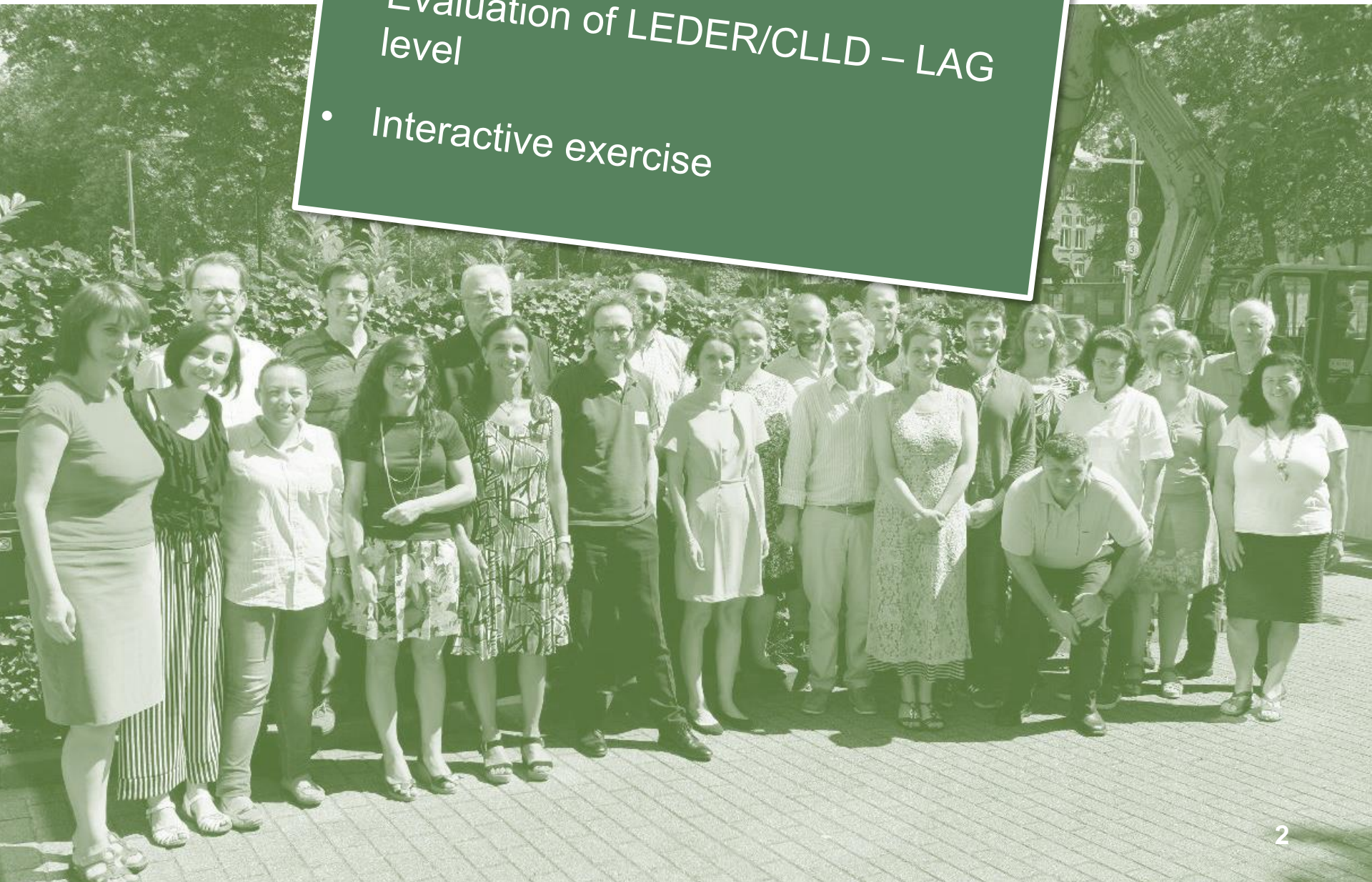# Outline

- Evaluation of LEDER/CLLD – LAG level

- Interactive exercise

Focus of LEADER/CLLD evaluation at LAG level

Mandatory

Legal requirements:

- To provide a description of the **monitoring and evaluation arrangements** in the CLLD strategy

- LAGs **monitor** and conduct **evaluation** activities with regard to the **CLLD strategy** in accordance with Art. 33 and 34 of Regulation (EU) No 1305/2013 (Chapter 1.2.2)

Recommended

Assessment of:

- LAG **animation**

- The LEADER/CLLD **delivery mechanism** in ensuring the LEADER method

- The **added value** of LEADER/CLLD

Evaluation of LEADER/CLLD at the LAG level
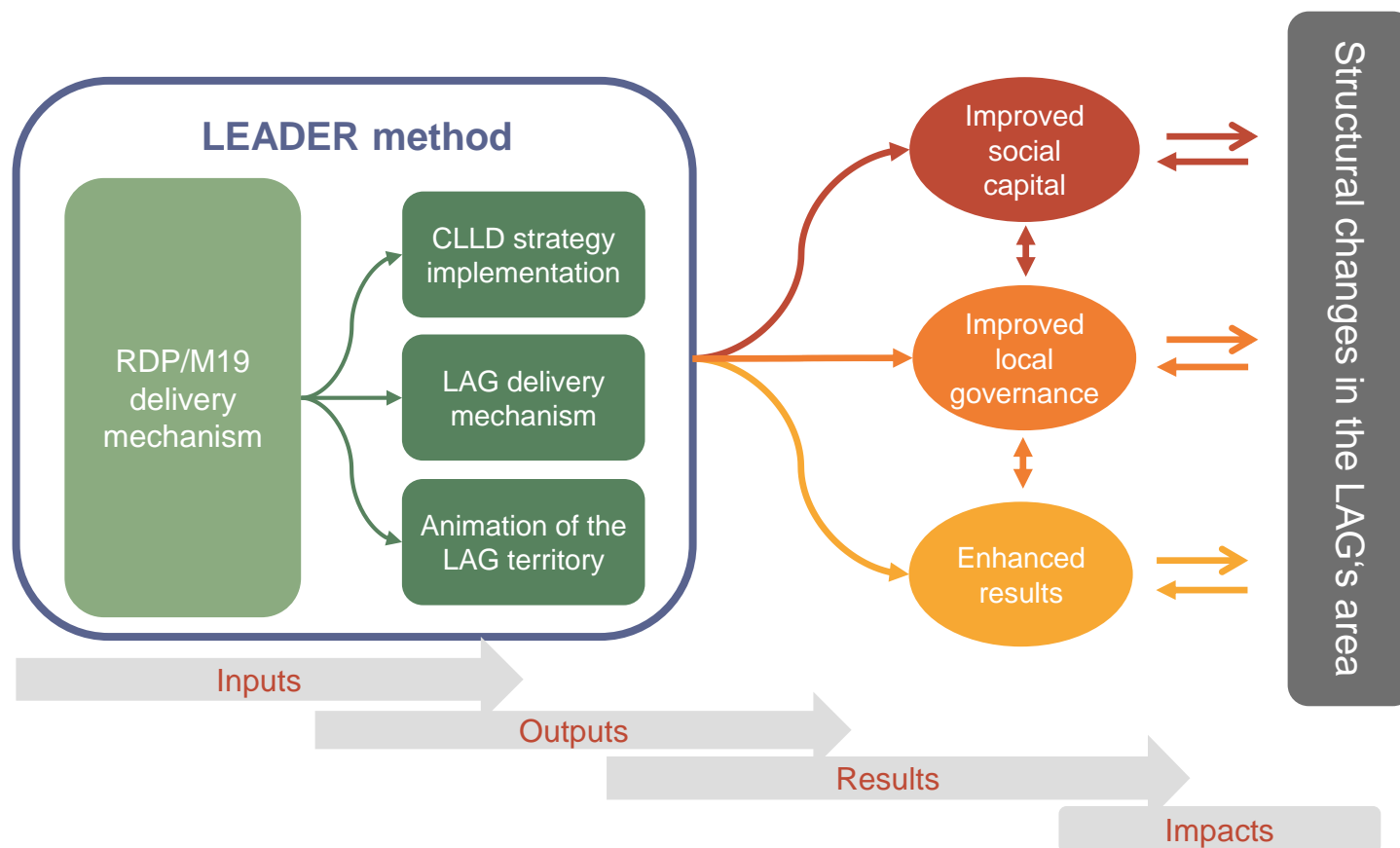
Bill Slee, Geographic Expert

POWERED BY

Focus of LEADER/CLLD evaluation **at LAG level**

CLLD added value

LEADER method

RDP/M19 delivery mechanism

- CLLD strategy implementation
- LAG delivery mechanism
- Animation of the LAG territory

Improved social capital

Improved local governance

Enhanced results

Structural changes in the LAG's area

Inputs

Outputs

Results

Impacts

Evaluation process at the **LAG level**

Plan
- Why carry out evaluation activities?
- How should the evaluation activities be organised (timing, resources) ?
- What is necessary to evaluate?

Prepare
- What are the LAG-level evaluation questions?
- What information is available?

Structure
- What approach/method to use?

Conduct
- How to collect data?
- How to analyse the information?
- How should one judge the evaluation questions?

Report
- Who should receive the evaluation findings, when and which format?
- Which reports are needed?
- How can the follow up of the evaluation findings be used?

Mandatory

a. The CLLD strategy shall contain a description of the monitoring and evaluation arrangements of the strategy

Recommended

b. Decide on the specific arrangements for evaluation/self-assessment at local level
c. **Describe the purpose and objectives of evaluation/self-assessment**
d. Agree on the organisation and coordination of evaluation/self-assessment activities
e. Plan evaluation/self-assessment topics and activities
f. **Ensure data and information for evaluation/self-assessment**
g. Ensure necessary capacities for evaluation/self-assessment
h. Decide on timing of evaluation/self-assessment
i. Plan the communication and follow up
j. Describe the planned resources for evaluation/self-assessment

STEP 2: Preparing

Mandatory

No specifications in the legal acts

Recommended

Exercise 2

a. Prepare for the assessment of LAG activities:

1. Check the consistency of the intervention logic of the CLLD Strategy;

2. Link the intervention logic to the evaluation elements of the CLLD strategy,

b. Develop evaluation questions and indicators for the assessment of delivery mechanisms and animation activities.

c. Develop evaluation questions for the analysis of the expected impacts in terms of CLLD added value at the local level.

Consistency check between CLLD intervention logic and evaluation elements

EU level objectives 2014 - 2020

SWOT and needs assessment

Effectiveness

Efficiency

| CLLD overall objective(s) | Horizontal evaluation question | Judgment criteria, which specify the success under overall objective | Impact indicators | Expected impacts |

| CLLD specific objectives | Specific objectives evaluation question | Judgment criteria which specify the success under specific EQ | Result indicators | Expected results |

| CLLD operatio-nal objectives | | | Output indicators | Expected outputs |

Inputs (€) → **Operations**

Examples of evaluation elements for assessing the CLLD strategy
(mandatory components)

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Evaluation Questions	Judgement Criteria	Indicators	
		Output Indicators	**Result Indicators**
"To what extent has the CLLD Strategy been able to stimulate the emergence of new micro-enterprises and improve the competitiveness of existing ones?"	• Small enterprises have been created • Small enterprises have diversified their economic activity • The variety of small enterprises products/offers has increased • Small enterprises have been developed • The diversity of customers has increased	• Number of supported small enterprises • Number of new products/offers developed by the supported small enterprises • Total investment of the supported projects	• Jobs created in supported projects • Gross added value on supported small businesses • Increase of the number and different types of customers

Watch out!
We do need to think about displacement
We do need to think about net jobs at the end of the day

Linking the LEADER method with the delivery mechanisms at the local level (example)

LEADER method

- **Bottom-up**
- **Public-private parternship**
- **Area-based strategies**
- **Multi-sector strategies**
- **Innovation**
- **Networking**
- **Cooperatin**

To what extent have the delivery mechanisms and animation activities en sured the application of the LEADER method at the local level?

LEADER/CLLD delivery mechanism – examples
(stages at local level, under control of LAG)

Strategy development, preparation

- Capacity building at the LAG level
- Involvement of the local population
- Mapping of resources
- Deciding on needs and priorities to be addressed with the strategy
- Development of the CLLD strategy
- …

Strategy implementation

- Running of the LAG
- Animation of the LAG territory and population
- Capacity building for the CLLD strategy´s beneficiaries
- Project calls, evaluation and selection
- Project implementation
- ...

Strategy monitoring and evaluation

- Monitoring of projects
- Self-assessment of the CLLD strategy and LAG activities
- Evaluation of the CLLD strategy, delivery of LEADER method, CLLD added value, ...

...

STEP 3 and 4: Structuring and collecting

Mandatory

a. Collect data via the operations database for the RDP evaluation (linked to the common set of CMES indicators for LEADER/CLLD and to the programme specific indicators identified by the MA)

Recommended

b. Decide on the evaluation/self-assessment approach,

c. Ensure that the data and information fit the needs of the evaluation/self-assessment

d. Ensure the collection of data and information

e. Analyse the data and information collected using evaluation methods and tools.

f. Interpret the evaluation findings, answer the evaluation questions and provide conclusions and recommendations

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Mandatory

a. Report on monitoring data to the Managing Authority/Paying Agency

Recommended

b. Reporting on evaluation/self-assessment findings.

c. Communicate and disseminate the evaluation/self-assessment findings.

d. Ensure the follow up of the evaluation/self-assessment findings.

What support might LAGs expect in the evaluation **at the local level?**

Managing Authorities ...

STEP 1 - PLANNING	STEP 2 - PREPARING	STEP 3 & 4 – STRUCTURING & COLLECTING	STEP 5 – REPORTING
• Provide an **internal manual** establishing an optional common M&E/self-assessment system for all LAGs • Draft **minimum requirements for M&E** arrangements to be included in the CLLD strategy • **Analyse the needs and** establish a **capacity building plan** with training packages for LAGs • Provide a **tool to develop a communication plan** for evaluations • Allocate **financial resources for M&E** from the RDP's TA	• Provide a **matrix for checking the consistency** of the CLLD strategy's intervention logic. • Propose optional **programme-specific EQ** and indicators linked to the CLLD strategy, LEADER/CLLD delivery mechanism and the added value. • Develop a standard outline for **ToR** for conducting an optional evaluation.	• Provide **methodological guidance** for LAGs on evaluation approaches and methods suitable for the local level. • Ensure **access to the operations database** to be used for the self-assessment and evaluation.	• **Support** (or a manual) for submitting monitoring data in reports. • Provide **outline** of evaluation/self-assessment report and/or **evaluation communication plan**.

What support LAGs may expect in the evaluation **at the local level?**

National Rural Networks ...

STEP 1 - PLANNING	STEP 2 - PREPARING	STEP 3 & 4 – STRUCTURING & COLLECTING	STEP 5 – REPORTING
• Provide **training packages** and training support tailored to LAGs (e.g. on how to plan the evaluation of the CLLD strategy) • **Organise knowledge transfer** in the planning of M&E among LAGs	• Provide a **training for LAGs** on how to assess the intervention logic, how to develop LAG specific evaluation elements, how to draft Terms of Reference for an optional evaluation. • Organise an **exchange of good practices** on LAG level indicators, evaluation questions, examples of Terms of Reference, etc.	• Offer trainings/exchange on how to use evaluation methodologies and data collection for the LAG level evaluation/self-assessmen. • Ensure transfer of evaluation experiences at the LAG level.	• Provide a **training for LAGs** (e.g. on how to assess the intervention logic, develop LAG specific evaluation elements, draft terms of reference for an optional evaluation). • Organise an **exchange of good practices** on LAG level indicators, evaluation questions, examples of Terms of Reference, etc.

Reviewing and reporting on the LAG strategy and intervention logic

The LDS as keystone

- The SWOT analysis provides the basic information on the LAG area

- The European Commission strategic objectives show the overarching areas of concern

- THE LDS components show how LAG "X" will contribute to the overall EU and national policy objectives

- The LDS should be explicit about the intervention logic which should be checked against generic criteria

- And then against LEADER/CLLD principles

Possible intervention logics

- Market failure/externality/ public good
- Redistribution
- Resilience
- Regulatory compliance
- Previous policy failures
- Economic recovery/growth
- Infant industry support

Some intervention logics relate to the overall approach:

- Resilience is increased by bottom up engagement

But there is a need to drill down and seek a robust intervention logic for different themes

The exercise:

Working in groups of 5-8 look hard at the intervention logic in one LDS

How robust is the intervention logic?

Do the interventions proposed sit comfortably with that intervention logic?

Four key questions

- To what extent does the IL address the identified needs? (relevance)

- To what extent is the IL coherent? Is there a logical link between objectives, expected outputs, results and impacts? (coherence)

- To what extent can the objectives be achieved with expected results and impacts? (effectiveness)

- To what extent is value for money likely to be achieved with this IL? (efficiency)

Thank you for your attention!

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