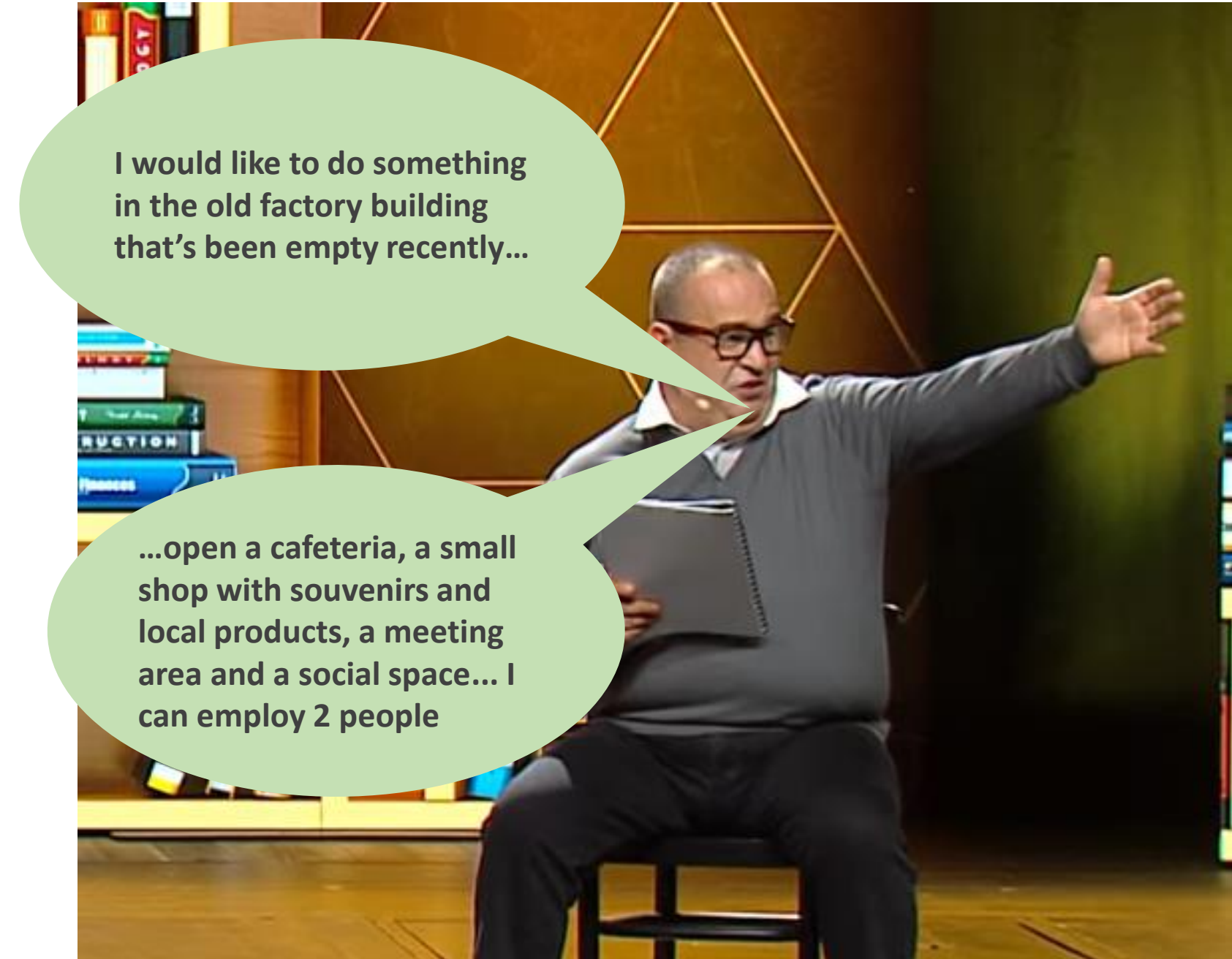


Hello! I heard I can get some funding from your LAG for my project

Hello, nice to see you! What is your project about?

I would like to do something
in the old factory building
that's been empty recently...





**I would like to do something
in the old factory building
that's been empty recently...**

**...open a cafeteria, a small
shop with souvenirs and
local products, a meeting
area and a social space... I
can employ 2 people**





Wait, wait, this is getting too complicated!

The shop is not eligible...






Wait, wait, this is getting too complicated!

The shop is not eligible...

What does it mean, „not eligible“?

A man with short dark hair and glasses, wearing a grey blazer over a black vest and white shirt, is speaking into a small microphone. He is looking down at some papers in his hands. The background is a bookshelf with several books. A light blue speech bubble is positioned to the right of the man, containing the text: "It means that its costs cannot be covered with EU money".

**It means that its costs
cannot be covered with
EU money**



But I was on a study visit and saw such a shop financed with EU funding...



i
But in our country this is not possible, here is the list of all things you cannot finance with LAG money...

New
Abra
TV



What do I have to do to get the support?

You have to fill an application form and wait for the decision





You have to fill an application form and wait for the decision

How long is the application form?



You have to fill an application form and wait for the decision

How long is the application form?

It is only 15 pages long, but you have to provide 12 attachments: confirmation you paid taxes, social insurance...





You have to fill an application form and wait for the decision

How long is the application form?

It is only 15 pages long, but you have to provide 12 attachments: confirmation you paid taxes, social insurance...

...confirmation you have money in the bank...





Money in the bank?!

I thought you were going to give me the money!...



Money in the bank?!

I thought you were going to give me the money!...

Yes, some of it: but you have to pay all the costs first, and then you will get part of the money back



How long will this take?






How long will this take?

Between 6 and 12 months






**You mean I will get
my money back in
12 months from
now???**



No, you will get it 12 months after you have finished your project...






No, you will get it 12 months after you have finished your project...

But I can start implementing the project now?





No, you will get it 12 months after you have finished your project...

But I can start implementing the project now?

I wouldn't do it if I were you... You still need to know if your project has been approved



Approved? By whom?







Well, it's complicated. First you have to submit your application to us, the LAG.

We will decide if we want to support it. The next meeting of our decision body is in December and you will have decision then.





So I can start working in December?

Not yet, your application still has to be approved by our Ministry. We will send all papers to the Ministry, they will analyse the project and give their approval – or not.






Do you mean they will again analyse the project after the LAG has selected it?



Do you mean they will again analyse the project after the LAG has selected it?

Well, they prefer to check if everything is in good order.
This takes about 6 months



So let me get this right: you will let me know in December if my project can go to the Ministry to be analysed for 6 months...



**...and then I will have
to pay all the costs
and get the money
back in 6 to 12
months?**

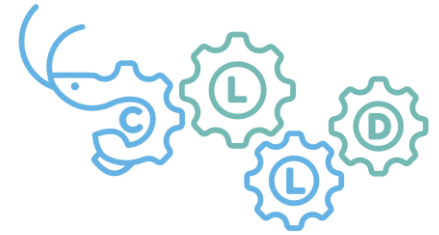


Photos: Kabaret Ani Mru Mru, copyright New Abra TV

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- Significant differences between MS, many additional rules at national/regional level
- Systems designed for traditional, top-down approaches are not the answer



Better delivery systems

CLLD targets:

- Small
- Local
- Needs
- People

Lower administrative skills,
lower cash flow, lower
human resources

CLLD success factors:

- Encourage cooperation and innovation
- React quickly to emerging opportunities



AGILITY/FLEXIBILITY/SIMPLICITY

In a well-designed system 😊	In a dysfunctional system ☹️
Competition based on quality (best projects supported)	Favours those able to meet administrative requirements or advance funds
Promoters free to respond to needs and innovate , ideas supported quickly	Promoters discouraged from innovating (long decision-making, controls. penalties)
Rules of eligibility, application, reporting transparent and easy to understand	Complex requirements lead to errors (corrections, re-submissions etc.)
Access to funding facilitated for small beneficiaries	Same rules for micro projects as for large, costly projects.
LAG autonomy to use the whole range of support envisaged in EU legislation	LAGs face additional rules : limited capacity to respond to local challenges
Less admin burden, LAGs can focus on outreach and animation work	LAGs burdened with admin work, no capacity to work with the community
Clear definition of what is not eligible	Closed list of what is eligible
MA/IB only check eligibility of projects, not duplicate selection	Complex MA/IB checks duplicate LAG evaluation/selection
MA/IB staff can follow and share the achievements on the ground	MA/IB staff overwhelmed with administrative work

Tools and practices available:

A lot of administrative burden can be avoided by linking the LAG running costs to:

- staff costs (off-the-shelf SCO)
- running costs of the previous period and/or size of the LAG area, population, budget...



SCOs in projects can include:

- specific types of costs (e.g. personnel, travel etc.)
- specific types of projects (e.g. business start-ups)
- draft budget (costs are checked at application, only outputs/results checked at project completion)

Tools and practices available:



LAGs can have additional roles. If they decide on final approval of projects and/or make payments to beneficiaries they have to be designated as IBs. This can speed up the delivery process and reduce administrative work at MA level.

A group of small projects can be treated as a single operation for administrative purposes, for which the LAG or another operator keep overall responsibility. Can be a tool for involving small-scale local actors.



Tools and practices available

Saves beneficiaries and LAGs the need to look for national/regional funding on a project-by-project basis, provides certainty, avoids delays and/or disproportionate decision-power to public sector



Facilitates projects by small-scale beneficiaries with little liquidity and limited access to financial services. Where advance payments are not available, FLAGs or MAs can negotiate special conditions for beneficiaries from financial institutions

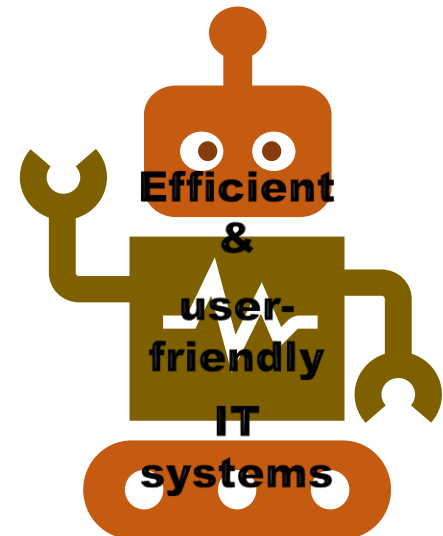
Tools and practices available



Administrators who have processed a certain number of applications without errors get the status of "green administrator" and projects checked by them at LAG level are processed more quickly by the MA/IB

Good IT system can e.g.:

- reduce errors, save unnecessary work
- facilitate information flow between actors
- speed up decision-making
- ensure transparency
- provide management information...



Tools available

National Networks can play a key role in:

- improving communication and building trust between different delivery stakeholders
- ensuring uniform interpretation of rules (e.g. between regions)
- facilitate participatory evaluation of delivery systems
- ...



Delivery system "health check"

- TIME: project approval, payment (average vs. longest...)
- STAFF: processes by staff unit (at LAG, MA, IB...)

Check also:

- ERROR RATE
- APPEAL RATE
- DROPOUT RATE

Make sure you have the information!

