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farnet

M A G A Z I N E

2014-2020
A network
of opportunities

Foreword

Local development in EU coastal and fisheries areas is entering a new and exciting period. The implementation of the reformed Common Fisheries Policy (CFP) and the European Maritime and Fisheries Fund (EMFF) present new challenges and new opportunities for coastal and fisheries communities. Greater coordination between the European Structural and Investment (ESI) funds also offers the possibility to combine different funds and to increase the impact of EU funding at local level.

Local initiative is essential to ensuring that the projects supported by EU funds are tailored to local needs. By mobilising new ideas, thinking and resources, communities can open up new development pathways and play a decisive role in shaping their own future. Local should not mean marginal and isolated, however.

Local initiatives should be connected by strong national and European networks in order to maximise their impact. The EMFF regulation foresees that funding should be made available for setting up such national and European networks of fisheries areas. FARNET, the European network of fisheries areas established in the previous programming period, has now become a recognised brand and a driving force for local initiatives in EU fisheries areas. This network will be continued and the FARNET Support Unit will continue to play a key role in coordinating and animating its activities.



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This publication offers an insight into the priorities of the European network for the coming period and how they will help to underpin local action and contribute to a sustainable future for EU fisheries areas. Blue growth, the reformed Common Fisheries Policy, climate change, job creation and social inclusion are some of the areas where FLAGS are starting to act and make a difference. FARNET and its Support Unit are here to assist FLAGS in this endeavor and to ensure, through seminars, guidance and exchange, that their collective dynamism and innovation translates into real impacts on a European scale.

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Operational Programme





 Adopted

 Pending

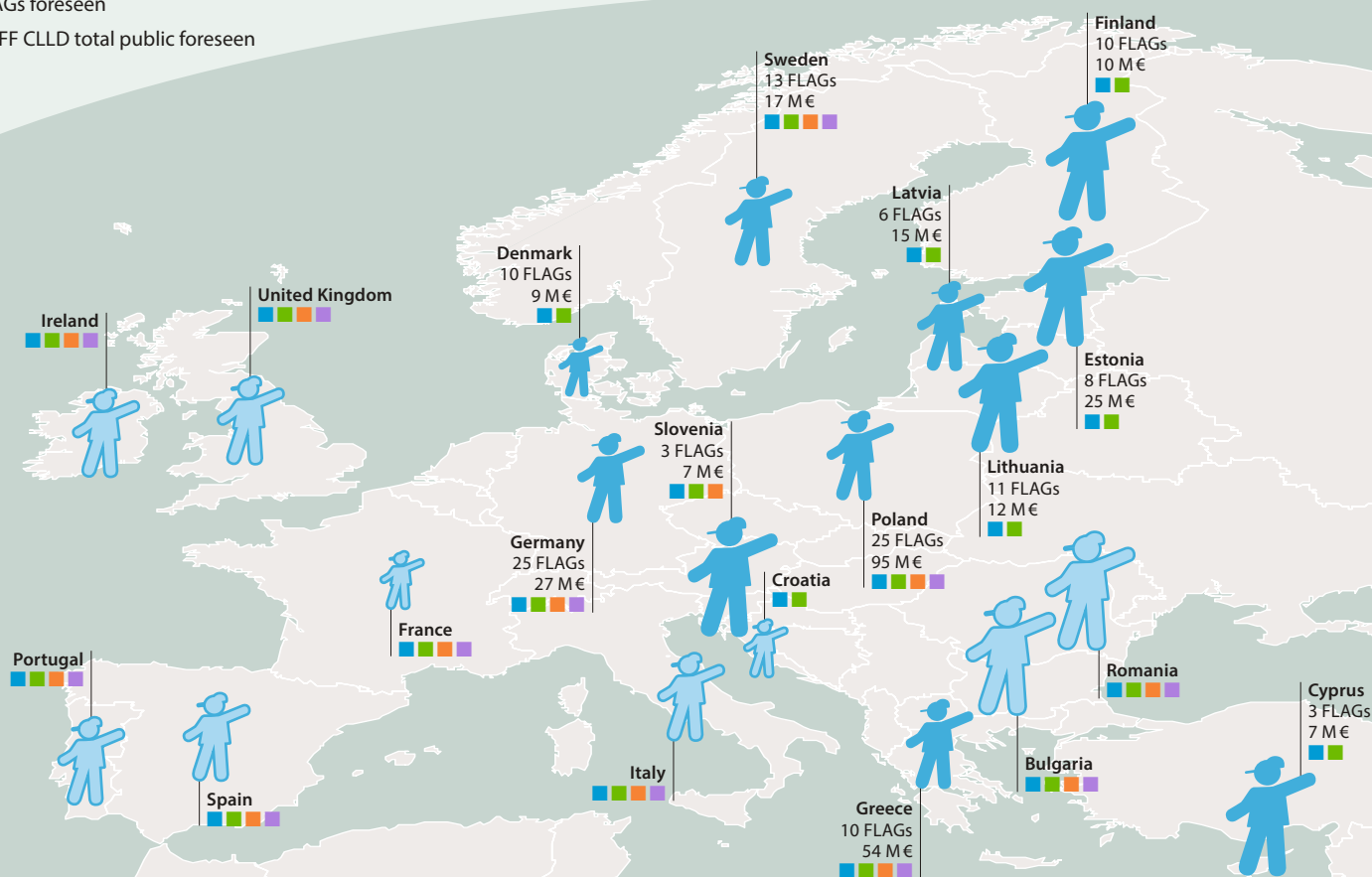
FLAGS foreseen

€ EMFF CLLD total public foreseen

European Structural Investment Funds mobilising CLLD

-  European Maritime and Fisheries Fund (EMFF)
-  Agricultural Fund for Rural Development (EAFRD)
-  European Regional Development Fund (ERDF)
-  European Social Fund (ESF)

% of EMFF allocated to CLLD



As the EMFF Operational Programmes are gradually finalised and adopted, a picture is starting to emerge of which Member States plan to implement Community-Led Local Development (CLLD) within their Maritime and Fisheries programmes – and how this is likely to be applied. A total of 20 out of the 27 Member States that receive EMFF funding have expressed an interest in implementing CLLD in the 2014-2020 period. With the exception of Croatia, which is implementing CLLD for the first time, Member States are now entering the second programming period of CLLD in fisheries areas and most have a clearer vision of what they expect from FLAGs and how to help them achieve results.

While the EU-wide CLLD budget and the number of Fisheries Local Action Groups (FLAGs) is expected to remain largely similar to the 2007-2013 period (approximately €670 million in total public funding for almost 300 FLAGs), certain Member States, such as Latvia, will reduce the number of FLAGs in order to better concentrate their CLLD budget on

those areas (often coastal) with the highest dependency on fisheries. Other Member States, including Spain, Finland and Slovenia, will extend the programme to new fisheries areas not previously covered. Overall, approximately 10-12% of the EMFF allocated to fisheries¹ has been allocated to CLLD.

GLOBAL VISION FOR CLLD UNDER DIFFERENT FUNDS

Besides the EMFF, CLLD can also be applied under the other European Structural and Investment Funds (ESIF): the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD). Under the EAFRD, a mandatory minimum of 5% of each Member State's budget must be allocated to the CLLD measure, called LEADER. Based on information collected by the Contact Point of the European Network for Rural Development (ENRD)², a total of 25 Member States expect to use CLLD in at least

two Funds, while 11 are considering the possibility of using CLLD under all four Funds.

It is still too early to know how these programming plans will transfer into practice, and in particular into multi-funded local development strategies. A series of challenges lie ahead, in terms of the diversity of approaches, and the coordination of the work of local groups, especially where Member States allow for more than one Fund to be combined within a single strategy. However, we are entering an interesting period for local development actors in rural, urban and fisheries areas which, together, have been allocated approximately €12 billion of EU funding for CLLD, and received a clear signal from Europe on the importance of coordination and cooperation... and FARNET will be there to help.

¹ Data collection, control/enforcement and IMP measures aside.

² Mainly from the screening of Partnership Agreements and responses received from Managing Authorities and National Rural Networks.

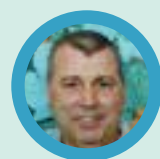
FARNET: seven years of experience

2007.....2014

Monofund approach

First National Networks

Early stages of cooperation



Using EMFF and CLLD for innovative and dynamic projects.

FARNET

a network of thousands of stakeholders
a close and bridging relationship through

EU

Reg

Axis 4 of the European Fisheries Fund

MS

Local

312

FLAGs, entry points to a community of over 17 000 local fisheries and aquaculture professionals

DIVERSIFICATION

ADDING VALUE

MARKETING

ENVIRONMENT

GOVERNANCE

TOURISM

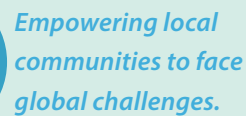
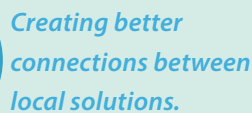
Themes where FLAGs made a difference



CFP



CLLD AND MULTI-

[illegible]

REFORM -FUNDING



Blue growth and coastal development

Blue growth is a long-term strategy to support smart, sustainable and inclusive growth linked to the oceans, seas and coasts. In Europe, this strategy is supported by the Integrated Maritime Policy (IMP) which promotes increased coordination between the different policies in coastal areas. Through activities like transport, leisure, sustainable resource extraction, energy production and research and development, blue growth brings opportunities to create new businesses and jobs and to strengthen the local economy. It opens up exciting perspectives for local communities, and FLAGs can take advantage of this to promote new forms of socio-economic activity that respect the 'carrying capacities' of coastal ecosystems.



LOCAL COMMUNITIES CAN RESPOND BY:

- > Engaging with key stakeholders (e.g. industry and research) to **ensure blue growth developments in their area** are in line with local goals;
- > Taking initiative and being proactive in **developing and leading blue growth projects**;
- > Adopting a **collaborative approach** to project design, maximising inclusiveness and mutual benefits while seeking to avoid negative impacts.

FLAGs CAN MAKE A DIFFERENCE BY:

- > Integrating blue growth into the design of the **local strategy**, helping communities to identify pathways that best serve local interests;
- > Facilitating **engagement** with and between local stakeholders and supporting measures to build capacity, especially in the fisheries sector;
- > Building links and supporting **projects** associating the fisheries sector and other blue growth stakeholders;
- > Mapping the supply of and demand for **skills** and supporting training and employment;
- > Exploring the most appropriate funding opportunities for each type of objective and operation, including ESIF multi-funding.



Interview

MARIELLE PHILIP

ID: Marielle Philip, 28 year-old lawyer, specialising in the coastal environment and integrated coastal zone management.

Interests: From a young age, I have been influenced by the Arcachon Bay area and my family of sailors and fishers all have ties to the sea.

Project supported by: The Arcachon FLAG

F.M. Marielle, tell us a bit about your project

M.P. My project is to develop a market for "marine leather," a new raw material for artisans and stylists made from fish skin. My company is called FEMER®, which I set up with the support of Axis 4 of the EFF and funding from the ESF.

F.M. What has this project changed?

M.P. It has allowed me to develop my own business activity! It has also changed many things for those around me, especially the association of female fishers, who put forward the original idea. The attitude of the fishers has also changed. Many didn't really take the idea seriously at first, but this 'women's idea' has now become an adventure that the whole sector has embarked on.

F.M. What encouraged you to work with your local FLAG?

M.P. Paradoxically, it came after many exchanges around Europe: my mother travelled to Finland with the European association, Aktea³, where she learned about tanning techniques, and then during a FARNET conference in 2011 we made contact with the Arcachon FLAG and its manager, who helped us to develop the project.

F.M. What have you learned from the project?

M.P. That we can overcome the current job crisis by drawing on our expertise and local cultural assets. However, this only works when tailored and responsive support tools are also available. A key element is the availability of advance payments, which allow

project promoters to focus their energy on making their idea a reality.

F.M. What would you say to someone wanting to develop a similar project?

M.P. Start by identifying funding sources, including local or regional grants. You need to be prepared to 'travel a long way with little fuel in the tank'. Don't give up, keep developing and promoting your project, otherwise it will never get off the ground.

F.M. How can FARNET help?

M.P. I think there are two priorities: youth and speaking English! There needs to be far more skills sharing and training for young people who take up/return to fishing-related activities. For example, this could be achieved by promoting cooperation between FLAGs, maritime colleges, and Erasmus+. As for English, many people have trouble understanding documents, details of European calls for example, hence the importance of speaking English. How about a cooperation project based around 'maritime' English?

F.M. Your project is part of a new coastal economy, somewhere between 'blue growth' and the 'circular economy'. Is this easy to develop locally?

M.P. Besides the FLAG, the organisations that could assist with innovation and the circular economy do not yet sufficiently understand their potential role. There is an urgent need for local discussion about blue growth.

FEMER (Gironde, France)



Results

- > Innovative production technique developed: tanning fish skin using a local invasive plant.
- > New products made from fish processing waste, which bear the registered trademark 'FEMER®, les peaux marines du Bassin d'Arcachon' (FEMER®, fish skin from Arcachon Bay).
- > 40 artisans are purchasing FEMER® fish skin.
- > Three jobs created, one a salaried position.

Total cost of the project (feasibility study) and the Axis 4 contribution

- > Total eligible cost: €10 085
- > EFF Axis 4 contribution: €4 034
- > National co-financing: €4 034
- > Private: €2 017

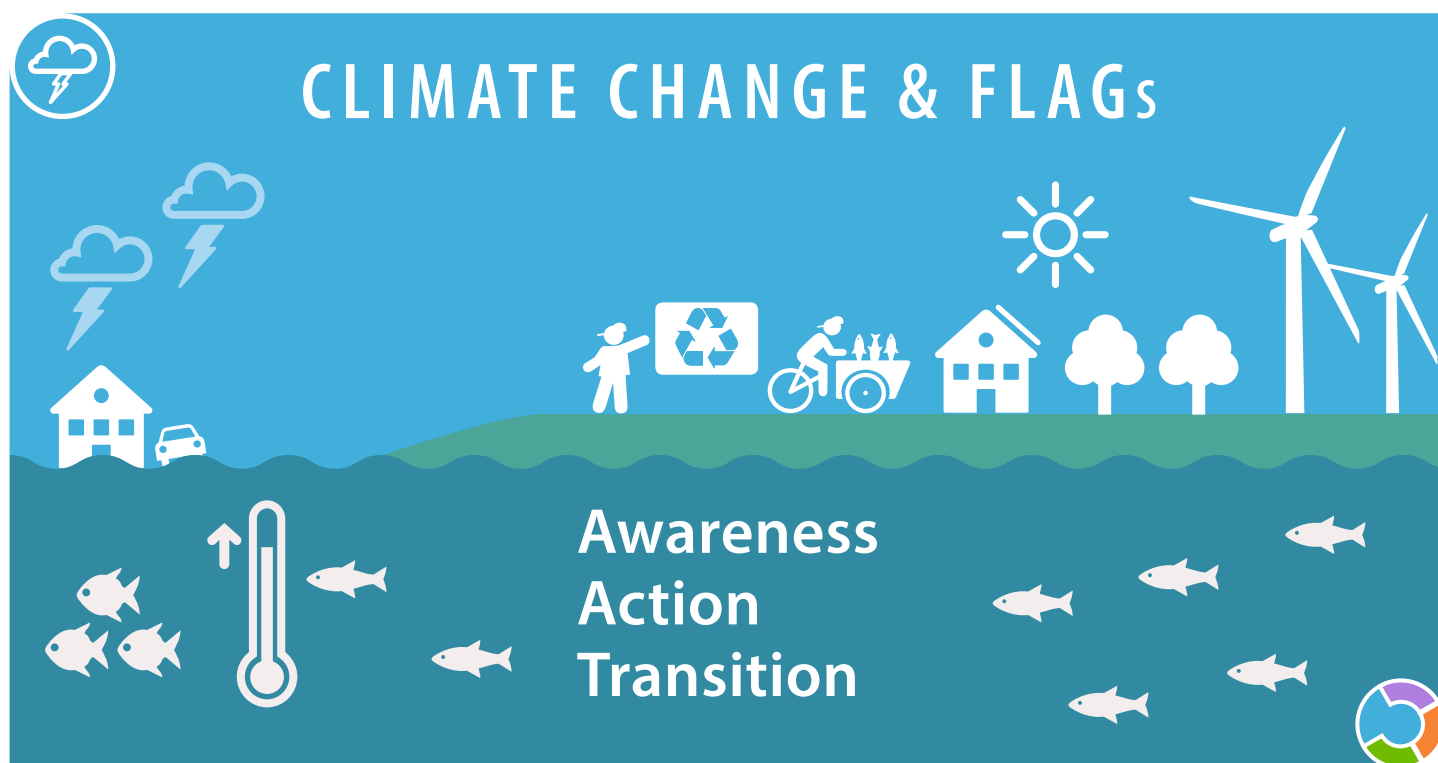
Website / contact details

- > www.femer.fr

Project timetable

- > Axis 4 co-financed study: 2012 – 2013.
- > Activities launched in 2013 with the assistance of the ESF.
- > Company active since November 2014.

³ AKTEA: The European network of women's organisations in fisheries and aquaculture.



Climate change and the energy transition

Marine and coastal environments are amongst the areas most threatened by climate change, which impacts on fisheries, aquaculture, livelihoods and living space. The complexity of coastal, marine and other water-based socio-ecological systems makes responding effectively to these climate-induced changes challenging. However, there is scope for adaptive responses, and significant potential to mitigate climate change, including through on-shore and offshore renewable energy systems and through local initiatives to reduce emissions.



LOCAL COMMUNITIES CAN RESPOND BY:

- > Developing local **awareness of climate change** and building local strategies that factor in climate change adaptation and mitigation;
- > Promoting a **collective response** to the challenges (and opportunities) of climate change adaptation and mitigation;
- > Identifying local sources of greenhouse gas (GHG) emissions and promoting **emission reduction strategies**, including the adoption of more energy-efficient technologies and renewable energy production;
- > Promoting **lifestyle changes** that reduce energy consumption and favour local and sustainable products and services.

FLAGs CAN MAKE A DIFFERENCE BY:

- > Supporting **studies** that help to improve understanding of the local impacts and opportunities of climate change;
- > Promoting **local ownership** of coastal and marine renewable energy production (tidal energy, wave power, etc.) and of Marine Spatial Planning (MSP);
- > Supporting **adaptation and/or mitigation projects** that are consistent with the local development strategy and help to build local capacity and resilience;
- > Reaching out to the EU climate change and renewable energy agenda⁴, helping to define the local response and **create the building blocks for a deeper, multi-level engagement**;
- > Developing **capacities to engage** in initiatives such as *Transition Towns*⁵, which focus on community-led responses to climate change and sustainability.

⁴ http://ec.europa.eu/clima/policies/international/paris_protocol/energy/index_en.htm

⁵ <https://www.transitionnetwork.org/>



Interview

GUY SVANBACK

ID: Guy Svanback, 59 year-old manager of the Ostrobothnian Fisheries Association.

Interests: The fisheries sector and the opportunities it provides to meet people from all levels of society. I like open landscapes and the sea, I have always lived beside the sea.

SANNA-SOFIA SKOG

ID: Sanna-Sofia Skog, 27 years old with a Masters in engineering and energy technology from Novia Institute.

Interests: The coast and maritime environment. The interest in biofuels, as an alternative to polluting fossil fuels, came about during my studies in environmental engineering.

Project supported by: The Osterbotten FLAG

F. M. Guy, tell us a bit about this project

G. S. The project included an assessment of the interest among fishermen in the use of biodiesel, and practical tests in two fishing boats and one taxi boat. We worked with Novia University to test different biofuels and to produce a handbook with recommendations on their use. This is how we got to work with Sanna: she did the science, we did the fishing.

F. M. What has this project changed?

G. S. This study greatly increased our knowledge about switching to biodiesel in fisheries. It highlighted the "real life" challenges, related to safety at sea, for example, and helped us to identify solutions. This helped fishermen to think positively about more sustainable fishing practices, about how to phase out fossil fuels and take action on climate change.

F. M. Sanna, Guy how did you learn about the existence and support made available by the FLAG?

S-S.S. I knew about the FLAG from discussions with fishermen during a previous scientific project on fish waste and by-catch. I investigated the possible use of these products to make biofuel, which then led to further cooperation with the fisheries sector.

G. S. I was involved in the FLAG design and as a member of the partnership, so from the beginning I was fully aware of the FLAG programme and possibilities offered for Ostrobothnian fisheries.

F. M. What have you learned from the project?

G. S. A lot! We learned about the technical and logistical challenges of biofuel production and how it can benefit fishermen's work locally and elsewhere in Europe; and we co-operated with partners from the French Sud-Landes FLAG to learn from their fishermen and a French biofuel research institute. The cooperation with R&D people at Novia University has also been a positive experience. I see it as a clear benefit for the fisheries sector to develop more science-fisheries cooperation.

F. M. What would you say to someone wanting to develop a similar project?

G. S. Secure enough resources and commitment, look for competencies outside of the fisheries sector and think "outside the box". Our cooperation with French fishermen, for example, is something very new for us, and although the techniques and context are very different, we had the opportunity to see how things are done in another country, with a different culture. This was very important in helping us to move ahead with the project.

F. M. How can FARNET help?

G. S./S-S.S. Keep on bringing European partners together, perhaps help identify other suitable financing possibilities at European level. We can improve communication across borders to create a bigger "community" with a common EU agenda.

Biofuels for fishing (Finland)



Results

- > The study produced a practical manual on the use of biofuels at sea, including feedback and advice from fishermen on how to adapt the technology to best fit their needs.
- > 89% of fishermen interviewed would consider using biofuels in their fishing activities.

Total cost of the project and Axis 4 contribution

- > Total cost: €26 079
- > EFF Axis 4 contribution: €9 083
- > National co-financing: €14 388
- > Private: €2 608

Website / contact details

- > <https://www.novia.fi/novia-uas/>
- > <http://tinyurl.com/biofuelsforfisheries>

Project timetable

- > The study was carried out between May 2011 and August 2013.



Job creation and social inclusion



Job creation is a challenge everywhere in Europe, including in fisheries areas, whether coastal or inland. Nevertheless, many fisheries areas have specific opportunities they can exploit, within but also outside of traditional fishing activities, and often linked to the attractiveness of the areas concerned. A challenge, however, is to broaden the scope of local activities and move beyond strictly sectoral approaches, while also preserving the fisheries know-how and identity that has shaped the area.

LOCAL COMMUNITIES CAN RESPOND BY:

- > **Generating revenue:** creating jobs and income from goods and services produced within the area and sold outside;
- > **Attracting external revenue:** attracting income from outside, such as the salaries of commuters, the pensions of retirees, revenue from tourists and second home-owners;
- > **Encouraging local spending** of these revenues by developing local activities to stimulate the local economy and create local jobs.

FLAGS CAN MAKE A DIFFERENCE BY:

- > **Improving amenities**, quality of life, services and the local identity;
- > **Maximising local spending by promoting short circuits** and services taking account of the specific needs of different groups, such as youth, families, commuters, tourists or retirees;
- > Supporting **employment-creating projects**, favouring a multi-sectoral approach and promoting networking and complementary projects;
- > Implementing actions and mechanisms to ensure that the **most in need** benefit from the jobs created.



Interview

AREK SIEKIERZYCKI

ID: Arek Siekierzycki, 37 year-old engineer

Interests: Boats, fishing and maritime heritage.

Project supported by: The Słowińska FLAG

F.M. Arek, what does your project involve?

A.S. Our project was about modernising our fishing boat workshop, installing a gantry and machines for foaming and applying gelcoat. We insulate and paint hulls and the new equipment has enabled us to work to a higher standard. For example, we can now better insulate boats, which is important for preserving the quality of fish during their transport from sea to the harbour.

F.M. What has the project changed?

A.S. The project has allowed us to develop the business. We have increased our production capacity and improved the technological process. Our services are now recognised by a growing number of customers and we've been able to hire new employees to meet the upswing in demand. In parallel, we have improved safety procedures and reduced work-related risks to our employees.

F.M. What encouraged you to work with your local FLAG?

A.S. Interestingly, the suggestion originally came from the fishermen with whom we work, who wanted to have a well-equipped boat repair workshop near the harbour, providing high quality services.

F.M. What have you learned from the project?

A.S. In the beginning we were worried about the size of the investment. This was a lot of money and we had to find match funding and take care of a lot of paperwork. Initially we thought it was not manageable. However, we also knew we couldn't just sit still, we

had to move forward or otherwise we would go backwards. We don't want to go back!

We are happy now we took this step, because we can see the difference the technology has made, especially if we compare the situation "before" and "after". We are now proud to promote our services when we take part in fairs and other events: we know we have something good to offer.

F.M. What are you planning to do next?

A.S. We would like to innovate and open up new markets, such as in the area of agricultural machinery for example. Also, through contacts with a fisherman in Denmark, we're planning a project in Senegal and Rwanda to help local fishermen design better boats.

F.M. What would you say to someone wanting to develop a similar project?

A.S. If an opportunity arises, take it! You have to be ready to work hard, but the results can be very satisfying.

F.M. How can FARNET help?

A.S. We are very happy with the support we received from the FLAG. We benefited from information and guidance at each stage of implementing the project, and it is probably thanks to the kind, competent people who helped us that nobody suffered a heart attack. You could say they saved our lives, literally!

Boat repair workshop (Poland)



Results

- > Six jobs safeguarded in the existing SME.
- > Three new jobs created, including one for a former fisherman.
- > Eight customers serviced in the boat repair workshop

Total cost of the project and the Axis 4 contribution

- > Total cost: €150 110
- > EFF Axis 4 contribution: €64 770
- > National: €21 590
- > Private match-funding: €63 750

Website / contact details

- > Słowińska FLAG
<http://sgr.org.pl/English>

Project timetable

- > Investments made between 2013 and 2014.



Territorial impacts of the reformed Common Fisheries Policy

The new Common Fisheries Policy (CFP) aims to ensure that **fishing and aquaculture are environmentally, economically and socially sustainable**. Achieving sustainability implies the need for new measures that prevent overfishing, such as the discard ban, discourage destructive fishing practices, and ensure the conservation of marine ecosystems. It also requires local fisheries communities to adapt to these measures, through innovation, the development of new markets and by adding value to the local catch. This presents both challenges and opportunities for fisheries areas, and successful response calls for stronger links between the fisheries and other sectors.



LOCAL COMMUNITIES CAN RESPOND BY:

- > Taking a more proactive role in the **conservation** of marine ecosystems;
- > Raising the profile of small-scale, artisanal and coastal fishermen/women and strengthening their role in **local governance**;
- > Looking for opportunities to raise **quality and ethical standards** within the fisheries and aquaculture sector;
- > Developing **new markets** for fisheries products by adding value and through innovative marketing.

FLAGS CAN MAKE A DIFFERENCE BY:

- > Raising **awareness** of the challenges and opportunities presented by the new CFP amongst fisheries and aquaculture professionals;
- > Providing **training and advice** on the new CFP and the implications for local stakeholders;
- > Bringing together all stakeholders in the search for **innovative solutions and responses**, adapted to local conditions;
- > Supporting local fishermen/women to **add value** to their catch, building on the association between the product and the area;
- > **Connecting** local responses to specific challenges **with EU-wide initiatives**;
- > Facilitating local stakeholder **participation in governance structures** and ensuring they have the capacity to engage in a meaningful way.



Interview

DANIEL MANUEL FORMOSO MOLEDO

ID: Daniel Manuel Formoso Moledo, 60 year-old President of the Cofradía de a Coruña

Interests: Fisheries and the sea.

Project supported by: The Ria Fisterre Muros Noia FLAG

F.M. What does your project involve?

D.M. *Lonxa na rede* is an online sales platform, jointly owned by six Galician Cofradías (fishermen's guilds). It facilitates the marketing of a key species, the octopus, which is caught by the members of the Cofradías and sold under a common brand. It also allows for the coordination of sales at local auctions. The FLAG funding and support has enabled us to design and implement the project, which benefits us and our customers.

F.M. What has the project changed?

D.M. It gives the Cofradías and fishermen a significant marketing advantage. By using a common brand, *Pulpo de Lonxa*, and by increasing sales volumes, they get greater visibility and better prices. For the buyers, the project improves traceability: our octopus can now be traced from the boat to the plate with a QR code, which provides the date and location of the catch, and the landing port and vessel. It is also a great opportunity to show customers that we care for the resource, for instance, by being involved in the design of management plans for the target species. By increasing the transparency of our product and activity, we want to show that we work sustainably, from net to plate.

F.M. What encouraged you to work with your local FLAG?

D.M. The Cofradías and many fishermen involved in the project are members of the FLAG, so we were in the "heart of the opportunity". We really appreciated the role of the FLAG staff, they made a big difference in helping the fishermen to cooperate, and to design and implement the project.

F.M. What have you learned from the project?

D.M. The project highlighted the need to start by encouraging and mobilising sector representatives, showing that you can have a real impact on living conditions in your fishing community. In our case, this cooperation led to an improvement in prices for a key species, which was clearly and rapidly perceptible for the fisheries sector.

F.M. What are you planning to do next?

D.M. We want to diversify and market other species, to achieve fair prices for fishermen in the long term, and to position our brand as a benchmark for quality and traceability. We are thinking also of linking our work to other well-known brands, such as Margalaica*, to maximise visibility.

F.M. What would you say to someone wanting to develop a similar project?

D.M. Seize the opportunity offered by the EMFF and CLLD to launch innovative and dynamic projects. It would have been impossible for us to implement our project without this support. Too many fishing communities are struggling to survive, so we must grasp this opportunity.

F.M. How can FARNET help?

D.M. Precisely with actions like this: to publish the initiatives that are underway and help to establish links between similar initiatives in different parts of Europe.

* Margalaica is an integrated project supported by Axis 4 to develop, package & promote fisheries related tourist activities and services in Galicia: visit www.margalaica.net/

Lonxa na rede (Spain)



Results

- > €1.00/kg increase in the price of octopus.
- > 25 companies/restaurants subscribed to the platform.
- > Around 400 fishermen involved in the project.

Total cost of the project and the Axis 4 contribution

- > Total cost: €78 400 (€48 400 for software design and IT equipment for the Cofradía, €30 000 for a communication strategy and campaign)
- > EFF Axis 4 contribution: €58 800
- > National / regional co-financing: €19 600

Website / contact details

- > www.lonjaenlared.com/es

Project timetable

- > Started in 2014 – ongoing activity.

Who's who?

FARNET is the community of people and organisations implementing Community-Led Local Development (CLLD) under the European Maritime and Fisheries Fund (EMFF). This network brings together Fisheries Local Action Groups (FLAGs), administrations, citizens and experts from across the EU to work on the sustainable development of Europe's fisheries and coastal areas.

The FARNET Support Unit (FSU) was set up by the European Commission (DG MARE) to support these different stakeholders involved in the implementation of CLLD. The FSU is run by a permanent team of 10 people based in Brussels, assisted by various thematic experts and 18 Geographical Experts active across Europe.

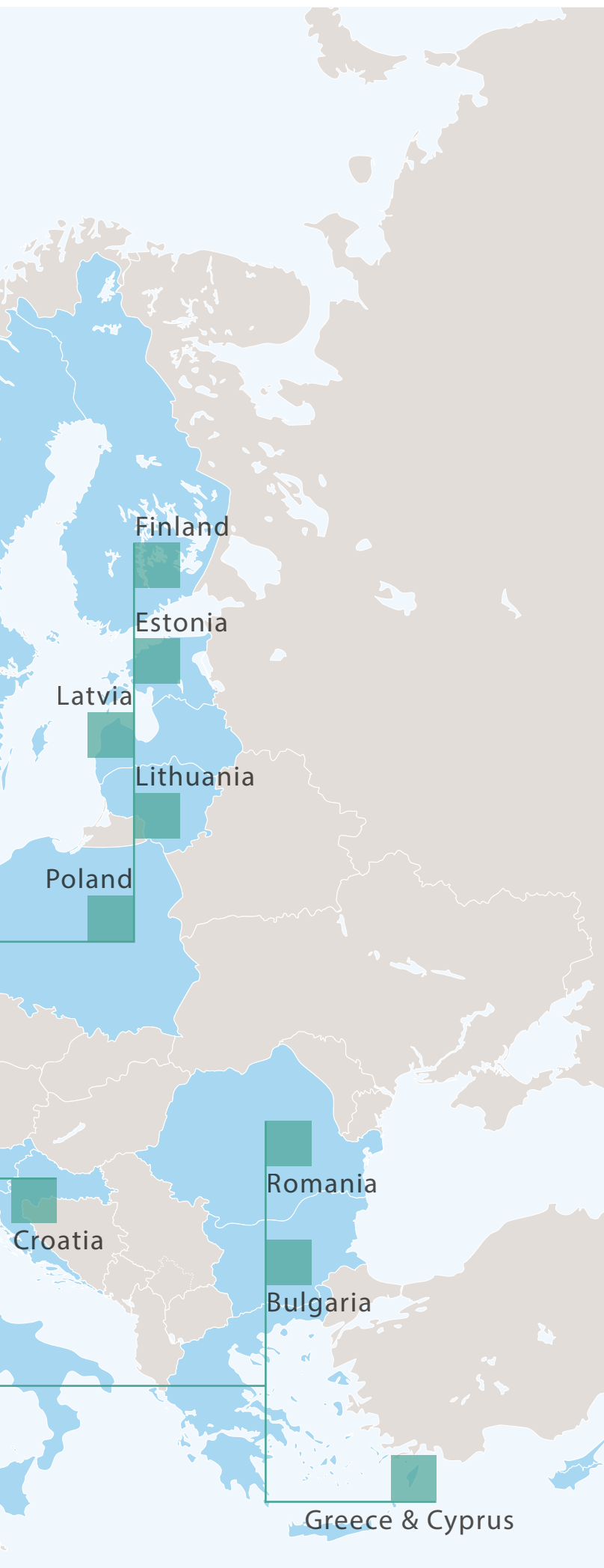
FARNET TEAM

Technical Support



18 Geographical Experts provide advice and assistance





FOUR KEY PRIORITIES

FOR THE FISHERIES AREA NETWORK (FARNET)

PRIORITY 1

Building knowledge and capacity in integrated Community-Led Local development for coastal/inland fisheries and aquaculture areas, including fostering coordination with the different structural and investment funds.

PRIORITY 2

Ensuring the flow of information between stakeholders involved in local fisheries and coastal development.

PRIORITY 3

Identifying, analysing and transferring successful responses to key challenges for coastal/inland fisheries and aquaculture areas in Europe.

PRIORITY 4





Supporting cooperation between FLAGs and with other local development partnerships throughout Europe and beyond.

WHAT THE FSU DOES:

- > Expert advice and assistance to FLAGs, national networks (NNs) and managing authorities (MAs);
- > Transnational seminars and conferences, capacity building events and European meetings for MAs and NNs;
- > Publications: a regular FARNET Flash newsletter, a yearly FARNET Magazine, thematic and methodological brochures, summary sheets of good practices in CLLD, and FAQs;
- > Animation of a FARNET online community on: www.farnet.eu and social media.

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 **BLUE GROWTH**

 **CLIMATE CHANGE**

 **JOB CREATION
AND SOCIAL INCLUSION**

 **CFP REFORM**

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