



# Guidelines Evaluation of LEADER/CLLD

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POWERED BY





- CLLD – new policy instrument in 2014-2020
- Legal requirements
- Concept and focus of evaluation of LEADER/CLLD
- Evaluation of LEADER/CLLD – RDP level
- Evaluation of LEADER/CLLD – LAG level





## CLLD – What's new?

A new policy instrument to support territorial cohesion in 2014-2020!



...helps to address local needs

...contributes to EU 2020 Strategy!



# What's special about CLLD?

It is built on principles!

Focus on specific sub-regional area

Public-private partnership/local action group (LAG)

Area based and multisector local development strategy

Innovation

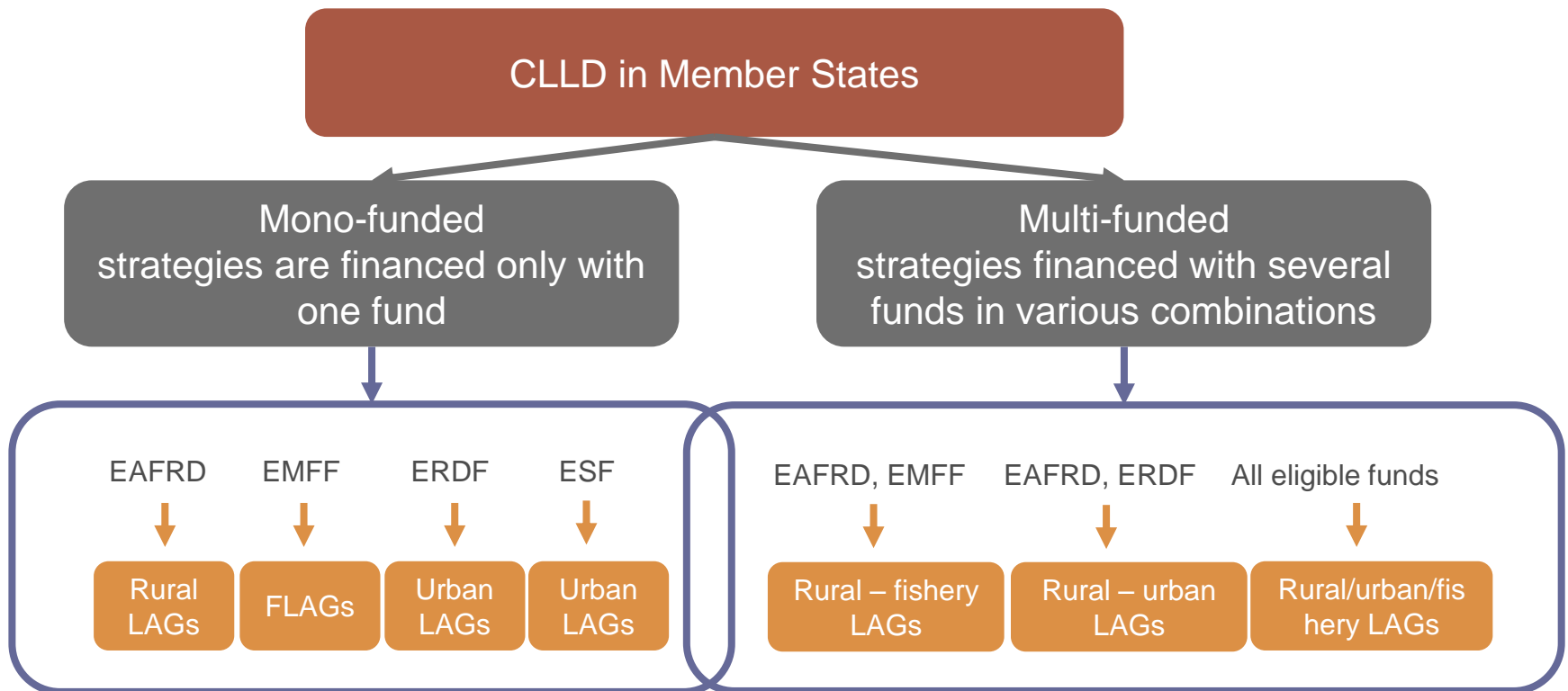
Networking

Cooperation



# How do Member States programme CLLD?

Member States have the option to use four different ESI-Funds.







# Why is LEADER/CLLD evaluated?

Evaluation ensures accountability, transparency and collective learning



- **Assess** relevance, effectiveness, efficiency, results and impact
- **Demonstrate** the contributions of to national/regional and EU objectives
- **Show** the added value of LEADER/CLLD

- **Learn** what works and what does not work
- **Improve** the design and implementation of LEADER/CLLD
- **Build** awareness on CLLD method and added value of LEADER/CLLD



# What's the legal framework for LEADER/CLLD evaluation at RDP level?



## Managing Authorities shall...

(Reg. 808/2014)

**Programme LEADER/CLLD in the RDP intervention logic** under Focus Area 6B "Fostering local development in rural areas (6A in UK-Eng)

### **Specify in the RDP evaluation plan:**

- **Evaluation topics and activities** linked to the contribution of LEADER/CLLD strategies; and
- **Support** for evaluation to be provided to LAGs

### **Ensure evaluation**, i.e.

- Assess **LEADER/CLLD contributions to RD objectives**
- Provide **answers to evaluation questions**
- Assess **contribution to Union strategy** for smart, sustainable and inclusive growth



# What's the legal framework for LEADER/CLLD evaluation at LAG level?

(Article 34 of Reg. 1303/2013)

LAGs shall...

**Monitor** the implementation of the community-led local development strategy and the operations supported

**carry out specific evaluation activities** linked to that strategy


NEW

(Article 33 & 35 of Reg. 1303/2013)

**The CLLD strategy** shall include a description of:

- Strategy's **hierarchy of objectives** and measurable targets for outputs or results
- Description of **monitoring arrangements** of the strategy and specific **arrangements for evaluation**
- Allocation of **running costs dedicated to monitoring & evaluation**





Who shall carry out evaluation activities at the LAG level? Has it to be an **independent evaluation**?

LAG's are responsible for the evaluation activities at local level.

They may opt for an independent evaluation and/or a self-assessment.

It has to be in line with what has been specified in the CLLD strategy.



# Is there a concept for the evaluation of LEADER-CLLD?

Yes!

EU 2020 STRATEGY FOR SMART, SUSTAINABLE AND INCLUSIVE GROWTH

**PARTNERSHIP AGREEMENT**

CAP overall objectives  
Rural development priorities

Rural development focus areas

6B

Contribution of  
LEADER/CLLD

Delivery of principles: bottom up, partnership, networking and cooperation,  
area based and multi-sector strategies, innovation,

**LAGs territories and population**

Added value for  
RDP

Delivery RDP  
level

Local partnerships

CLLD Strategies

Added value for  
LAG

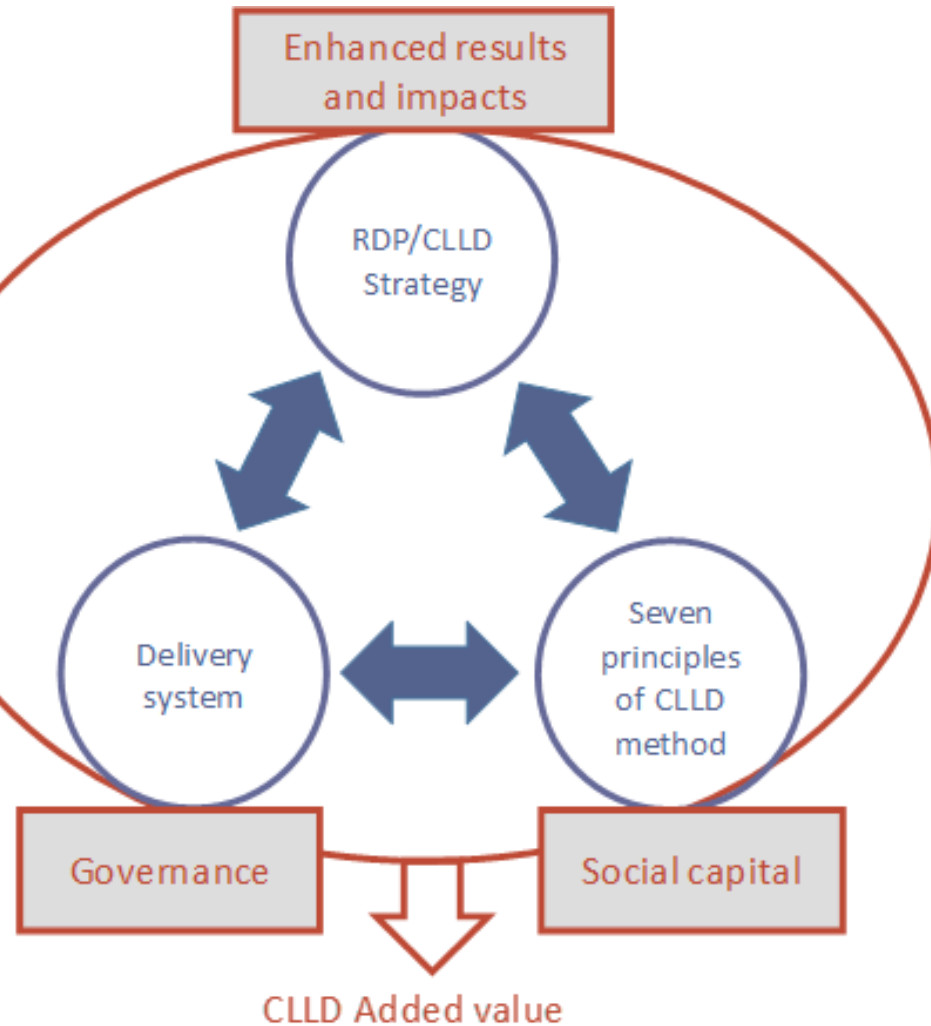
+ CLLD from  
other ESI Funds

Running and animation of LAGs

Delivery  
LAG level



# What is the **added value** of LEADER/CLLD?



The benefits that are obtained through the proper application of the CLLD method in comparison to the benefits that would have been achieved without applying this method.



# Who is **responsible** for evaluation at RDP & local level?



**Managing Authority** has overall responsibility for evaluation at RDP level!

*Other involved stakeholders: PA, NRN, evaluators, LAGs, MC, etc.*

Support

**LAG** has overall responsibility for monitoring and evaluation activities at local level”

*Other involved stakeholders: MA, PA, NRN, evaluators, other LAGs, MC, etc.*

**NRN** provide capacity building for LAGs & disseminate M&E findings (1305/2013, Art. 54.3)

*Optionally, NRN can take a more proactive role in developing and supporting a harmonized approach to the M&E of the local development strategies*



# LEADER/CLLD evaluation at RDP level





# What needs to be evaluated at RDP level?

Assess at least LEADER/CLLD as a measure but... consider more aspects!

## Mandatory

Assessment of LEADER / CLLD as a measure

- Has the measure been effective & efficient?
- What have been its contributions to RDP objectives, EU2020 and PA?

## Recommended

Assessment of the delivery of the CLLD method

- How have the CLLD principles been applied?

Assessment of the added value of LEADER/CLLD

- What has been generated in terms of social capital, governance, enhanced RDP results and impacts?



## Mandatory

## Recommended

Assessment of LEADER /  
CLLD as a measure

Assessment of the  
delivery of CLLD method

Assessment of the added  
value of LEADER/CLLD

## FOCUS OF THE EVALUATION

1. Assessment of LEADER/CLLD as a **measure** and its **primary and secondary contributions** of LEADER/CLLD to RDP focus areas and their **effectiveness and efficiency**
2. **Contributions to the Union Strategy** for smart, sustainable and inclusive growth

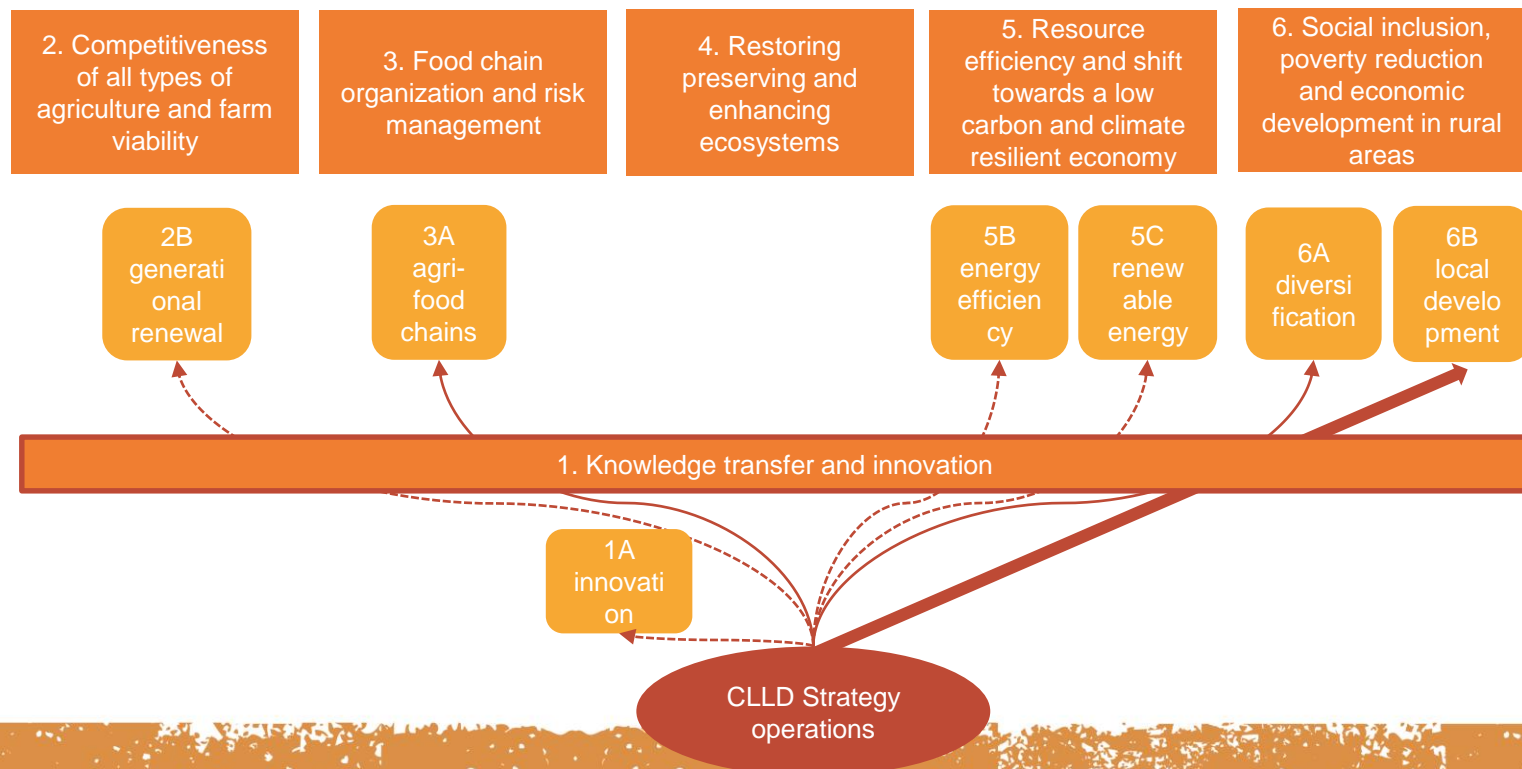
- With common, additional and programme-specific result indicators
- Answer Focus Area related common evaluation questions

- Calculation of net contributions to changes in the CAP impact indicators
- Answering common evaluation questions related to EU level objectives



# What's the difference between primary and secondary contributions?

Primary are only those to focus areas under which LEADER is programmed!





# How to assess LEADER/CLLD as a measure?



Start with the common evaluation elements and complement them with your own!



1. Check consistency with LEADER / CLLD intervention logic

2. Develop programme specific evaluation elements

3. Identify and select evaluation methods and approaches

4. Collect data and information

5. Analyse information and answer Evaluation Questions



## Mandatory

## Recommended

Assessment of LEADER /  
CLLD as a measure

Assessment of the  
delivery of CLLD method

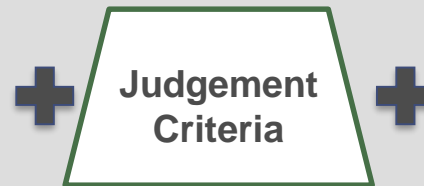
Assessment of the added  
value of LEADER/CLLD

## EVALUATION ELEMENTS

### Common Evaluation Questions for FA 6B

*"To what extent have  
RDP interventions  
supported local  
development in rural  
areas?"*

**Other CEQs** with  
primary and secondary  
contributions.

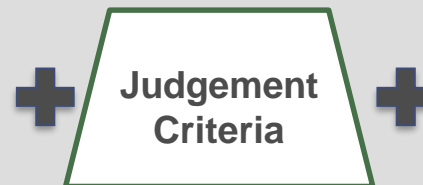


### Common indicators

- output
- result/target and  
complementary
- impacts indicators (I 14, 15,  
16)
- context indicators (socio-  
economic)


**Additional indicators** if common  
ones are not sufficient

**Programme-specific  
Evaluation Questions**




**Programme specific indicators**





Fine, but what if besides the LEADER/CLLD measure I also want to assess the **CLLD method** and the **added value**?

It's the same procedure as for the measure, but you need to develop your own evaluation questions, judgement criteria and indicators...





## Mandatory

Assessment of LEADER /  
CLLD as a measure

## Recommended

Assessment of the  
delivery of CLLD method

Assessment of the added  
value of LEADER/CLLD

## EVALUATION ELEMENTS

Develop Evaluation Question linked to the delivery of **CLLD method**, e.g.

*To what extent have CLLD principles  
been applied at RDP level due to the  
LEADER/CLLD delivery mechanism?*



Judgement  
Criteria



Additional  
Indicators



# How to define judgement criteria for the delivery of the CLLD method?

## Look at each delivery stage!

### CLLD method/ principles

Bottom-up  
Public-private  
partnership  
Area-based and  
multi-sector  
strategies  
Innovation  
Networking  
Cooperation

To what extent have the **CLLD principles** been applied at the RDP level due to the **LEADER/CLLD delivery mechan.?**

### LEADER/CLLD delivery mechanism – examples

(stages at RDP level, under control of MA)

#### Design of measure inside of RDP

- Eligibility of actions
- Eligibility of beneficiaries
- Budget allocation
- Expected number of projects
- Expected outputs
- Expected results
- ...

#### LAG and CLLD strategy selection

- Rules for LAG application and selection
- Selection criteria and procedures for CLLD strategies
- ...

#### Support provided to LAGs for

- Strategy design and implementation
- Monitoring
- Self-assessment / evaluation
- Animation and running of LAG
- ...





## Mandatory

Assessment of LEADER /  
CLLD as a measure

## Recommended

Assessment of the  
delivery of CLLD method

Assessment of the added  
value of LEADER/CLLD

## EVALUATION ELEMENTS

Develop Evaluation Question linked to delivery of **CLLD added value**, e.g.

*To what extent have social capital /  
governance / RDP results been  
increased due to LEADER/CLLD?*



Judgement  
Criteria



Additional  
Indicators



# Finally, how do I report on the evaluation of LEADER/CLLD?



## Use the SFC template for EU-level reporting, and consider also other formats!



- **Reporting in the SFC template** for the annual implementation report (AIR)
  - *Answers to the common evaluation questions in the AIRs submitted in 2017 and 2019*
  - *Answers to programme specific evaluation questions in AIR 2017 and 2019*
  - *Reporting in the standard AIR*
- Reporting in the context of the RDP ex post evaluation
- Self-standing evaluation report on LEADER/CLLD
- Other reporting formats





# Leader evaluation at LAG level



# What needs to be evaluated at local level?

## The CLLD strategy and... maybe more!

### Mandatory

**Monitoring and evaluation of the CLLD strategy**

- What is the hierarchy of the CLLD' strategy objectives?
- What are the CLLD' strategy measurable targets and results?
- What are the specific arrangements for monitoring and evaluation of the CLLD strategy?

### Recommended

**Assessment of the CLLD strategy** (relates to mandatory part)


- To what extent are the objectives and planned activities/budget of the CLLD addressing the local needs? (relevance)
- What are the CLLD strategy results and impacts?
- To what extent do the planned CLLD strategy's outputs, results and impacts enable to achieve the CLLD strategy's objectives in effective and efficient manner?
- To what extent do the CLLD strategy contributes to higher level objectives (RDP and EU 2020);
- What are the success and failure factors?

**Assessment of the delivery mechanism in ensuring the CLLD method**

- How does the delivery mechanism of LEADER/CLLD at the local level affects the application of CLLD principles?

**Assessment of the added value of the LEADER/CLLD**

- Which added value is generated through the proper application of CLLD method for the LAG area in terms of
  - Increase of social capital
  - Improvement of local governance?



What **evaluation elements** are available to assess LEADER/CLLD at the local level?

Hardly, any!

Develop your own evaluation questions, judgement criteria and indicators...





## Mandatory

## Recommended

Assessment of CLLD Strategy

Assessment of the delivery of CLLD method

Assessment of the added value of LEADER/CLLD

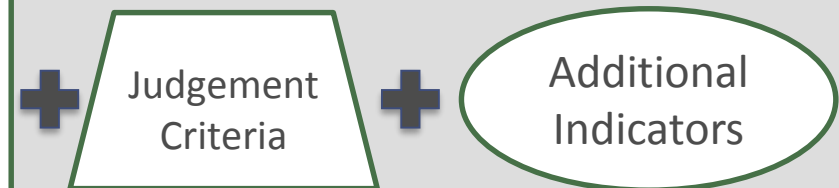
## EVALUATION ELEMENTS

Develop Evaluation Questions linked to **CLLD strategy**, e.g.

*To what extent are the objectives and planned activities/budget of the CLLD addressing the local needs?  
(relevance)*

*What are the CLLD strategy results and impacts?*

*To what extent does the CLLD strategy contribute to higher level objectives (RDP and EU 2020);*





## Mandatory

## Recommended

Assessment of CLLD Strategy

Assessment of the delivery of CLLD method

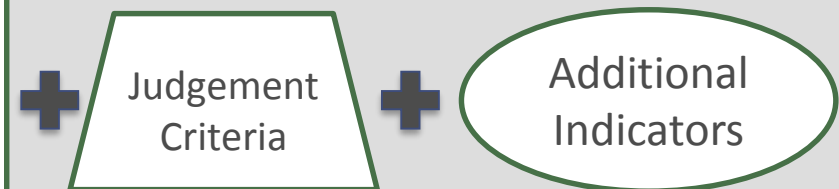
Assessment of the added value of LEADER/CLLD

## EVALUATION ELEMENTS

Develop Evaluation Questions linked to **CLLD method**, e.g.

*To what extent have the CLLD principles been applied at local level in the different stages of the LEADER delivery mechanism?*

- a) In Strategy development and preparation*
- b) In Strategy implementation*
- c) In Strategy monitoring and evaluation*





## Mandatory

## Recommended

Assessment of CLLD Strategy

Assessment of the delivery of CLLD method

Assessment of the added value of LEADER/CLLD

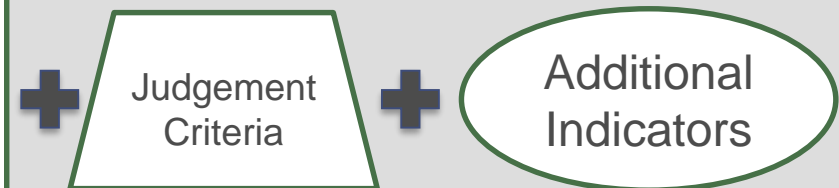
## EVALUATION ELEMENTS

Develop Evaluation Questions linked to **CLLD added value** e.g.

*To what extent has the LAG supported volunteerism in the LAG territory?*

*To what extent has the LAG fostered the participation of residents (LAG non-members) in the LAG's decisions making?*

...







# Which **support** is available for the evaluation of LEADER/CLLD?



Non-binding guidelines  
for Managing Authorities,  
LAGs, Evaluators and  
National Rural Networks

To be published in  
April 2017 on our [Website!](#)

&

Specific sections on  
LEADER/CLLD in  
[Guidelines for AIR 2017](#)



Great, I've got it.  
Everything clear now!



Thanks for your questions!



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