Evaluating

Community-Led Local Development

HANDBOOK
for LAGs and FLAGs

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- **Background**
  - CLLD now funded under all 4 ESIF => many **new LAGs with little or no experience of CLLD or evaluation**
  - Evaluation now explicitly foreseen for all LAGs (CPR Art 33, 34, 35)

- **Inter-DG initiative**
  - ⇒ DG MARE (lead), DG AGRI, DG REGIO and DG EMPL
  - ⇒ steering group involving members from the 4 DGs, ENRD & Evaluation Helpdesk
  - ⇒ **FARNET and FAME Support Units joint production**

- **Objective**
  - ⇒ develop a **user-friendly handbook** to help LAGs (mono-funded and multi-funded) from all 4 funds to evaluate their work

Process

✓ **Survey of FLAGs** (many of which LAGs) on their experience of evaluating their LDS

✓ **Review of evaluation practice** and existing guidance under **other programmes: LEADER**, Urbact, World Bank Community Driven Development…

✓ In-depth **case studies** of (F)LAG evaluation practice
- Oberallgäu LAG, Bavaria, Germany
- Marennes Oléron FLAG, France
- Highlands and Moray LAG-FLAGs, Scotland, UK
- SEPRA-ESKO LAG-FLAG, Finland

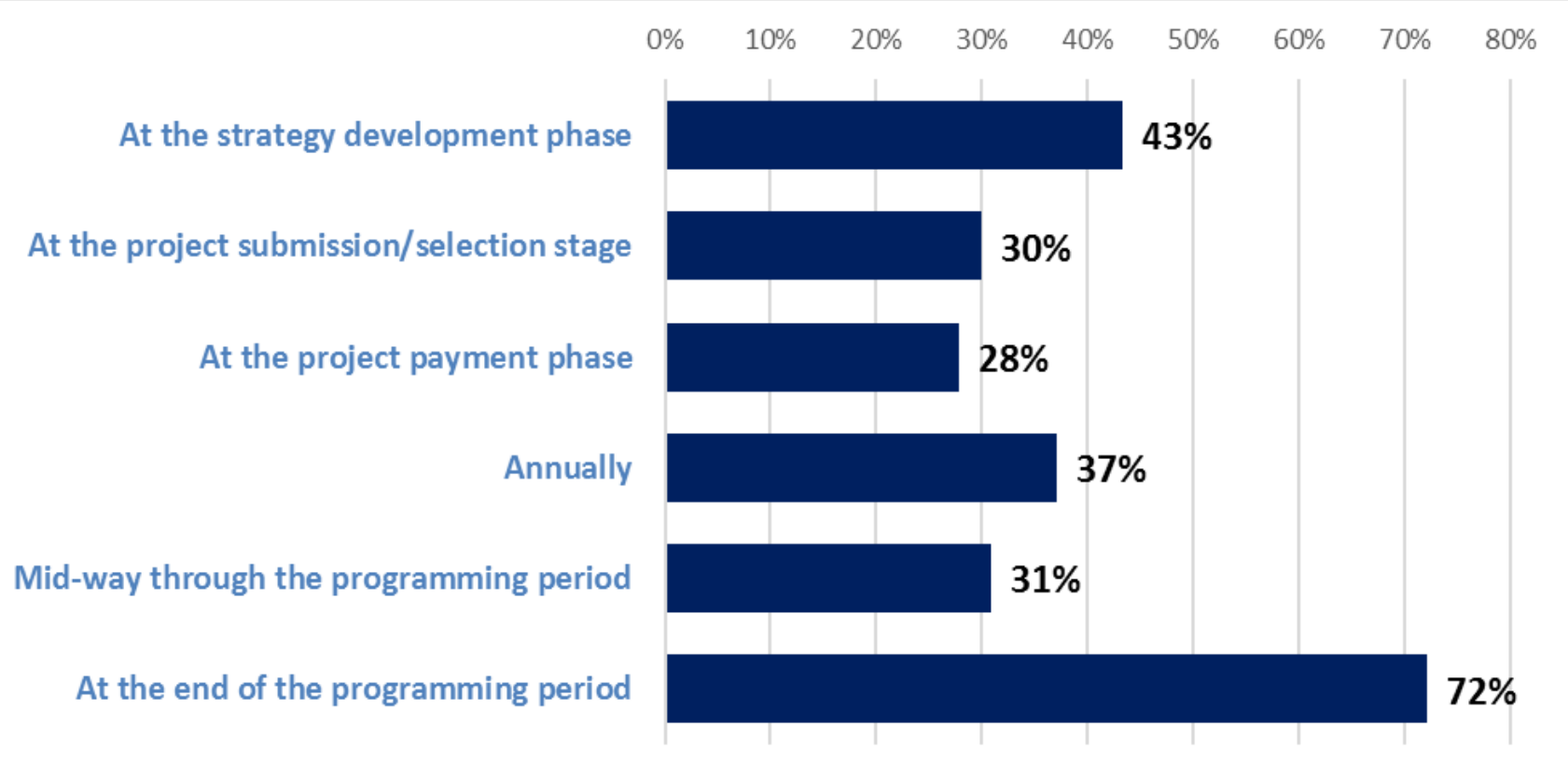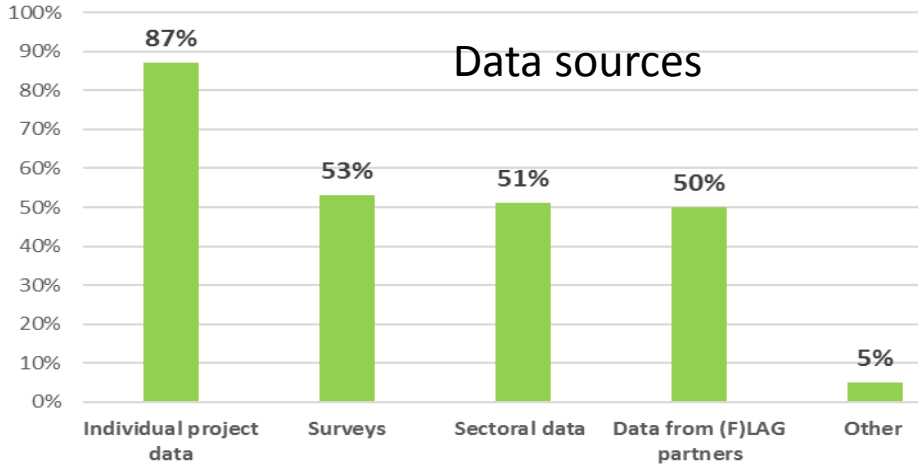✓ Drafting the **handbook** based on experience and needs identified

REMAINING	➤ Feedback from LEADER Sub-meeting and inter-DG Steering Group, March
	➤ Integration of feedback and finalisation of handbook, April
	➤ Layout, translation and online publication / dissemination, May

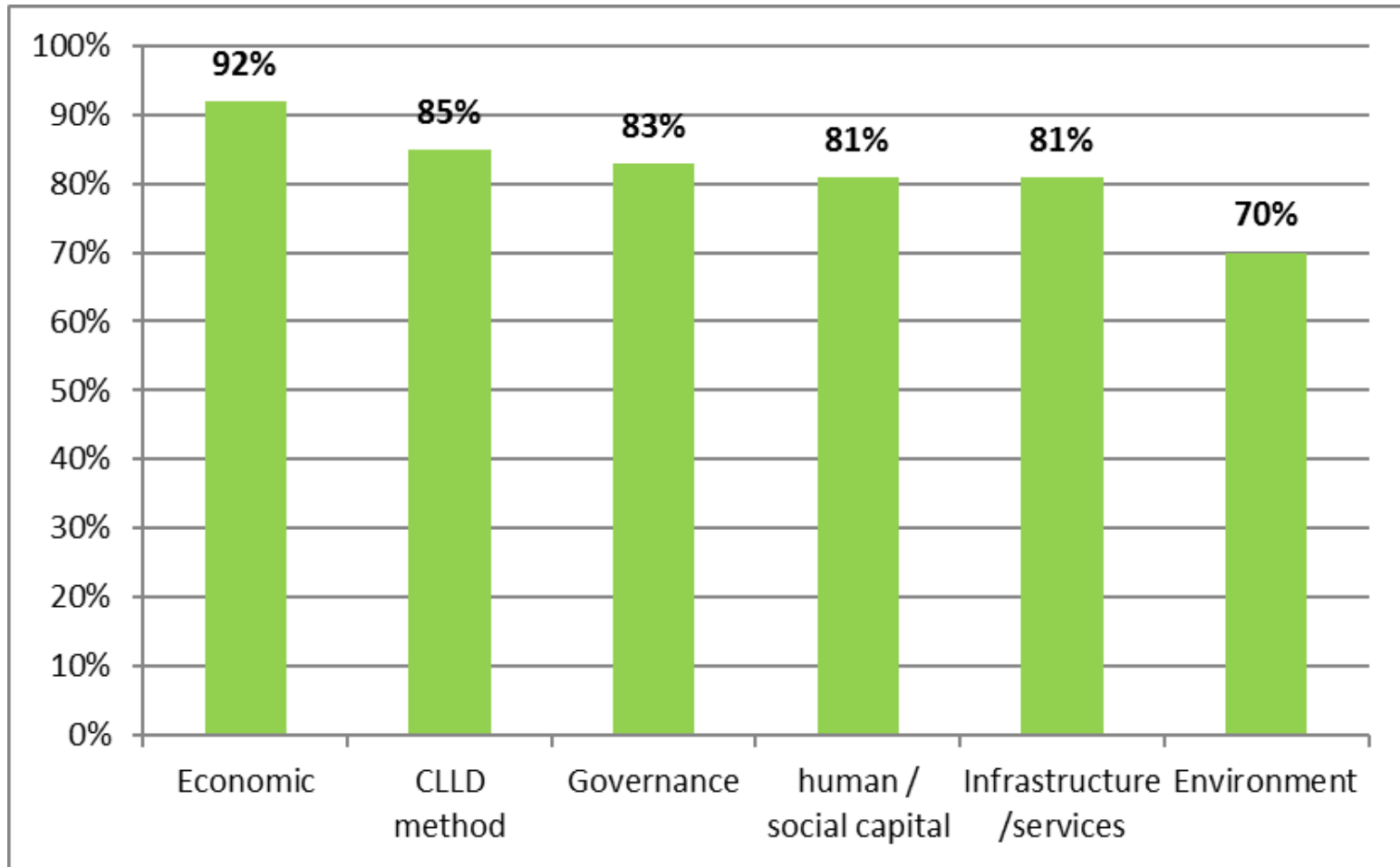*farnet*
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FLAG survey results

- 207 / 338 FLAGs responded (62%)
- **52% had never evaluated** their LDS or work
    => Strong need for guidance / support
- Most data collection and evaluation actions at the **end of the period**
- Fairly **broad focus**
- Average of **€11,500** spent on FLAG evaluation*

    * of those FLAGs/LAGs undertaking some kind of evaluation

When did FLAGs collect data?

Data sources

Data sources bar chart:
- Individual project data: 87%
- Surveys: 53%
- Sectoral data: 51%
- Data from (F)LAG partners: 50%
- Other: 5%

When did FLAGs collect data bar chart:
- At the strategy development phase: 43%
- At the project submission/selection stage: 30%
- At the project payment phase: 28%
- Annually: 37%
- Mid-way through the programming period: 31%
- At the end of the programming period: 72%

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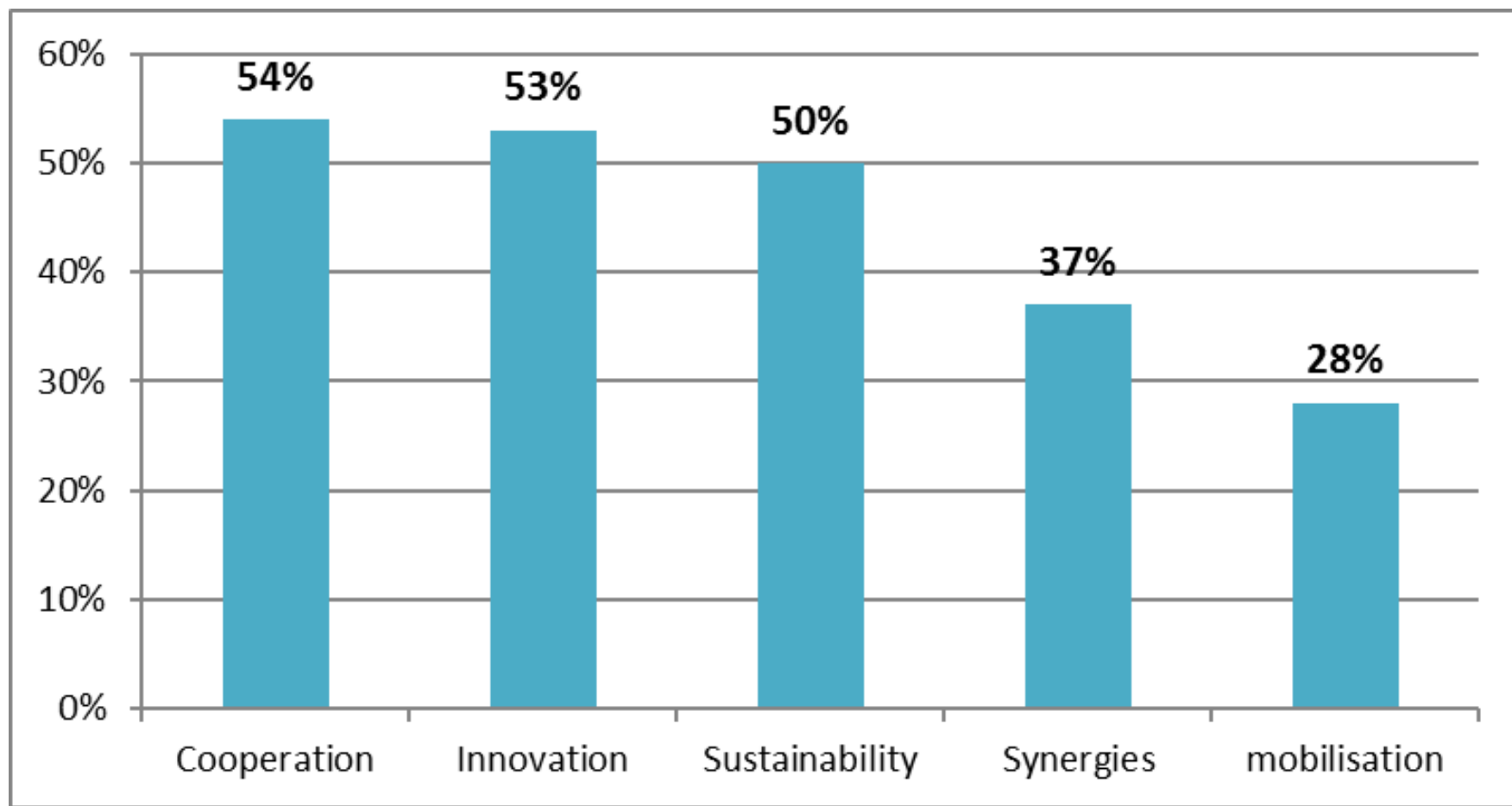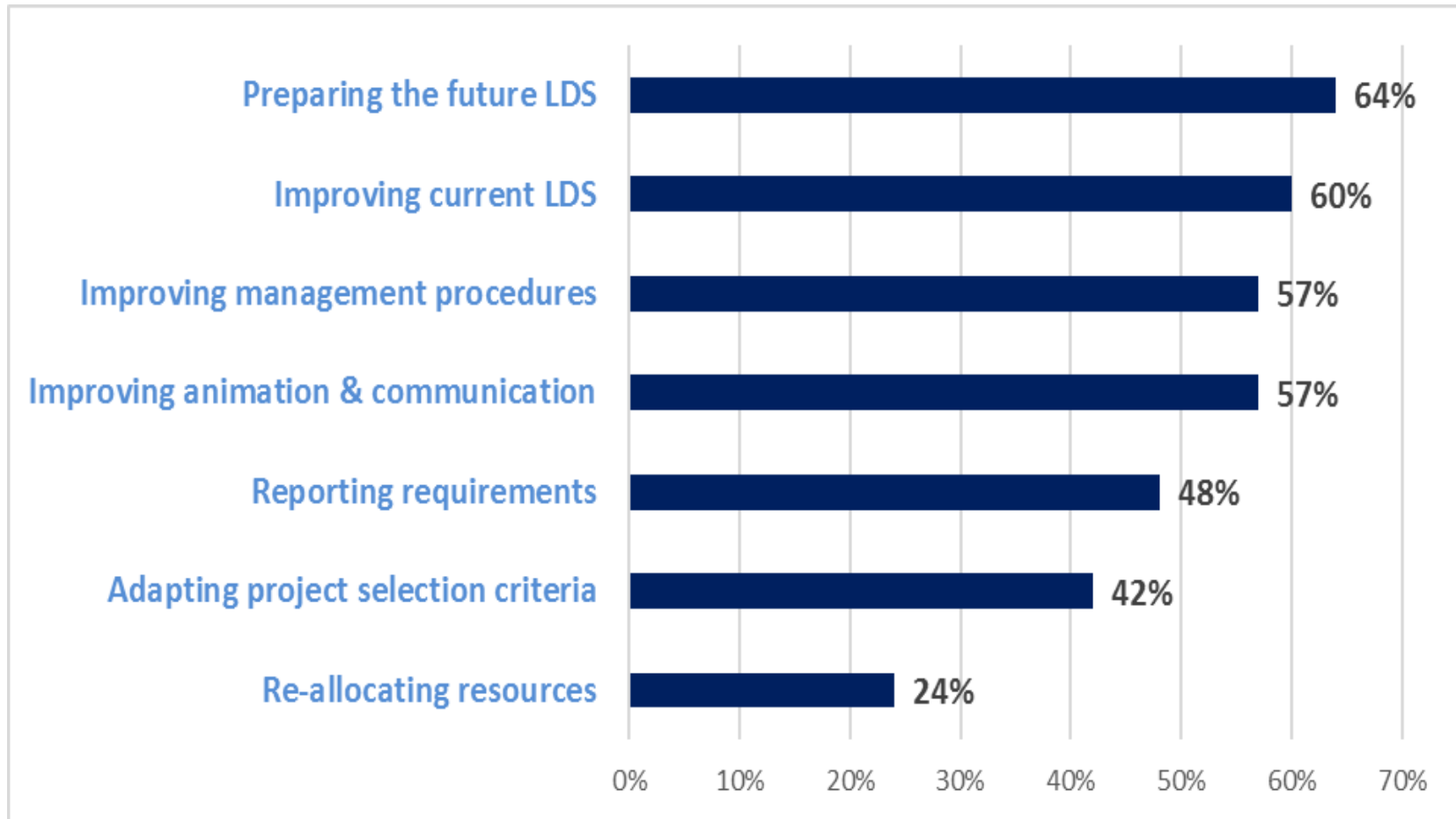
Evaluation focus

Elements linked to the **added value of the LEADER method** that FLAGs considered

How did FLAGs use their findings?

Horizontal bar chart:

- Preparing the future LDS — 64%
- Improving current LDS — 60%
- Improving management procedures — 57%
- Improving animation & communication — 57%
- Reporting requirements — 48%
- Adapting project selection criteria — 42%
- Re-allocating resources — 24%

X-axis: 0% 10% 20% 30% 40% 50% 60% 70%

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Handbook - structure

Planning evaluation	Data collection	Evaluation methods	Using the findings

LEADER /CLLD ADDED VALUE

M&E

- ✓ **Definitions**
- ✓ **Explanations**
- ✓ **Methods**
- ✓ **Examples**
- ✓ **Tips**

→ **LDS projects**

→ **LAG work**

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Planning evaluation → **Data collection** → **Evaluation methods** → **Using the finding**

✓ Objectives & focus
✓ Data sources & collection
✓ Evaluation tools & methods
✓ Timeline
✓ Resources
✓ Roles & responsibilities
✓ Using evaluation findings

What to evaluate?

➡ **Evaluation questions**

➡ **Indicators**

Tip:
- Establish a set of *few* but *meaningful* **indicators** – and keep them *SMART*: Specific, measureable, achieveable, realistic and timebound
- **Seek support** if needed from MA or existing support units

Planning evaluation	Data collection	Evaluation methods	Using the results

Data collection

- ✓ Strategic monitoring
- ✓ LAG meetings
- ✓ Project monitoring
- ✓ Project meetings

- **Description**
- **Use**
- **Resources**
- **limits**

Tips:

- **Start early**!!
- Only collect data that is **directly useful**, **easy to measure** and **can realistically be managed**
- Keep monitoring **participative** (for quality and legitimacy)

Planning evaluation → Data collection → **Evaluation methods** → Using the findings

- **Description**
- **Use**
- **Resources**
- **limits**

✓ Desk research
✓ Interviews
✓ Surveys
✓ Case studies
✓ Focus groups
✓ Peer review and learning
✓ Most significant change
✓ Social return on investment
✓ Social network analysis

Tips:
- Adapt methods to your evaluation questions.
- Remember: evaluation questions are rarely suitable to be used directly in an interview or questionnaire.

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Planning evaluation → Data collection → Evaluation methods → Using the findings

- WHO?
- WHAT?
- WHEN?
- HOW?

✓ **Reporting your findings**
✓ **Implementing your findings**
  ➢ Improving your (F)LAG work
  ➢ Enhancing strategic results
✓ **Communicating your res**ults

LAG work

- Info & animation
- selection procedures
- Staff service
- Communication

Enhancing strategic results

- thematic calls/competitions
- project selection criteria
- targeted animation/ WGs
- project development support
- Increased focus on results

Tips:
- don´t forget to **monitor and evaluate your communication strategy!**

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Time for your input…

$\Rightarrow$ Further information needs **YOU** have?

$\Rightarrow$ Tips from **YOUR** experience?

$\Rightarrow$ Examples of methods **YOU** have used?

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