

The Gift of Failure: Try, Fail, Innovate !

FAMENET: CLLD seminar

FLAGs bringing Europe closer to citizens. Dublin 04-06 June 2024

**“If things are not failing,
you are not innovating
enough”**

Elon Musk,
Co-founder of PayPay and Tesla Motors

FLAGs have a mandate to innovate 😊

Common Provisions Regulation (EU) 2021/1060

Article 31

Community-led local development

1. Where a Member State considers it appropriate pursuant to Article 28, the ERDF, the ESF+, the JTF and the EMFAF shall support community-led local development.
2. The Member State shall ensure that community-led local development is:
 - (a) focused on subregional areas;
 - (b) led by local action groups composed of representatives of public and private local socioeconomic interests, in which no single interest group controls the decision-making;
 - (c) carried out through strategies in accordance with Article 32;
 - (d) supportive of networking, accessibility innovative features in the local context and, where appropriate, cooperation with other territorial actors.

FLAGs can innovate in different ways

➤ Working methods

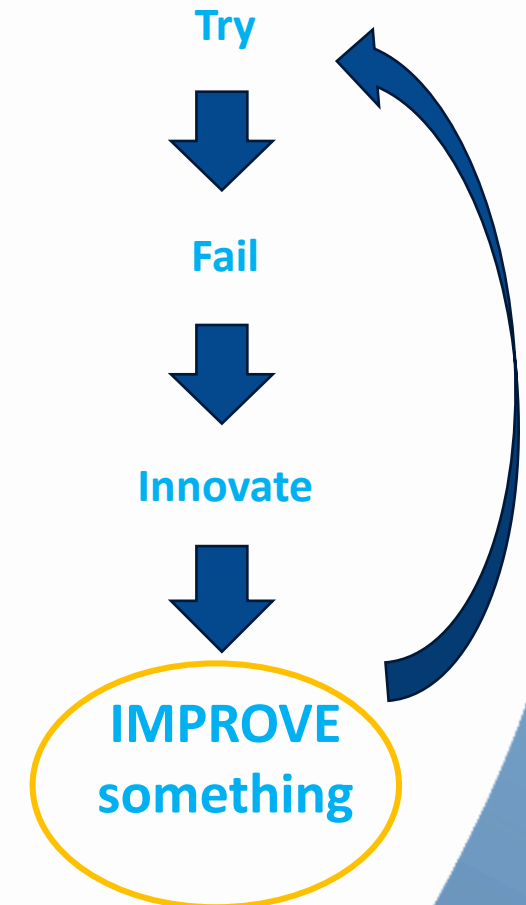


- NEW**
- ✓ Animation techniques
 - ✓ Networking activities
 - ✓ Project support
 - ✓ Project selection
 - ✓ Administrative procedures
 - ✓ Other...

➤ Projects supported



- NEW**
- ✓ Project promoters
 - ✓ Partnerships
 - ✓ Knowledge
 - ✓ Products
 - ✓ Services
 - ✓ Ways of working



**There is no
innovation and
creativity without
failure. Period.**

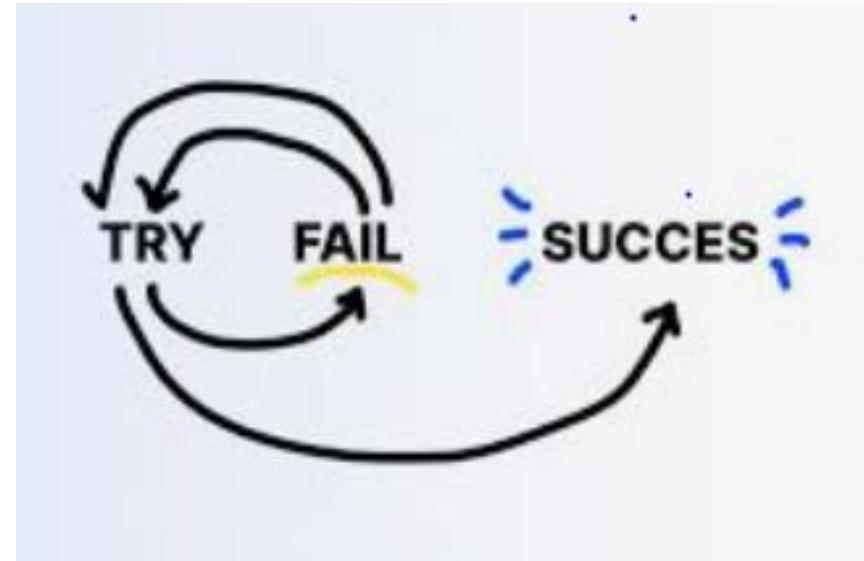
Brené Brown,
Professor, social worker and author.

What have you tried that did not work?

- Working methods?
- Projects supported?



What have you tried that did not work?



- **Try again!!**
- **How will you reach your objective this time?**

Key messages and take aways





SOME MISTAKES THAT WE WON'T MAKE AGAIN...HOPEFULLY.

**Montserrat Gimeno Ortiz.
Manager of Gran Canaria FLAG**

**Networking seminar FLAGs
bringing Europe Closer to
Citizens. FAMENET. Ireland.
June 2024.**



**Cofinanciado por
la Unión Europea**



**Gobierno
de Canarias**

Consejería de Agricultura, Ganadería,
Pesca y Soberanía Alimentaria



**CONSEJERÍA
DE ÁREA DE SECTOR PRIMARIO,
SOBERANÍA ALIMENTARIA
Y SEGURIDAD HÍDRICA**

PROJECT FAILURE

OBJECTIVE: creation of a wholesale fishmonger by a fisherman.

WHAT WENT WRONG: Beneficiary made technical changes to the project without previous authorization. The regional government has requested a full reimbursement of the grant. More than 100,000€.

LESSON LEARNT: In complex projects with the fishing sector, the FLAG has to ensure that it is **clearly understood that any changes** to the project must receive **prior authorisation**.

IMPROVING PROJECT SELECTION

COMPLEX SCORING SYSTEMS.

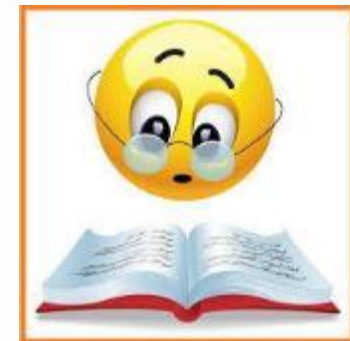
BEAUTY LIES IN SIMPLICITY!

FIRST APPLIED SYSTEM:

- **Max. Score: 130 point**
- **90 points: maximum funding**
- **Less than 90 points, the score is transformed into % of financing over the maximum allowed, e.g. 80 points=76% of total funding eligible**

BUT

- Hard to understand
- Not fair
- Did not favourise quality project



SO... WE CHANGED THE SCORING SYSTEM!

From that moment on, the score determines simply the order of priority of the projects to get financing.



- Distribution of funds is fairer
- Things are clearer
- Calculation is easier
- People are happier

IT'S NOT ALL ABOUT THE MONEY

Cooperation Project between the 7 FLAGs of the Canary Islands.

Initial Cooperation Plan	Final Cooperation Plan
2 Years	8 months
800,000€	763,000€
18 Projects (included in FLAG Strategies)	18 Projects
	Death of teams due to exhaustions
	Lack of control = lower results (of some projects)

WHAT WE LEARNED:

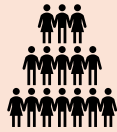
- Cooperation increases the efficiency of economic and human resources in the search for solutions for common challenges. No doubt.
- We all want maximum quality projects. Reduce activities if necessary. Less is more!
- The FLAG technical teams are very dedicated but we also like to sleep, go out, see our families...We should keep that in mind more!



Grupo de **acción costera**
Gran Canaria

Thank you very much!

THE AURAY-VANNES FLAG



49 coastal municipalities - 5 inhabited islands
325 000 residents - 600 km of coast



304 shellfish companies - 173 fishing boats – 150 beach fishermen

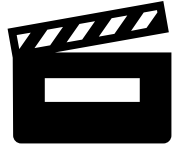


Commitee board = General Assembly
25 voting members + 3 consultative members



ACKNOWLEDGMENT OF FAILURE

In 2022, an evaluation of the 2014-2020 programme revealed some failure :



FLAG activities : problem of committee members' commitment and behaviour BUT also a lack of feedback on supported projects...



Project selection : strategy too broad, criteria not selective enough, project selection meetings too long



Project quality : abandoned projects or with poor results



ACTION-REACTION



To strengthen social links and friendliness and promote good practices : « EMFAF Coffees » : project visits with concrete topics and physical objects and ...coffee and cookies !



To create new and simple tools (and fun if possible !) to select projects and follow them

FEEL LIKE A CHILD AGAIN !



To set up « safeguards » and clear rules



ÉCOUTER
les autres



Listen to the others

Reste
POLI & COURTOIS
Always be polite



ne pas COUPER
la parole

No speak off



CONFIDENTIALITÉ
des débats

Confidential debate

DEMANDER
la parole



Ask to speak



COUPER
le téléphone



Turn off the phone



NON
JUGEMENT

No judgement

TOUS
COMPÉTENTS



Every one is qualified



ASSIDUITÉ

Enrolment/Attendance



Mieux décider ensemble