



Case study

Topic 03: Territorial dimension and integrated approach

Sweden



EUROPEAN UNION
Cohesion Fund
Operational Programme Technical Assistance



MINISTRY
OF REGIONAL
DEVELOPMENT CZ



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List of abbreviations

CF	Cohesion Funds
CLLD	Community-Led Local Development
EAFRD	European Agricultural Fund for Rural Development
EMFF	European Maritime and Fisheries Fund
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
IB	Intermediate Body
IN	Integrated tools
ITI	Integrated Territorial Investment
LAG	Local Action Group
MA	Managing Authority
OP	Operational Program
ROP	Regional Operational Program
SME	Small and Medium Enterprise
SUD	Sustainable Urban Development

Sweden

Integrated instruments

In Sweden, the CLLD is supported in all four ESIF funds. In the case of ERDF and ESF involvement, activities and projects supported under the MAS are not limited to rural areas only. The Managing Authority of all these programs is the state agency Jordbruksverket. For coordinating local development at the highest level a joint monitoring committee, which brings together relevant ministries and other stakeholders from all three operational programs, was established. The only operational program using ITI is OP Western Sweden. Implementation of the ITI focuses on the city of Gothenburg, which, however, is not an Intermediate Body. The city of Gothenburg has an integrated development plan - according to this plan, three projects are funded from the Operational Program.

Positive aspects	Negative aspects
<ul style="list-style-type: none"> ▶ Multifund approach and a specific OP dedicated to CLLD ▶ Historical experience and functioning partnership ▶ Building expertise of MAS ▶ Simplification of the Implementation structure ▶ Flexibility of the whole ITI system ▶ Strong position of the city Gothenburg 	<ul style="list-style-type: none"> ▶ Differences between individual funds and a drawing of ERDF and ESF funds ▶ Difficulty of preparing the programming period

Key aspects of the integrated instruments

1 Multifund approach

Produces economies of scale for MAS. Hence, procedures and processes can be simplified ("single entry point" – one place for project realization for all four funds), with the aim of unifying rules and procedures. Greater coverage and scope of interventions and extension of partnerships.

2 Simplification of the Implementation structure

In the previous period the MAS did not communicate directly with the MA, but there were Regional Boards of Administration. In the current period, one level of the implementation structure was removed – this simplified individual procedures, processes, and mutual communication = acceleration of the entire administration.

3 Differences between individual funds

When applying a multifund approach, it is very difficult for the MA and for individual MAS to perceive and understand the differences between individual funds (e.g. in the evaluation system, system of controls, rules of publicity). This causes problems with the use of ERDF and ESF.

4 Preparation of the programming period

Difficult and lengthy preparation of the current programming period, which took about two years. Even now are some procedures too long. Everything is also too closely controlled from the MAS point of view.



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1. Basic characteristics of the ESIF system

Number of operational programs (OP/ROP)	Number of territorial units (NUTS1/NUTS2/NUTS3)
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13 (5/8)	3/8/21
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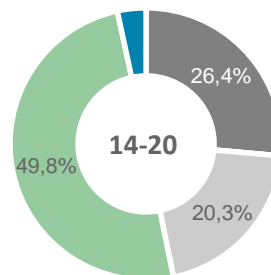
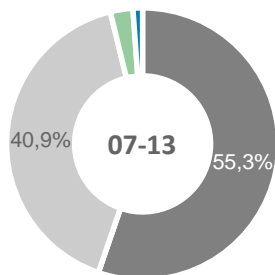
Total allocation planned (according to the programming period and according to the fund)
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Total allocation
(mil. EUR)

14-20: 3 538



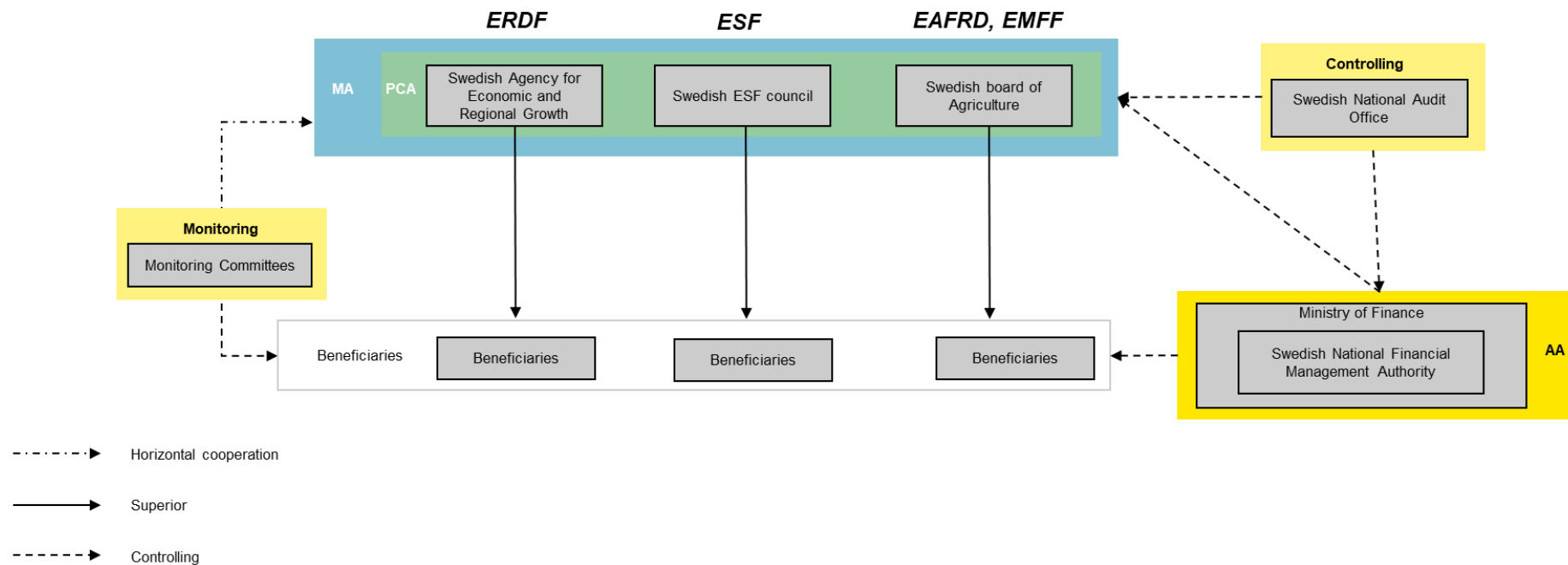
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2. Simplified scheme of the implementation structure

Scheme 1: Simplified scheme of the implementation structure



**specific bodies for prioritization of projects: Structural Fund Partnerships (ESF), Heads of government agencies (ERDF), County administrative boards and national authorities (EAFRD, EMFF)*



3. Answers to the evaluation questions

- 3.1 What bodies or actors are involved in this allocation? How is quality planning and the associated degree of decentralization of this strategic planning being ensured? What risks are associated with this? How is the partnership principle grasped and anchored in the territorial dimension?

How are the territorial development strategies developed? What is the methodological support at the national level / level of the MA? Who approves these strategies? How is their implementation monitored and evaluated? How are they linked to national strategies?

How are the territorial strategies developed and who defines the territory?

When does the LAG becomes the LAG in other member states, are there any standards for assessment that the LAG needs to meet? How does the LAG participate in the project selection?

How do the cities operate within the ITI, are they always an IB?

In the previous programming period, local territorial development was supported under programs funded by the EAFRD and the EMFF. The rural development program supported 63 areas by the LEADER method. In the EMFF program, 14 fisheries areas based on fisheries-dependent communities across the country were supported.

In the current 2014-2020 programming period, Sweden decided to apply local development in the form of the **CLLD** in all four ESI funds (i.e. ERDF, ESF, EAFRD and EMFF). Local action groups have the opportunity to develop complex strategies with broader scope and also wider involvement of different stakeholders and partners. Local action groups have the opportunity to choose what activities and projects they will implement, with the involvement of appropriate funds. Each LAG has the choice whether to involve one, two, three or all four funds. However, individual projects can be funded only by one fund.

For efficient resolution of local problems, a holistic and integrated approach is required according to the MA's opinion. Local communities can take concrete actions to make their (not only economic) development "smarter" and more sustainable, thus supplementing the activities implemented within the national or regional initiatives. Local actors can easily identify local issues, but also find the right solution. Local actors can more easily mobilize to address local problems.

In the case of the ERDF and the ESF involvement, the activities and projects supported under the LAG are not limited only to the rural areas.

The Partnership Agreement and the relevant operational programs stipulate that the geographical delimitation of the areas is carried out by such local actors, who establish an appropriate area based on identified needs. The whole Sweden may (but also may not) be covered by the LAGs. Projects funded from the EAFRD will be implemented in rural areas, and can also be implemented in rural areas with inclusion of urban areas of up to 20,000 inhabitants. The ERDF and the ESF resources can be used in all parts of the country, i.e. they can also cover urban areas or parts of agglomerations with more than 20,000 inhabitants.

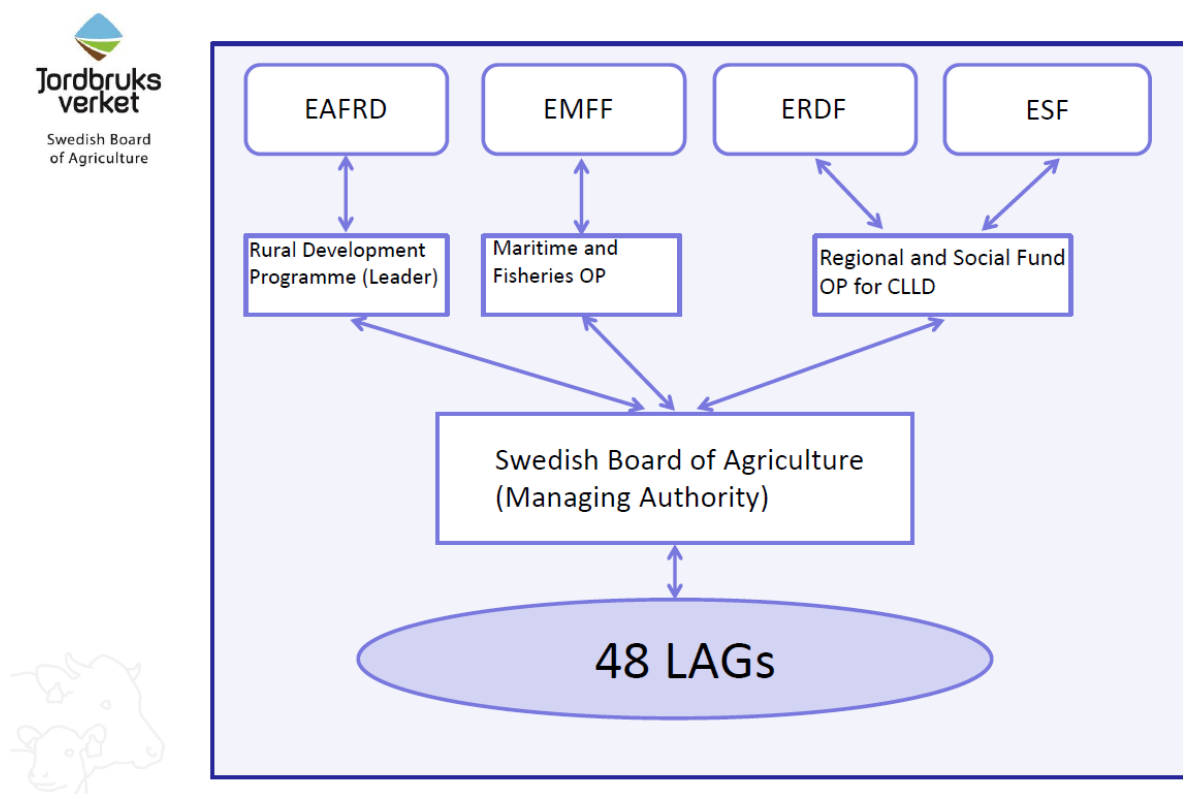
Experience from the 2007-2013 programming period shows that the defined areas should have an administrative power in order to work well. This, of course, affects how many such areas could or should be defined (respecting the guidelines set by the European Commission defining 10,000 to 150,000 inhabitants per region). However, when defining the areas, it is important to consider that the area is functional and consistent with the context of selected local development strategies. For this reason, it was possible to create areas with more than 150,000 inhabitants (also for this reason it is important that the activities supported by the LAG from the ERDF and the ESF can be implemented in urban areas or

parts of larger cities as well). The implementation of CLLDs in urban and rural areas does not differ from each other.

In defining and subsequently selecting the areas for the CLLD funding, it was also important that some areas with LEADER experience from the previous period decided to merge or expand their competences into urban areas.

As already mentioned, the CLLD in Sweden is implemented with the support of all four funds, namely through three programs - the Rural Development Program (EAFRD), the Marine and Fisheries Program (EMFF) and the special Community-led local development program with support from the ERDF and the ESF 2014-2020. The Managing Authority of all these programs is the Jordbruksverket State Agency (Swedish Board of Agriculture) which is also a Paying Authority.

Scheme 2: Implementation scheme CLLD (2016)¹



A Joint Monitoring Committee was established to coordinate local development at the top level, bringing all relevant ministries and other actors from all three operational programs together. The chairman of the committee is a government representative. The Monitoring Committee of the EAFRD program and of the OP Fisheries Monitoring Committee must be also represented in the Joint Monitoring Committee. The Joint Monitoring Committee allows to address the strategy and problems of local development from the outlook. For the ERDF and the ESF program, all the necessary decisions and changes to the individual programs are approved by the Joint Monitoring Committee (which is also a monitoring committee of these programs), however in case of the EAFRD and the EMFF programs, the appropriate actions are approved independently by their own monitoring committees. The overall assessment of the implementation of local development is then under the responsibility of the Swedish Board of Agriculture.

Local Action Groups have the opportunity to receive support to prepare their activities and in particular to prepare the local development strategy. This support could be requested by the LAG from autumn

¹ Presentation Achieving results the CLLD way: Putting the method to work, 7. 12. 2016, Swedish Board for Agriculture (Niclas Purfürst), page 4



2014 and could be used for LAGs establishment, mobilization of actors, developing analyses and the development strategy due to MA's requirements / requirements of the Regulation. Such support for preparation was provided on the basis of "unit costs", which were determined, inter alia, on the basis of the number of inhabitants in the given area. In the case of the preparation of multi-fund strategies, the strategy support was funded from these funds.

At the same time, the MA has organized a number of seminars and educational activities focused on the development of local development strategies. A methodological manual has been created as well.

The selection of strategies / LAGs to be funded was coordinated by the MA and it lasted approximately one year. A panel of experts was involved in the selection, they prepared an initial evaluation of individual strategies which served as the basis for a selection board established by the MA. The evaluation by the selection board is subsequently confirmed by the MA, which has formally decided to approve the development strategy and also allocated the corresponding budgetary resources. According to the information provided by the MA, it is planned to review the implementation (drawing) of budgetary allocations in the foreseeable future and, if necessary, to adjust the budgets or individual development strategies.

Each local development strategy must define and describe its scope, but there is no minimum scope of the strategy required by the MA. Furthermore, the competence of the relevant LAG must be demonstrated as well as its involvement of all the required partners (local, private and non-profit sector). The local development strategy must describe how a local action group was / will be set up. The strategy should also make it clear how the LAG intends to be organized (i.e. how it will set its internal processes) and how it will operate with respect to the principles of gender equality, non-discrimination, environmental protection, climate, innovation and other horizontal themes. Individual strategies must be also in line with other relevant regional and national strategies (this was assessed only generally at the top-level). In addition to its priorities, the strategy defines the budget and the planned financial resources (i.e., from which funds it will be funded). The strategy also contains criteria / evaluation questions for the selection of individual projects.

In choosing the funding strategies, the MA received 53 proposals in total from which it chose 48 local development strategies / LAGs to be funded. The reason for not selecting the remaining five strategies was that these LAGs and their budgets were so small that it did not make sense to support them from the operational program (their activities were funded directly from the state budget).

The criterion for the distribution of financial allocations among individual LAGs was the population of the given area, the size of the territory and the population density.

The implementation of the strategies belongs to the responsibilities of the individual LAGs. The role of the MA is more or less formal, it controls whether the individual projects and activities are in compliance with the established rules and in line with the approved local development strategy. However, at the same time, the MA operates an IT system through which individual project applications are submitted (this system is operated for all ESIF programs/projects, so it is not created separately for the CLLD). This represents a significant support for the LAG's activities while it ensures sufficient control of MAS' activities by the MA.

Each project is then assessed by the LAG, and the decision is a matter of the LAG's Steering Committee. The projects are also formally controlled by the MA, but if the project fulfils all the formal conditions, the MA does not interfere in the selection and confirms the decision of the LAG. The project selection process by the LAG has been verified by the MA on the basis of very thorough scrutiny of the five initially submitted projects.

Individual LAGs have the status of non-profit organizations, their status is defined by a special law (see the answer to the question 3.5). A compliance with the conditions after submitting all required documents is checked and formally confirmed by the Swedish Board of Agriculture. Each LAG must have a steering committee composed by one third of representatives of local, one third of private and one third of non-



profit sector. LAGs must have written statutes and operating rules, whose implementation is checked annually (the LAG must submit the relevant documents for inspection).



Example – LAG Mittland Plus

This LAG implements the project selection through a continuous open call. It has already received 85 applications, of which 48 have been approved and implemented so far. Prioritization and approval of individual projects is a task of the LAG. Its representatives meet every two months to approve new projects. At present, approximately 40% of the budget has been spent in the amount of approximately CZK 143 million.

LAG Mittland Plus was created by a merger of two smaller LEADER areas. These were too small from the point of view of the Swedish Board of Agriculture, therefore they were advised (relatively strongly recommended) that their merger would be appropriate.

All possible actors were involved in creating the local development group. A number of focus groups and workshops have been organized across the LAG. Regional government was also involved - because there is a regional development strategy with which the local development strategy must be in line. The preparation of the local development strategy lasted 2 years, including its approval. The strategy has been approved by the steering committee of the new LAG and steering committees of both predecessors (thus definitively confirming their association). The strategy was subsequently sent to the MA, which commented on it and subsequently formally approved it. Any support from the MA has been valued for its approach and for the financial means making the whole process of strategy development professional.

In the case of the ITI, OP Western Sweden is the only operational program that is using the ITI (two other regional operational programs - Stockholm and Skåne-Blekinge - from the total of eight operational programs, focus on the development of urban areas within the SUD).

The ITI Implementation focuses on the city of Gothenburg (the only metropolitan area in western Sweden), which is not an intermediate body. The implementation structure is so simple because it consists "only" of the Managing Authority, the Tillväxtverket (Swedish Agency for Economic and Regional Growth). This agency is the Managing Authority for all eight Regional Operational Programs and one National Operational Program financed from the ERDF. The Agency is an organization established by the Ministry of Entrepreneurship and Innovation.

The city of Gothenburg has an integrated development plan that was created at the same time as the operational program. Various actors (academics, non-profit organizations, entrepreneurs, etc.) were involved in preparing this plan. The Managing Authority was also involved in the preparation of the plan. The process of preparing the plan was defined by the city itself. Under this plan, three projects are funded from the Operational Program. These projects are carried out by the city or its organizations.

The Integrated Development Plan defines cross-sectoral key sectors for cooperation, strategic partners and cooperation areas and identifies cross-sectoral and sustainable urban development projects with a clear relationship to the trade and industry. The content of the plan is based on the existing strategic documents of the city of Göteborg - Vision Älvstaden, the environmental program (Miljöprogrammet) and the climate program (Klimatstrategiskt program).

In the project selection within the announced call, formal negotiations were held between the representatives of the city and the Managing Authority. At this meeting, city representatives confirm whether the projects (selected by the municipality) are submitted in accordance with their integrated development plan, which is a prerequisite for their approval. The Managing Authority shall also assess whether the projects are in line with the focus of the operational program.



The main objective of the ITI tool within the operational program is to enable the implementation of projects that affect more than one priority axis of the program. As an example, it can be mentioned, that the research operations within innovative platforms that may be linked to business activities and can lead to the development of sustainable solutions developed in urban districts with specific socio-economic problems.

3.2. What topics are addressed within the territorial dimension and integrated tools? Are there areas supported solely by the territorial dimension and integrated tools?

Within the **CLLD**, support falls mainly to thematic areas 8 and 9, but it also contributes to the implementation of the other thematic areas. According to the particular operational program, the support is focused on:

- ▶ supporting local development through entrepreneurship, in particular by facilitating the economic exploitation of new ideas and supporting the creation of new businesses (ERDF),
- ▶ a local development strategy to strengthen the position of individuals in the labour market and to help to facilitate the employability and employment of people with difficult access to the labour market (ESF).

The selected example of a particular LAG Mittland Plus then supports more specifically:

- ▶ entrepreneurship (SME),
- ▶ social economy and human resources (aimed at maintaining the financial resources in the given location),
- ▶ accessibility in various ways - generally with a focus on the socially and the medically disabled (housing, transport, broadband internet, etc.),
- ▶ preservation of the natural and cultural heritage (tourism, fishing, biotopes and reservations, etc.).

All four funds (ERDF, ESF, EAFRD, EMFF) are combined under the Mittland Plus LAG to support such a broad range of topics.

Under the **ITI**, the following topics are supported in one relevant Western Sweden Program:

- ▶ cooperation in research and innovation,
- ▶ competitive small and medium-sized enterprises,
- ▶ innovation for a low-carbon economy.

Within this program, only three projects are implemented to address the size of the allocation, specifically aimed at supporting SMEs, supporting research and innovation at universities and start-ups and at the „green“ economy. These projects are funded purely from the ERDF. The total allocation to the ITI under the OP Western Sweden is about EUR 2.7 million (4.8% of the total allocation of the program).

These topics are not supported solely by the territorial dimension and the integrated approach - among others, they are supported under the individual Operational Programs as well as the national programs of the National Operational Program ESF for investments in growth and employment 2014-2020 and the National Regional Fund Program for Investments in Growth and Jobs 2014- 2020 (ERDF).

3.3. What are the success factors and the barriers to the success of allocating ESIF funds only to selected territories and/or through integrated tools?

What are the elements that enable the success of integrated tools or, on the contrary, the barriers to successful implementation of integrated tools?

In the case of the **CLLD**, the **success factors** were identified as follows:



- ▶ **The multi-fund approach** creates economies of scale for local development areas such as marketing and communication (i.e. activities can be implemented together for all funds, implemented by one actor and there is a single contact point for all funds). Procedures and processes can also be simplified because they create a single-entry point - one place to implement projects from all four funds, trying to unify rules and procedures (which is not always the case - see below). The multi-fund approach also allows greater coverage and scope of interventions and wider partnerships (involving more diverse actors) and increasing the potential for synergies.
- ▶ The LEADER method has been historically used, it is well-known and well-perceived.
- ▶ The well-functioning partnerships in the most LAGs, which are a basis for successful implementation of local development strategies and associated projects.
 - ▶ In particular, the Mittland Plus LAG reports as an advantage that it is a relatively small area where everyone knows each other, the LAG management has contacts with all the necessary actors with whom it regularly communicates, explains CLLD / LEADER, visits the territory etc. (i.e. "it's about the people in the area" - an enthusiastic and proactive LAG management that communicates well in the territory and with the MA is the basis for success).
- ▶ The assumption of success is the consistency of the implementation of CLLD / integrated tools at the government level and the resulting cooperation and communication between relevant ministries and other stakeholders.
- ▶ Building expertise in the LAG side is also perceived as very important.
- ▶ The method of cooperation between the LAG and the Managing Authority (Jordbruksverket) has been very positively evaluated by the Mittland Plus LAG. The collaboration is actually perceived as doing things together, not a rivalry or a subordinate-superior relationship.
- ▶ From this point of view, the LAG/MA cooperation in this programming period significantly improved comparing to the previous one. In the period 2007 - 2013, the LAG did not communicate directly with the MA, but there were so-called Regional Boards of Administration. Currently, one level of implementation structure has been removed, simplifying both procedures and processes, as well as mutual communication. This has led to speeding up the entire administration.
- ▶ A new IT system has also helped to simplify the implementation; it has improved its functionality over the previous one, and the advantage is that everything is already managed electronically (i.e. without printed documents). Through this system, individual project applications are submitted. This represents a significant support for the LAG's activities and ensures sufficient control of MAs' activities by the MA.

As **shortcomings** were mentioned in particular:

- ▶ When applying a multi-fund approach, it is very difficult for the MA and for individual LAGs to perceive and understand the differences between individual funds (e.g. in the system of evaluation, the system of control, the rules of publicity, etc.). If the project falls within the scope of its activities and focus in more funds, this project is divided into several sub-projects according to the individual funds.
- ▶ (The multi-fund approach is applied by most LAGs, some combine all four funds, and most of them combine three funds and only a few of the total of 48 LAGs use only one fund).
- ▶ Difficult and long preparation of the current programming period, which took approximately two years (i.e. more than originally planned and expected). Even now, some procedures are too long. Everything is also controlled too thoroughly or several times from the LAG's point of view



– the control would be sufficient at the beginning of the implementation, not when it is running relatively smoothly.

- ▶ Due to the experience with the EAFRD implementation, there are no problems with this fund, but due to less experience with the ERDF and the ESF implementation, some LAGs are having difficulties in drawing on these funds and are currently in danger of failing to comply with the N + 3 rule.
- ▶ The communication with the European Commission / EMFF representatives, who cannot fully understand the specifics of the CLLD implementation in Sweden, is sometimes referred as problematic. When implementing the CLLD, the general LAGs and fishing LAGs (FLAGs) are represented by one and the same entity, which is causing problems because the LAG operates partially differently than the FLAG, according to representatives of the Mittland Plus LAG.

The **key success factors** in the implementation of the ITI are:

- ▶ Flexibility of the whole system (especially compared to the SUD implementation system in Stockholm and Skåne-Blekinge).
- ▶ Determining the allocation at a minimum of 5% - it enables to implement more projects in the case of the interest from the city, but if there is not any interest, this limit is easily fulfilled by the implementation of the three projects which are already being implemented (see above).
- ▶ A well-elaborated Integrated Development Plan, which has helped, for example, Managing Authority representatives to better understand what objectives and directions the city has and what its expectations from the implementation of the operational program are.
- ▶ The strong position of the city of Gothenburg, which is logically a key player in the area. Through the contribution and active approach of the city, an active discussion with all stakeholders was enabled, which contributed to the creation of a high-quality integrated plan.

The **main problems** in implementing the ITI were the difficulties in setting up the way of cooperation and communication between the Managing Authority and the City of Gothenburg (however, it has been solved by appropriate setting), some administrative procedures and the complexity of the system of indicators.

Overall, it should be noted that the city of Gothenburg has sufficient resources to develop, ITI projects are only a small part of the budget, and from this point of view, the ESIF funds are not key to the city.

3.4. How to set up the territorial dimension most effectively to avoid unnecessary administrative burden on the actors of the implementation structure or the beneficiaries, while maintaining its use transparent?

How to set the implementation of integrated tools to be simple (or as simple as possible) and at the same time transparent? How to set up a MA / IB / local government relationship (MAS, ITI) - connection to IT systems, providing audit trails etc.?

The efficiency of the **CLLD** implementation in the current period is ensured by the following main factors:

1. Simplifying the implementation structure by removing its one level (see answer to question 3.2) to ensure direct communication and cooperation between LAGs and MAs - simplifying individual procedures and processes and contributing to overall simplification of administration.
2. Setting up a multi-fund strategy establishing one MA for all funds and thus also single contact point for all LAGs together with the effort to harmonize relevant methodologies, rules and procedures as much as possible.
3. An IT support for LAG activities, or creating an IT system for administration of project and project applications. All applications in all LAGs are delivered through a single IT system. All relevant documents are thus available to all relevant parties in one place. The IT system also



provides easier communication between the applicant, the LAG and the MA. Clear instructions and help are also available to applicants. Overall, the IT application is made as simple as possible to make tasks easier for applicants, speed up their work, and increase the number of high-quality project applications.

Also, the entire control and approval application process is done electronically directly in the system, which is both efficient and transparent.

From the point of view of the MA to further streamline and improve the administration of the territorial dimension, it is necessary:

- ▶ to unify and simplify the administrative procedures of all four funds as much as possible;
- ▶ to further develop an IT system;
- ▶ to streamline the cooperation with the MAs of another ERDF and ESF programs;
- ▶ to foster inter-linkages between urban and rural areas.



View of the representatives of the Mittland Plus LAG

To simplify the control system would help the effectiveness of implementing the territorial dimension. At present, everything is controlled and scrutinized several times from different levels - this was certainly needed at the beginning of the implementation, but now there is rather redundant administrative burden.

There is also some inefficiency in creating new information systems for each programming period. The existing IT system works well and should be therefore maintained for the future period.

A joint IT system for all LAGs operated and shared with MAs is efficient (e.g. applications and projects can be administered without printed documentation). However, from the LAG's point of view, further support of the MA would be welcomed, with many procedures and administration being "centralized" and shared across all 48 LAGs.

From the **ITI** point of view, the situation is relatively simple - it is a small allocation within the volume of a small operational program. Within this framework, only three projects are being implemented and at the moment, no other projects are expected to be implemented. Implementation procedures are set as simple as possible. Under the OP Western Sweden, the City of Gothenburg is not an intermediate body.

3.5 How have the elements of the territorial dimension, including the integrated tools, been implemented or anchored in the national legislation or in the ESIF methodical setting?

In the Czech Republic, it is mainly enshrined in legislation (Section 18 of Act No. 248/2000 Coll., On Regional Development Support) and in methodological guidelines (in particular Methodology of the use of integrated tools). How is it solved abroad? How is the role of the LAG (or ITI) anchored in legislation? Do ITI have the form of an intermediate body, or how do ITI/MAS work legally to ensure the implementation of the LAG?

The legislation regulates the existence and status of the LAG as well as the procedures related to the implementation of the CLLD. This legislation is brief, clear, transparent and easy-to-use according to the representatives of the Mittland Plus LAG. Surely, this legislation is supplemented by a number of methodological guidelines, both for the ESIF in general and for specific integrated tools (in particular the CLLD).

It has not been found that any similar legislation would regulate the implementation of the ITI. As mentioned above, the cities are not intermediate bodies in the implementation of the ITI – the ITI is only implemented within one ROP in the city of Gothenburg, which is not an intermediate body.



3.6. Is there an assessment of the impacts of allocations on the territory (or how is the impact measured - e. g., the Territorial Impact Assessment for assessing the potential territorial impact of projects/strategies/policies)?

How is the impact of integrated tools implementation on the territory assessed? What are the results of these evaluations?

Within the **CLLD**, the impacts of allocation to the territory have not been evaluated in the current programming period yet. At the level of individual LAGs, each project is regularly evaluated (in the case of Mittland Plus once every six months) whether the projects meet the declared objectives or whether they aim at them.

There is an evaluation plan of the given operational program, an assessment of the impact of the allocations is planned in the future. The overall assessment of the implementation of local development is then under the responsibility of the Swedish Board of Agriculture.

Also, from the **ITI**'s point of view, it is too early to evaluate the impact of the allocation to the territory. In addition, the allocation is so small (total of EUR 2.7 million, with three projects being implemented) that the impact assessment alone has no value.

3.7. How is the territorial dimension addressed outside the integrated tools - is there a document similar to the Czech National document of the territorial dimension?

How does a given country support a territorial dimension outside the integrated tools? Is there a similar document/procedure to the Integrated Instrument Guidelines (MPIN) and the National Document to the Territorial Dimension (NDÚD)?

Local action groups selected for the ESIF funding (48 altogether) do not receive any further support. In contrast, 5 LAGs, which have not received the ESIF funding, are currently supported directly from the state budget.

No other support for the territorial dimension outside the integrated approach or any similarity to the Czech national documents on the territorial dimension was identified.

Some respondents' comments have also shown that some regions have enough funding for their development, so the ESIF support is not so important to them and in fact they do not even need any support from the state.

3.8. What knowledge does already exist about the functioning of the integrated approach and its evaluation against the standard thematic approach (i.e., allocation of resources through the operational programs)?

Is the current setting of integrated tools (in terms of process set-up and implementation structure) appropriate and effective (compared to other ways of supporting the territorial dimension)?

Method of funds allocation to selected territories without the use of integrated tools or with a combination of different tools.

Considering the amount of the allocation to integrated approach and the overall ESIF allocation in Sweden (which is not high compared to the Czech Republic), the functioning of the integrated approach is not compared to the standard thematic approach. Its use is mainly based on historical experience with LEADER in case of the CLLD and bottom-up approach in a particular case of the ITI implementation in Western Sweden.



4. Project activity review

Total number of institutions approached

- ▶ 4

List of institutions approached

- ▶ Jordbruksverket (Swedish Board of Agriculture) – department of EU programs
- ▶ Jordbruksverket (Swedish Board of Agriculture) – coordinator
- ▶ LAD Mittland Plus – executive
- ▶ Tillväxtverket (Swedish Agency for Economic and Regional Growth) – executive

List of sources and used materials

- ▶ Develop Sweden! The EU Structural and Investment Funds in Sweden 2014–2020
- ▶ Operativt program Lokalt ledd utveckling med stöd från Regionala utvecklingsfonden och Socialfonden 2014-2020
- ▶ Operational Program Western Sweden
- ▶ Partnerskapsöverenskommelse (Partnership agreement)
- ▶ Presentation Achieving results the CLLD way: Putting the method to work, 7. 12. 2016, Swedish Board for Agriculture (Niclas Purfürst)