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M A G A Z I N E

## *Sailing towards 2020*





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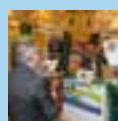
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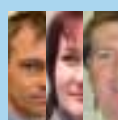
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## Editorial

**"I was particularly impressed by the energy and commitment of those local communities who want to take their future in their hands"**

I am delighted to have taken part in the "Sailing Towards 2020" conference, which gave me a unique opportunity to meet local actors showcasing their projects. I was particularly impressed by the energy and commitment of those local communities who want to take their future into their own hands and I was encouraged to see that the European funding made available through the EFF, and in future the EMFF, can really lead to impressive results on the ground: innovations, new enterprises, growth and jobs at the local level.

I am convinced that these local approaches are a useful addition to our policy portfolio. They complement our sectoral funding strands, making the fisheries and aquaculture sector more sustainable, increasing the value added locally, preserving the cultural heritage, providing jobs and complementary income to fishermen's families, and generally improving the quality of life of coastal communities.

In this magazine you can find out more about **why** the Commission thinks these approaches are important to addressing the new challenges that lie ahead. You can also read about the "FARNET experience", which provides tips and advice on **how** to make a success of community-led local development.

On the "**why**", you can read the proceedings of the "Sailing Towards 2020" conference, and in particular the information on the 42 projects that took part in the interactive exhibition. These projects have made a significant contribution to economic growth and job creation in their fisheries areas. In total, 91 full-time jobs and 347 part-time and seasonal jobs are reported to have been created by this sample of EFF projects; while a further 135 jobs were maintained. But they also go beyond this, as they introduced new innovations in the local context and helped create new linkages between local stakeholders, increasing the social capital in the areas concerned and fostering knowledge of their cultural heritage.

The two reports from fisheries areas in the UK and Cyprus further illustrate the local dynamic created by Axis 4. In Hastings local development support has contributed to rebuild links between the fishing community and the wider "inland" community. In

Cyprus, fishermen have improved their skills and the quality of their products and services in order to better capture a share of the tourism market.

This magazine also explains "**how**" development can be fostered at local level. The central pull-out pages present the "FARNET experience" in 20 key points, drawing on the lessons learned and the methodologies developed and tested over the last five years. This is followed by an interview with three representatives of managing authorities, who explain the direction they have taken when preparing their operational programmes for the 2014-2020 period.

As I underlined in my opening speech to the "Sailing Towards 2020" conference, we must go beyond striking a 'balance' between the economy and the environment. We need to integrate both of these dimensions in projects on the ground to create a sustainable future for Europe's coastal communities. To foster Blue Growth and unleash its potential, we also need to better understand the interaction between the sea and the land, and the opportunities and threats this interaction can bring for coastal areas. Local partnerships have an important role to play in this.

Axis 4 has introduced a new local development approach to communities all around Europe's coastline. Community-led local development is now also firmly embedded in the new generation of European Structural and Investment Fund programmes for the 2014-2020 period.

Let me conclude by reminding you that 2015 is the European Year of Development. We need to demonstrate together the importance of protecting our environment while building our economy. We have a responsibility to ensure that we continue to promote the highest possible environmental standards and protection, while also ensuring a sustainable future for the new generations living in Europe's coastal areas.

**Karmenu Vella,**  
European Commissioner for the  
Environment, Maritime Affairs and  
Fisheries



## Perspective

### GLOBAL CHALLENGES, LOCAL SOLUTIONS

# A new direction for FLAGs

**The reform of the Common Fisheries Policy (CFP), job creation and the fight against poverty, climate change and energy transition, blue growth and coastal development, and a participatory approach with multi-fund local development – these are just some of the very diverse challenges and opportunities FLAGs must consider as they prepare their strategies for the next six years.**

These challenges and opportunities are obviously different in nature. Some have to be addressed immediately, such as the reform of the CFP. The creation of jobs is also an absolute necessity. Others, such as climate change, have a spatial dimension, with threats and opportunities for action varying, depending on the geographical location. Nevertheless, each one of these challenges and opportunities has a certain impact on coastal areas and requires careful analysis in order to determine the most appropriate response by the FLAG, and the need or opportunity to broaden the scope of intervention.

## The new direction of the CFP

*The new CFP, which entered into force on the 1<sup>st</sup> of January 2014, aims to return fish stocks to sustainable levels, to bring an end to wasting fishing practices, and to create new opportunities for growth and employment in coastal regions. In order to achieve this, it focuses on the following objectives: setting a maximum sustainable yield, landing obligations, greater autonomy for the sector,*



▲ A fisherman reading the FARNET Magazine in Cyprus.

*support for small-scale fishing, enhanced support for aquaculture, and improving scientific knowledge about the state of fish stocks. It will undoubtedly have a significant impact at local level and will lead to potential new strategic objectives for FLAGs.*

In close cooperation with other organisations active in the fisheries sector, FLAGs can help to promote the emergence of new ideas and innovations that lead to the creation of jobs and activities in their area. FLAGs could, for example, seek to ensure:

- > increased support for small-scale fishing and aquaculture, seeking to add value, promote higher quality standards and establish new market-

ing channels/distribution networks for fisheries and aquaculture products;

- > greater involvement and acknowledgement of the role of women, and support for the creation of new activities by or for women;
- > increased participation by stakeholders;
- > support for young people and new employees wishing to enter the fisheries sector;
- > greater diversification, in particular in fields concerned with the protection of the marine environment, renewable energy and waste treatment, research and innovation;
- > the development of new relationships with the research community, especially in terms of monitoring and evaluating the state of marine resources and biodiversity;
- > experiments to address the ban on discards and explore potential solutions, whether on board vessels or at the point of landing, aimed at promoting their possible use and exploitation of successful outcomes.



## Job creation and tackling poverty

*In December 2014, 9.8% of the working population in the EU was unemployed. For young people aged 15 to 24, the rate was around 21%, but exceeded 50% in Greece and Spain. The number of people exposed to the risk of poverty and social exclusion has also risen over the past decade and affects more than 25% of the population in 12 Member States. While some coastal areas are faring reasonably well, the situation has deteriorated in many others. Creating jobs and fighting inequality have become absolute imperatives for many FLAGs.*

There is no magic formula to addressing this difficult situation, but, beyond the traditional strategies pursued by the FLAGs, various reactions are possible. Some of these were discussed during the "Sailing Towards 2020" conference, including:

- > Job creation through the development of high-quality services aimed at residents and visitors (local retail outlets, small-scale enterprises, personal and health-related services, cultural activities), with support for the



▲ A young fisherman unloading shrimps in Dorum, in the Cuxhaven FLAG area, Germany.

establishment of short distribution channels in all areas.

- > Initiatives to help strengthen an area's attractiveness. Fishing, irrespective of its local economic importance, contributes significantly to this, even more so when the area's identity, culture and local heritage are enhanced. This in turn helps to attract new activities, including residential development, tourism and other "blue growth" activities (renewable energies, research and innovation...). Careful organisation of the integration of these new activities and new residents, taking the situation of those working in traditional sectors and those most exposed to poverty into account, is an asset.

- > Support for all new forms of entrepreneurial activity (social, citizen-run and cooperative enterprises), local trade (shared economy, circular economy), social innovations and crowdfunding in support of local initiatives.
- > Giving priority to supporting the most promising initiatives in terms of employment and social inclusion.



## Blue growth

*The seas and oceans offer significant potential with regard to innovation and growth, so that the fisheries sector is facing increasingly intense competition for maritime space. Aquaculture, recreational fishing, tourism, wind and other forms of marine-based renewable energy production, and the exploitation of oil and gas reserves at sea are just a few examples of these activities. Such competition can present challenges for local players, especially as some of these new fields require substantial amounts of capital, and the installation of large-scale infrastructure on the coast and/or at sea. However, these activities also open up new potential for coastal areas and FLAGs.*

Some of these new activities are being developed based on capital-intensive approaches, which rarely require any local involvement. However, coastal areas are a logical stepping stone towards the marine resources, whose exploitation should be shared for the benefit of the greatest number of people. The involvement of local people can facilitate the success of such projects, by seeking mutual added value, for instance through the sharing of ideas and resources, and helping to ensure the integration of these new activities in the area by the involvement of local actors in the decision-making process.

Community empowerment, partnership and ownership could be the three main areas of focus for FLAGs. This could contribute to:

- > building the capacity of local stakeholders to participate in the development of blue growth activities;
- > ensuring maximum local impact in terms of jobs and activities, while also taking the impact on the environment and quality of life into account;
- > enabling the greatest possible mobilisation of local people, local enterprises and service providers, helping to ensure that the area's participation goes well beyond the mere provision of sites and infrastructure.

FLAGs can act as a driving force in supporting projects that enable local people to become directly involved in blue growth, and in seeking intelligent ways for these new activities to complement more traditional ones, such as fishing.



▲ Wind energy powering blue growth.

## Climate change and the energy transition

*Climate change has had, and will have, a major impact on coastal and marine ecosystems. The complexity of, and the interaction between, these ecosystems makes it particularly difficult to find effective solutions. Local strategies are vital to enabling areas to adapt to this new context. They need to take account of the consequences for infrastructure, the ecosystems, economic activities and, in particular, fishing and tourism. Energy transition will require the involvement of as many different interests as possible.*

The impact of climate change differs greatly from one area to another. In most cases, it presents a daunting challenge: an increase of extreme weather, coastal erosion, the proliferation of algae and an increased risk of disease in marine organisms, the disappearance of some fish and shellfish species, drought, and a decline in tourism due to extremely high temperatures. In some areas, however, it could have a positive impact on fish stocks or help to attract new residents or visitors.

One of the first challenges for FLAGs is to clearly identify possible local impacts. This will allow for supporting, in a timely manner, the adjustments needed in each of its areas of intervention. For this, FLAGs



▲ A landslide caused by rising sea levels on the Isle of Wight, UK.

can play a crucial role in educating and informing local communities and businesses about climate change and its potential impacts. FLAGs can also engage with other, more specialised partners and encourage initiatives that are likely to reduce greenhouse gas emissions, targeting businesses, individuals and communities.

The development of renewable energy, both on land and at sea, opens up attractive opportunities for the development of coastal areas. Local strategies can look beyond large-scale investment projects by promoting a wide range of initiatives to diversify sources and improve its supply. These local strategies may need to be complemented by higher level actions to





▲ Lively workshop discussion during the "Sailing Towards 2020" conference.

reduce fossil fuel use and to support the development of renewable energy by communities and local municipalities.

## Multi-fund local development

*The EU regulatory framework for the period 2014-2020 introduces the concept of "community-led local development" (CLLD). It provides the opportunity to draw up more comprehensive strategies, mobilising the financial resources of several European Structural and Investment Funds. It is still too early to know to which degree this opportunity will be taken up, and how effective it will be. What matters, however, is the presence of this local approach in the mobilisation of partnerships and possible funding sources, to ensure the intelligent, sustainable and inclusive development of coastal areas.*

In practical terms, three possible scenarios are conceivable:

- > In a very limited number of cases, FLAGs, driven by a broad development strategy for their area, will implement a CLLD multi-fund approach.
- > In a large number of cases, a local development approach will combine LEADER and fisheries CLLD, sometimes with the support of ERDF and the ESF.

In this situation, the complementary nature of the approaches, strategies, partnerships and resources will be constantly monitored, ensuring good efficiency gains.

- > In the remaining cases, FLAGs will implement their specific strategy with the exclusive support of the EMFF.

Whatever scenario applies, FLAGs have already gained a solid experience that they can now build on. They have demonstrated their capacity to champion new development approaches and have found their place in the local institutional landscape. In this context, what is important, even more so than the immediate adoption of a CLLD multi-fund approach, is the partnership-oriented dynamic, which leads to:

- > the broadening of the partnership to involve other organisations active in the area;
- > opening-up the dialogue to include all the stakeholders, ensuring rich and varied contributions, allowing FLAGs to draw-up more targeted and more qualitative strategies, which also better complement other strategies that impact on the area;
- > a mobilisation of the necessary resources and expertise, in time and on schedule, to ensure the success of the FLAG-supported projects.

These resources could come from the EMFF or, where necessary, from other European or local funding sources.

However, a key factor of success is to ensure simpler and more flexible delivery systems, with a reduced administrative burden.





▲ Lowri Evans (DG MARE) closing the conference.

## Sailing towards 2020

The FARNET conference “Sailing Towards 2020”, which took place on 2-3 March 2015, provided an opportunity to examine these five challenges in greater depth, and to enable participants to reflect on the possible strategic responses at local level.<sup>1</sup>

In light of the great complexity of these challenges, FLAGs will constantly need to look to the future, to regularly assess the development of their area and the impact of the actions implemented, and, where necessary, to realign their activities and/or partnerships. To a certain extent, they will have to act as the think-tanks of coastal areas, while at the same time promoting innovation and high quality projects and initiatives, based on the sustainable exploitation of the “commons”.

This notion of the “commons” or publicly-owned resources is part of the history of many fishing communities. However, in recent decades, an increase in individualism and competition has led to the over-exploitation of such resources, which have not always been managed for the common good. The depletion of natural resources, environmental degradation, climate change, and poor social cohesion have all refocused attention on this concept, creating a basis for local strategies that nurture collective action<sup>2</sup>. Of course, these strategies do not just concern the local level, as many “commons” have today been globalised and require decision-making at many levels.

The local level is an important part of the picture, however, and within this FLAGs have a key role to play. ■

<sup>1</sup> A more detailed presentation of these five challenges and possible strategies for the FLAGs is available from the conference report available on the FARNET website <https://webgate.ec.europa.eu/fpfis/cms/farnet/sailing-towards-2020-conference-brussels-2-3-march-2015>.

<sup>2</sup> Elinor Ostrom, Nobel Prize in Economics: “Governing the Commons – The Evolution of Institutions for Collective Action”, Cambridge University Press, November 1990.



# Focus

## "SAILING TOWARDS 2020" CONFERENCE

[BRUSSELS, 2-3 MARCH 2015]

# FARNET sets sail



▲ Commissioner Vella visiting the conference exhibition.

Over 450 people (FLAGs, EU officials, managing authorities, EFF Axis 4 project promoters, representatives of fisheries organisations, NGOs, academics and other stakeholders) participated in the FARNET/DG MARE conference, "Sailing Towards 2020". The event provided an opportunity to reflect on the lessons learned in the period 2007-2013, and to look at the potential for broadening the scope of FARNET in the future.

Designed to support the transition between the 2007-2013 and the 2014-2020 programming periods, the conference highlighted the results achieved by Axis 4 of the EFF and explored the potential for fisheries local action groups (FLAGs) to broaden their scope of action in support of coastal communities.

The backdrop to the conference, which included a busy programme of plenary sessions and workshops, was an exhibition, with 40 stands showcasing 42 exemplary EFF Axis 4 projects from across Europe.

"We are very proud to be here", exclaimed one of the project promoters, echoing the general feeling in the exhibition area, where participants forged new links and contacts and reinforced a sense of common purpose.

On Day 1, participants could vote for what they considered to be the three "best projects". With tension mounting the results

were announced in the evening, midway through the walking dinner. The most popular project in terms of its capacity to deliver economic benefits was *Curricán*, an artisanal canning company set up by two unemployed women from Galicia. Two Polish projects were judged to have had the most impressive social and environmental impacts. One was a training programme for chefs in seafood processing and gastronomy, and the other was a project called *Aquamar*, which developed an innovative technique for improving water quality in lakes used for aquaculture.

There were also prizes for the best of the 80 odd videos submitted by 40 FLAGs from 12 countries. In all, eight of these were selected for screening and three received "Neptune Prizes" for the best FLAG-made videos: "*Cabaz do Mar*", supported by the Alem Tejo FLAG (Portugal); "*Supporting fishermen 2.0*" (Terre di Mare FLAG, Italy); and "*Embarquez avec Pesca*" (Arcachon FLAG, France).

## Impressive achievements

In his opening address, Mr **Karmenu Vella**, European Commissioner for the Environment, Maritime Affairs and Fisheries, summarised the achievements of Axis 4: "*The basic numbers are impressive. Between 2007 and 2013, over €800 million of public money was allocated to strategies supported by 312 Fisheries Local Action Groups (FLAGs) in 21 Member States. This money was used to support over 10 000 projects, mostly small-scale, which were directly selected by these action groups.(...) In short, 8 000 jobs have been created, a further 12 500 sustained and 220 new small businesses have been established.*"



# Focus

Mr Karmenu Vella's contribution was followed by that of **Renata Briano**, Member of the European Parliament and Vice-Chair of the Committee on Fisheries. Ms Briano praised the participative, bottom-up approach of Axis 4 and called for the establishment of FLAGs in all EU coastal areas. **Normunds Riekstins**, Director of the Fisheries Department in Latvia's Ministry of Agriculture, underlined his country's priorities for fisheries and the importance assigned to "retaining the taste of fish" in Axis 4 projects". **Eleni Marianou**, Secretary-General of the Conference of Peripheral and Maritime Regions of Europe (CPMR), stressed the need to ensure that CLLD is "local, small-scale and contributes to attracting seed capital."

**Ernesto Penas Lado**, Director of Policy Development and Coordination at DG MARE, closed the work of the first day by summarizing the transition EU policy-makers, managing authorities, FLAGs and other stakeholders are now undergoing: *"We now need to take Community-Led Local Development to a new level. We know that we can make a success of this approach but we need to ensure that we find new growth paths. This will take us well beyond the current scope of Axis 4 of the EFF."*

## A qualitative leap

In her opening speech on Day 2, **Elisa Roller**, Head of the Structural Policy and Economic Analysis Unit at DG MARE, proposed that FLAG *"strategies should be more ambitious, innovative and have a broader scope."* She introduced workshops dedicated to five key challenges, selected for their relevance to the future of coastal areas (see article p.4):



▲ A friendly atmosphere and a sense of common purpose.

- > **Local consequences of the reform of the Common Fisheries Policy** (presented by **Rosa Chapela**) – The key messages stemming from this workshop was that the landing obligation is the element of the reform that will have the most impact at local level. FLAGs are not sure how to respond and will need to further explore their potential involvement. FLAGs will also continue to support the role of fishermen in marketing the local catch.
- > **Climate change and the need to shift to a low-carbon and more climate-resilient economy** (presented by **Bill Slee**) – There is a clear awareness of climate change among FLAGs and many ideas have already emerged (biofuel for boats, the positive role that carp ponds can play in water management, etc.). FLAGs could help to raise awareness, facilitate networking, and develop *"a toolkit for engagement"*.
- > **The need to create employment and combat poverty** (presented by **Monica Burch** and **Michel Laine**) – Unemployment in some fisheries areas is reported to be as high as 40%, and is a particular problem among young people. Participants in the workshop still see potential for fishing and related activities to provide employment. They underlined the need for the sector to be more attractive to young people, and to add value to local products.
- > **Raising awareness of the potential of "blue growth"** (presented by **Christophe Le Visage**) – FLAGs must be "players" and partners in blue growth decisions and projects so as to ensure that their areas benefit from these projects without losing their quality of life and identity. Many are aware of this and have organised relevant activities (training, etc.).



▲ A participant holding the conference brochure and paper fishes to vote for her preferred projects.

- > **Taking advantage of new opportunities opened up by the multi-fund approach to CLLD** (presented by **Richard Kamiński**) – There is a need for “creative pilot projects”, with integrated project funding. There is also a need for a simplified “one stop shop” procedure (one single strategy, one single application, one single reporting system), with less bureaucracy, more harmonized rules and, basically, more trust.

**Iás Fernández**, Cádiz Estrecho FLAG); and “Courage! Don’t despair! We will make it!” (**Pierre Hébert**, French Directorate for Maritime Fisheries and Aquaculture). **Elisa Roller** also insisted on “the need to give feedback to DG MARE so that it can continue the improvement.”

Wrapping up the conference, **Lowri Evans**, Director-General of DG MARE, called on all stakeholders to be more ambitious in the coming period: “we need to see how we can do better than in the last period, to ensure greater diversity in our local partnerships (...) and to support better-quality projects, which have added value and deliver concrete results.”

She assured participants that the Commission would do all it could to help: “firstly, with the assistance of the FARNET Support Unit, we will continue to promote and facilitate cooperation and networking. (...); secondly, we need to continue our engagement with the other Funds, to ensure that Com-

munity-Led Local Development is taken up by all Funds; (...) and finally, the Commission needs to continue its dialogue with Member States and FLAGs to learn from experience and try, as far as possible, to simplify the delivery process, promote better access to the Funds by beneficiaries, and ensure good value for money through quality projects on the ground.” ■

More information: <https://webgate.ec.europa.eu/fpfis/cms/farnet/sailing-towards-2020-conference-brussels-2-3-march-2015>

## The main messages

When asked for one main message, the panel members in the workshop’s plenary session responded: “cherish the fishers voice at FLAG level” (**Joy Collins**, Hastings FLAG); “build on the lessons learnt” (**Giuseppe Scordella**, Adriatico Salentino FLAG); “everyone needs to know where they are and what their role is within the fisheries sector if we want to build the future” (**Nico-**



## Report

### AXIS 4 OF THE EFF SUPPORTING FISHERMEN IN CYPRUS

# A slice of the cake

**Fishermen in the popular tourist destinations of Larnaca and Famagusta are using Axis 4 of the European Fisheries Fund (EFF) to improve their skills and the quality of their products and services, in order to capture a greater share of the tourism market. Strengthening capacities and promoting local products, pesca-tourism, and the area's fishing culture are some of the ways Axis 4 is helping the sector to develop and adapt to the new economic and environmental challenges facing Cyprus.**

Travelling in January from Ayia Napa to Paralimni, passing the magnificent Cape Greco, the south-eastern point of Cyprus, provides an insight into the importance of tourism and fishing to the island. The route is lined with built-up areas, which are mostly deserted because they are predominantly second homes or hotels that are closed for the off-season. By the time you reach the little port of Ayia Triada, in Paralimni, you are left with the impression that the only people that work here in winter are the fishermen.

It is the end of the day and a dozen or so boats are heading out to sea to fish for squid. *"It's the best time for squid,"* explains Andreas Kouyouniades, *"When there's a half moon like tonight, you can catch several hundred kilos in two or three hours, but they have to bite immediately. Otherwise it's not worth persisting and you might as well go home."*

Andreas is a fishmonger as well as a fisherman. He has a shop in the town which is supplied by a dozen boats. *"Andreas is something of a role model here,"* explains Makis Papamichael, the coordinator of the Fisheries Local Action Group (FLAG) in Larnaca and Famagusta. *"In addition to his dual professions of fishmonger and fisherman, he also takes part in all of the FLAG activities, has undertaken various training courses, and came on our study trip to Greece."*

Founded in 2010, the only FLAG in Cyprus is a partnership of five organisations – the Association of Professional Fishermen of Cyprus (APFC), the districts of Larnaca and Famagusta<sup>3</sup>, a women's association and a cooperative bank. It operates in eight sub-areas, based around ports or "fishing shelters" as they are known here. There are 250 professionals involved in the initiative. *"The Cypriot government has really focused Axis 4 on the fisheries,"* says Michalis Zanos, Director of ANETEL (Lar-



▲ Mobilising fishermen.

naca District Development Agency), the non-profit organisation that manages the operational aspects of the programme. The FLAG strategy aims to *"enhance the area's endogenous potential, to improve its attractiveness and quality of life, and to enhance the quality of its services."* It has already resulted in around thirty projects aimed at the strengthening local capacities, promoting local fisheries and their culture, improving the quality of the sector's products and services, and promoting pesca-tourism. These projects were implemented against the backdrop of the economic crisis, which had a severe impact on Cyprus.

<sup>3</sup> This is the Greek part of Famagusta. Shut off by the Turkish army in 1974 and deserted by a large number of its inhabitants, the town of Famagusta itself is located in an occupied zone several hundred yards from Ayia Triada. The famous "Green Line" which separates the Greek and Turkish communities continues into the sea, significantly restricting the movement of local fishermen.



▲ The fish festival in Protaras, in August 2014.

## Crisis

The financial crisis hit Cyprus in 2012, which was after the terms of the Axis 4 programme had been drawn up. It had a devastating effect on local development, with banks ceasing to give loans to project promoters. *"Some projects could not be realised owing to a lack of finance,"* says Katsiaris Panogiotis, Vice-President of the APFC. *"Subsidies for the private sector provided for in our Axis 4 programme are restricted to 40% of the investment, which is not sufficient in the current situation where banks are unwilling to lend. We have had to abandon, for example, the setting up of a cooperative system of refrigerated transportation, to transfer our catches to Nicosia and Limassol. Reaching these urban centres directly is essential if we are to strengthen our small-scale fishing, because in winter, most of the local restaurants are closed, while in summer, we are unable to meet demand."*

In 2014, the Russia-Ukraine crisis erupted, resulting in the crash of the rouble, *"a second major blow for Cyprus,"* bemoans Argyris Dimitriou, an accountant working for several fish restaurants, *"because the 600 000 Russian tourists who stay in Cyprus represent a quarter of our visitors and, importantly, they are also the biggest spenders. Estimates indicate that one Russian tourist is worth €1 000 to the local*

*economy, compared to €750 for a British tourist, our main clientele."* In fact, all of the stakeholders interviewed estimate a 30% decline in the contribution from Russian tourists in 2015.

*"But that's the situation we are faced with and the crisis is forcing us to focus on quality,"* remarks Katsiaris Panogiotis. *"Axis 4 is helping us. Obviously, there's the funding but in my view the main added value of the programme comes from its capacity building activities, starting with the training that has been organised for the sector, a first in Cyprus."*

## Training

The FLAG has funded two 40-hour training courses for fishermen, their spouses who assist them, and their employees. The first course focused on the commercial aspects of the business, covering topics such as management, sales and marketing, logistics and the use of IT and social networks. The second looked at working at sea: new on-board technologies (the use of GPS, radar, automatic steering systems,...), on-board safety, meteorology and the protection of the marine environment.

In order to promote local consumption of fresh fish, the FLAG has carried out an awareness-raising campaign (TV, radio, written press, brochures and posters) and

organised six seminars in 2013 aimed at schools and the wider public, in which 400 people took part. This awareness-raising initiative has been supported by four fish festivals, organised in the ports of Protaras and Zygi in 2012 and 2014. *"Each event attracted over 6 000 people,"* explains Constantinos Georgiades, the FLAG's environmental expert. *"Everything to do with fishing is represented – there are tastings and cookery demonstrations, workshops on fishing techniques, crafts and folklore related to fishing. Several restaurateurs were also inspired by the idea and reproduced such events on a smaller scale in their own establishments. This is very important in an area like ours, where the fisheries culture is somewhat overwhelmed by mass tourism and the leisure industry. This type of activity revitalises and lends authenticity to the local culture, which has traditionally been based on fishing."*







▲ Promoting local fisheries products in Zygi.

In addition, the FLAG has also funded two studies: one on the development of diving programmes, which have yet to start; and another focusing on service quality in fisheries-related restaurant and leisure industries, which has resulted in quality standards being applied to all businesses seeking co-financing. The success of the second study is demonstrated by the fact that no fewer than 15 such projects have been co-funded by Axis 4, amounting to a total of €250 000, with the overall investment reaching €1 250 000.

## Quality

Consequently, 15 seafood restaurants have been able to modernise their infrastructure, subject to adhering to certain requirements to promote their fisheries identity: an aquarium or refrigerated counter to display the fish and seafood on sale with appropriate labelling (name, date and origin of the product), parasols or canopies of the same colour and without commercial labelling, wooden tables and chairs, tablecloths, all in a range of specified colours (white, blue and/or brown), and a menu in four languages. "All of this has been very well explained to us," says Yiannis Charalampous, the owner of the Captain's Table restaurant in Zygi. "The procedures were clear and this made preparing the application easy." Thanks to

new equipment (kitchen, veranda and refrigerated displays) co-financed by Axis 4 (€30 000 out of a total of €125 000), this restaurateur has increased his capacity by 80 places.

*"What needs to be done now is to set up a network of seafood restaurants with a quality label," suggests Yiannis, "Fifteen of us have benefitted from Axis 4 and each of us has our own specific characteristics, with different customers, which means we are not really competitors. Something along the lines of a 'fresh local fish' label would benefit everyone – consumers, restaurateurs and fishermen."*

The FLAG has adopted the same strategy for fishmongers: renovation, modernisation, high-quality decoration, and the clear identification and traceability of products. Two fishmongers have benefited from Axis 4 to date, receiving €10 100 and €8 700 respectively, amounting to 35% of the total investment.

The FLAG has also supported three local authority projects, aimed at creating recreational space and developing infrastructure (boardwalks, shelters, urban furniture, etc.) that helps to re-establish the fishing character of the municipalities concerned (Larnaca and Ayia Napa).



▲ A fishmonger's shop, renovated with Axis 4 support.



## LOCAL DEVELOPMENT IN COASTAL AREAS

# The FARNET Experience

Since 2007, under Axis 4 of the European Fisheries Fund, a considerable wealth of local development experience, tools and methodologies have been accumulated through the work of some 300 Fisheries Local Action Groups (FLAGs), institutions and networks in the 21 Member States involved in the programme. The FARNET Support Unit facilitated the European networking that allowed for the development of this knowledge<sup>1</sup>, referred to here as ‘the FARNET experience’.

This special insert is designed around two main stages of the local development process: the preparation of the local strategy, and its implementation, with each stage being presented through ten key points.

### Ten key points for drawing up a territorial development strategy

These ten points represent successive stages in producing a coherent action plan that addresses the needs of the territory. However, some of these stages have to be carried out in parallel. The ultimate objective is to achieve a high level of coherence in terms of:

- > The territory, which must be appropriate to this kind of action,
- > The partnership mobilised within the territory, which must be dynamic and effective, with a composition reflecting the strategic priorities, and
- > The strategy, which should be ambitious but also realistic, targeted and coherent.

This document should be of value to all local action groups, whether preparing their strategy for the years to come, or progressing to its implementation. It is designed in particular for those who wish to have a general overview of this experience. For those who want to go further, it provides easy access to the entire range of FARNET literatures – magazines, technical guides and “best practice” factsheets, which illustrate the diversity of the strategies and actions carried out across the European Union<sup>2</sup>.

#### 1 DEFINITION OF THE AREA

The target area should have sufficient geographical, economic and social coherence, a sense of identity, critical mass, but above all there must be a willingness of local actors to work together – the delimitation of the intervention area is complex and requires a high degree of coordination.

📄 FARNET Guide no. 1 “Area-based Development in European Fisheries Areas” – Chapter 2 – “Defining fisheries areas”

#### 2 MOBILISATION OF THE LOCAL POPULATION

The local development strategy is drawn up in close cooperation with the population, in particular the fisheries communities, taking advantage of their knowledge and experience, demonstrating that ways forward are possible and gradually encouraging as many people as possible to become involved.

📄 FARNET Magazine no. 11 – article, “Improving communication and participation”

📄 FARNET Guide no. 1 “Area-based Development in EU Fisheries Areas” – Chapter 4a – “Participative process of strategy development”

📄 FARNET Guide no. 7 – “Axis 4: A tool in the hands of fisheries communities”

#### 3 THE LOCAL PARTNERSHIP

A largely open partnership strengthens the legitimacy of the strategy, facilitates the reaching of consensus, reduces resistance and opposition to projects, increases creativity and innovation, and fosters the generation of ideas and solutions.

*We are talking here about a relationship that:*

- > brings together – on an equal footing – entities from the public, private and civil society sectors;
- > is long-term i.e. goes beyond a single project or short-term cooperation;
- > recognises that partners are stronger when they work together, building on each other's strengths and assets.

📄 FARNET Guide no. 1 – “Area-based Development in EU Fisheries Areas” – Chapter 3 – “Building local partnerships”

1. Links to publications and other documents referred to on the FARNET website <https://webgate.ec.europa.eu/fpfis/cms/farnet/>. A FARNET USB stick with all relevant FARNET documentation has also been developed and is available by contacting the FARNET Support Unit ([info@farnet.eu](mailto:info@farnet.eu))

2. In addition, the LEADER tool kit available on the website of the European Network for Rural Development is also useful for enriching the territorial development approach in fisheries and coastal areas. <http://enrd.ec.europa.eu/en/leader/leader-tool-kit>

#### 4 COORDINATION WITH OTHER LOCAL DEVELOPMENT APPROACHES IN THE AREA

In many areas, local development is also supported by other funds, for example under rural/urban development or social inclusion policies. The objective is that these different initiatives are mutually supportive, ensuring better use of existing human and financial resources.

📄 [“European Structural and Investment Funds. Guidance on Community-Led Local Development for Local Actors” \(2014\). Chapter 6. “How to coordinate with other funds?”](#)<sup>3</sup>

#### 5 AREA PROFILE AND ANALYSIS

The objective here is to describe, with a limited number of key figures and in a concise way, the situation in the area: current trends, in particular with regards to the local economy and employment market, demographics, infrastructural and environmental issues. It focuses in particular on local fisheries communities, resulting in a list of specific advantages and disadvantages. The goal is to provide a realistic description of the area and how it works, focusing on the key elements that will be needed for the next step, the SWOT analysis

#### 6 SWOT ANALYSIS AND DEFINITION OF NEEDS

The analysis of the strengths, weaknesses, opportunities and threats is a key exercise, which brings together all of the data gathered, takes account of the expectations of the population, in particular the fisheries community, and the commitment of the partnership, and assess this in the context of the main axes of the strategy to be pursued. This allows for the identification of the development needs of the area and of its population, as well as the establishment of commonly agreed priorities.

3. [http://ec.europa.eu/regional\\_policy/sources/doc-gener/informat/2014/guidance\\_clld\\_local\\_actors.pdf](http://ec.europa.eu/regional_policy/sources/doc-gener/informat/2014/guidance_clld_local_actors.pdf)

4. FLAG Factsheets and contact information <https://webgate.ec.europa.eu/fpfis/cms/farnet/tools/flags>

#### Several FARNET Guides explore some possible strategic themes:

- 📄 [FARNET Guide no. 3: “Adding Value to Local Fishery and Aquaculture Products”](#)
- 📄 [FARNET Guide no. 5: “Diversification of Fisheries Areas”](#)
- 📄 [FARNET Guide no. 6: “Green Growth in Europe’s Fisheries Areas”](#)
- 📄 [FARNET Guide no. 8: “Marketing the Local Catch”](#)
- 📄 [FARNET Guide no. 9: “Fisheries and Tourism, Creating Benefits for the Community”](#)

Possible FLAG strategies have also been illustrated in various reports, good practices, reviews and interviews in a number of FARNET publications, as well as in the description of each of the 312 FLAG beneficiaries of Axis 4<sup>4</sup>.

In addition, coastal areas are expected to face several new challenges, for example: the territorial impacts of the reformed Common Fisheries Policy; blue growth opportunities but also the risks associated with intense coastal development; climate change and the energy transition; and job creation and the fight against poverty. These challenges are opening up possible new areas of strategic focus for the FLAGS and need to be carefully assessed.

📄 [FARNET Magazine no. 12: “Sailing towards 2020” p.4](#)

#### 7 STRATEGY

The strategy provides coherence between the area profile and analysis, the priority needs to be addressed, the objectives, the resources and the implementation measures proposed, while paying attention to synergies with other strategies and policies targeting the area. It ensures that actions foreseen by the partnership reinforce each other and contribute to the realisation of a shared vision for the territory.

#### 8 INNOVATION

Stimulating innovation is one of the fundamental principles of the local approach. The objective is to *encourage new, forward looking and entrepreneurial approaches and solutions...*

*Examples of types of innovation which commonly emerge include:*

- > *The way a project is developed or managed;*
- > *Who is involved in the project and how they are involved;*
- > *How the project is resourced;*
- > *How the results or lessons are identified, used, disseminated or communicated;*
- > *How the project becomes self-sustaining;*
- > *How the project links to other initiatives. (In FARNET Guide no. 1)*

#### 9 NETWORKING AND COOPERATION BETWEEN TERRITORIES

A key factor in the success of the strategy is the opportunity to take advantage of membership of the FARNET network. The network fosters learning and the sharing of experiences. It also enables joint ventures to be established with other areas to implement strategic cooperation projects, which require the support of several territories in order to achieve their full potential.

📄 [FARNET Guide no. 2 “Working together for EU fisheries areas”](#)

#### 10 ACTION PLAN

The action plan sets out the main axes of the strategy with indicative budgets and actions, in line with the resources that can be mobilised under the EMFF and, if necessary, other structural and investment funds.

📄 [For points 5 to 10, FARNET Guide no. 1 “Area-based Development in EU Fisheries Areas” – Chapter 4a – “Developing Effective Strategies” and 4b “Key Features of the Development Strategy”](#)

## Ten key points for the implementation of the territorial development strategy

The implementation of the development strategy, also presented in ten key points, represents a complex combination of human, financial and logistical resources and procedures that need to be carefully coordinated. This requires discipline and an ongoing dialogue with the local community, project promoters, and all the people and institutions that can contribute to its success.

📄 [FARNET Guide no. 1 “Area-based Development in EU Fisheries Areas” – Chapter 4c – “Preparing an implementation plan \(business or action plan\)”](#)

📄 [FARNET Magazine no. 10 “Putting learning into practice”](#)

### 1 ANIMATING THE LOCAL PARTNERSHIP

Leadership, diversity, complementarity, open-mindedness and sufficient availability are some of the key factors to ensure the partnership works successfully.

📄 [FARNET Guide no. 4 “Steps for success” – Chapter 1. “Managing Effective Partnerships”](#)

### 2 TECHNICAL TEAM

A motivated, dynamic and well-qualified team is a key success factor for the territorial development strategy. Taking account of the requirements of the fisheries community and local actors, its role is to provide information, create impetus, coordinate and support individual and collective projects, contribute to the evaluation of projects and the programme, work as part of a network with other territories, and ensure the administrative and financial management of the programme.

📄 [For points 1 and 2, “South-West FLAG Lab recommendations: The FLAG ‘dream team’”](#).<sup>5</sup>

### 3 COMMUNICATION

High-quality communication (via local events and media, a website, etc.) enhances the profile of the FLAG and generates awareness of and interest in its activities. It is vital to encourage, to show commitment, to communicate ways of supporting projects, to provide information on results, and to highlight the seriousness of the approach to local partners, as well as regional, national and European authorities.

### 4 INVOLVEMENT OF THE LOCAL POPULATION

This is necessary throughout the implementation of the local development strategy. Working meetings, working groups and creative sessions establish a link between all those wishing to demonstrate a commitment, and will contribute to the gradual emergence of promising projects for the future.

📄 [For points 3 and 4, FARNET Magazine no. 11, article, “Improving communication and participation”](#)

### 5 SUPPORTING PROJECTS

One of the main missions of the FLAG is to identify, stimulate and support, from the ideas through to their implementation, projects emerging from fisheries communities and other sectors.

📄 [FARNET Guide no. 4 “Steps for success” – Chapter 2. “Cultivating private sector involvement and investment”](#)

### 6 TRAINING AND CAPACITY BUILDING

The skills and knowledge of local actors might have to be developed to ensure the emergence of high quality projects that respond to strategic objectives. Special attention should be paid to young people and women, who play a key role in the implementation of various projects, as well as to the FLAG members, in order to facilitate their understanding of the local development approach.

📄 [LEADER methodology guide “Training in aid of territorial development”](#) <http://ec.europa.eu/agriculture/rur/leader2/rural-en/biblio/form/formation.pdf>

The success of the approach depends on how it is adapted to the specific context of each Member State or region. National and regional authorities play a key role in establishing the strategic direction and proposing effective means of implementation. The quality of the dialogue between these authorities and their local groups is vital in order to find the best solutions for overcoming any difficulties that might arise.

### 7 THE SELECTION OF PROJECTS

There are various procedures involved in the selection of projects. They need to be carefully thought out in order to stimulate and support “good” projects, which contribute most effectively to the strategy agreed by the FLAG.

📄 [FARNET Guide no. 4 “Steps for success” – Chapter 3. “Active project development and selection”](#)

### 8 PARTICIPATION IN THE NETWORK AND COOPERATION WITH OTHER TERRITORIES

Cooperation and networking are at the heart of the FARNET experience. Participation in the network and cooperation “can be a source of new ideas and methods, which contribute to the implementation of certain aspects of the local development strategy; It can provide an opportunity to expand existing projects or develop new projects by pooling skills and resources and/or opening up new markets or business development opportunities.” (Guide no. 2).

📄 [FARNET Guide no. 2 “Working together for EU fisheries areas”](#)

5. [https://webgate.ec.europa.eu/fpfis/cms/farnet/files/documents/SWFLAGLab\\_FLAG\\_dreamteam.pdf](https://webgate.ec.europa.eu/fpfis/cms/farnet/files/documents/SWFLAGLab_FLAG_dreamteam.pdf)



## 9 FUNDING

The delivery system put in place has a significant impact on the operation of the FLAG, the nature of the projects funded, and on the motivation of the potential project participants. Rigour, transparency and the avoidance of conflict of interest are vital to ensure the effective management of the public funds made available to the local partnerships. A delicate balance between simplicity and risk control has to be sought with the managing authorities in order to make the intervention of the FLAG as effective as possible.

📄 *“European Structural and Investment Funds. Orientations on Community-Led Local Development for Local Actors”, May 2014. Chapter 7. “How to make CLLD safer, faster and easier for local action groups?”*

## 10 MONITORING AND EVALUATION

SMART (specific, measurable, attainable, realistic and temporally defined) indicators enable progress to be followed and the results of the strategy to be evaluated. The evaluation approach can take various forms, which may be combined: external evaluation, self-evaluation, peer evaluation, “learning circles”, etc.

*“Too often people see monitoring and evaluation as a burden, a necessary evil, a diversion from the real work. In fact, this should be the fun bit – finding out what works, seeing the evidence that your effort has been worthwhile, learning how you can do better in future.”* (In FARNET Magazine no. 10)

📄 *FARNET Magazine no. 10 – Article “Peer-to-peer learning and mentoring” p. 10–13*

*Learning together, working together to create a better future, and gradually achieving development in coastal areas that is “smart, inclusive, and sustainable”; this is the essence and the challenge of the FARNET experience.*

# Three key texts for the period 2014 –2020

## 1 COMMUNITY-LED LOCAL DEVELOPMENT (CLLD) PROVISIONS

This generic term covers all local development approaches, whether they concern rural (LEADER), coastal and fisheries (FARNET) or urban areas. European cohesion policy for the period 2014–2020 highlights this new approach, which it defines as follows:

*“Community-led local development shall be:*

- > focused on specific sub-regional areas;*
- > led by local action groups composed of representatives of public and private local socio-economic interests, in which, at the decision-making level, neither public authorities, as defined in accordance with national rules, nor any single interest group represents more than 49% of the voting rights;*
- > carried out through integrated and multi-sectoral, area-based local development strategies;*
- > designed taking into consideration local needs and potential, and shall include innovative features in the local context, networking, and, where appropriate, cooperation”.* (In article 32)<sup>6</sup>

## 2 THE REGULATION ON THE EUROPEAN MARITIME AND FISHERIES FUND (EMFF)

Title 5, chapter III focuses on the sustainable development of fisheries and aquaculture areas. Article 63 sets out the EMFF’s means of intervention to support the local development strategies, conceived by the local stakeholders and fisheries local action groups: *“Support for the implementation of community-led local development strategies may be granted for the following objectives:*

- > Adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chain of fishery and aquaculture products;*
- > Supporting diversification inside and outside commercial fisheries, lifelong learning and job creation in fisheries and aquaculture areas;*
- > Enhancing and capitalizing on the environmental assets of fisheries and aquaculture areas, including activities to mitigate climate change;*
- > Promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries, aquaculture and maritime cultural heritage;*
- > Strengthening the role of fisheries communities in local development and in the governance of local fisheries resources and maritime activities”.*<sup>7</sup>

## 3 GUIDANCE ON COMMUNITY-LED LOCAL DEVELOPMENT FOR LOCAL ACTORS

This guide aims to provide support for local actors and practitioners in drawing-up more targeted and better quality strategies, clearly focused on results, and taking account of external conditions.<sup>8</sup>

6. Regulation (EU) no. 1303/2013 laying down common provisions... , chapter II, articles 32 to 35 <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32013R1303&from=EN>  
European Commission, Community-Led Local Development, Cohesion Policy 2014-2020 [http://ec.europa.eu/regional\\_policy/sources/docgener/informat/2014/community\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/community_en.pdf)

7. Regulation (EU) no. 508/2014 of the EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 May 2014 on the European Maritime and Fisheries Fund. <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R0508&from=EN>

8. “European Structural and Investment Funds. Guidance on Community-Led Local Development for Local Actors”, 2014 [http://ec.europa.eu/regional\\_policy/sources/docgener/informat/2014/guidance\\_clld\\_local\\_actors.pdf](http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/guidance_clld_local_actors.pdf)



▲ A fishing boat being adapted for pesca-tourism.

## The beginning of pesca-tourism

Nicholas Mouzouris Koutras is a local councillor in Zygi (population of 800) but he is also a fisherman and, three years ago he became the first one in Cyprus to diversify into pesca-tourism<sup>4</sup>.

*"Around 30 years ago, during the summer, I was taking out recreational fishing trips but as an employee of a private company. Russian tourists love fishing. I therefore seized the opportunity afforded by Axis 4 to set up on my own pesca-tourism operation. It wasn't easy in the beginning. I spent lots of time on administration, but fortunately I had the most important thing, which is the hardest to obtain – a professional captain's licence. I also had the money to invest and was able to decommission my boat for a month each year, because it has to be adapted for pesca-tourism every year before the season starts, which involves a lot of work."* Nicholas received €20 000 from Axis 4 to adapt the boat, to set up a website, to produce a leaflet in several languages, and to erect signage. For three years he has been doing around 50 trips a year, with eight passengers (€400) per

excursion. He estimates that his gross income has increased by 30% thanks to pesca-tourism.

Two other professional fishermen were interested in this business but have not yet managed to meet the requirements. Elias Stylianou, a fisherman in Larnaca cannot hide his disappointment when showing the reply he received from the maritime inspectorate. *"Look, 28 points do not meet the requirements! Seats, toilets, and the guardrail has to be raised. It'll cost me at least €35 000, not to mention the captain's licence, which I don't have. I'll have to abandon the idea, which is a shame because you could earn €150 a day from pesca-tourism, while fishing less and using fewer resources and equipment. It's a win-win situation."*

However, Elias, who also works during the summer for a company running trips to sea, does not want to give up: *"Pesca-tourism is the future for fishermen here, with all the tourists who come between March and October, which is exactly when the fishing is not so good. The companies running excursions are well aware of this and are lobbying to prevent fishermen from entering the sector because it would mean competition. But we are also exerting pressure to ensure we get our share of the cake. The ball is in the authorities' court and, using an instrument like Axis 4, new training could be organised to allow fishermen to get a captain's licence, because that's the key thing. It costs around*

*€1 000 and involves twelve hours of lectures a week for a period of two months. The co-financing of this training would provide a major boost."*

The FLAG has transferred the unused share of the budget initially intended for pesca-tourism (€125 000) to an initiative supporting seafood restaurants. *"However, despite its 'growing pains', I'd say that pesca-tourism will be incorporated into our new strategy because more and more fishermen are showing an interest, especially after the success that Nicholas has enjoyed,"* stresses the FLAG coordinator, Makis Papamichael.

## Fishing museum

The FLAG is now preparing for the 2014–2020 programming period and the project ideas are flowing in. One concerns the creation of a fishing museum in Ayia Napa, Cyprus' most popular beach resort.

*"This project has been in the pipeline for some time,"* explains Makis Papamichael, *"but there is a major obstacle because the site put forward for the museum is, as it should be, located on the seafront. The new team at the local administration is much more sympathetic to fishing and its cultural heritage and should give the go-ahead, especially since we also have the support of the existing Museum of the Sea in Ayia Napa."*

<sup>4</sup> While "fishing tourism" is a generic term that may concern any tourist service related to fishing, the term «pesca-tourism» refers to accompanying the fisherman during his work, primarily to observe how he does his work.



▲ Raising awareness of fish species among schoolchildren.



▲ Rabbitfish, an invasive and venomous species.

Built in 2004 with the help of the European Regional Development Fund (ERDF), the Museum of the Sea attracts 50 000 visitors a year. As well as highlighting the importance of the sea to Cyprus, its main attraction is an exact replica of the *Kyrenia II*, a ship from the classical Greek period (400 BC). Its discovered wreckage is considered the oldest in the world. However, fishing is barely represented at the museum. *"The emphasis has deliberately been put on the sea and the nautical tradition in general, rather than maritime activities such as fishing,"* explains the museum's curator, Fotos Kikillos, *"We do, however, have various artefacts related to traditional local fishing in our archives, which could easily be used for a future museum on this topic. The building would be much more modest than this one but very well situated, directly above the port. We could even send one another visitors. Tourists are very fond of this type of attraction, especially when it's raining or between midday and 4 p.m., in summer, when it's much too hot to go to the beach. Combining fishing and tourism represents a fantastic opportunity, which should be better exploited. Even the tour operators we are in contact with say the same thing."*

## Alien species

Another opportunity could actually come from a pest, the rabbitfish (*Lagocephalus sceleratus*), an invasive and venomous species which migrated from the Red Sea to the eastern Mediterranean around five years ago. As its nickname suggests, the rabbitfish has strong teeth which it uses on the nets and catch. *"We have learned to deal with competition from dolphins, turtles and monk seals,"* explains Thomas Kouspou, a fisherman in Liopetri, *"but the Rabbitfish is a major new problem. The nets constantly need repair and have to be changed every three months, with a replacement costing €160. We receive a small amount of compensation for getting rid of these rabbitfish (€2.5/50 kg), but it does not make up for our loss of earnings."*

However, the Vice-President of the APFC, Katsiaris Panogiotis, believes that this problem could represent an opportunity: *"We are actively taking part in the dialogue on the reform of the Common Fisheries Policy and have expressed our desire to work on exotic species, on the one hand, to attempt to resolve this problem, but also, in view of our expertise and boats, to contribute to scientific research, to transport researchers and to conduct observations. In that sense, the future Axis 4 or its equivalent could transform this pest into an opportunity for fishermen."*



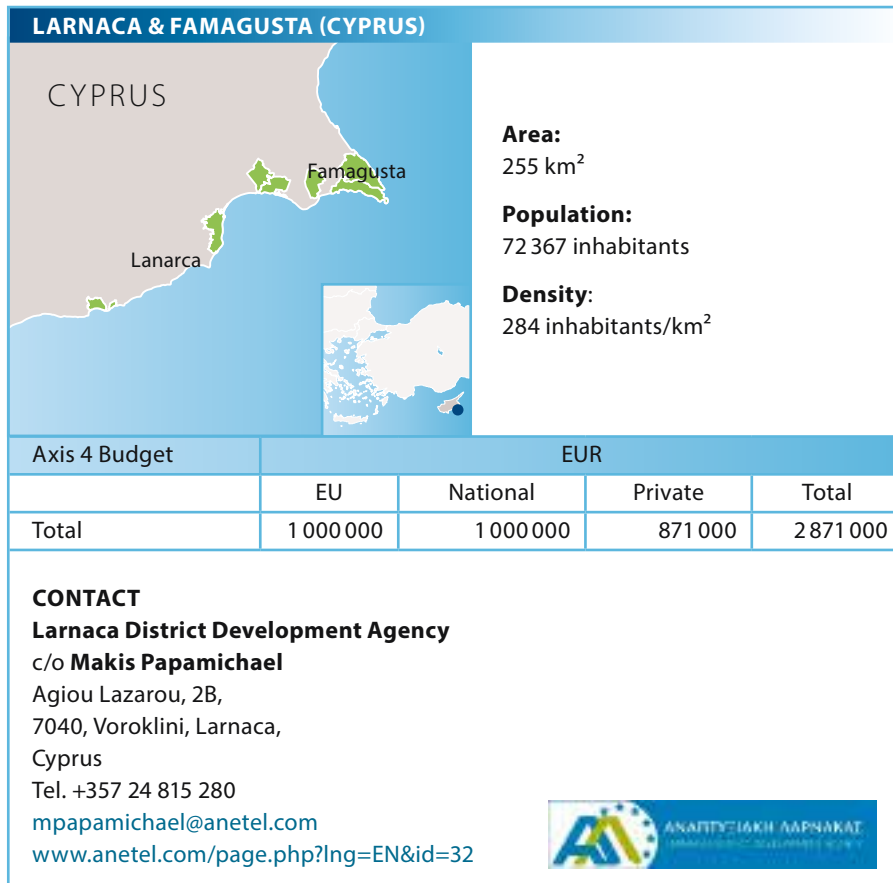
▲ The port of Zygi.

## Sailing towards 2020

*"Our new strategy will take account of these new projects and will intensify the actions undertaken since 2009, but with an even greater emphasis on employment,"* concludes Michalis Zanos, Director of ANETEL. *"The impact of Axis 4 in terms of employment is extremely difficult to quantify. Until now, we have only been able to help create around 15 FTE positions, but we have certainly succeeded in maintaining another 50 or so jobs, which is quite remarkable in the current climate."*

Quality, new opportunities and employment are, therefore, the three interwoven strands that will enable the Cypriot FLAG to "sail towards 2020". ■





## A young fisherman

In Cyprus, as elsewhere, the average age of fishermen is high. There are some exceptions, however, such as Rafael Charalabous (22), a young man with a passion for the sea.

*"Fishing is wonderful. Once you've tried it, it becomes addictive. You can't stop regardless of what you earn."*

Rafael is one of the few young professional fishermen in Larnaca, but it's in his blood. As the son of the President of the Cypriot Association of Professional Fishermen, Christodoulos Charalabous, from a young age he regularly accompanied his father to sea. "In Cyprus, there is no educational establishment specialised in fishing. My fishing school is my father," he proudly explains.

Rafael attended the second training course organised by the FLAG: "I was particularly interested in the part focusing on working at sea and the new on-board technologies. It makes our task easier but also more fashionable, which is very positive."



▲ Rafael (left) and his colleague show the damage to fishing nets caused by rabbitfish.

When asked what he believes are the key levers for improving the profession and income, he underlined the following points, in this order: "First, pesca-tourism; second, direct sales in the major urban centres; third, dealing with the issue of invasive species, which is possibly due to climate change. For the moment, the type of fishing I do suits me because I am young and single, but I am aware that I will have to diversify more when I want to start and support a family. Anyway, fishing is the only thing I know and it's a great time to be a fisherman."

## Report

### FISHERMEN, THE COMMUNITY AND CITIZENS, ALL UNITED TO ENSURE LOCAL DEVELOPMENT IN HASTINGS [ENGLAND, UK]

# 'Boys ashore'

**Community-Led Local Development is a well-established tradition in Hastings, so it was more a question of including fishermen in the process. This has now been achieved, thanks to Axis 4 of the EFF.**



▲ The "Stade".

"Would you mind taking a photo for me?" asks the trainee chef, holding out his smartphone to the journalist observing the scene. There are a dozen people, men and women of all ages, concentrating on the task in hand in the gleaming new cookery workshop, set up in the "Classroom on the Coast", located on the ground floor of Stade Hall in Hastings, just a few metres from the sea. Paul Webbe, a highly experienced restaurateur, goes from table to table, providing advice and correcting the technique of each participant. On the agenda today is filleting Dover sole, the emblematic local fish. "Paul provides courses privately," explains Yasmin Ornsby of the Hastings FLAG, "but he inspired and now also supervises the cookery courses that we are running here within the framework of Axis 4. We were also delighted to include fishermen's wives

as instructors. These courses have enjoyed remarkable success amongst young and old alike because cooking fish and seafood has been very fashionable for some time." This trend is confirmed by the Elliott brothers, whose delightful fishmonger's shop is not far away: "We have noticed a constant increase in our clientele. Fish is very much in fashion. Its image as a healthy product and all of the cookery programmes on TV are motivating people to buy more fish and, importantly, different varieties which they want to know how to prepare."

#### The Stade

The Axis 4 area of Hastings is one of the smallest of the 312 FLAG areas in the European Union. While the Hastings FLAG brings together a whole host of public,

private, voluntary and educational organisations operating within the borough, the projects that it supports focus mainly on the "Stade" (Anglo-Saxon for landing place). This area, on the seaboard of the old town, has been used by fishermen for centuries and is legally reserved for their use in perpetuity by virtue of a charter granted in the 16<sup>th</sup> century by Queen Elizabeth I.

The Stade consists of a five-hectare strip of land that extends into a shingle beach, a launch pad for the 28 vessels in the local fleet. When taking to the sea, these boats are guided over the pebbles, helped by a bulldozer, and when they return from fishing they are winched back on to dry land. This procedure, which takes at least 20 minutes in all, and sometimes much longer, has to be carried out for each fish-



▲ Boats are launched from and landed on the beach.



▲ A "boy ashore" in front of his hut.

ing trip. "Excluding sheltered harbours, we are the largest beach-launched fleet in Europe," says Paul Joy, Chairman of the Hastings Fishermen's Protection Society (HFPS), which has represented the interests of local fishermen for more than 180 years. "The launching and landing procedures mean that our boats – all less than 10 metres in length – have to be specially adapted. It also requires every fisherman to employ a 'boy ashore' to operate the winch machinery, facilitate the sliding of the vessel with wooden troes, and maintain the equipment. This 'boy ashore' is often a former fisherman, either in retirement or who is otherwise unable to go to sea for various reasons. He gets a share of the catch in the form of a basket of different fish, a 'stalker', which he can sell. All these little kiosks that you can see down there are used by the 'boys ashore' to sell their fish directly to customers, whether local people or tourists."

Over thirty winch huts are aligned along the coastal fringe of the Stade, beside the beach approach road. These are currently being renovated and re-equipped with Axis 4 support.. "This initiative is the infra-structural aspect of our Axis 4 programme," explains the HFPS's only employee, Yasmin Ornsby, who plays the role of FLAG coordinator vis-à-vis the fishermen. "We have co-financed the purchase of three bulldozers because the existing ones date back to the 1950s. These machines are used to plough the shingle. The build-up of shingle is a big problem for everyone, fishermen and

bathers alike. With the tides and extreme weather, the shingle gradient can build up very quickly and if no action is taken it would gradually make the beach too steep and unusable for fishing or leisure activities. The slopes have to be levelled off regularly. This is why these machines are so important, and they are also used to maintain other parts of the beach not used for fishing."

The fishermen therefore take care of a common good and this project, which may seem very basic, illustrates the joining of forces between the fishing community and the wider community of Hastings in recent years, and especially since the implementation of Axis 4.

## Partnership

There has been a fishery at Hastings (population 90 000) for more than 1 000 years. The HFPS was founded in 1831 and preserves the fishing community's medieval right to work from the Stade shingle beach. Despite the speed of development that the town experienced in the 19th century, the fishing fleet has maintained its presence and operations on the Stade. This special recognition of the Stade as a space for fishermen continues to be enshrined in law. Because of this, a special relationship has existed for many years between the Borough Council and the fishermen. Sometimes stormy but mostly calm, this unusual connection has devel-



▲ The 'Classroom on the coast'.

oped over recent years into a real working partnership, which has contributed to the regeneration of the Stade and is also evident in the success of the FLAG.

"The days are gone when the two different worlds of the sea and the land turned their backs on each other. The sea is a vital part of the town's identity and the fishermen recognize they have a valued role to play in the life of the town," said Joy Collins, FLAG Manager at Hastings Borough Council.





## Linking inshore fisheries and coastal communities

**According to the GIFS study, FLAGs are an early example of how the Community-Led Local Development (CLLD) model can be applied in the marine-coastal context and provides a valuable insight into the challenges and opportunities faced in securing local level and multi-sectoral engagement.**

The focus of the governance element of the *Geography of Inshore Fishing and Sustainability* (GIFS) INTERREG IVA project, carried out between January 2012 and September 2014, was to better understand the experiences of fishermen and stakeholders from a wider coastal region with regards to inshore fisheries governance. The project focused on selected fishing communities in France, Belgium, the Netherlands, and England. To this end, the GIFS case studies (including the English case studies and Hastings in particular) paid special attention to the FLAG governance structure as a relatively new model of CLLD.

The project findings highlight certain guiding principles and tools for developing collaborative and inclusive governance models for inshore fisheries-coastal planning and management. These include:

- > Acknowledging local inshore fisheries diversity and the importance of specific local cultural, economic and social aspects when developing fisheries governance policy and practice.
- > Reconnecting the fishing fleet with wider marine and coastal community planning, in order to ensure better representation of the fisheries sector and to improve stakeholder knowledge exchange and learning in order to improve overall sustainability.
- > Understanding possible barriers to fisheries sector/ community engagement (e.g. fishermen's individualism and mistrust of authorities, obstructive bureaucratic practices, lack of fisheries knowledge amongst policy-makers...) so they can be dismantled or overcome. In particular, taking the time needed to invest in and develop institutional and stakeholder capacity for co-management.
- > Valuing the embeddedness of the fishing culture in communities, its contribution to a sense of identity, and other indirect contributions to the local economy and social fabric.

According to GIFS, two areas of opportunities are particularly interesting in relation to integrating inshore fisheries into a CLLD type approach:

- > Innovative partnerships and projects working with the tourism sector (e.g. restaurants, cookery schools, fish festivals, fisher-led education) have proven successful in terms of fisheries-led regional branding, developing premium markets for



▲ Hastings.

more sustainable species and by-catch, encouraging environmental stewardship, protecting the heritage of fishing communities through marine/fishing-based cultural and education programming, and creating alternative income streams for the fishing industry linked to sustainable tourism.

- > Working with the science and conservation sector to develop joint projects improves the reliability of, and trust in, data that informs conservation planning. In this way, local ecological knowledge is valued, fishers are involved in the decision-making process, they are more likely to comply with regulations that emerge from a process they help to shape, and this encourages an exchange of knowledge between marine scientists, conservation NGOs and the fishing industry..

The GIFS governance case studies highlight that, as more examples emerge of the CLLD model in marine-coastal planning, controlling authorities should be aware of the need for greater local autonomy (political and economic), and gain a better understanding of the stakeholder skills, time, experience and governance processes and connectivity needed to make this model successful. Maintaining a top-down, hierarchical 'expert' led model will only obstruct efforts to develop a participatory and empowering model of governance<sup>5</sup>.

More information: <http://www.gifsproject.eu/en/>

<sup>5</sup> Source: Dr Johanne Orchard-Webb, University of Brighton and GIFS Consortium (2014). Coastal zone governance and Inshore Fishing: Inshore Fishing Community Governance Case Studies. GIFS Activity 1.2 Final report. 123pp



▲ A fish shop on the Stade.



▲ Model 'net shops' used to promote fisheries in schools.



▲ A boat undergoing restoration in front of the Fishermen's Museum.

## Regeneration

During the 2000s, Hastings, England's second most deprived coastal town, undertook an extensive socio-economic regeneration programme, which has seen the renovation of certain districts, the establishment of a university campus (the University of Brighton in Hastings), and the upgrading of the Stade, with the construction of an art gallery, the development of the vast Stade open space, the extension of the Hastings Fishermen's Museum, and the restoration of the "net shops" – high wooden towers used as warehouses by fishermen, and another of the town's attractions.

A large proportion of the 24 Axis 4 projects supported since 2010 have contributed in some way towards completing this large-scale scheme.

However, the FLAG had to be established first. "We did not have any Leader experience but we had carried out various participatory neighbourhood renewal programmes in the area, with action plans aimed at disadvantaged groups and communities in the town," explains Joy Collins, "We were not starting from scratch, far from it in fact. The numerous events that take place over the year in Hastings are both the result and driving force of the great involvement of the local community. There are a large number of associations here, which organise or voluntarily take part in the organisation of such events. We could, therefore, count on the support of various stakeholders. The Stade Partnership, set up by the Borough Council in 1998, had already enabled the launch of a local action group and this, combined with the active participation of the HFPS, meant that the fishermen could also be easily mobilised for the establishment of the FLAG, and they helped us a great deal with the draw-

ing-up of our Axis 4 strategy. All of the projects supported were already included in our strategy."

## Strengthening

Strengthening is the keyword in this strategy – strengthening the sustainability of fishing, strengthening its links with the community, tourism and consumers but also strengthening the representation of fishermen in local and national governance. "Within the FLAG, we said that an important thing to do was to enhance the identity and image of local fishermen, who are often seen as pirates or gypsies. As the beach is their workshop, it is full of boats, machines, equipment and huts, an area effectively cut off from the rest of the town," remarks Yasmin Ornsby. "In light of the town's strong cultural dimension, with a number of painters having lived in Hastings over the course of history, our approach was based on art. An artist photographed each family of fishermen and produced some magnificent black and white shots which you can see on the huts and other buildings. However, these photos, the paintings and also the products of local fishing were also part of an exhibition that we organised at the House of Commons in London, in January 2014. The aim was to raise awareness among MPs about the work and the products of fishermen, as well as about the FLAG's activities."

Another Axis 4 project is contributing to strengthening and modernising the image of fishing in the local community and amongst tourists. Founded in 1956, Hastings Fishermen's Museum is managed by the Old Hastings Preservation Society. It is located in the former fishermen's church. Enlarged in 2000, it receives around 140 000 visitors annually, making

it one of Hastings' main attractions. The museum maintains a record of the area's maritime and fishing history. It has an impressive iconographic catalogue that it also wants to make more accessible. These thousands of images are in the process of being digitalised, thanks to an Axis 4 grant of €27 000. "Without Axis 4, we would never have been able to undertake this work," underlines Jan Sellers and Anne Scott, curator and chairperson of the museum.

The museum has also inspired another project, which combines fishing and vocational training: three traditional boats, now decommissioned, are currently being restored by around twenty young people who are unemployed or have no qualifications, working two days a week. "I am the last boat-builder here," reveals Stephen Barrow, who is managing the training programme. "This is a way of passing on the knowledge and tradition. Even if they do not go into the profession, marine carpentry is great training for joinery, construction and decision-making in general."

Youth employment is a major concern for the FLAG, and Axis 4 also co-funds another training initiative which concerns fishing directly. "Quite a few young people are attracted to fishing," says Joy Collins. "We have, therefore, set up an eight-week programme, called 'Fishing Pathways', which involves the entire sector on the Stade – fishermen, fishmongers, wholesalers and other potential employers. It allows 24 young people to gain an insight into the various aspects of the fishing industry. Two have finished and are now working at sea and two more will join them in the spring."



Local products are also an important priority for the Hastings FLAG. In addition to the Classroom on the Coast, which it considers its flagship project, various events have been co-funded by Axis 4 and the Borough Council since 2012, including: Herring Fairs; a stand at the traditional Seafood and Wine Festival, which brings together local fishermen and winemakers; and 'Follow the Herring', a theatrical performance highlighting one of the three local fish species that possess an MSC (Marine Stewardship Council) international sustainable fishing label.

## Sustainable fishing and local development

"We have an MSC label for herring, Dover sole and mackerel. We are now trying to get one for plaice," explains Paul Joy. "With the low quotas available to our small-scale fleet, it is absolutely vital that we maintain and extend our MSC certification. We also need to sell more locally. About 80% of our catch currently goes to France and the Netherlands, for much lower prices than could be achieved through local sales. This is why the cookery courses, the festivals and other projects co-funded by Axis 4 are so important."<sup>6</sup> The MSC certification approach has led to a long-term cooperation between Hastings fishermen and universities. "We do a lot of work with schools, colleges and universities," adds Paul Joy. "We had already established partnerships with the universities of Brighton and Greenwich, but these have been further strengthened by Axis 4 because we now have a two-way relationship. Owing to their positions, scientists tend to adopt a 'top-down' approach. We can now also teach them something in return, from the bottom."

The chairman of the HFPS can no longer count the number of agreements entered into with scientists, mainly in the fields of biology, but also sociology. Like three other UK FLAGs (Cornwall, North Devon and North Norfolk), the Hastings FLAG was a case study for the transnational GIFS project, which aimed to evaluate the socio-economic and cultural impact of offshore fishing on coastal communities (see box on page 24).



▲ Landing the catch.

"The close links between the fishermen and the community of Hastings in general, the partnership, and the form of demographic governance that has been set up, particularly within the framework of Axis 4, are definitely the most remarkable results achieved to date," suggests Esther Brown, from the University of Brighton in Hastings. Paul Joy continues, on behalf of the fishermen: "Axis 4 has enabled us to overcome our isolation and to fully integrate into the community on land. We now have a symbiotic relationship with the local authorities." Johanne Orchard-Webb, a researcher at the University of Brighton and a contributor to one of the GIFS project pilots,

concludes: "The range of partnerships the fisheries sector engages in (such as links to NGOs, universities, conservation agencies, local schools, the food sector, and of course the multi-sector FLAG) helps to build the resilience of the fleet. This connectivity enables a greater understanding – across a wide range of marine and coastal planning stakeholders, as well as visitors and residents of the town – of the contribution of the fleet and sustainable fishing to the identity of Hastings, as well as to environmental sustainability education, to sustainable tourism, to conservation science, and to the social and cultural heritage of the town." ■

### HASTINGS (United Kingdom)

**Area:**  
30.79 km<sup>2</sup>

**Population:**  
90 254 inhabitants

**Density:**  
2 931 inhabitants/km<sup>2</sup>

Axis 4 Budget	EUR			
	EU	National	Private	Total
Total	580 327	630 254	–	1 210 581

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6 See <http://www.hastingsfyps.co.uk/>



# People

“Keep on doing the good work you have been doing and have an open mind about the new possibilities that now exist!”

Managing authorities play a key role in the implementation of local development programmes. The transition phase between the EFF/Axis 4 and the EMFF/CLLD is a good opportunity to get their views on what's been happening to date, the lessons learnt and the new challenges now facing FLAGs. In this edition of the magazine we hear from three representatives of managing authorities from three different countries:



**Timo Halonen**, Senior Specialist, Ministry of Agriculture and Forestry, Department of Fisheries and Game, Finland



**Edite Kublina**, Head of Fisheries Aid Division, Fisheries Department, Ministry of Agriculture of the Republic of Latvia



**José Vicente Palmero Jorro**, Head of the Support Unit for the Directorate-General of Fisheries Management, Spain

**How long have you been involved in the implementation of Axis 4 and what are your other responsibilities in relation to the EFF? How much of your workload does Axis 4 represent?**

**Edite:** I have been involved in the implementation of Axis 4 from the beginning, but my responsibilities have included coordinating the development and implementation of all the EFF support measures. As much as possible I try to ensure a reasonable allocation of my time to each of the measures, but my priorities vary at any particular time, depending on what's happening.

**Timo:** Like Edite, I have been involved in the implementation of Axis 4 from the very early stages. In Finland, we started working on Axis 4 in 2007, and FLAGs started their work at the beginning of 2008. My Axis 4 responsibilities took more time in the start-up phase, when I spent approximately 20-30% of my working hours on Axis 4. After the FLAGs had been selected and were up-and-running, the workload dropped to about 10% of my working time.

**José:** I started working with Axis 4 in 2012, after my department and the EFF department were merged into one. It is difficult to calculate the time spent on Axis 4 because we are currently in a busy period, but whatever it is, it is never enough.

**Were you involved in preparing the EFF operational programme or did you start working on it at a later stage? What were your initial thoughts when you first heard about the Axis 4 approach?**

**Timo:** I was involved in the preparation of the national EFF programme. When I first heard about the Community-Led Local Development (CLLD) approach I was a little bit sceptical, but my colleagues who had been working with Leader convinced me of its merits. I now believe that CLLD is a good way to develop fisheries areas, especially in a country like Finland, where there is considerable diversity within the sector and between the situations in different parts of the country.

**José:** It took me some time to familiarise myself with this approach, since it was a whole new area for me. Over the last three years I have evolved from being a neophyte to an "Axis 4 believer", defending it as the best approach for local communities' social and economical development.

**Edite:** I was involved in the development of the EFF operational programme from the very beginning and early on I learned about the bottom-up approach. Of course, things are different now as those involved at all levels have gained experience: from the fisherman in the fisheries-dependent areas, to the local action groups, to the institutions responsible for the administration and coordination of the programme.

 **What would your advice be to an administration that is introducing this approach for the first time?**

**Edite:** I would advise them to carefully examine the lessons learned by others and to familiarise themselves with the guidelines for the implementation of the measures concerned. FARNET has definitely accumulated a lot of useful information. But it is important to also remember that there are differences between the Member States and that one recipe or formula does not suit everybody. Also, the representatives of the fisheries sector need time to understand this new approach and the types of activities they can become involved in.

**José:** I agree with Edite. First of all, they should start by studying the guidelines and various support documentation produced by DG MARE and by FARNET. All the relevant information on the implementation of CLLD can be found there. Attending FARNET meetings and seminars could be the second step, as this provides a good opportunity to establish links with other managing authorities who can share their experience.

**Timo:** I would advise them to talk to their Leader experts and ask for their opinion on how the CLLD approach has worked in rural areas in their country. Then they should assess whether or not the CLLD approach would bring added value to their programme. After that, they should crystallise their vision and define what they want to achieve by implementing CLLD.


 **Could you tell us a little about your relationship with FLAGs? Has this relationship evolved over time?**

**Timo:** When we started with Axis 4 in Finland we had workshops in every FLAG area, to which local stakeholders were invited. We also had regular meetings with the FLAGs. This has proved to be very useful, as now they are less hesitant about contacting

us when there is a problem or when some new innovative idea needs feedback.


**José:** I have established a close relationship with some FLAGs, evolving to friendship with some of them. We are in regular contact, dealing with specific questions or simply exchanging information. But I must admit that with some FLAGs there has been less communication.

**Edite:** As the representative of the managing authority, I provide information to the FLAGs on current topics, explain the criteria for receiving financial support, and participate in various discussions and seminars. My relationship with the FLAGs depends on the topics of interest at any particular time. There is also an important role for the National Fisheries Network in this relationship.

 **In Spain, José, the regions play an important role in programming, and in designing and managing the implementation of CLLD. What does this mean for the process of developing the national operational programme? How do you ensure a common vision in Spain?**


**José:** In Spain there is one national managing authority and one intermediate body for each region, which is responsible for establishing the delivery system for that region. As there is only one operational programme, we have to coordinate between all authorities, including FLAGs, during the public consultation period. As the national managing authority, we tried to have an open process, without being too prescriptive. We wanted to avoid unnecessary restrictions that could cause problems for FLAGs when it comes to implementation.

This means a lot of work for us. I remember, for example, having two conversations at the same time with two different regions in order to agree specific aspects of the programme. But it's worth it, and I want to thank everyone who helped us to develop what I believe is a good programme, which takes account of different opinions of FLAGs and the regions.


 **Timo, in Finland, after what is considered by many observers to have been a successful and inspiring programme, how are you preparing for the new period? When do you expect the new FLAGs to be operational?**

**Timo:** We started the application process over a year ago. It is being carried out in two phases. In the first phase, groups submitted a proposal outlining their proposed area and the local strategy. These proposals were then evaluated by fisheries experts, with feedback given to each applicant to help them to further develop their strategies. At the moment, we are evaluating the

final proposals. Our goal is to take a decision by April 2015. The new groups should then be fully operational in the spring or early summer.

 **The Latvian programme will also undergo significant changes in the next period. Edite, could you tell us a little about the main differences we can expect? What were the lessons learnt from the past period?**


**Edite:** In the next period we will concentrate on fisheries-dependent areas located on the coast of the Baltic Sea and the Gulf of Riga. An assessment of the possibilities provided by CLLD in the EMFF and the EAFRD suggested that the support provided by both funds is complementary. Therefore, we believe that our new approach, with greater territorial concentration, will be more effective, especially given that industry representatives in inland areas are widely dispersed. The main achievement of the previous programming period was the activation of fishermen in these inland areas, who will now be able to use the experience gained to benefit from other EMFF support measures or to develop their ideas with the support of CLLD within the EAFRD.

 **Will your future FLAGs be able to benefit from the support of different funds? If yes, which Funds will be available to FLAGs?**

**Edite:** Yes. In our view, the different funds complement each other and open up more opportunities. In Latvia, the CLLD approach will be implemented with the support of two EU funds – the EAFRD and the EMFF.

**Timo:** Most likely there will be one or two groups in Finland that will adopt a multifund model, using the EMFF and the EAFRD. Other groups will be financed solely from the EMFF, but will also benefit from other funds, especially from the EAFRD, through close cooperation with Leader groups.


**José:** In Spain, there has been an intense debate about whether to opt for a mono- or a multifund approach. In the end, it has been left open to each region to decide the fund best suited to its particular situation. In my opinion, the multifund option is preferable. Nevertheless, taking into account the limited human resources available to FLAGs and Spanish regions, I would recommend the mono-fund option, as this will simplify the preparation of the local development strategies. However, this does not exclude FLAGs from financing some projects using other funds, such as the EAFRD or the ESF, to complement some specific areas of their strategies.

 **Considering the many developments arising from the reform of the Common Fisheries Policy (CFP) and from integrated maritime policy, do you see any particular challenges that FLAGs could help tackle through CLLD?**

**José:** The CFP reform establishes a new framework and FLAGs can take advantage of this. Specifically, there are opportunities in areas such as diversification, the environmental management of marine reserves, increasing the added value of certain fish and aquaculture products, exploring new sales and distribution channels, and capitalising on local cultural and social heritage.

**Timo:** I believe that the role of the FLAGs could be expanded. For example, in the regional maritime spatial planning process, FLAGs could help to voice the needs and interests of the fisheries sector. They could also, for example, help improve the dialogue between various stakeholders, and play a greater role in addressing other possible conflicts affecting the fisheries sector.

**Edite:** Representatives of the sector will have many possibilities to find solutions to these challenges through the other EMFF measures. If there are opportunities to tackle some of these challenges through CLLD, then FLAGs should act accordingly.


 **Capacity-building is increasingly recognised as being indispensable if communities are to be empowered to manage public funds. What kind of training and capacity building will be needed? Do you see a role for a national network in specific capacity-building activities? What should be its priority tasks?**

**Edite:** The most important tasks for the national network would be to provide methodological support, training, and support for the involvement of local players. We are pleased to see that some of the Latvian FLAGs are already using the evaluation results produced during the EFF period to inform the development of their new strategies. In Latvia, the national network will be involved in providing preparatory support. The more experienced FLAGs also have an important role to play. The experience gained by FLAGs and their local partners will provide an important added value to the preparatory process, as well as in the implementation of the strategies.

**Timo:** In the early stages of the programme we will have to inform the FLAGs about the EMFF and our national operational programme and its goals. The national network will play a key role in this process. Other important tasks for the network include: transferring knowledge, facilitating cooperation between groups and other stakeholders, and disseminating information on the national EMFF programme.




**José:** Certain capacities must be improved, especially in areas such as management and in the use of administrative tools. The national network can help with this. We will shortly open a public consultation for FLAGs so they can propose actions that the national network could usefully undertake.

 **What would you like to see fisheries CLLD achieve by 2020? Do you agree that it could have a substantial employment effect? What other impacts do you expect?**

**Timo:** My vision is that by 2020 FLAGs are recognised as bodies that can effectively develop local fisheries, contribute to the good status of fish stocks, and facilitate regional cooperation. In this way, FLAGs could have an important impact in improving the profitability of the sector. If the FLAGs can achieve this, then they will also have a significant positive effect on local employment.

**José:** I would really like to see a significant reduction in the level of unemployment by 2020. As you are aware, this is one of the biggest issues in Spain. So my vision for 2020 would be economically well-developed fisheries and aquaculture areas, with high rates of employment, an increase in the number of successful businesses, and high-quality services for people living in these areas, so that they can attract more inward investment and more residents.

**Edite:** As regards CLLD, I would not only emphasise its influence on employment. Its contribution to overall economic growth is just as important, as is the balance between the development of the fisheries sector and environmental sustainability.

 **What message would you like to transmit to FLAGs and fisheries communities in relation to the new period? And to the Commission?**

**Edite:** I would like to see all of us working together to achieve the set objectives. The FLAGs and fisheries communities still have to set their targets. I hope these targets are ambitious, are established with the involvement of local players, and are based on the lessons learnt.

**Timo:** To the FLAGs, I would say keep on doing the good work you have been doing and have an open mind about the new possibilities that now exist. Try also to build even stronger internal and external cooperation. As for the Commission, I think that the efforts to eliminate the barriers between the different ESI funds has been very good. Also, I like the fact that the Commission is now pushing a results-orientated approach. In the past it sometimes felt like we were just focusing on the elimination of mistakes.

**José:** To the FLAGs, I would say that national and regional administrations are there to help you. Don't hesitate to contact the Spanish national network when you have specific needs or queries regarding CLLD. From our side, we have only one request: we ask for more cooperation from some FLAGs in participating in the national network, and in providing us with new ideas or initiatives. To the Commission, I would ask for clearer advice on some aspects of CLLD. In particular, there are some uncertainties around state aid and how it affects CLLD. Last but not least, I want to thank the Commission and all the Spanish FLAGs and regional authorities for the work done during the previous and current periods. ■

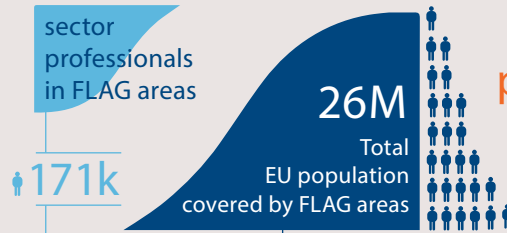
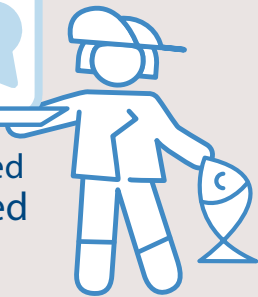
**Interview conducted (in English)  
in March 2015.**

# FARNETdata *Navigating since 2007...*

20 000



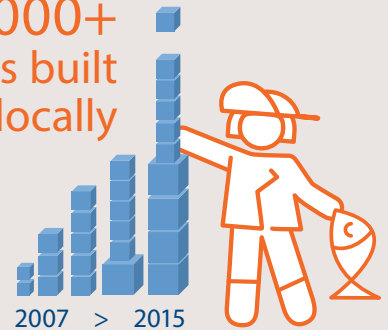
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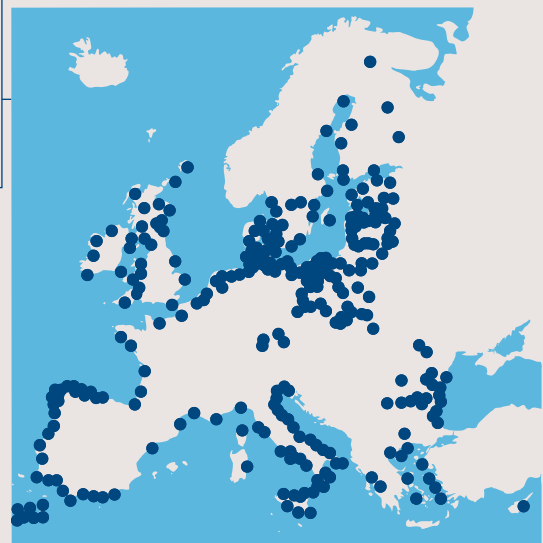
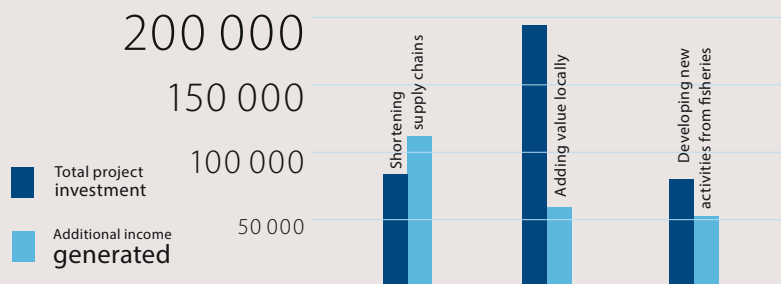
The largest EU network of local fisheries stakeholders

312 EU fisheries areas covering over 706 000 km<sup>2</sup>

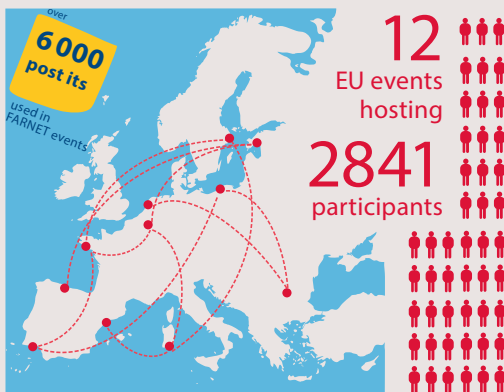
10 000+ projects built locally



Multiplier effect of project (in €)



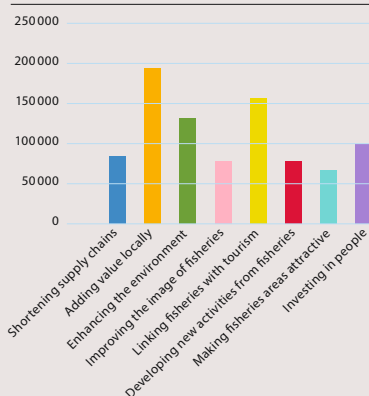
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- Olhão
- Quiberon
- Stockholm
- Cagliari
- Barcelona
- Brussels



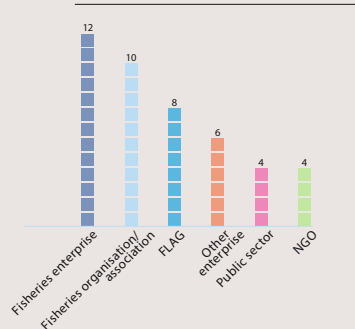
over 1k #followers

#Sailing2020 exhibition

Average total project cost (in €) by theme



Number of projects presented per type



Data compiled from: FLAG factsheets, CapGemini study and FARNETresearch

*...sailing towards 2020!*

# 6 years of *farnet*

83 FLAGS  
with approved strategies

October 2009 launch of FARNET



KL-AI-15-012-EN-N

March 2010

90 FLAGS meet in Gijon, Spain



"...we need to avoid concentrating the fisheries sector in a limited number of areas and we need to give small-scale coastal fleets a chance to be competitive, recognising their important social contribution to many of our coastal regions."

**Maria Damanaki,**  
Member of the European Commission,  
responsible for Maritime Affairs and Fisheries

MEPs call for a  
decentralised  
fisheries policy



"In the next few months we will be looking at how we can help build on the successes from Axis 4 so far, and I would encourage those with a good success story to get in touch so we can compare notes."

**Lowri Evans,**  
Director-General,  
Directorate-General for Maritime  
Affairs and Fisheries



"...many fisheries areas are among the most dynamic coastal areas of Europe, while other more remote areas enjoy superb, but underused, natural and cultural assets. [...] DG MARE has high hopes for Axis 4 and is open to the possibility of extending it in the future..."

**Ernesto Penas Lado,**  
Director, Directorate-General for Maritime Affairs and Fisheries



"Living and running a small business in a fisheries area means sooner or later you must be in contact with the local FLAG."

**Aigars Laugalis**  
Member of the board of the Liepāja FLAG Latvia

124 FLAGS  
with approved  
strategies

September 2010

FSU celebrates its first year



April 2011 177 FLAGS  
with approved strategies

"...you will be surprised by the ingenuity, energy and commitment that can be mobilised when local people are given the means to explore solutions to their own problems."

**Paul Soto,**  
Team Leader, FARNET Support Unit

November 2011

FLAGS meet in Brussels  
the first time



211 FLAGS  
with approved strategies

"People do appreciate it if you just come down from your desk and really try to understand their world and maybe explore together the challenges facing the sector and the possible responses"

**Stephanie Maes**  
FLAG Manager in Belgium



June 2012 262 FLAGS  
with approved strategies

"Smart, sustainable and inclusive local communities are the building blocks of a smart, sustainable and inclusive Europe, so let us all; local stakeholders, FLAG managers, managing authorities and DG MARE, work together to make this a reality in our fisheries areas"

**Elisa Roller,**  
Head of Unit, Structural Policy and Economic Analysis,  
Directorate-General for Maritime Affairs and Fisheries



"Don't keep complaining about the wind, don't keep waiting for it to pass; adjust the sails and move ahead."

**Rita Pamplona**  
Managing Authority, Portugal

March 2013

3 646 projects & counting!



"...when we look at the 3000 mainly small projects approved by the FLAGS so far we can see that Axis 4 is really the human face of the EFF. [...] behind every Axis 4 project there is a story which shows that Europe does care for ordinary people."

**Stephanos Samaras,**  
Head of Unit, Directorate-General for  
Maritime Affairs and Fisheries

September 2013

6 228 projects & counting!



Sailing Towards 2020!  
March 2015,  
10 000 projects

"All politics is local. It is the direct human touch that counts"

**Karmenu Vella,**  
Commissioner for Environment,  
Maritime Affairs and Fisheries

"We direct these last words to the sector: believe in yourselves! You can make a difference while keeping your traditions alive and well. Axis 4, or CLLD, is a fantastic tool for your communities."

**Manuela Sampaio**  
**Frédérique Deschamps**  
**Gala Martinez**  
FLAG managers in Portugal,  
France and Spain

October 2014  
312 FLAGS

with approved strategies



Publications Office

