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Regionalmanagement Bezirk Landeck – regioL (Austria), and Terra Raetica (cross border cooperation Italy-Austria)

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A. Summary table

LAG name	Regionalmanagement Bezirk Landeck - regioL			
Lead partner: Regionalmanagement Bezirk Landeck - regioL	LAG director			
Bruggfeldstraße 5, 6500 Landeck, Österreich	Gerald Jochum - Geschäftsführer info@regiol.at			
LAG financial structure	Main European Structural and Investment Fund	Part of another territorial delivery mechanisms		
Multifund	EAFRD	Cross-border CLLD Terra Raetica		
	CCI number	Financial allocation (EUR)	Priority axes concerned	Programme Thematic objective(s) concerned
European Regional Development Fund (ERDF) Programme	2014AT16RFOP001	585,714	5: Stadt-Umland-Entwicklung und CLLD	9
European Territorial cooperation (ETC) Programme	2014TC16RFCB052	1,497,903	4: Regionalentwicklung auf lokaler Ebene (CLLD)	9
European agricultural fund for rural development (EAFRD)	2014AT06RDNP001	2,943,849		
LAG Strategy				LAG Implementation Current situation (June 2017):
Population covered by the strategy	Specific thematic focus and challenges of the strategy	Specific territorial focus of the strategy	Specific social target of the strategy	
44,186	<ul style="list-style-type: none"> ○ Economic development ○ Social inclusion ○ Measures against climate change ○ Demographic retention / support ○ Access to services 	Mainly focused on rural development / rural areas	<ul style="list-style-type: none"> ○ Tackling social exclusion and unemployment. ○ Migrant/refugee integration. ○ Enterprising communities: social enterprise and business creation. 	Projects under implementation

B. Strategy

B.1. Area of the CLLD

RegioL

The area of the LAG RegioL coincides with the Bezirk (District) of Landeck, in Tyrol (Austria) (therefore also named CLLD Landeck). The district forms a geographical, cultural and administrative unit.

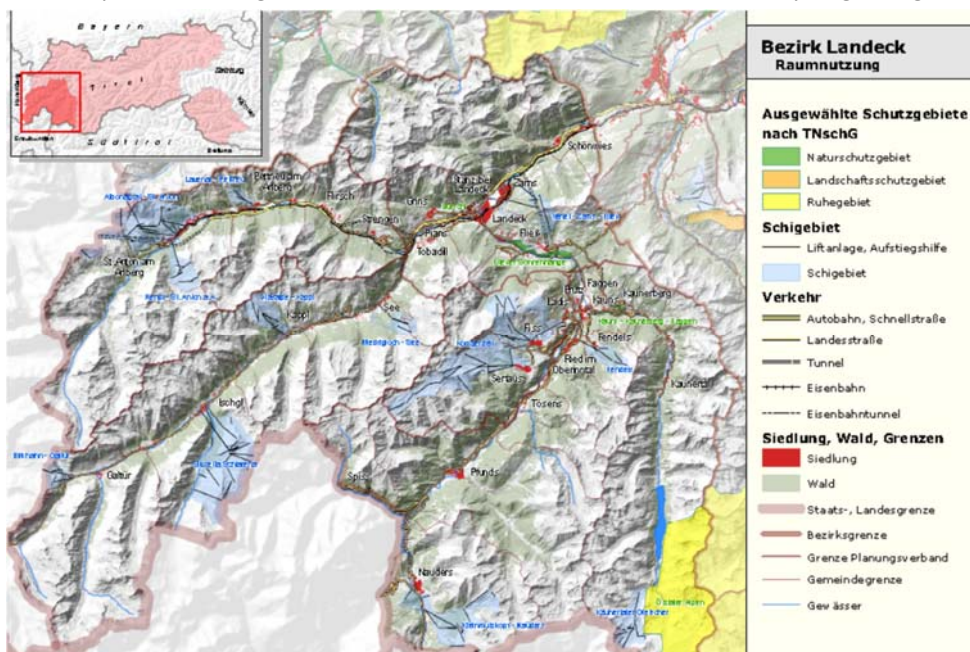
The LAG RegioL area has not gone through a tailored process regarding their geographical extension – the main process at the beginning was to convince all municipalities to be part of the LAG and to contribute to the management costs. Therefore, the RegioL LAG uses the existing institutional structures for the purpose of an integrated and innovative development of the area. A fragmented or totally new approach would only create parallel structures.

It has 30 communities and 5 planning associations and it is based on a long planning experience of integrated approach and cooperation (previous LEADER initiative).

The planning associations “Planungsverband” consists of several municipalities. The municipalities are represented by their mayor in the planning association. One of the mayors is elected as head of the planning association. So in the district of Landeck there are 5 Planning associations in Landeck which are represented by 5 Mayors. These 5 mayors are elected members of the decision board of the Regional Management LAG RegioL.

The CLLD is merging all local development strategies, which are: national CLLD strategy RegioL; cross-border CLLD strategy TERRA RAETICA, and a local development strategy with 1M regional funding per year. All strategies are managed by RegioL.

The strategy had to be approved by all mayors, and the municipalities’ contribution by the local council of each municipality. If one of the 30 municipalities would have rejected the funding, the LAG would not have been implemented – goal is to have a broad commitment at the very beginning of the process.



Terra Raetica

The region of the LAG Terra Raetica consists of the districts of Landeck (A), Imst (A), Vinschgau/Val Venosta and the region of Engiadina Bassa and Val Mustair (CH) - so called Nationalparkregion –in Switzerland; (5.956,81 km²; 79 municipalities).

At the same time, CLLD Terra Raetica is composed by the following LAGs: LAG Landeck (LEAD-Partner), LAG Regio Imst (multi-fund EARDF and national ERDF) and LAG Vinschgau/Val Venosta (monofund – EARDF).



Terra Raetica is managed by the management of Interreg-Rat Terra Raetica, which consists of the management of LAG Landeck (LEAD-Partner), and the managements of the other partners (LAG Regio Imst – in Austria, regional development agency Vinschgau/Val Venosta in Italy, and regional development agency Egiadina Bassa/Val Mustair/Nationalparkregion –in Switzerland).

One partner needs to be in charge for the implementation and coordination of the strategy, and the other partners are “managing” their territory. Therefore, constant cooperation and coordination between them is crucial. The Director of RegioL is overall responsible for the implementation, but the management of Terra Raetica is done by another person at RegioL, who is working 20 hours per week for the management of LAG Terra Raetica. Funding is provided through the Lead fund in Austria EARDF, national and regional fund (70% of the costs) and co-financed from the local actors (30%). The other 3 partners of LAG Terra Raetica are managing the local actors at their territory.

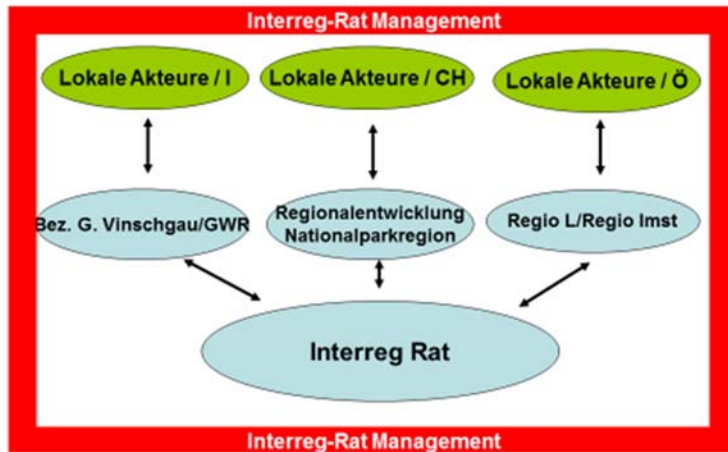
The strategy CLLD Terra Raetica is articulated in transnational thematic working groups (see picture below) in which the regional development agencies work together.



When local actors get in contact with their local development agencies (one of the three LAGs) with ideas that have a transnational dimension they are directed to the transnational thematic working groups (i.e.

Natura Raetica, Cultura Raetica, etc.). There the project gets further developed till it can be presented to the decision board (INTERREG Rat) of Terra Raetica.

The decision of funding of these cross-border small and medium projects is taken by the Interreg Rat Terra Raetica.



In the area operates also the EGTC EUREGIO Tirol, Südtirol, and Trentino. However, it has a separate management based in Bolzano for the regional level. They work closely together with the LAG RegioL regarding the cross-border cooperation and on projects effecting the area.

a. *Area and population covered by the strategy*

<u>Population</u>	<u>CLLD RegioL</u>	<u>CLLD Terra Raetica</u>
• Population (2016):	44.100	146.143
• Communities in the district:	30	79
• Planning associations :	5	10 (only AT)
• Area:	1.594,82 km ²	5.958,81 km ²
• Habitable settlement area:	113,63 km ²	
• Employed/working (2014):	16.800	
• Agriculture/forestry related work places:	500	
• Other work places:	16.300	

Terra Raetica

The average municipality in terra Raetica has less than 2.000 inhabitants. The main towns are Imst (AT), (Landeck (AT), Schlanders (IT) and Scuol (CH).

Physical characteristics:

RegioL

- Oberinntal (upper Inn valley) and tributary valleys Kaunertal, Stanzertal and Paznauntal;
- The three most important rivers are Rosanna, Trisanna and Inn;
- The Ötztal Alps (Natura 2000), the Samnaun and Verwall mountain ranges, the Lechtaler Alps and the Arlberg Mountain region are partially located in district Landeck.

Terra Raetica

- The main valleys are: Oberinntal (upper Inn valley) and tributary valleys Kaunertal, Stanzertal and Paznauntal (district Landeck), Val Mustair (Engiadina Bassa), Pitztal, Ötztal. Gurgltal (district of Imst); and the valley of the river Etsch/Adige (Vinschgau/Val Venosta);
- The most important rivers are Inn and Etsch/Adige;
- The Ötztal alps are in the centre of CLLD Terra Raetica;
- Nature park Kaunergrat (AT), nature park Texel group (IT), nature park Ötztal (AT) and the national parks of Switzerland (one and only national park in Switzerland) and national park Stelvio/Stilfser Joch (IT) show the rich natural heritage of the area.

Primary sector:

RegioL

- Number of agriculture and forestry enterprises (2010): 1.850;
- Mountain farming is nature-oriented and structured in small-scale units;
- Highest grassland percentage in the state of Tyrol;
- Organic enterprises : about 30 %;
- All farming enterprises are classified as mountain farms.

Terra Raetica

- The region of Val Venosta/Vinschgau is famous for fruit (apple) production;
- The region of Engiadina Bassa (CH) is famous for its alpine pasture land with production of milk and cheese.

Trend/Challenges

- Mountain farming in small-scale units has to compete with the world market. Without EU funding (AT, IT) or state funding (CH) farming in alpine regions is no longer possible.

Secondary sector:

RegioL

- Industrial locations are in Landeck, Zams, Pians and Schönwies;
- Manufacturing enterprises: Food industry, textile industry, chemicals and construction industry;
- Strong construction and subcontracting enterprises.

Trend/Challenges

The secondary sector is weak with focus on food production (Handl Tyrol), chemical (Donauchemie, etc.), downward trend in the textile industry (Linz Textil);

Terra Raetica

There are a little more and bigger manufacturing enterprises in Val Venosta (IT) and the district of Imst and only small units in Engiadina Bassa/Val Mustair (CH).

Tertiary sector

RegioL

Tourism district

- Overnight stays (2016): 8.500.000
- thereof: 2.500.000 Summer
- thereof: 6.000.000 Winter
- Ø Local taxes (2015): € 483/year/resident

Terra Raetica

The field of summer tourism is more important in Val Venosta (IT) and Engiadina Bassa (CH). In the district of Imst (AT) it is nearly the same situation as in the district of Landeck (At)

Trend/Challenges

The tertiary sector is based on the touristic needs, especially in winter. The demographic retention is stronger in Engiadina Bassa/Val Mustair (CH), there is a little growth of the population in Val Venosta (IT) an the region of Imst (AT)

b. Development needs and potential of the area

RegioL

The Landeck area is characterised by three issues:

First, the tourism in winter represents a strong economic activity, but is becomes much weaker in the summer, despite the natural richness and the beauty of the territory. Therefore, efforts need to be dedicated to developing stronger touristic attractiveness during the summer period through dedicated projects.

Second, the region lacks local owned power plant stations, which means a almost total energy dependence. However, the area has several natural resources (i.e. water, sun, etc.) that can be used for energy production. Therefore, there is necessity to support communities/enterprises/farmers in the field of renewable energy projects.

Third, the area is characterised by a multitude of historical villages with several interesting houses. The problem is that there is a constant trend of people abandoning the centres of these villages, which should be countered by supporting projects of house renovation and facilitation to new and old residents.

Additional items / critical needs for the cross-border area and Terra Raetica

Only some parts of the Terra Raetica are well connected to the regional capitals and the Trans European Network – the area can be considered as remote. In the area the tourism industry has an important role, providing work and opportunities for the locals and therefore people are still staying in the area. However, there is some brain drain from higher educated people and long term forecasts are showing a shrinking and aging population.

B.2. Strategy of the CLLD

a. Thematic scope of the strategy

The main goals of the strategy are:

- Fight the demographic negative trends and to support retention of people in the rural area of the Landeck district;
- Creating new jobs and securing existing jobs;
- Sustainable development and renewable energy;
- Social inclusion.

Examples:

- Empowerment for girls and women with migrant background;
- Mobile social worker for the youth Landeck;
- Employment of refugees in cultivation of the natural heritage areas;
- Child care for families in touristic areas (on weekends and holidays, additional to the public child care);
- Coordination unit for the reuse/renovation of empty historical buildings;
- Coordination unit for renewable energy.

Since many houses are empty or abandoned there is an attempt to renovate both private and public owned houses. This is supported by Tyrol state (no EU funding) and concerns mostly private owned houses.

The aim is to transform the villages in social centres and to make them lively again in order to bring people (especially young families) back in town. It contributes to saving land outside the villages that can remain for farming activities. An additional advantage for the municipalities is that they do not have to construct new roads or cover huge distance to supply the new houses with water, electricity etc.

b. Objectives of the strategy and their priorities

The main objectives are the following (in order of priority):

- Fight the demographic retention;
- Strengthen the local labour market;
- Create investment and innovation;
- Take the chances of local strength and create new ideas.

Synergy with Terra Raetica

One goal of Terra Raetica is to create through the CLLD cooperation a more competitive area – with approximately 150.000 people – by using synergies and new possibilities by creating cross border products and services. A strong focus is therefore on territorial cohesion – improving the economic and social situation in the area.

The cooperation fosters also innovation by transferring good local practises among partners.

c. Targets and results

The measurable targets in relation to the objectives concern projects in the field of summer tourism, innovative enterprises, renewable energy, and restoration of historical villages. The monitoring system is based on data collection within our monitoring system (FAI), which is customized to our local strategy and our strategic goals (output and result indicators).

The Indicators respond to our objectives such as:

- Number of Jobs;
- Created living space in square meters;
- Number of saved/produced renewable energy in kWh;
- Touristic overnight stays summer/winter.

We collect the data quantitative (sometimes out of the regional statistics, sometimes out of the project itself). The qualitative interpretation of the data is part of our yearly report to our region and state authorities.

B.3. Place-based approach

a. Territorial coherence

The area is defined according to administrative and institutional logics. Although it is the task of the local actors to define the area, a functioning governance with the regional level is a success factor of a sustainable implementation. In the previous LEADER experience (more than 20 years) the local and the regional levels tighten their capacity to work together. With the new CLLD, it has been extended also to the ERDF in order to have a wider cooperation, but the area remained the same.

The cross-border CLLD is a new initiative, but it is built on a long tradition of cross-border cooperation through the Interreg programme. The local actors perceive the cross-border dimension as an existing cultural and territorial bound, because of the same alpine context and more or less with the same problems affecting the all area.

Both the district of Landeck and the whole area of CLLD Terra Raetica (districts of Landeck and Imst (AT), district of Vinschgau/Val Venosta (IT) and Engadina Bassa (CH)) are rural areas and their economic activities are strongly characterised by tourism. Therefore there are strong cultural and historical links within the area.

b. Legacy with previous experiences

The current CLLD is built on the experience of the previous LEADER experience. It is the same territory and the LAG has approximately the 75% of the previous local stakeholders.

CLLD Terra Raetica is new but not separated from other initiatives. It was built on the local action groups and the former cross border cooperation between these regions. The new element is the common strategy, which is funded directly, and the strong decisional role of the local level also for the CBC CLLD.

In general, the ERDF had enabled new thematic opportunities (SMEs, renewable energy, urban-rural cooperation, smart specialisation...) with consequently new challenges and new involved actors, such as SMEs dealing with renewable energy and smart specialisation, and those focusing on new services and new products in touristic-related activities. Also the urban-rural cooperation becomes an interesting challenge, because requires integrated strategies and coordination for their implementation.

All in all, the new opportunities enabled by the ERDF are:

- Stronger focus on our strengths in the field of tourism;

- Implementation of 2 important new topics: renewable energy and creation of living space in historical centres;

c. *Synergy with existing local development strategies*

In Austria, each national LAG pursues a one stop shop approach: it rules all the projects under the same structure, integrating all the funds (EAFRD, ERDF, and ERDF TC) and strategies.

In the strategy of RegioL there are 3 pages about the links between the different strategies. In general, the regional and national strategies have been an important source while developing the strategy of RegioL. The main references were the following:

- EUROPE 2020
- STRAT-AT 2020 (Austrian national strategy)
- Local management strategy Tyrol (elaborated by the province of Tyrol in cooperation with the LAGs)
- Zukunftsraum Tyrol (general strategy province of Tyrol regarding spatial development)
- Spatial plan regarding a sustainable touristic development
- Agreement between Tyrol, Südtirol and Trentino regarding the implementation of the EUREGIO Tirol – Südtirol – Trentino (cross border GECT on regional level between the provinces)
- Renewable energy strategy province of Tyrol
- Strategies for the agricultural escort
- Smart specialisation strategy province of Tyrol

Additionally, despite multi-fund implementation for CLLD at the EU level is generally possible for all funds, on national level the European social fund is not participating. However, the Landeck district is also implementing a lot of projects in the sector of inclusive growth.

The synergies between the regional strategies, the national strategy and the EU 2020 are also described in the strategy CLLD Terra Raetica.

Finally, the CLLD Terra Raetica operates in the same area of the EGTC, sharing the same goal: fostering the cross border cooperation. While Terra Raetica is working mainly on the local level the EGTC is working on the regional level.

EGCT and TERRA RAETICA are trying to create synergies and are combining their efforts by:

- Cooperation on the project level
- Ongoing coordination between the regional and local levels
- Inputs from EGTC on the TERRA RAETICA strategy
- EGTC is a member of TERRA RAETICA board
- Common efforts in communication and PR
- Kick off event by the presidents of the 3 regions for the CLLD areas
-

C. Management

C.1. Financial structure

a. Budget

RegioL (national CLLD-area) is part of the cross border CLLD area of TERRA RAETICA, which has RegioL as LEAD Partner of the 4 areas involved (Landeck, Imst, Vinschgau and Nationalparkregion). The strategies are financed through different sources: EARDF, regional ERDF-programme, and CBC-ERDF programme. In addition there are two regional programmes in the field of economic and social development.

b. Running costs and animation

Most of the running costs and animation linked to the management of the strategy (including a flat rate for the overhead costs of the office, plus information and sensibilisation of local actors, PR, travel expenses, capacity building, etc.). They are part of the multifund CLLD Management Terra Raetica.

C.2. Administrative structure

a. Local Action Group

At least 51 % of LAG members are from the private sector. Some members of the board have special responsibilities on various topics of the CLLD strategy and they act as designated LAG members in thematic working groups at local level (renewable energy, Innovation and economy, renovation of the centres of our villages). Their task is also to report back to the LAG board.

The LAG key responsibilities are:

- Steering the development of the strategy and its adaptation during the implementation;
- Decision on projects;
- Steering and support of the management;
- Animation and information of the public in cooperation with the management;
- Internal evaluation.

The cross-border LAG is a combination of members of local actors and experts on regional level who work together in the working groups (local or cross-border).

Concerning the Terra Raetica LAG, there are working groups at the crossborder level (e.g. Natura Raetica, Cultura Raetica, Public Transfer, Tourism, Humana Raetica).

b. Networks and Cooperation

The department of regional development and future strategies of Tyrol region provide strong support in terms of coordination. There are at least quarterly meetings between the regional levels and the LAGs with the aim to foster the cooperation and the governance.

Moreover, within Tyrol there is an ongoing coordination between all 8 LAGS and the regional level. RegioL is also part of the Austrian LEADER network association (association of all Austrian LAG`s). Once a year the ministry of agriculture (management authority of EAFRD) organizes a network meeting between all Austrian LAG´S.

In terms of international networks, RegioL takes also part to the LINC (Leader Inspired Network Community) event every year.

D. Implementation

There are joint “LEADER project” calls for European Regional Development Fund (ERDF) Programme and European agricultural fund for rural development (EAFRD), which belong to the CLLD RegioL. The CLLD Terra Raetica uses the CBC-ERDF programme and the calls are separated.

The duties of activating coordination mechanisms are for the State of Tyrol, department of regional development and future strategies. EAFRD and regional ERDF-programmes are implemented more or less by the same regulatory framework, which is set up by the LEAD-fund EAFRD.

In Austria it was possible to convince the MA of the ERDF to implement CLLD-ERDF projects with the EAFRD rules (while for other traditional ERDF projects there is a different set of rules). This was very important to make things less complicated for the project applicants, for the CLLD management and for the regional administration.

CBC-ERDF is implemented by the legal framework of the INTERREG V A programme Italy Austria. However, also for the cross-border calls, the goal was to harmonize the procedures in order to keep the complexity for the applicants as low as possible. In fact, at cross border level it was not possible to use the Austrian approach because of the different set of rules on the Italian side. Nevertheless, the regional administration for the Austrian side managed to set up the rules (eligibility and implementation rules) in a similar way to those of the ‘national’ CLLD.

To summarise, in Austria there is a one-stop shop approach for the LAG at the regional level. It means that one unit in Tyrol/ Austria of the same regional department is in charge of the 3 funds implementation: EAFRD, CLLD-ERDF national and CBC-CLLD ERDF. Thanks to this integrated approach the local level has only one unit to deal with.

In Italy there are two funds for the CLLD, i.e. EAFRD and CBC-ERDF, and they are managed by two different units in each region. This separated approach requires the local level to deal with 2 regional units.

D.1. Strategy design

a. Strategy design

Several working groups were used to develop both RegioL and Terra Raetica strategies. There were 5 Transnational Working Groups (TWG):

- WG Natura Raetica,
- WG Cultura Raetica,
- WG Tourism Terra Raetica,
- WG Public Transport Terra Raetica,
- WG Humana Raetica,

And 3 Regional Working Groups (RWG):

- RWG Labour Market, Economy and Innovation,
- RWG Renewable Energy and Regional Resources,
- RWG Renovation of Centres of Historic Villages.

Local actors and experts of the regional administration came together to conceive and develop and implement projects in the thematic fields of the established strategy.

The influence of the consultation process on the design of the strategy was not particular relevant. It was more concerned in providing some clarifications regarding a better understanding of the strategy targets and goals.

Concerning the CB cooperation, the managing authority was very important to convince the various stakeholders to adopt a cross-border perspective. Since the Terra Raetica Management is not fully covered by EU funding, all partners paid a specific contribution, which is a strong signal of collaboration across the borders.

b. Support and guidance

Guidance provided by regional authority:

- Regional support to foster governance between region and local authorities;
- Monitoring system for the strategy and the projects;
- Guidance on the indicators (output/ outcome).

Other forms of support:

- Detailed statistical data was provided by the regional level for each CLLD area, with yearly update, to steer the implementation of the strategy;
- Experts on regional level provided some training for the CLLD management regarding gender mainstreaming, state aid, public procurement, ...);
- Experts presented the smart specialisation strategy to the CLLD management to help them setting it up the CLLD ERDF part;
- Common guidance on indicators was established between experts on regional level and the CLLD management;
- Regional monitoring system was tailored to the needs of the CLLD areas (implementation of the strategies, indicators, ...) – therefore the 8 CLLD areas in Tyrol didn't have to set up their own system.

D.2. Strategy implementation

a. Implementation progress

The current implementation of the two CLLD strategies (project calls, selection of projects) is characterised by the following situation:

RegioL: The board of the LAG Landeck decides on projects 4 times a year. About 40 projects have already been selected.

Terra Raetica: The board of the Terra Raetica decides on projects 2 times a year. About 20 small and medium projects have already been selected.

The projects have a strong impact in the field of labour market, innovation, renewable energy and tourism, such as:

Summer tourism projects:

- In the field of hiking (RegioL and Terra Raetica);
- Bicycle trails (RegioL and Terra Raetica);
- Mountain-bike trails (Terra Raetica);
- Adventure playgrounds (RegioL).

Renewable energy:

- PV with battery (RegioL);
- LED illumination of streets of municipalities (RegioL);
- Studies of little hydro power plant stations for municipalities (RegioL);
- Studies about charging stations for e-cars (RegioL);

House renovations:

- About 20 projects in 7 municipalities with about 2.000 m2 living space (RegioL).

Social inclusion:

- Empowerment for girls and women with migrant background(RegioL);
- Mobile social worker for the youth of the town Landeck (RegioL);
- Refugees involved in the cultivation of the natural heritage area (RegioL);
- Child care for families in touristic areas (weekend and holidays additional to the public child care) (RegioL and Terra Raetica);
- Palliative care (Terra Raetica).

The main challenge encountered when launching the implementation of the project was caused by the administrative burden due to the EU regulations. The management costs are about 30% of the budget. For the implementation of similar regional programmes the administration costs cover about 10% of the budget. It means that the administration of the EU instrument requires about 3 times efforts that other similar programmes. This is due to the complexity and the detailed documentation regarding the financial implementation. The complexity has been raising significantly from LEADER II to LEADER+, axis LEADER and now CLLD. The burden affects also the applicants and all the partners involved in the implementation with detriment of their efficiency.

Sometimes all this complexity leads to wonder whether it is still worth using EU funds. Simplification is highly required otherwise the commitment on local level vanishes. Moreover, the EU will lose the positive returns in terms of image provided by these integrated initiatives. Instead it will appear as a bureaucratic giant.

This has already caused the exclusion of potential actors, who are not capable to fulfil EU requirements or are capable but are not willing to fulfil them (like SMEs, municipalities...).

Some examples of burdens that can be reduced or procedures that can be simplified:

- Costs have to be plausible before the start of the projects (new for EARDF not relevant for ERDF). It means that 2 to 3 offers are required for each cost position before applying for a project (there can be more than 10 positions in one CLLD project). LEADER/ CLLD projects have a maximum duration of 3 years and it is tricky to get the offers way ahead. Moreover, if there are changes during the implementation process additional ones are required.
- Flexibility in the implementation is therefore reduced. The concept of LEADER/ CLLD is based on innovation, while more and more it becomes based on administration complexity.
- Detailed documentation on all levels is required – project applicants have to prove that they are not committing fraud in every details. It creates constantly new checklists, documentations to be processed and additional administrative efforts.
- The EU regulation is of about 600 pages and 5.000 pages guidelines. It is impossible to expect that all actors involved would be acquainted of all these information. Complexity leads to unclear juridical situation and interpretation, leaving uncertainty regarding controls from higher levels and risk averse decisions, and ultimately harming further the applicants.

b. Animation and participation

The different working groups were open for all local actors. About 200 local actors took part to the different working groups (mentioned above).

Moreover, ongoing information about the initiatives are disseminated through TV, press conferences and website.

Specific initiatives were taken, such as:

- Qualification trainings for electric enterprises to teach them the new technologies in the field of renewable energy (i.e. PV with battery-systems);
- Coordination and information about renewing empty buildings in villages.

c. Monitoring system

The region of Tyrol has its own monitoring system. The LAGs have full access to the system and it reflects the project implementation as well as the implementation of the strategy (including the indicators). The Regional monitoring system is reliable and it is customized to the needs of the LAGs (each LAG has its own strategy with different set of indicators).

The Regional Monitoring System (FAI) has the following features:

- Monitoring system for the whole project development and implementation process (all required information on the project including financial implementation and indicators);
- Link between the projects and the local strategies of the LAG;
- Full access for the CLLD-Management and the regional administrative level to the system;
- Shared responsibility between local and regional level to insert the data;
- Shared visibility of the status of each project and the implementation of the strategy;

In addition, for the Terra Raetica (4 areas) there is a separate monitoring system in place on INTERREG Italy- Austria programme level.

E. Added values and constraints

a. Added value and bottlenecks

There is a cultural and operational recognition of the CLLD as cooperation mechanism. The broad recognition at the local and regional levels of sustainable local development validity takes at least 15 – 20 years. In Tyrol we hope our main stakeholders on local and regional level are now convinced of the need.

The strongest added value and of the CLLD in relation to other traditional policy approaches is that today LAG RegioL is one stop shop regarding an integrated development for all regional, state and EU-funding in our region. The capacity to coordinate integrated development is at its best and people in our region know about our expertise in this field. Bottlenecks or limitations hindering the utilisation of the CLLD approach are limited thanks to the support of the regional department. This is the key factor of success.

Moreover, new way of conceiving the local development of the area (out-of-the-box thinking) has affected the people working together in the working groups, where they get into contact with interesting persons and projects inside and outside the region (i.e. in northern Italy or Switzerland).

The overlapping between RegioL and Terra Raetica brought also a set of additional added values:

- *Thematic added value*
Implementation of EUROPE 2020: Local strategies and concepts were integrated in a common cross border strategy – bringing EUROPE closer together at the immediate border.
- *Political added value*
Fostering EUROPEAN integration, building trust between the actors in a cross border area and therefore the basis to create synergies.
- *Institutional added value*
Active involvement of local actors (bottom up), knowledge about the CBC neighbour and creating a platform for the ongoing cooperation (Terra Raetica).
- *Socio – economic added value*
CB-Cooperation between the sectors (tourism, nature parks, cultural sites, formation, and volunteer work; ...); creating a strong public transport network across the border.
- *Socio – cultural added value*
Creating a cross border identity based on the socio-cultural roots and the implementation of the different projects, which have raised the awareness of the cross border area and the benefits of cooperation through marketing and project presentation in the media (TV, homepage, print media, YouTube, Facebook,...).

Administrative burden is the main bottleneck, even if some simplification took place (see following point).

b. Multiple targets

The main added value offered by the combination of funds are:

- Additional funding for projects in the region;
- Short ways for local actors to get the information and funding (i.e. one stop shop);
- Better way to organise interests and expertise in working groups.

From a management point of view, the prominent innovation was the use of the Lead fund (EAFRD) to pay for all the management activities. Whereas in the previous programming period LEADER was paying for the LEADER-management and INTERREG was paying for the cross-border management – therefore the costs of the management run by RegioL had to be broken down in detail (for each person with detailed timesheets, the office and ongoing costs of the office), now this is not necessary any more, reducing the administrative burden.

Moreover, it is worth mentioning the changes brought by the cross-border CLLD and the use of ERDF. CLLD Terra Raetica changed the role of local stakeholders because of the increased possibility to coordinate better the projects at local level according to a coherent strategy. The local stakeholders have now more direct influence on the project management (they do not depend anymore on the regional level about project decision). They have to check if the projects are able to reach the expected goals (output-based approach on local level) and if the applicants are capable to implement the projects. As a consequence there is higher commitment of local stakeholders to the development of the cross-border strategy.

From this perspective, a stronger message from the EU is to incentive the use of all funds for CLLD.

The first draft of the EU regulations set up CLLD for all funds as a requirement, but after negotiations with the Member State it remained compulsory only for EARDF, and only optional for the other funds. On national level it strongly depends on the stakeholders in each programme if integration is foreseen. Therefore a “stronger message” would help to spread this approach.

c. Adequacy

Funds are always limited compared to the challenges we face. In the case of the CLLD CBC they were sufficient to activate the process, but they need to be increased.

d. Good practices

The one-stop-shop approach at regional and local level is one success factor.

It shows that at the LAG level there are no structural limitations for a proper exploitation of the opportunities to combine funds or themes. However, the main challenges of combining different funding sources or themes have to be solved before by the regional and state authorities, with consequent clear rules.

In general, the development of rural areas is a task of different administrative levels.

Local level:

It is necessary to have local stakeholders who are willing to work on a strategy and are committed to implement it. The CLLD-Management is the driving force, helping local actors to design and implement projects and steering the process towards the goals of the strategy. Moreover, the one-stop-shop approach implemented at the regional level is crucial for local actors, because allows different actors of various sectors to get together and work for an integrated local development strategy. This is the basis for cross sectoral cooperation and innovation and a main driving force for the local development.

Regional level:

It is responsible for establishing a proper governance system between local and regional level and it supports the local development through diversified actions: additional funds, expertise, coordination of the 8 LAGs in Tyrol, etc. Moreover, it informs other regional stakeholders, getting their commitment for local development, and implements a single monitoring system for the Tyrolean LAGS with the aim of showing the added value to the regional level and the regional strategies.

National and European levels:

They need to foster an integrated development process through CLLD and its concepts (strategy based, decision on local level, CLLD-management, multi-fund approach, innovation, cooperation and networking). These requirements were a development boost for local development.

Bottom up is important but it has to be connected with the regional level (Governance) and local and regional level should work hand in hand on local development. Strong local areas are also an added value for the regional level and a functioning partnership between local and regional level can assure also administrative sustainability (who knows how long the EU is supporting the CLLD concept). In this regard, it is important to convince the regional level that integrated local development is also benefit for their purposes.

From our viewpoint it doesn't make much sense to start CLLD for 7 years and then stop it. This would mean that a lot of the support will be a lost investment. Due to the 7 year circle of EU initiatives and the insecurity about its prosecution, it is necessary to plan ahead and try to find possibilities to continue even if EU funds are no longer available.

The regional level should also have a strong interest in active local development (see LEADER principles), which contributes also to the development of the region Therefore multi-level governance is crucial with an important role of the Region. In Tyrol case, since the last 3 years the regional level is supporting additional local development strategies (in less developed areas of Tyrol – one of it also in the area of Regiol) based on the LEADER principle but with only regional funds.

Finally, the LAGs in Tyrol are creating benefits from local development for the regional level due to specific forms of innovation such as new implemented tools and new forms of cooperation, which were afterwards transferred to the regional level. It is sometimes easier to bring people together first at the local level and then using the process as a role model for the regional level. In other words, the LAGs initiatives are sort of pilot cases for experimentation. Some examples:

- Solar Tyrol: map of solar cadastre based on laser scanning data combined with orthofoto, which was developed in Landeck and now used in the whole Tyrol region
- Fibre to home: fast internet (100 Mbit) in rural areas (fibre glass) first district Landeck now role model for Tyrol, maybe Austria.
- PV with battery and self-storage: started in Landeck, now Tyrol, next year maybe Austria.
- Climbers' paradise: climbing areas, first projects in the district of Imst, now role model for Tyrol

The LAG is the organization that brings innovation in rural areas: networking creates innovation, builds up local know how, makes EU visible in rural areas.

There is an increased capacity due to the possibility of using also ERDF compared to the previous LEADER approach. LAGs' competences and tasks have significantly improved due to CLLD and additional regional programmes (regarding economic development and social development) for the benefit of the local areas. The result is a streamlined and coordinated approach of local development and regional initiatives.