

EUROPEAN  
EVALUATION  
HELPDESK  
FOR RURAL DEVELOPMENT



# GUIDELINES

## EVALUATION OF LEADER/CLLD

FINAL DRAFT – FEBRUARY 2017

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The Evaluation Helpdesk is responsible for the evaluation function within the European Network for Rural Development (ENRD) by providing guidance on the evaluation of RDPs and policies falling under the remit and guidance of DG AGRI's Unit E.4 'Evaluation and studies' of the European Commission (EC). In order to improve the evaluation of EU rural development policy the Evaluation Helpdesk supports all evaluation stakeholders, in particular DG AGRI, national authorities, RDP managing authorities and evaluators, through the development and dissemination of appropriate methodologies and tools; the collection and exchange of good practices; capacity building, and communicating with network members on evaluation related topics.

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# **GUIDELINES**

## **EVALUATION OF LEADER/CLLD**

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**ACRONYM LIST**

AIR	Annual Implementation Report
CAP	Common Agricultural Policy
CCI	Common Context Indicators
CEQ	Common Evaluation Question
CF	Cohesion Fund
CLLD	Community-led local development
CMEF	Common Monitoring and Evaluation Framework
CMES	Common Monitoring and Evaluation System
CSF	Common Strategic Framework
DG AGRI	Directorate-General for Agriculture and Rural Development
DG EMPL	Directorate-General for Employment Social Affairs and Inclusion
DG MARE	Directorate-General for Maritime Affairs and Fisheries
DG REGIO	Directorate-General for Regional Policy
FA	Focus Area
FLAG	Fishery Local Action Group
GDP	Gross Domestic Product
EAFRD	European Agricultural Fund for Rural Development
EC	European Commission
EIP	European Innovation Partnership
EMFF	European Maritime and Fisheries Fund
ENRD	European Network for Rural Development
EP	Evaluation plan
EQ	Evaluation Question
ERDF	European Regional Development Fund
ESI Funds	European Structural and Investment Funds
ESF	European Social Fund
EU	European Union
FTE	Full time equivalent
I	Indicator
JC	Judgement Criteria
LAG	Local Action Group
LEADER	Liaison Entre Actions de Développement de l'Économie Rurale
MA	Managing Authority
MAPP	Method for Impact Assessment of Programme and Project
MC	Monitoring Committee
MS	Member State
NGO	Non-Governmental Organization
NRN	National Rural Network
O	Output
OI	Output indicators
OP	Operational Programme

PA	Paying Agency
PROMIS	Project Result Oriented Management Information System
PSEQ	Programme Specific Evaluation Question
R	Result
RDP	Rural Development Programme
RI	Result indicators
SFC	Shared Fund Management Common System
SME	Small and Medium Enterprise
SWOT	Strengths, Weaknesses, Opportunities, Threats
T	Target
TO	Thematic Objectives
WD	Working Document



## FOREWORD

### Why guidelines?

Though stakeholders already have several years of experience in the evaluation of LEADER, the new programming period 2014-2020, poses new challenges to properly evaluate the effects of LEADER/CLLD at the EU, Member State, regional and local levels.

**The complexity of evaluations has risen steadily** due to the 2014-2020 rural development policy design's new requirements for monitoring and evaluation (Chapter 1.1.3) and the possibility to flexibly programme LEADER/CLLD in RDPs. Stakeholders therefore may need guidance in order to comply with the new evaluation tasks, such as the assessment of the primary and secondary contributions of LEADER/CLLD to the achievement of the policy objectives, RDP results and impacts, and the monitoring and evaluation of CLLD strategies<sup>1</sup>.

Based on the existing legal framework and guidance, these guidelines aim to assist Managing Authorities (MAs), Paying Agencies (PAs), Local Action Groups (LAGs), NRNs, evaluators and other stakeholders in the evaluation of LEADER/CLLD interventions and reporting on these activities.

**The guidelines have been drafted by a team of experts** from the European Evaluation Helpdesk for Rural Development (Vincenzo Angrisani, Jean-Michel Courades, Robert Lukesch, Julija Marosek, Matteo Metta, Marili Parissaki, Magda Porta, Carlo Ricci, Jela Tvrdonova and Hannes Wimmer). Representatives of DG Agriculture and Rural Development have ensured the coherence of the guidelines with the EU's policy framework. Representatives from the Member States have commented on the outline and on draft versions of the guidelines during the 9<sup>th</sup> and 10<sup>th</sup> meetings of the Expert Group on Monitoring and Evaluating the CAP and during Sounding Board<sup>2</sup> meetings. The ENRD Contact Point and EIP Service Point were also invited to comment on the content of these guidelines.

### Who are the target groups of these guidelines?

The guidelines for the evaluation of LEADER/CLLD have been drafted for different groups of rural development stakeholders:

- **Managing Authorities** will find information about the evaluation of LEADER/CLLD at the RDP level: the legal framework and the purpose and focus of evaluation. Practical guidance will show how to prepare, manage and coordinate the assessment of contributions of LEADER/CLLD interventions and how to report, disseminate and follow up on the findings of the evaluation. Moreover, Managing Authorities will find valuable information on how to support LAGs when they carry out evaluation activities at the local level.
- **NRNs** will find guidance on what type of support they can provide to LAGs for conducting their evaluation tasks.
- **Paying Agencies** may find relevant information for the design and adaptation of the operations database (e.g. how to include information from LAG level monitoring activities).
- **Evaluators** will find comprehensive explanations of all relevant legal texts and the overall rationale behind the requirements. This explanation will serve to create a common understanding of the required tasks. Evaluation approaches for the assessment of the LEADER/CLLD contributions to the RDP's results, impacts and objectives are also presented, as well as approaches for the evaluation of the CLLD strategy, CLLD method and added value.

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<sup>1</sup> The need to provide more methodological guidelines for LEADER/CLLD is also rooted in legal framework, namely in Annex VI point (1) of Commission implementing regulation (EU) No 808/2014

<sup>2</sup> Sounding Board of the Thematic working group on NRN guidelines was composed of representatives of DG AGRI, of the Expert Group on Monitoring and Evaluating of the CAP 2014-2020 and of the ENRD Contact Point.

- **Officials within DG Agriculture and Rural Development** may use the guidelines as a reference document for any questions arising regarding the evaluation of LEADER/CLLD.
- **LAGs** will find information on the possible support to be provided to them by the MA and other stakeholders. LAGs will further find recommendations on evaluation activities to be conducted at the local.

### How are the guidelines structured?

The guidelines on the evaluation of LEADER/CLLD consist of four parts.

**PART I** explains the LEADER/CLLD as part of the rural policy and its links with other CLLD instruments financed by ESI Funds. It introduces the purpose and legal framework for evaluation of LEADER/CLLD and explains the evaluation concept and focus, and the role of various stakeholders involved in the evaluation of LEADER/CLLD.

**PART II** explains the evaluation cycle of LEADER/CLLD at the RDP level and describes how to assess the contributions of LEADER/CLLD towards fulfilling the EU's, national's and RDP's objectives. This includes the assessment of primary and secondary contributions of LEADER/CLLD operations to rural development focus areas. Furthermore, this part also describes the assessment of the CLLD method delivery and the CLLD added value.

**PART III** includes the recommendations on how LAGs can conduct evaluation activities at the local level, and which MA, NRN and other stakeholders may provide to LAGs for that purpose. This part also shows several tools and examples to be used in the evaluation of the CLLD strategy, of the CLLD method and added value.

**PART IV** (Annexes) includes the glossary, overview tables of legal requirements, an example of the SFC template, examples of evaluation methods and tools for local level and other useful inputs which stakeholders may use to conduct the evaluation of LEADER/CLLD at each level.

## 1 PART I - INTRODUCTION

### 1.1 Evaluation of LEADER/CLLD in the new programming period 2014-2020

#### 1.1.1 CLLD: What is new?

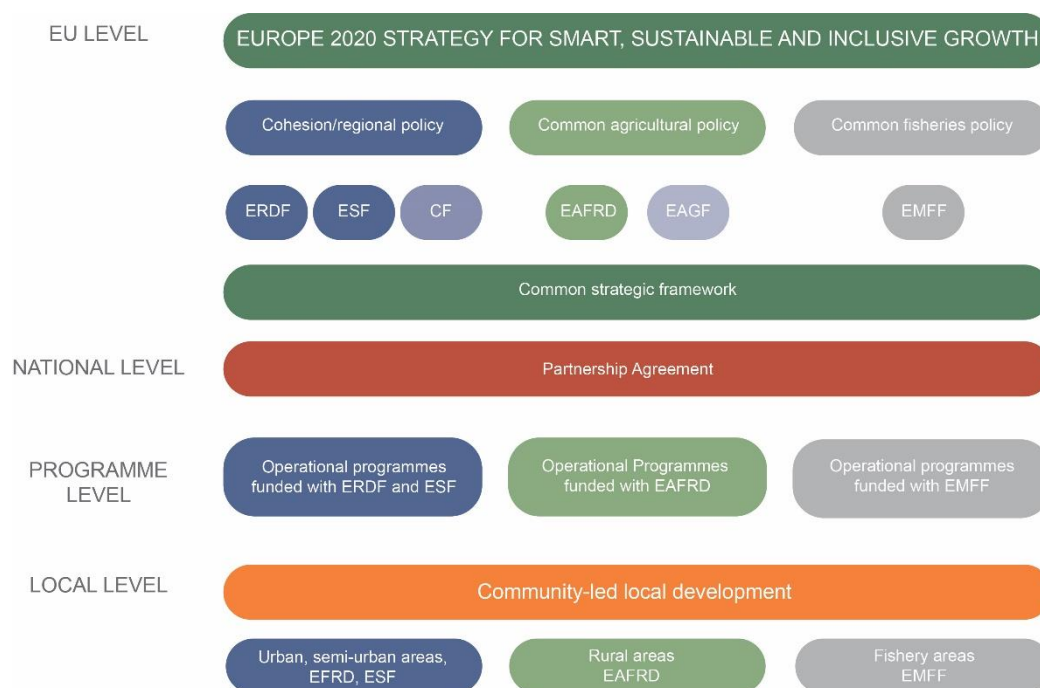
##### New instrument in the EU policy architecture

**Community-led local development (CLLD)**<sup>3</sup> was introduced as a new policy instrument to support territorial cohesion in the programming period 2014-2020. CLLD supports to better address the local needs in urban, rural and fishery areas and their specific characteristics. It mobilises local potentials and strengthens the linkages among actors within the supported areas. Overall, CLLD contributes to the Europe 2020 Strategy by unlocking smart, sustainable and inclusive growth potential across the EU.

**CLLD builds on the experiences of the LEADER approach**, by further promoting rural development projects carried out through local partnerships in a **bottom up** way, via area-based, multi-sector local development strategies. CLLD supports the enhancement of the local economy through the creation of sustainable jobs, utilising local resources, strengthening social cohesion, networking, cooperation and innovation.

**Four different ESI Funds**<sup>4</sup> can now support the LEADER approach by means of CLLD. CLLD is programmed in the Partnership Agreement and in relevant national/regional ESI Funds programmes. Different policies can be joined at the local level in one CLLD strategy in order to deliver results contributing to the achievement of higher level objectives (see figure below).

Figure 1. CLLD within the EU policy architecture for the programming period of 2014-2020



Source: European Evaluation Helpdesk for Rural Development, 2017.

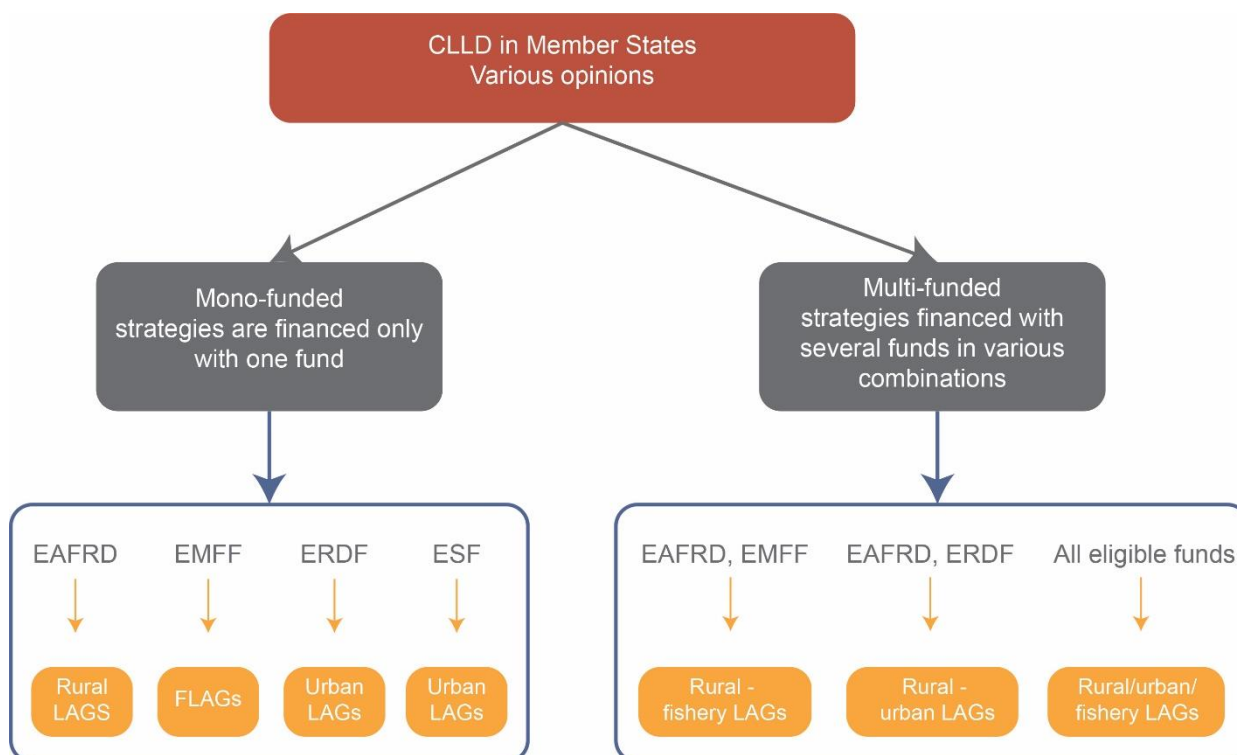
<sup>3</sup> CLLD is one of the two instruments supporting integrated approaches to territorial development. The other policy instrument is the Integrated territorial investment (ITI), Regulation (EU) no 1303/2013, Art. 36.

<sup>4</sup> Art.32.1 of Regulation (EU) No 1303/2013

## Flexibility in addressing local needs and potentials

The CLLD architecture provides flexibility in addressing specific local needs. Member States can choose from a broad range of policy measures supported by various ESI Funds. There are two scenarios that can be adopted by Member States: using only one fund (mono-fund), or using several funds (multi-fund). In case Member States opt for several funds, they can apply different combinations in order to meet their territorial needs.

Figure 2. Options for CLLD in the Member States



Source: European Evaluation Helpdesk for Rural Development, 2017.

## Strengthening the LEADER approach

Community-led local development is rooted in the LEADER approach and therefore built on the following principles known as the CLLD method<sup>5</sup>:

- **A focus on specific sub-regional areas** and territories designated by the local population in a bottom up way;
- **A public-private partnership/local action group (LAG)**, which represents the territory and its population and leads the development process with no public actor having a majority in the decision making process;
- **An area based and multisector local development strategy**, created and implemented through a bottom up and participatory decision making process, organised by LAGs, to foster and link the local development potentials of various sectors and to address the needs of the local territory;
- **Innovation** as a cross cutting approach in the development of the LAG territory;
- **Networking** among actors inside of the LAG territory, among LAGs and other public-private partnerships, in order to establish a stronger foundation for the transfer of knowledge, and exchange of experiences;

<sup>5</sup> Article 32.2. of Regulation (EU) No 1303/2013

- **Cooperation** among local actors and among LAGs from different territories within the Member State, the EU and outside of it.

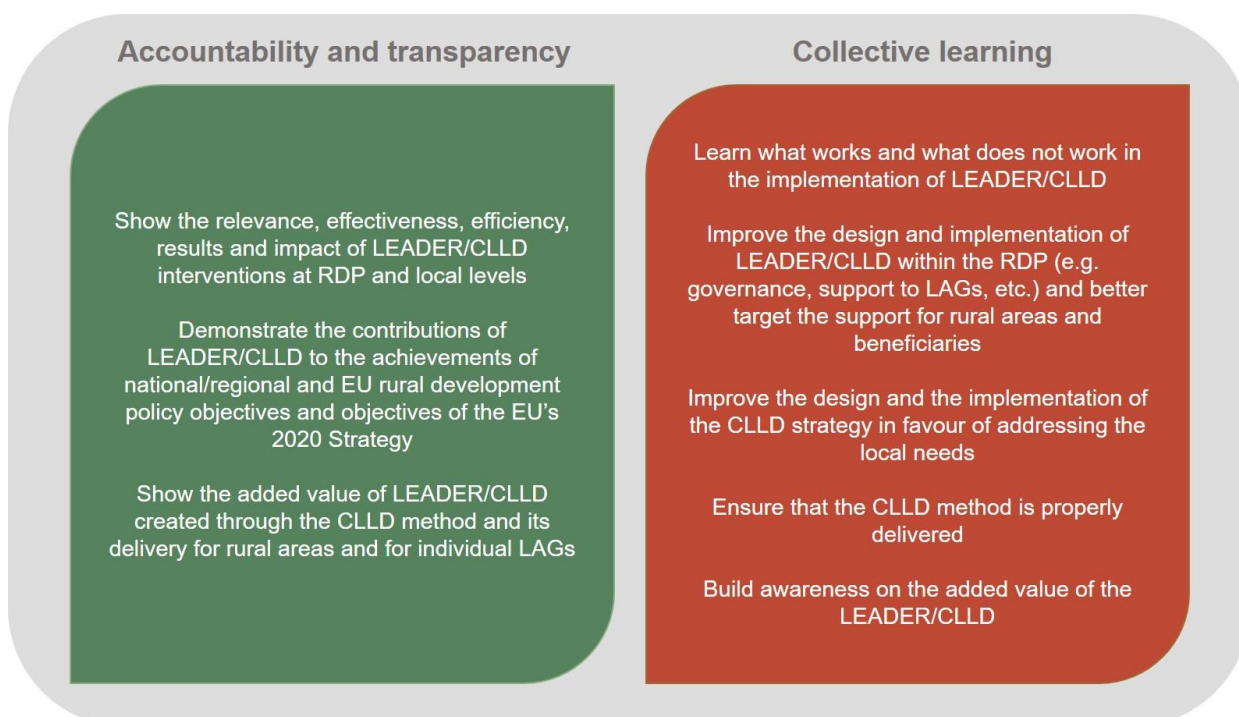
These principles have been further strengthened in the current programming period by:

- Reinforcing the preparatory support for local partnerships (e.g. capacity building, training and networking in order to facilitate better preparation and implementation of local development strategies);
- Strengthening the role of LAGs in governing rural territories (e.g. more local decisions on actions supported by CLLD strategies and more flexible financial rules);
- Integrating the monitoring and evaluation arrangements into the CLLD strategies in order to improve their design and implementation;
- Focusing more on animation in order to enable greater exchange between stakeholders (e.g. explicit allocation of funds for animation);
- Strengthening the participation of the private sector in the partnership (through a specific rule requiring the inclusion of private sector partners' participation in project selection decisions);
- Streamlining transnational cooperation (e.g. through common rules concerning publishing selection procedures and deadlines for project selection).

### 1.1.2 Purpose of the evaluation

The evaluation of LEADER/CLLD helps policy makers, programme managers, LAGs and beneficiaries to better use their resources in addressing the needs of the local population. In this respect the evaluation of LEADER/CLLD has a summative function (accountability and transparency) as well as a specific formative function (collective learning).

Figure 3. Purpose of evaluating LEADER/CLLD



Source: European Evaluation Helpdesk for Rural Development, 2017.

### 1.1.3 Legal framework and guidance for the evaluation

Community-led Local Development (CLLD) is one of two<sup>6</sup> ESI fund instruments, which aim to promote integrated approaches of territorial development and the engagement of regional and local actors and local communities in the implementation of programmes<sup>7</sup>.

**The Common Provision Regulation** specifies that CLLD<sup>8</sup>:

- Shall be **focused on specific sub-regional areas, led by local action groups** (LAGs) and carried out through integrated, multi-sectoral, and area-based **local development strategies**, designed to take into consideration local needs, including those innovative features, networking and cooperation;
- **Shall be supported** by the EAFRD as LEADER/CLLD and;
- **May also be supported** by the ERDF, ESF and EMFF.

#### Legal provisions for the monitoring and evaluation of CLLD strategies

The Common Provision Regulation mandates that each LAG will carry out specific monitoring and evaluation activities linked to the individual CLLD strategy.<sup>9</sup> For this purpose, LAGs are required to include in their CLLD strategy a description of monitoring and evaluation arrangements.<sup>10</sup> The costs linked to the monitoring and evaluation of the CLLD strategy shall be covered by the running costs of the LAG<sup>11</sup>.



**The legal requirement for evaluations by internal or external experts that are functionally independent of the authorities responsible for programme implementation set in paragraph (3) of Article 54(1) of the Regulation (EU) No 1303/2013 does not apply to CLLD strategies. Article 54(1) is valid for "operational programmes" and "rural development programmes", not to "community-led local development strategies".**

**The Rural Development Regulation**, establishes that LAGs implementing LEADER/CLLD may also perform other tasks delegated to them by the Managing Authority and/or by the paying agency<sup>12</sup>.

**The Commission Implementing Act for the EAFRD**, asks the MA to describe in the evaluation plan<sup>13</sup>:

- activities needed for the evaluation of contributions of the CLLD strategy to rural development objectives;
- planned support for the evaluation at the LAG level.

#### Legal basis for reporting on evaluation

The same Regulation also requires the information resulting from evaluation activities to be included in the **Annual Implementation Reports** submitted in 2017 and in 2019<sup>14</sup>, namely:

- **in 2017:** quantification of programme achievements, in particular through the assessment of the complementary result indicators and relevant evaluation questions;

<sup>6</sup> Together with Integrated Territorial Investments for the ERDF, ESF and Cohesion Fund

<sup>7</sup> Commission staff working document: Elements of Common Strategic Framework to ERDF, ESF, Cohesion Fund, EAFRD and EMFF

<sup>8</sup> Article 32.1 and 32.2 of Regulation (EU) No 1303/2013

<sup>9</sup> Article 34.3 g) of Regulation (EU) No 1303/2013

<sup>10</sup> Article 33.1 f) of Regulation (EU) No 1303/2013

<sup>11</sup> Article 35. d) of Regulation (EU) No 1303/2013

<sup>12</sup> Article 42 of Regulation (EU) No 1305/2013

<sup>13</sup> Annex I, Part I. point 9.3a) of Regulation (EU) No 808/2014

<sup>14</sup> Annex VII, point 7 of Regulation (EU) No 808/2014



- **in 2019:** contributions to achieving the Union’s strategy for smart, sustainable and inclusive growth and the assessment of the programme’s net contributions to changes in the CAP impact indicator values and relevant evaluation questions.

This implies that Chapter 7 in both enhanced AIRs shall include information on the contributions of the CLLD strategies to the rural development objectives. The AIR must show a quantification of the result indicators and answers to CEQs. This requires the assessment of those rural development focus areas where the operations implemented via CLLD strategies show contributions.

### Elements to be used in monitoring and evaluation

The Commission Implementing Act further defines the **Common Monitoring and Evaluation System (CMES) for rural development**<sup>15</sup> established in the Rural Development Regulation<sup>16</sup>. The CMES provides a minimum set of elements, which must be used in the evaluation of RDPs (including interventions implemented via LEADER/CLLD). The CMES and its elements are further described in the CMEF Handbook and its annexes as well as in various guidance documents<sup>17</sup>.

For LEADER/CLLD the CMES provides:

- An RDP **intervention logic**, in which LEADER/CLLD is primarily programmed under the FA 6B and to other FAs<sup>18</sup>;
- A set of LEADER/CLLD specific **common output and target indicators**, which should be used to collect monitoring data on the implementation of LEADER/CLLD. Information regarding additional common result indicators linked to the FAs, which should also be used in the assessment of contributions of operations implemented under the CLLD strategies<sup>19</sup>;
- **Common evaluation questions** (CEQs), chiefly CEQ no. 17, which is linked to FA 6B, and linked to those RDP objectives to which LEADER/CLLD contributes<sup>20</sup>;
- **Data items for LEADER/CLLD** listed in the operations database for Pillar II operations to be collected for output and target indicators via the monitoring system<sup>21</sup>;
- **Specific LEADER/CLLD related guidance** in various documents of the Evaluation Helpdesk (e.g. Guidelines: Assessment of RDP results, evaluation plan guidelines etc.)<sup>22</sup>.

<sup>15</sup> Article 14 of Regulation (EU) No 808/2014

<sup>16</sup> Article 67 of Regulation (EU) No 1305/2013

<sup>17</sup> [http://ec.europa.eu/agriculture/cap-post-2013/monitoring-evaluation/index\\_en.htm](http://ec.europa.eu/agriculture/cap-post-2013/monitoring-evaluation/index_en.htm) and <http://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance>

<sup>18</sup> Working paper: Guidelines for strategic programming for the period 2014-2020

<sup>19</sup> Annex IV of of Regulation (EU) No 808/2014 and Annex 11 of Guidelines „Assessing RDP results“

<sup>20</sup> Annex VI of of Regulation (EU) No 808/2014

<sup>21</sup> Article 70 and 71 of Regulation (EU) No 1303/2013

<sup>22</sup> [http://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications\\_en?2nd-language=fr](http://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications_en?2nd-language=fr)

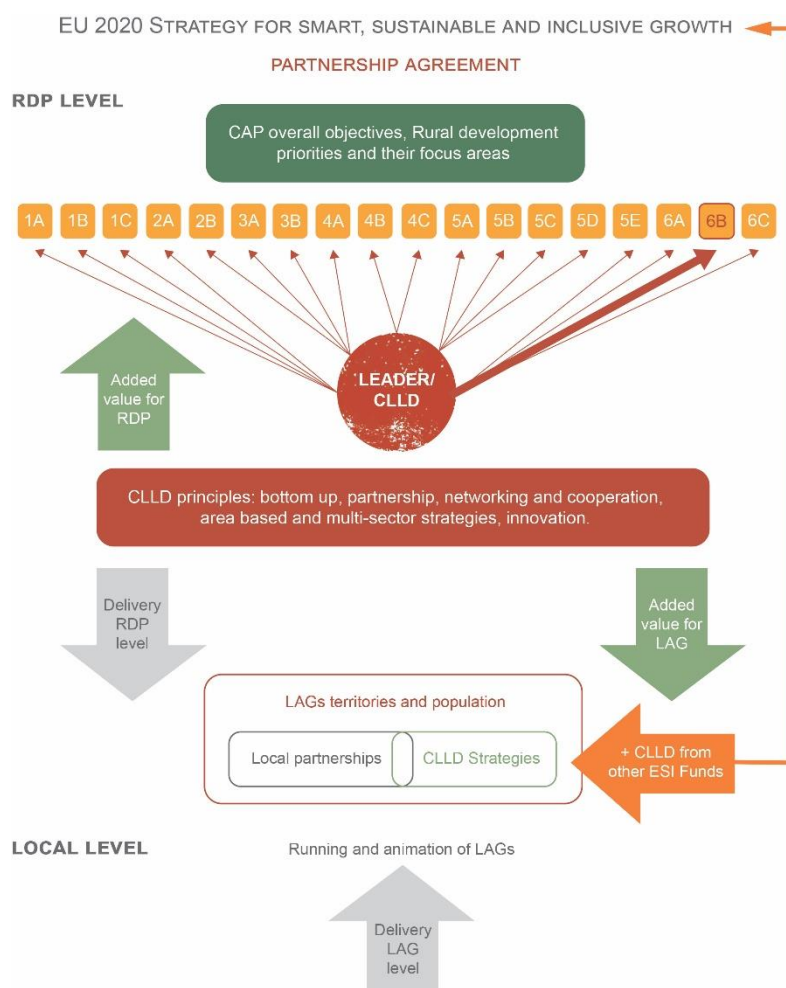
## 1.2 Concept of the evaluation of LEADER/CLLD

CLLD is programmed in the Partnership Agreement as well as in each programme and is delivered at the LAG level by applying the CLLD method (see chapter 1.1.1.):

- **At the programme level,** CLLD is a self-standing measure linked to specific programme priorities, e.g. relevant Focus Areas for the EAFRD, the Union priority for the EMFF and the investment priority for the ERDF.
- **At the local level,** one or several ESI Funds can be used in the CLLD strategy for a given LAG territory to achieve its objectives. The objectives must correspond to those objectives of the related ESI Fund used.

CLLD is programmed as LEADER/CLLD under the focus area 6B of most RDPs. It can potentially contribute to any of the six Union priorities for rural development and their respective focus areas. LEADER/CLLD also contributes to the cross cutting rural development priorities – innovation, environment and climate change and the CAP overall objective - balanced territorial development of rural areas

Figure 4. Concept of the evaluation of LEADER/CLLD at RDP and local levels



Source: European Evaluation Helpdesk for Rural Development, 2017

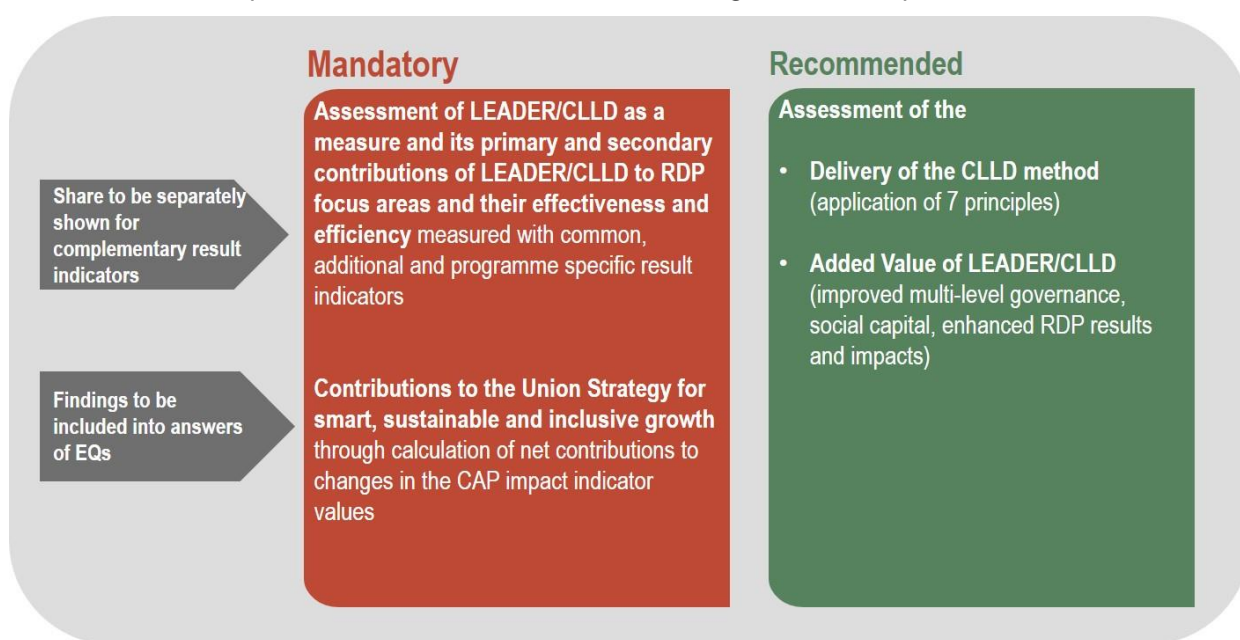


The evaluation of LEADER/CLLD is conducted at the programme and local level and consists of mandatory as well as non-mandatory (optional) elements.

- **At the RDP level, LEADER/CLLD is evaluated as a measure** which contributes primarily to the focus area (FA) 6B “Fostering local development in rural areas”<sup>23</sup> and secondarily to any other FA. By accomplishing the RDP’s objectives, LEADER/CLLD can contribute in addition to the objectives of the Partnership Agreement and consequently to the EU 2020 strategy.
- **At the local level, the CLLD strategy could be assessed** with regard to what extent the local objectives expressed in it have been achieved and to what extent the local needs have been addressed. Measuring the outputs and results of supported operations will also help to assess the contributions of the CLLD strategy to the RDP and EU objectives.

### 1.2.1 Focus of the evaluation of LEADER/CLLD at the RDP level

**The responsibility** for the evaluation of LEADER/CLLD as part of the RDP lies with the Managing Authority who has to contract an **internal or external evaluator** that is functionally independent of the authorities responsible for programme implementation. **The Managing Authority** has a key role in planning and preparing the LEADER/CLLD evaluation. This includes identifying the relevant evaluation needs and setting up a monitoring and evaluation system, which ensures data and information for evaluation purposes. The Managing Authority is responsible for the quality of evaluation, as well as for the reporting, dissemination and follow up of the evaluation findings. Evaluation of LEADER/CLLD is conducted either as part of RDP evaluation or as self-standing evaluation topic.



The focus of the evaluation at the RDP level is clearly defined by the legal requirements (Chapter 1.1.3).

- **Assessment of LEADER/CLLD as an RDP measure and its primary and secondary contributions to the RDP’s focus area** objectives<sup>24</sup>. This assessment covers the analysis of contributions of operations implemented via CLLD strategies and via cooperation projects<sup>25</sup> to RDP results and their effectiveness and efficiency. **Effectiveness** relates to the extent to which

<sup>23</sup> Only UK-England has programmed LEADER/CLLD under FA 6A ‘diversification and job creation’.

<sup>24</sup> This assessment relates to the reporting on evaluation in the AIR 2017, Annex VII, point 7 of Regulation (EU) No 808/2014, for AIR submitted in 2017 and 2019. See also Chapter 1.3

<sup>25</sup> In case a given RDP has many LEADER/CLLD transnational / transregional (for regional programmes) cooperation projects, it is recommended to plan and carry out at the programme level a LEADER/CLLD specific evaluation of cooperation.

LEADER/CLLD has contributed to the RDP's results. **Efficiency** relates to the cost of these contributions. LEADER/CLLD contributions are measured with the means of common, additional and programme specific result indicators linked to the respective focus areas. The share of LEADER/CLLD contributions should be shown separately when calculating gross values of the common complementary result indicators<sup>26</sup> and may optionally also be calculated for other common, additional and programme specific indicators used in the assessment of RDP results under the FA 2A, 5A, 5B, 5C, 5D.

- **Assessment of LEADER/CLLD contributions to achieving the Union Strategy<sup>27</sup>** for smart, sustainable and inclusive growth through the assessment of the programme's net contributions to changes in the CAP impact indicator values (e.g. I 14 - rural employment rate, I 15 - degree of poverty reduction, I 16 - rural GDP per capita). Findings from the assessment should be included in the answers of those common and programme specific evaluation questions related to the EU level objectives and overall RDP specific objectives.

Furthermore, it is **recommended** to assess, the following aspects:

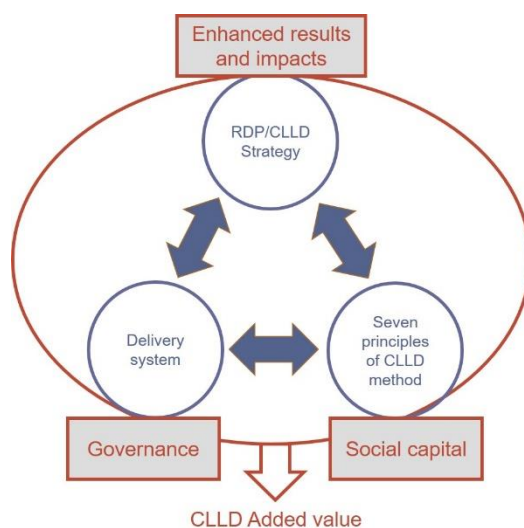
- **The evaluation of the LEADER/CLLD administration/delivery mechanism** looks at the extent to which has the programme administration and involved stakeholders ensured the application of the CLLD method in the implementation of LEADER/CLLD. This refers, for example, to decisions on multi or mono-funding, LAG selection processes, facilitation of transnational cooperation, the degree of freedom LAGs have in choosing and implementing RDP measures, developing their own measures for addressing their local needs, the degree of LAG participation in project selection and financing, the scope of animation activities allowed for by LAGs, the criteria for cooperation project selection, etc.
- **The evaluation of the added value of LEADER/CLLD** refers to the benefits that are obtained due to the proper application of the CLLD method in comparison to benefits, which would have been obtained even without applying this method. The added value of LEADER/CLLD could be generated at the programme level, for example, in the form of improved multi-level governance of the RDP, social capital among stakeholders involved in the implementation of LEADER/CLLD, and as enhanced RDP results and impacts (figure 5).

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<sup>26</sup> The SFC template, chapter 7 of the AIR submitted in 2017 requires the calculation the secondary contributions to the gross values of common complementary result indicators. Also see [http://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance\\_en](http://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance_en)

<sup>27</sup> This assessment relates to the reporting on evaluation in the AIR 2017, Annex VII, point 7 of Regulation (EU) No 808/2014 for AIR submitted in 2019, See also Chapter 1.3

Figure 5. Added value of LEADER/CLLD



Source: European Evaluation Helpdesk for Rural Development, 2017

For example, the governance of public funds can be considerably enhanced through a bottom up and area based approach, respecting similarly the partnership principle. The use of networking and cooperation can foster social capital among involved stakeholders in rural areas. The proper application of the CLLD method can also create RDP direct and indirect effects towards the achievement of the RDP's objectives.

### 1.2.2 Focus of the evaluation of LEADER/CLLD at the local level

**The responsibility** for the monitoring and evaluation/self-assessment of the CLLD strategy at the local level is with the **LAG**. The LAG has to describe the monitoring and evaluation arrangements already when submitting the strategy and can cover the related expenses from running costs. For the evaluation or self-assessment activities at this level the participation of stakeholders (LAG staff, LAG members, intermediary bodies, and beneficiaries) is very beneficial.

The self-assessment at the local level is carried out by the **LAG**. If an evaluation is chosen, it must be carried out by an **independent evaluator**.

Mechanisms to strengthen the involvement of local actors in the evaluation process could include a **local monitoring committee** and/or a **local evaluation steering group**, which are ideally introduced at an early stage of the implementation of the CLLD Strategy.

The RDP Managing Authority, plays an important role in supporting LAGs to monitor and evaluate their CLLD strategies. The MA can delegate the tasks linked to this support (e.g. training, guidelines, etc.) to other stakeholders, such as the **NRN**, if it is deemed appropriate. **Paying Agencies** may be asked to assist LAGs in the development of a **system for sharing information and reporting** (i.e. a LAG operations database), to fulfil the minimum requirements established at the European level<sup>28</sup>.

<sup>28</sup> DG AGRI, Rural Development Monitoring (2014-2020), Working Document for the Rural Development Committee, August 2014. [http://ec.europa.eu/agriculture/cap-indicators/output/working-document-rd-monitoring-implementation-report-tables\\_en.pdf](http://ec.europa.eu/agriculture/cap-indicators/output/working-document-rd-monitoring-implementation-report-tables_en.pdf)



Although in the 2014-2020 programming period there is a legal requirement for LAGs to describe and conduct evaluation activities linked to the CLLD strategy, the legal acts do not further specify the details of these evaluation activities for the local level (Chapter 1.1.3). The evaluation activities can be defined in the CLLD strategy either as a self-assessment and/or as an evaluation.

In case the CLLD strategy mentions **evaluation** the present guidelines recommend to evaluate the following aspects in relation to the CLLD strategy:

- Assessment of the CLLD Strategy's coherence, contribution of operations to the achievement of the strategy's objectives (effectiveness and efficiency) and in addressing the LAG area needs (relevance);
- Assessment of contributions of the CLLD Strategy's operations to the higher level objectives – RDP and EU 2020 strategy objectives and the effectiveness and efficiency of these contributions;
- Assessment of the CLLD strategy's results and impacts;
- Analysis of the CLLD strategy's successes and failures in achieving its objectives, and generating results and impacts;

Similar to the RDP level, at the LAG level the CLLD method is expected to be used when implementing LEADER/CLLD. Therefore, it is recommended that the evaluation focuses on the assessment of:

- LAG's administrative arrangements to ensure the proper execution of the CLLD method (e.g. participation of the local population, quality of partnership processes and the LAG's management structures, LAG's capacity to animate, cooperation, networking, and the importance of innovation);
- The added value generated through the CLLD method (e.g. improvement of local governance, creation of social capital at the local level and the enhancement of the CLLD strategy's results and impacts);

In the case that the CLLD strategy only describes **self-assessment** as the exclusive choice to assess the strategy, the LAGs will only conduct a self-assessment and focus it on the CLLD strategy, and optionally also on the application of the CLLD method and the added value.

If the CLLD strategy defines under the monitoring and evaluation arrangements **both an evaluation and self-assessment**, it is recommended to use for both exercises the same set of evaluation questions and indicators and collect data only once. Self-assessment can benefit from the evaluation findings and vice versa.

**What are the implications for the self-assessment and/or evaluation of LEADER as part of a multi-funded CLLD strategy?**

**The multi-fund character of CLLD can have major implications for the self-assessment/evaluation at the LAG level.** The strategy's relevance, coherence, effectiveness, efficiency and impact need to be assessed. This includes, for example, the assessment of the consistency of the CLLD strategy with the applied ESI Fund's objectives and the assessment of the contributions of operations to the related ESI Fund's priorities.

Moreover, the **extent to which the related ESI Funds enabled the LAG to address the needs and potentials** could be further explored. A key question concerns the assessment of the synergies of multi-funded CLLD strategies compared to mono-funded ones.

Another aspect to be considered is the **governance process**: how effective and efficient are the coordination processes among LEADER/CLLD stakeholders at programme and LAG levels?

## 2 PART II – EVALUATION OF LEADER/CLLD AS PART OF THE RDP

### 2.1 What and how to evaluate at the RDP level?

The process of evaluating LEADER/CLLD (including the CLLD method and added value) is very similar to the evaluation of the RDP (see Guidelines on Assessment of RPD results<sup>29</sup>).

Figure 6. Evaluation cycle of LEADER/CLLD at the RDP level



Source: European Evaluation Helpdesk for Rural Development, 2017.

The evaluation cycle starts with careful **planning**. For the evaluation of LEADER/CLLD at the RDP level the MA will decide in the evaluation plan:

- **What will be evaluated** in relation to LEADER/CLLD?
- **Which activities** will be conducted in relation to the monitoring and evaluation of LEADER/CLLD (e.g. how the data and information will be collected)?
- **How will the evaluation of LEADER/CLLD at the RDP level be linked to the LAG level?**
- **How will the evaluation be conducted?** By whom and in what form? As part of the RDP evaluation or as a stand-alone evaluation?
- **Which capacities and resources** are allocated to conduct the evaluation?
- **When will the evaluation be conducted** (in 2017, 2019, ex post)?

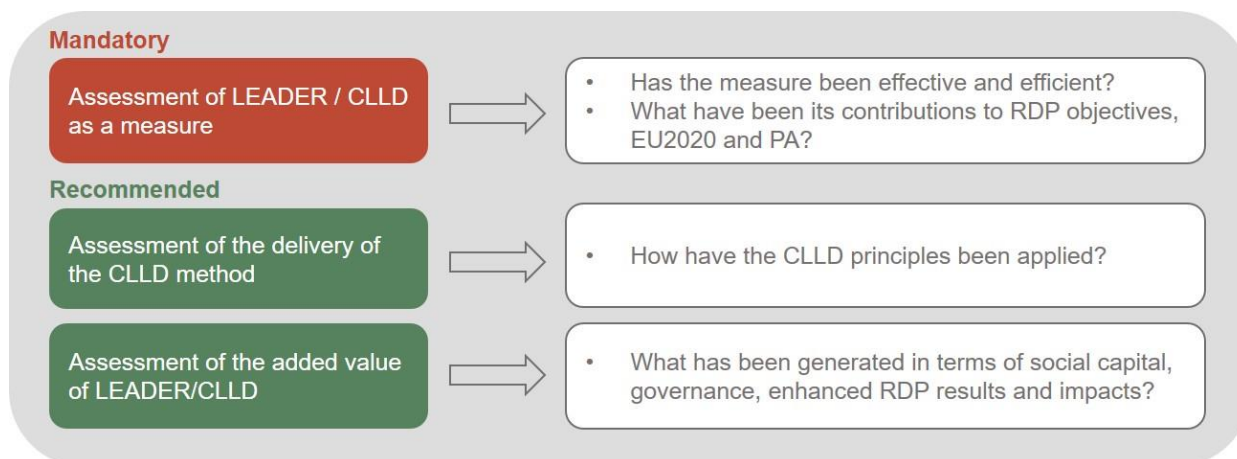
**In case the MA defines a specific evaluation topic on LEADER/CLLD** (e.g. the optional assessment of the CLLD method, the added value, animation, cooperation) programme specific evaluation questions, judgment criteria and indicators may be included in the evaluation plan.

<sup>29</sup> [https://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance\\_en](https://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance_en)



The single working steps in relation to preparing, structuring and conducting the evaluation can be carried out together with the RDP evaluation activities. However, a specific LEADER/CLLD evaluation topic, may also be analysed in a separate stand-alone evaluation. Reporting on LEADER/CLLD evaluations is part of reporting on the RDP evaluation findings.

The evaluation of LEADER/CLLD at the RDP level may include the following aspects (see also chapter 1.2.1):



While the assessment of LEADER/CLLD as a measure is mandatory, Managing Authorities may additionally opt to assess also the CLLD method and its added value. The mandatory and recommended aspects are described in detail in the following chapters.

## 2.2 The evaluation of LEADER/CLLD as a measure (mandatory)

### 2.2.1 What to assess?

**The LEADER/CLLD measure contains several sub-measures**, among them four relate directly to the preparation and implementation of the CLLD strategy and one to the cooperation projects among LAGs and other partners.

**The evaluation of LEADER/CLLD contributions to the achievement of the objectives** under the focus areas and RD priorities concerns the measure's effectiveness (to what extent has the measure contributed to the achievement of the objectives?) and efficiency (at what cost?). This requires the calculation of primary and secondary contributions of the operations implemented under LEADER/CLLD.

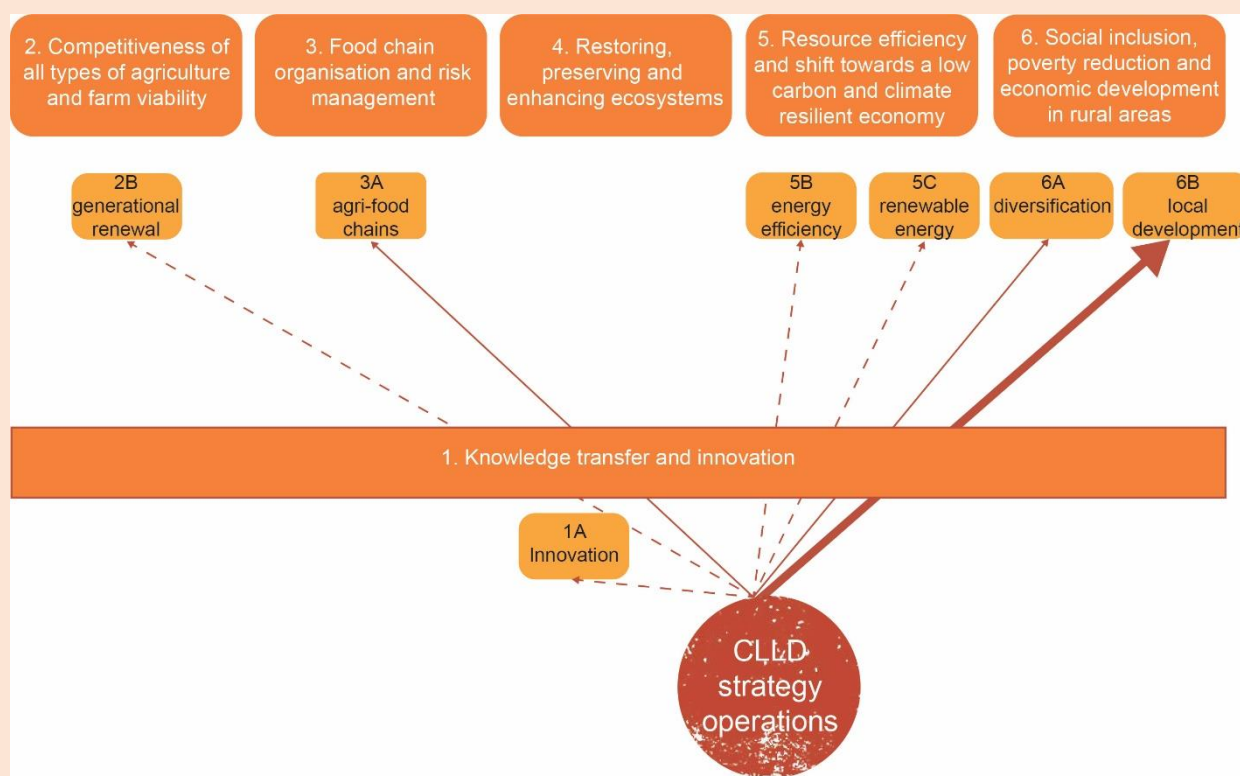
- Primary contributions to the hierarchy of RDP objectives are expected in relation to local development in rural areas (Focus Area 6B under which LEADER/CLLD is programmed in line with its bottom-up approach).
- Secondary contributions of LEADER/CLLD to focus areas other than 6B can be expected as well for any other rural development measure. There are two types of secondary contributions:
  - **Predominant secondary contributions** to the FA to which the operation contributes significantly;
  - **Additional secondary contributions** to the FA to which the operation contributes but not significantly.

The following example helps to distinguish primary and secondary contributions.

Figure 7. Examples of primary and secondary (predominant and additional) contributions of the CLLD strategy to rural development priorities and focus areas

### Example 1

First, the operations implemented through the CLLD strategy primarily contribute to focus area 6B (local development). Second, they contribute to focus areas 6A (diversification and job creation) and 3A (agri-food chain, promotion of local markets and short supply circuits). Additional secondary contributions can be expected for the focus areas 1A (promoting innovative operations), 2B (supporting young farmers for non-agriculture diversification), 5B (encouraging energy efficient projects) and 5C (supporting production of renewable energy via diversification).



Source: European Evaluation Helpdesk for Rural Development, 2016

### Example 2:

**Case 1:** A project launched to improve tourism services in a LAG territory in a High Nature Value (HNV) area that includes the training of local service providers on the environmental value of HNV areas.

**Primary effect** to local development through the provision of improved tourism services (directly linked to focus area 6B).

**Secondary effects** to the knowledge base of rural areas (linked to focus area 1A) and to the protection of biodiversity in High Nature Value areas (linked to focus area 4A):

- **predominant secondary** contribution to the knowledge base (focus area 1A)
- **additional secondary** contribution to biodiversity (focus area 4A).

#### Case 2:

A project supported the reconstruction and equipping of a building with wood processing technology on a farm. This project increased the productive base of the farm and created one job, while the biomass from the wood processing has been used for the production of ecological fuel.

**Primary contribution** to job creation (direct link to focus area 6B).



**Secondary contribution** to the production of renewable energy (link to FA 5C) and to the performance of the farm (link to focus area 2A):

- **predominant secondary** contribution to the production of renewable energy (focus area 5C)
- **additional secondary** contribution to the improvement of the farm's performance (focus area 2A)

The cooperation among LAGs (interregional and transnational) implemented under LEADER/CLLD should also be a subject of the evaluation. Here the contributions of cooperation projects to the RDP's focus areas (as for operations under the CLLD strategy), as well as achievements of cooperation projects' objectives, results, impacts, effectiveness and efficiency should be assessed for each project separately and/or for a group of projects (e.g. according to the theme, or territory).

The evaluation of LEADER/CLLD should also consider assessing the **contribution of LEADER/CLLD** to the **thematic objectives** (notably, TO1, TO3 and TO9<sup>30</sup>) and subsequently to the **Union's strategy for smart, sustainable and inclusive growth**<sup>31</sup>. LEADER/CLLD further contributes to the thematic objectives through its input to the (see figure 8):

- objectives of the RDP priorities and focus areas,
- CLLD objectives defined in the Partnership Agreement.

Figure 8. Vertical and horizontal links between the ESI Fund's implementation levels



Source: European Evaluation Helpdesk for Rural Development, 2017.

When LEADER/CLLD and instruments from other OPs funded by the ERDF, ESF or EMFF are implemented together under one CLLD strategy, the assessment of the LEADER/CLLD's effectiveness and efficiency should include also an analysis of the complementarity and synergies between various CLLD instruments.

<sup>30</sup> Article 9 of Regulation (EU) no 1303/2013: TO1: Strengthening research, technological development and innovation, TO3: Enhancing the competitiveness of SMEs, of the agriculture sector (EAFRD), and of the fishery and aquaculture sector (EMFF) TO9: promoting social inclusion, combating poverty and any discrimination

<sup>31</sup> [http://ec.europa.eu/europe2020/index\\_en.htm](http://ec.europa.eu/europe2020/index_en.htm)

## 2.2.2 Step-by-step: how to assess the contributions of LEADER/CLLD to policy objectives?



### Step 1: Check the consistency of the common evaluation elements with the LEADER/CLLD intervention logic

The first step is to analyse the intervention logic of the LEADER/CLLD measure inside of the RDP and check whether the common evaluation elements (evaluation questions, judgment criteria and indicators) are consistent with it<sup>32</sup>.

**There is one CEQ associated with focus area 6B,**<sup>33</sup> which LEADER/CLLD is primarily programmed, *CEQ 17: “To what extent have RDP interventions supported local development in rural areas?”* This CEQ has six common judgment criteria, which are linked to three common result/target indicators<sup>34</sup> (see table below).

Table 1. Judgment criteria and indicators for CEQ 17: “To what extent have RDP interventions supported local development in rural areas?”

Judgment criteria	Indicators
<ul style="list-style-type: none"> <li>Services and local infrastructure in rural areas have improved</li> <li>Access to local infrastructure and services have increased in rural areas</li> <li>Rural people have participated in local actions</li> <li>Rural people have benefited from local actions</li> <li>Employment opportunities have been created via local development strategies</li> <li>Size of rural territory and population covered by LAGs has increased</li> </ul>	<ul style="list-style-type: none"> <li>% of rural population covered by local development strategies (FA 6B - result indicator)</li> <li>Jobs created in supported projects (FA 6B - result indicator)</li> <li>% of rural population benefiting from improved services/infrastructure (FA 6B - result indicator)</li> </ul>

The CMES also contains common output and target indicators for LEADER/CLLD:

Table 2. The Common output and target indicators for LEADER

Common indicator	Output	Target
Population covered by LAG	O18	T21
Number of LAGs selected	O19	
Number of Leader projects supported	O21	
Number of cooperation projects supported	O21	
Number and types of project promoters	O22	
Unique identification number of LAG involved in cooperation project	O23	
Number of jobs created		T23

<sup>32</sup> For a detailed guidance on the consistency check see previous guidance documents, e.g. “Capturing the success of your RDP: Guidelines for the ex post evaluations 2007-2013” and “Guidelines: Assessment of RDP results: How to prepare for reporting on evaluation in 2017”

<sup>33</sup> WD: Common Evaluation Questions for Rural Development programmes 2014-2020, <https://enrd.ec.europa.eu/en/evaluation-helpdesks-publications>

<sup>34</sup> WD: Common evaluation questions for 2014-2020 RDPs, [https://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance\\_en](https://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance_en)

**LEADER/CLLD also contributes to focus areas other than 6B.** Therefore, in addition to CEQ 17, all CEQs linked to the other focus areas to which LEADER/CLLD contributes should be taken into consideration when checking the consistency. For example, if LEADER/CLLD also contributes to FA 6A, the following evaluation question will also apply: *CEQ 16: “To what extent have RDP interventions supported the diversification, creation and development of small enterprises and job creation?”*

In this case, all the judgment criteria and result indicators (jobs created in supported projects) associated with CEQ 16 will also form part of the consistency check.

**These common evaluation elements provide a minimum basis to allow for the assessment of primary and secondary contributions** of LEADER/CLLD and ensure the comparability of evaluation results across the EU. However, they are not sufficient to fully capture all types of secondary contributions and may require the development of **additional evaluation elements**, e.g. additional judgment criteria and additional LEADER/CLLD related indicators (see examples below).

#### Example 1:

If LEADER/CLLD shows secondary contributions to FA 6A, the common indicator “jobs created in supported projects” only addresses one component of CEQ16, namely the one related to employment. This indicator does not capture the contributions to SME creation or to diversification, which are the other components of CEQ 16.

*How to deal with this situation?*

In order to answer CEQ no. 16, it is possible to use **additional indicators**, such as:

- % of small enterprises in the non-agricultural sector created with the RDP support (diversification)
- % of new small enterprises created with the RDP support (SME creation)

#### Example 2:

In case LEADER/CLLD includes secondary contributions to FA 6A, the common indicator “jobs created in supported projects” only captures employment in supported projects. It is not sufficient to capture indirect effects, such as jobs created after the project was implemented.

*How to deal with this situation?*

In order to capture jobs created after the project was implemented, an **additional indicator** may be used:

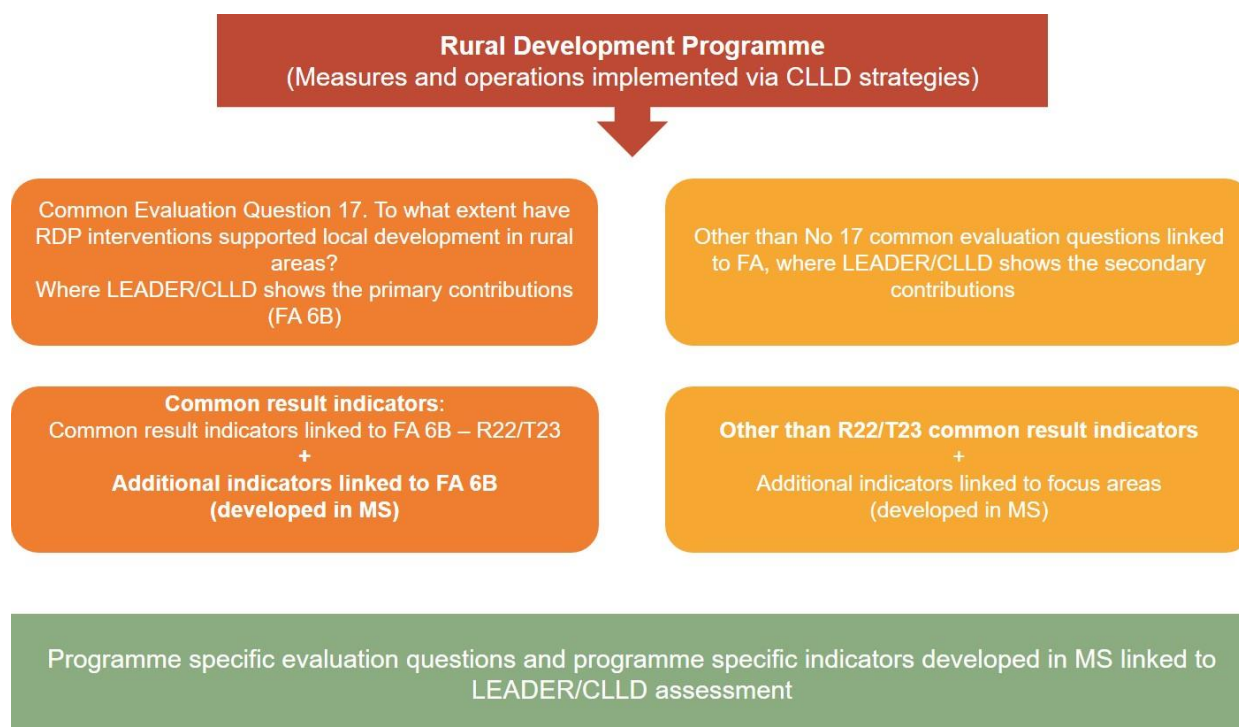
- jobs created via supported projects (which covers both direct and indirect effects)

## Step 2: Develop programme specific evaluation elements

For capturing programme specific effects of LEADER/CLLD Managing Authorities should have preferably developed programme specific evaluation questions and indicators in the programming stage and included them in the RDP evaluation plan. The MA or evaluators can still develop these programme specific elements when preparing the evaluation, if they have not already<sup>35</sup>.

<sup>35</sup> Detailed information on developing programme specific evaluation questions, judgment criteria and indicators can be found in existing guidance (“Guidelines: Assessment of RDP results: How to prepare for reporting on evaluation in 2017”).

Figure 9. The complete picture of the evaluation scope



*Source: European Evaluation Helpdesk for Rural Development, 2017.*

Programme specific evaluation elements should be linked to:

- Programme specific focus areas to which LEADER/CLLD contributes (e.g. economic use of forestry, or quality of food)
- Programme specific objectives of the LEADER/CLLD measure in the RDP (e.g. in relation to the needs the measure is supposed to address, which can be found in the description of the measure).
- LEADER/CLLD related evaluation topics listed in the evaluation plan (described in section 9 of the RDP).

The following box shows examples of programme specific evaluation questions.

Box 1. Examples of LEADER/CLLD related programme specific evaluation questions from the RDP in Valencia (Spain)

**Rationale for the development of LEADER/CLLD-specific evaluation questions:**

The LEADER/CLLD measure is designed to have secondary contributions to FAs 2A, 2B, 3A, 3B, 5C, 6A and 6C → **therefore the CEQs related to these FAs are applicable as well.**

**Programme specific evaluation questions can also be developed** (see below), e.g. If LEADER/CLLD is also foreseen to evaluate the progress in territorial development in rural areas → **programme specific evaluation questions may address the contribution of LEADER/CLLD to territorial development**

The main challenge is that the LEADER/CLLD measure aims to address among others:

- the increase of competitiveness in rural areas;
- promotion of sustainable employment, especially for youth and women;
- diversification of the rural economy, especially through support to SMEs, entrepreneurship and innovation;
- the increase of value of local products; and

- to guarantee the sustainability of activities in rural areas through the efficient use of natural resources.  
→ this list shows a mix of common and RDP specific objectives, therefore in addition to the CEQs for the above focus areas, programme specific evaluation questions may be developed (see examples below)

**Examples of programme-specific evaluation elements:**

Evaluation question	Judgment criteria	Result indicators
To what extent have LEADER/CLLD operations contributed to the creation of sustainable employment, especially for young people and women?	Permanent employment posts have been created a) for people under 25, b) for women	Number of jobs created for people under 25, lasting for more than 6 months after the project's completion  Number of jobs created for women, with a duration of more than 6 months after the project's completion
To what extent have LEADER/CLLD operations contributed to increasing the value added of local products within the region?	The number of local products that undergo the processing and marketing stages of the value chain within the region has increased	Number of local products that are produced, processed and packaged within the LAG region
To what extent have LEADER/CLLD operations contributed to the efficient use of energy in rural municipalities?	The proportion of efficient energy systems in rural municipalities have increased	Change in energy consumption per square meter in public buildings reconstructed through LEADER/CLLD operations

Box 2. Examples of LEADER/CLLD related programme specific evaluation questions based on the findings of the synthesis of ex ante evaluations<sup>36</sup>

**Background:**

The synthesis of ex ante evaluations 2014-2020 has identified the most common categories of LEADER/CLLD objectives. On the basis of these, examples of PSEQs are given below:

Examples of LEADER/CLLD objectives	Examples of PSEQs
<i>Socio-economic interventions that comprise farm productivity, micro and small enterprises, farm diversification, rural tourism, rural services, culture and heritage and forestry productivity (e.g. UK-England)</i>	To what extent have LEADER/CLLD operations contributed to the creation of SMEs in the field of culture?  To what extent have LEADER/CLLD operations contributed to the promotion of rural tourism?
<i>Active dealing with demographic challenges, family and care structures (e.g. DE-Brandenburg &amp; Berlin)</i>	To what extent have LEADER/CLLD operations contributed to increased provision of social care for dependants?
<i>Conservation and care of the natural heritage and the countryside (e.g. DE-Baden-Wuerttemberg)</i>	To what extent have LEADER/CLLD operations contributed to improved conservation of natural heritage?

<sup>36</sup> [http://ec.europa.eu/agriculture/evaluation/rural-development-reports/2015/ex\\_ante\\_rdp\\_synthesis\\_2014\\_2020/fulltext\\_en.pdf](http://ec.europa.eu/agriculture/evaluation/rural-development-reports/2015/ex_ante_rdp_synthesis_2014_2020/fulltext_en.pdf)

Improvement of supply chain and local production systems, in relation to food, agriculture, craft and fishery (e.g. IT-Bolzano)	To what extent have LEADER/CLLD operations contributed to better local production systems?
Promotion of social inclusion and poverty reduction (e.g. UK-Northern Ireland)	To what extent have LEADER/CLLD operations contributed to social inclusion of disadvantaged groups?

Further information on how to develop programme specific evaluation questions, judgment criteria and indicators can be found in the Guidelines: Assessment of RDP results: how to prepare for reporting on evaluation in 2017.

### Step 3: Identify evaluation approaches and methods for LEADER/CLLD

LEADER/CLLD operations implemented through CLLD strategies are included together with other RDP operations in the calculation of common, additional and programme specific output, result and impact indicators. *Output indicators* are used to measure direct outputs of LEADER/CLLD operations. *Result indicators* measure the primary and secondary contributions of LEADER/CLLD to focus areas and achievements of their objectives. *Impact indicators* are typically used in the overall assessment of RDP effects on rural areas and of the achievement of regional, national and EU rural development objectives.

When deciding on methods the following considerations should be made:

	Quantitative methods	Qualitative methods
In what cases?	In order to capture the primary and secondary contributions of the LEADER/CLLD measure to the achievement of the objectives of the focus areas.	In cases of no or low up take under the CLLD strategies.  For the initial analysis and the triangulation of quantitative findings.
How?	A sampling of beneficiaries which carry on operations under the CLLD strategy, and which have flagged secondary contributions (both predominant and additional) to specific focus areas.  Data collected via sampling are used to calculate contributions of LEADER/CLLD operations to values of indicators linked to the focus areas, where contributions are expected.	Use the tools presented in the Guidelines: Assessment of RDP Results: how to prepare for reporting on evaluation in 2017, PART III, Annex 10, e.g. interviews with stakeholders and beneficiaries, focus groups, case studies.
Further information	Guidelines "Assessment of RDP Results: how to prepare for reporting on evaluation in 2017", PART III, Annex 11.	Guidelines "Assessment of RDP Results: how to prepare for reporting on evaluation in 2017", PART III, Annex 10.

Methods should be chosen with consideration for the specific evaluation needs and scope, as well as, the financial resources allocated for the evaluation.

### Step 4: Collect data and information

Data and information for evaluating LEADER/CLLD at the RDP level should be collected for the:

- Output and result/target indicators for focus area 6B;
- Result/target indicators for the focus areas where LEADER/CLLD has secondary contributions;
- Common context indicators (these are pertinent for several focus areas);
- Additional and programme specific indicators on LEADER/CLLD;
- Impact indicators at the later stages of the programming period.

Additionally, qualitative information that is needed for answering the evaluation questions should be collected.



**The operations database** records data for common output and target indicators on operations implemented through CLLD strategies and contributing primarily and secondarily to the rural development focus areas. (table 2)<sup>37</sup>.

The MA should ideally provide a shared IT system, which is able to collect and process relevant data and information for LEADER/CLLD monitoring and evaluation at both the RDP and local levels and support all actors involved.

Moreover, the MA can use the operations database for the assessment of primary and secondary contributions, the collection of data for complementary result indicators and additional and programme specific indicators linked to the LEADER/CLLD (e.g. if LEADER/CLLD operations contribute to the FA 6A and the MA is using the additional indicator “number of created SMEs”, data for this additional indicator can be collected via the operations database as well<sup>38</sup>).

*Part IV, Annex 5 offers an example of a LEADER/CLLD operations database.*

### **Step 5: Analyse information and answer evaluation questions**


The collected data are used to calculate indicators (common, additional and programme specific), which are linked to focus areas where LEADER/CLLD contributes primarily or secondarily and to related common and programme specific evaluation questions. Values of indicators and collected qualitative information is then interpreted and used in answering the evaluation questions. All this information is also utilised in the reporting of the contributions of LEADER/CLLD to the RDP’s results/impacts at the RDP, national and EU levels, and also used to design and implement LEADER/CLLD more effectively and efficiently.

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<sup>37</sup> The Working Document “Data item list for Pillar II Operations database”

<sup>38</sup> Guidelines: Assessment of RDP results: How to prepare for evaluation in 2017, Annex 11 – Fiches for answering the CEQ 1 - 21

## 2.2.3 Dos and don'ts

	Do	Don't
	<ul style="list-style-type: none"> <li>• Identify support needed for all actors responsible for M&amp;E to fulfil their obligations in terms of data provision</li> <li>• Specify and plan capacity building activities for both the MAs and LAGs, e.g. on the use of the shared operations database</li> <li>• Start the collection of data as early as possible to minimise data gaps and comply with timing</li> <li>• Develop programme specific evaluation questions if there are specific LEADER/CLLD contributions to programme specific focus areas and RDP specific objectives or specific LEADER/CLLD related evaluation topics</li> <li>• Develop measureable indicators</li> <li>• Consider also qualitative indicators</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Underestimate the need for capacity building on data collection, recording and provision</li> <li>⊗ Develop overly complex databases</li> <li>⊗ Underestimate the time needed for data collection and recording</li> <li>⊗ Develop evaluation questions that are at a high level of the intervention logic, e.g. “to what extent does LEADER/CLLD contribute to smart growth?”</li> <li>⊗ Only think of numbers. Many of the LEADER/CLLD achievements are intangible or discernible only in the long-term</li> </ul>



## 2.3 The evaluation of the delivery of the CLLD method (recommended practice)

### 2.3.1 What to assess?

**The CLLD method** with its specific principles distinguishes the delivery of LEADER/CLLD from other RDP measures. It influences the effectiveness and efficiency of LEADER/CLLD contributions to the rural development policy objectives, and affects the generation of the LEADER/CLLD added value.

**Assessing the delivery of the CLLD method** requires one to look at how the CLLD principles have been applied in the LEADER/CLLD delivery mechanism, defined as the “set of processes and procedures, which are employed to translate the objectives of the policy into the final implementation actions by the recipients of the funds”<sup>39</sup>.

**The assessment of the delivery of the CLLD method** is not mandatory. As it ensures the proper application of the CLLD principles it is, however, very important for the overall LEADER/CLLD evaluation.

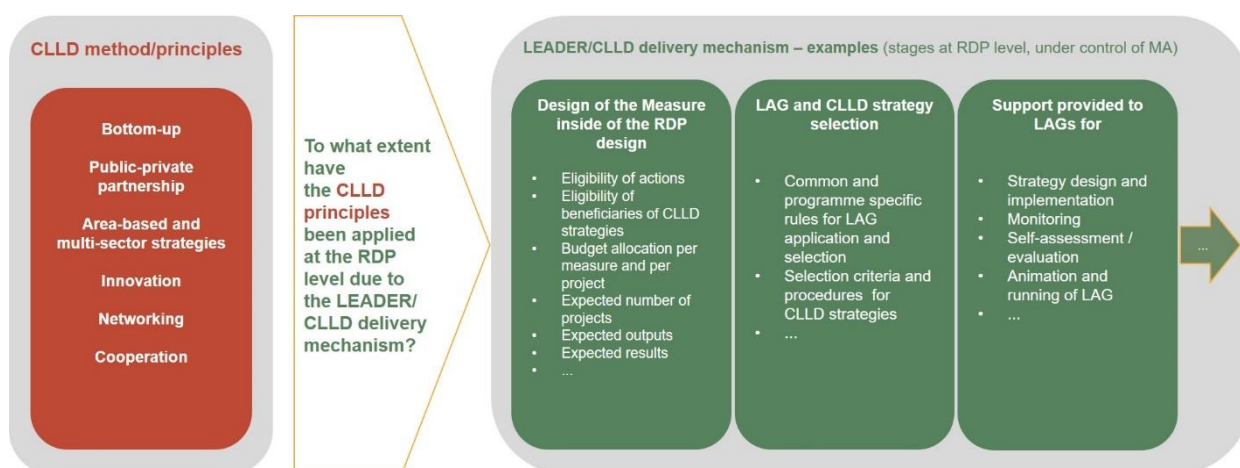
### 2.3.2 Step by step: How to assess the delivery of the CLLD method?



#### Step 1: Develop programme specific evaluation elements

The evaluation of the CLLD method at the RDP level asks, “**To what extent the CLLD principles have been applied due to the LEADER/CLLD delivery mechanism?**”, focusing on those delivery stages that are under the control of the Managing Authority.

Figure 10. Linking the CLLD method with the delivery mechanism at the RDP level



Source: European Evaluation Helpdesk for Rural Development, 2017.

<sup>39</sup> See ENRD (2011): [Thematic Working Group 4 - Delivery Mechanisms of Rural Development Policy. Final Report](#)

For this purpose, it is necessary to develop programme specific evaluation elements (evaluation questions, judgment criteria, indicators), which complement the common ones. The following working steps are suggested:

- **Develop programme specific evaluation questions** linked to the CLLD principles (e.g. To what extent has the area-based approach been applied due to the CLLD delivery mechanism?)
- **Specify the LEADER/CLLD delivery mechanism as established at the RDP level.** Focus on those stages of the delivery that are under the control of the Managing Authority. Define the delivery sub-steps.
- **Link the stages of the LEADER/CLLD delivery mechanism with the CLLD principles** clarifying, which stages are affecting which principle. For this purpose, a specific matrix can be developed (see example in PART IV, Annex 3)
- **Define judgement criteria based on each principle's ideal** application (benchmark) e.g. the successful application of the bottom up principle could result in the judgement criteria "*LAG residents are regularly informed and invited to contribute to decision making with regard to the CLLD strategy, cooperation projects and animation*"; the successful application of the partnership principle could be formulated in the judgement criteria "*The partnership shows a balanced representation of the LAG territory from a sectorial, institutional, geographic, social and gender point of view*", etc.). These **judgment criteria** are linked to each programme specific evaluation question.
- **Develop programme specific indicators** as a means to collect evidence to provide judgements on the success as specified with the judgement criteria. (e.g. number of eligible actions for CLLD strategies divided by either the social, environmental, or economic domains)



**As there are no common evaluation elements for evaluating the delivery of the CLLD method, Member States could develop programme-specific ones.**

Table 3. Examples of programme-specific evaluation elements for the assessment of the CLLD method at the RDP level

Evaluation question (linked to the CLLD principle)	Judgment criteria <sup>40</sup>	Indicators
To what extent has the <b>area-based approach</b> been applied due to the LEADER/CLLD delivery mechanism?	Eligible actions and beneficiaries, which have been enabled to address the ultimate needs of the LAG territory identified through the SWOT and needs assessment	Number and type of eligible actions and beneficiaries of CLLD strategies that correspond to SWOT and needs assessment
To what extent has the <b>bottom-up approach</b> been applied due to the LEADER/CLLD delivery mechanism?	The development of the CLLD strategy and criteria for the selection of LAGs is conducted in a bottom up way and based on consultations with relevant local actors	Number and type of actors participating in consultations on strategy development and implementation Number and type of interest groups participating in drawing up CLLD strategies Response rates to local consultations on the CLLD strategies
To what extent have <b>innovative approaches</b> in the development of rural areas been stimulated due to the LEADER/CLLD delivery mechanism?	Innovative approaches to: <ul style="list-style-type: none"> <li>- strategy and projects content, design and implementation</li> <li>- animation activities have been promoted</li> </ul> Transfer of innovative approaches among LAGs have been encouraged	Criteria for the selection of LAGs: <ul style="list-style-type: none"> <li>- innovative features in the strategy's/project's design and implementation</li> <li>- innovative animation activities</li> <li>- Innovative cooperation projects</li> </ul> Number and types of actions supporting the transfer of innovative approaches between LAGs
To what extent have <b>multi-sectoral approaches</b> in the design of the CLLD strategy been applied due to the LEADER/CLLD delivery mechanism?	Activities/projects addressing more sectors have been <ul style="list-style-type: none"> <li>- Ensured via eligible actions</li> <li>- Promoted in the selection of LAGs/CLLD strategies</li> </ul>	Number of eligible activities, which promote a multi-sector approach in LEADER/CLLD projects fostering integrated projects, which combine economic, social, cultural and environmental players. Criteria for the selection of LAGs contains the requirement to support multi-sector actions
To what extent have different types of <b>networks</b> been created due to the LEADER/CLLD delivery mechanism?	Regional, national, and local level networks associated with LEADER/CLLD have been created and maintained	Number, type and coverage of LEADER/CLLD related networks Number and types of members in the networks
To what extent has <b>cooperation gone</b> beyond only the exchange of experiences been promoted due to the LEADER/CLLD delivery mechanism?	Number of cooperation projects have increased Scope of partners in cooperation projects have increased	Number of cooperation activities/projects, of which a) local, b) inter-territorial, c) transnational Number and type of actors involved in cooperation activities/projects

## Step 2: Identify and select evaluation methods

**Evaluation methods** appropriate for answering the evaluation questions linked to the delivery of the CLLD method may be more qualitative. The strong socio-economic dimension reflected in the CLLD principles, suggest that a participative evaluation approach can also be very suitable.

<sup>40</sup> Judgement criteria based on the successful application of the CLLD principle in a relevant delivery stage.

**A participatory evaluation** of the CLLD method at the RDP level should include all stakeholders who can provide useful information about the effects of LEADER/CLLD and the application of the CLLD principles (Managing Authorities, Paying Agencies, NRNs, LAGs and others).

The methods proposed for this assessment are inter alia:

- a) standard evaluation methods, such as interviews, surveys and case studies;
- b) participatory methods, such as Most Significant Change Monitoring, Potential and Bottleneck Analysis, ‘Plugging the leaks’ or ‘Local multiplier 3’<sup>41</sup>;
- c) innovative participatory methods, such as the MAPP method, which is well suited for analysing the LEADER/CLLD principles in comparison to standard RDP measures;
- d) network analysis methods, such as Social Network Analysis or Social Accounting<sup>42</sup>.

A detailed overview of the methods, their strengths and weaknesses and data requirements can be found in Annex 7 of Part IV (to be developed)


### Step 3: Collect data and information

The required data and information for the evaluation of the CLLD method is defined by the specific evaluation questions and indicators. Although this information is not automatically part of the operations database some indicators may still be inserted if defined at an early stage. This allows for the collection of data on a regular basis from LAGs. Additional information may however also be collected by the evaluator through various methods, such as focus groups or face-to-face interviews.

### Step 4: Analyse information and answer evaluation questions

Collected data and information from stakeholders are analysed and interpreted with the view to judge on the actual application of CLLD principles within the specific context of the LEADER/CLLD delivery mechanism, as set up at the RDP level. These findings should be used in the answers to programme specific evaluation questions linked to the CLLD principles and taken in consideration in the amendments of the LEADER/CLLD delivery mechanism in order to further foster the CLLD method.

#### 2.3.3 Dos and don'ts

	<b>Do</b>	<b>Don't</b>
	<ul style="list-style-type: none"> <li>• Define the CLLD principles in the specific country's/region's context and set up specific benchmarks</li> <li>• Consider the CLLD principles as an integral part of the implementation of LEADER/CLLD                             <ul style="list-style-type: none"> <li>• Consult existing guidance on a broad range of useful participative methods</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>⊘ Isolate the CLLD principles from each other without considering them as a coherent whole of the CLLD method</li> <li>⊘ Underestimate the usefulness of qualitative methods for evaluating the CLLD method</li> </ul>

<sup>41</sup> These methods are well described with examples in the Helpdesk Working Paper 'Capturing Impacts of Leader and of measures to improve quality of life in rural areas', July 2010

<sup>42</sup> Idem

## 2.4 The evaluation of the added value of LEADER/CLLD (recommended practice)

### 2.4.1 What to assess?

**The added value of CLLD** is defined as the benefits that are obtained through the proper application of the CLLD method. It is measured through the assessment of (a) the increase in social capital among involved stakeholders, (b) the changes in the RDP multi-level governance due to LEADER/CLLD, and (c) the positive effects of the CLLD method on the results and impacts of the RDP.

- a) **Social capital** is defined as networks with shared norms, values and understandings that facilitate cooperation within and among individuals and groups to make them more effective. Properly applied and developed<sup>43</sup> social capital can play a role in linking public sector organisations and bridging different target groups and bonding them in terms of developing community level support and mutual care.

There are a number of interrelated and overlapping dimensions to social capital: e.g. community engagement, community efficiency (a shared sense of empowerment and capacity to effect change), volunteering, political participation, informal social support networks, norms of trust and reciprocity, and trust in institutions (public, corporate and voluntary).

Social capital can also have a profound effect on different areas of the rural life and development, it affects the provision of services, transforms the prospects for agricultural development, influences the expansion of private enterprises, improves the management of common resources, helps improve the provision of training/capacity building, and can mitigate weaknesses in the public administration. More generally, it helps alleviate poverty and social exclusion.

The assessment of **social capital** as an added value of the CLLD method at the RDP level considers social processes and relationships among all stakeholders involved. For example:

- The proper application of the **bottom up principle** can strengthen the mutual support and trust among MA, PA, NRN, LAGs and their beneficiaries and enhance the participation of all stakeholders in the design and implementation of LEADER/CLLD.
- The genuine **partnerships** between stakeholders at all levels leads to shared norms and values and facilitates effective and efficient communication.
- Well established **networking and cooperation** allows for the enhancement of knowledge, skills and information, which is needed to implement LEADER/CLLD and accomplish its objectives.

- b) **Multi-level governance** is an important concept for the implementation of EU policies<sup>44</sup>. It is characterised by frequent and complex interactions between governmental and non-state actors that are mobilised in cohesion policy-making and in EU policy in general.

**Multi-level governance in the context of LEADER/CLLD** can be understood as the horizontal and vertical interactions among governmental and non-governmental stakeholders involved in the implementation of LEADER/CLLD at the EU, national, regional and local levels. These interactions can take the form of operationalised and institutionalised cooperation when LEADER/CLLD is designed and implemented in line with the CLLD method.

**The assessment of multi-level governance as an added value of LEADER/CLLD** should for example account for the following:

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<sup>43</sup> This is said because not all forms of social capital are positive. There can be tightly knit networks that use their links, information or authority to exclude others. Exclusive, in-group solidarity may impede reaching out beyond one's immediate network.

<sup>44</sup> <http://cor.europa.eu/en/activities/governance/Pages/multilevel-governance1.aspx>

- The proper application of the **partnership** principle, which enhances the shared management of LEADER/CLLD:
  - between different levels (vertical), e.g. between the MA, LAGs, and NRNs, which will facilitate broader participation of the public sector and NGOs/civil society as equal partners in decisions on how LEADER/CLLD will be designed and implemented,
  - at the same level (horizontal), e.g. between the MA and PA, which will facilitate the smooth implementation of LEADER/CLLD, or between MAs of other operational programmes, which could lead to improved collaboration and governance between various ESI funds in favour of reaching CLLD objectives under the partnership agreement (e.g. shared use of an operations database), or among LAGs, which facilitates the transfer of skills and knowledge.
- The proper application of the **innovation** principle, which leads to the proliferation of innovative practices in the governance of LEADER/CLLD (e.g. introducing participatory public-private working groups for the design of LEADER/CLLD and to develop national/regional guidelines).

**c) Enhanced RDP results and impacts: LEADER/CLLD represents a different form of implementing the EAFRD** delivered through RDPs, and contributing to the EU's national/regional rural policy objectives. The difference is present in the CLLD method, which because of CLLD strategies allows for better tailored interventions. LAGs are entrusted with deciding on what, where, to whom and how the funds will be delivered in order to address local needs and meet the relevant objectives.

When applying the CLLD method, added value will be generated in terms of **enhanced RDP results and impacts**. When measuring this aspect, the following should be considered:

- The proper application of the principles of **area based and multi-sector strategies** lead to more effective targeting of the needs of rural areas and improved contributions to achieving rural policy objectives;
- The proper application of the **bottom-up** approach can generate more sustainable jobs. These jobs are more suited to local needs, provide better income opportunities for the local population and help to stop depopulation of rural areas;
- The proper application of the **innovation principle** can help to generate more innovative products, with the capability to reach the niche markets inside and outside of the CLLD territories.



**The assessment of the added value of LEADER/CLLD is not mandatory, yet, it is extremely useful. It helps to understand what the EAFRD, if implemented through the CLLD method, is producing in addition to the effects that are generated through the regular way of implementing rural development measures.**



## 2.4.2 Step-by-step: How to measure the added value of LEADER/CLLD?



### Step 1: Develop programme specific evaluation elements

**There are no common evaluation elements for evaluating the added value of LEADER/CLLD.** Member States should therefore ideally develop programme specific evaluation questions and indicators to assess this aspect.

**Programme-specific evaluation** questions should cover the following dimensions:

- 1) Assessment of social capital generated among involved stakeholders;
- 2) Assessment of improved multi-level governance of LEADER/CLLD;
- 3) Assessment of the RDP's enhanced results and impacts at the RDP level.

**It is important to define the added value expected** to be generated via LEADER/CLLD at the RDP level in all three dimensions (see above). Doing this will provide the foundation for:

- formulating the objectives to be achieved through the added value of LEADER/CLLD,
- defining evaluation topics and related programme specific evaluation questions, judgment criteria and indicators.

Stakeholders in the Member States can define the added value related to social capital as improved cooperation and networking. In such a case the evaluation questions for added value will cover cooperation and networking, which are also features of the CLLD method.

RDP evaluators can also define the added value at a later stage and formulate respective evaluation questions and indicators, which can be further consulted with stakeholders.

The added value achieved in the form of enhanced RDP results and impacts should not be mixed up with the indirect RDP effects, which would be produced even without the application of the CLLD method.

Table 4. Examples of programme-specific evaluation elements for the assessment of the added value of LEADER/CLLD

Evaluation question	Judgment criteria	Indicators (quantitative and qualitative)
<b>Social capital</b>		
To what extent have the interactions between actors involved in the implementation of LEADER/CLLD increased?	More and different types of interactions among stakeholders were implemented	Number of interactions among stakeholders involved in LEADER/CLLD divided by type Quality of interactions
To what extent have the capacities of stakeholders (knowledge and skills) to implement LEADER/CLLD been enhanced?	Capacity (knowledge, skills) among stakeholders has been developed	Number of new skills of involved stakeholders to implement LEADER/CLLD (strategic planning, project writing, monitoring and evaluation) Type of knowledge
To what extent has the communication among stakeholders in LEADER/CLLD been improved?	The communication between stakeholders became mutual and improved	Number and type of communication tools used in LEADER/CLLD Number and type of users of communication tools Communication patterns

Evaluation question	Judgment criteria	Indicators (quantitative and qualitative)
<b>Governance</b>		
To what extent has the participation of the civil society during the design and implementation of LEADER/CLLD increased?	More representatives of civil society participate in LEADER/CLLD working groups	Number of representatives of civil society in LEADER/CLLD working groups
To what extent have LAGs been involved in the decision-making process during the design and implementation of LEADER/CLLD?	LAGs have participated more often and in depth in decision-making processes to prepare and implement the LEADER/CLLD	Number of meetings to prepare LEADER/CLLD in which LAGs had an active part (e.g. drafting the LEADER/CLLD guidelines) Number of accepted proposals by LAGs during the preparation and implementation of LEADER/CCLD Types of proposals suggested by LAGs
To what extent have horizontal and vertical coordination mechanisms been established between the various institutional levels in policy definition and management as a consequence of LEADER/CLLD?	Coordination between different levels of governance has improved	Number and types of new relationships and links established at the same level and/or with other levels of governance (e.g. between the MA and PA or between the MA and LAGs). Quality of links between different institutional levels
To what extent have the capacities of all actors involved in managing LEADER/CLLD been increased?	Management capacity of all actors involved in LEADER/CLLD delivery has been increased	Number of training days on management of LEADER/CLLD Number and percentage of staff involved in LEADER/CLLD trained in management Types of management capacities built
<b>Enhanced RDP results and impacts</b>		
To what extent has the delivery of the CLLD method produced higher results/impacts compared to interventions delivered without the CLLD method?	RDP results and impacts have been enhanced	The same indicators as for RDP evaluation, used to measure effects of operations implemented via CLLD strategies compared with operations implemented directly via the RDP
To what extent has the proper application of the CLLD method enhanced the economic performance of rural areas implementing LEADER/CLLD?	Rural businesses have been created, maintained and enlarged	Number of new, maintained and enlarged businesses/jobs Types of rural businesses newly established, maintained, enlarged

### Step 2 and 3: Identify and select evaluation methods, collect data and information

After having defined the above-mentioned evaluation elements (evaluation questions and indicators), it is important to determine what data and information needs to be collected for these indicators. Additionally, methods should be selected to analyse the evidence. For the assessment of the added value of LEADER/CLLD evaluators may decide to rely primarily on qualitative methods.

For quantitative and qualitative indicators, the data and information can be collected from stakeholders via surveys, interviews and focus groups or other qualitative methods. For conducting the assessment of the added value of LEADER/CLLD, the methods proposed for the evaluation of the delivery of the CLLD method may also be applicable (chapter 2.4.2). Descriptions of further qualitative methods can be found in the existing guidance<sup>45</sup>.

<sup>45</sup> Guidelines for ex post evaluation of 2007-2013 RDPs [http://enrd.ec.europa.eu/enrd-static/evaluation/library/evaluation-helpdesk-publications/en/evaluation-helpdesk-publications\\_en.html](http://enrd.ec.europa.eu/enrd-static/evaluation/library/evaluation-helpdesk-publications/en/evaluation-helpdesk-publications_en.html), and guidelines for Evaluation of NRN [https://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance\\_en](https://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance_en)




#### Step 4: Analyse information and answer evaluation questions

Data and information collected from various types of LEADER/CLLD stakeholders should be analysed and interpreted with the aim of judging on the scale and scope of added value in the RDP generated due to the proper application of the CLLD method. For example, the analysis should attempt to demonstrate:

- if any linkages between LEADER/CLLD stakeholders at various governance levels were strengthened;
- to what extent LAGs have been involved in shaping the LEADER/CLLD measure in the RDP; and
- if the delivery mechanism and implementation of operations through the CLLD strategy has enhanced the RDP's results.

Evidence collected and interpreted can be used to answer the programme specific evaluation questions. The result of this will be to design and implement LEADER/CLLD more effectively.

#### 2.4.3 Dos and don'ts

	<b>Do</b>	<b>Don't</b>
	<ul style="list-style-type: none"> <li>• Consider the added value as an integral part of LEADER/CLLD</li> <li>• Think of multi-level governance, social capital and enhanced RDP results and impacts as the three dimensions of the added value of LEADER/CLLD</li> <li>• Use participatory methods and triangulate them</li> </ul>	<ul style="list-style-type: none"> <li>✘ Misjudge the added value as an isolated component of LEADER/CLLD</li> <li>✘ Consider the added value as an indirect effect of LEADER/CLLD</li> </ul>

## 2.5 Reporting on the evaluation of LEADER/CLLD at the RDP level

At the RDP level the findings of the evaluation of LEADER/CLLD are reported together with the evaluation findings of the RDP in the Annual Implementation Reports (AIR) and ex post evaluation report. Optionally, a separate evaluation report can be drafted in case a self-standing evaluation of LEADER/CLLD has been carried out or is required by stakeholders. The evaluation report can be drafted in various formats depending on the stakeholders to whom the evaluation findings are addressed.

Table 5. Overview of reporting on LEADER/CLLD, responsibilities for reporting and target groups.

Reporting format	Responsible	Recipients
LEADER/CLLD evaluation findings as part of the AIR submitted via the SFC template (System for fund management in the EU)	MA	European Commission
LEADER/CLLD evaluation findings as part of the RDP's ex post evaluation report	Evaluators	MA, Monitoring Committee (MC), European Commission
Self-standing evaluation report on LEADER/CLLD	Evaluators	MA, MC, European Commission
Summaries of evaluation findings on LEADER/CLLD	MA and evaluators	Various groups of LEADER/CLLD stakeholders in MC, LAG associations, beneficiaries, NRNs, etc.
Short summary of evaluation findings on LEADER/CLLD focused on the major issues	MA	General public

### 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*

LEADER/CLLD is typically programmed under the FA 6B, but contributing also to other focus areas in line with the LEADER/CLLD intervention logic.

Consequently, findings on contributions of LEADER/CLLD can be found in principle, in all focus area-related common evaluation questions (CEQ) in point 7 of the SFC template for the AIRs submitted in 2017 and 2019. Relevant focus area-related common evaluation questions are those for which operations implemented via CLLD strategies have shown primary or secondary contributions (Chapter 2.3.1).

LEADER/CLLD contributions are reported in the SFC template:

- Either quantified as a share of the values achieved in the common result/target indicators and additional indicators, if Member States used them to provide answers to CEQs<sup>46</sup>, or;
- Assessed qualitatively with theory-based or qualitative methods<sup>47</sup>.

**Primary contributions** of LEADER/CLLD will be reported in the SFC template for the AIRs submitted in 2017 and 2019 principally via the answer to CEQ number 17 (chapter 2.3.1). An example of the SFC template for this CEQ can be found in PART IV, Annex 2 of the present guidelines.

**Secondary contributions** will be reported through all answers to CEQs, which are linked to focus areas to which LEADER/CLLD has contributed<sup>48</sup>. Only in the case of CEQ No 4, 11, 12, 13, 14, should the

<sup>46</sup> Guidelines: Assessment of RDP results: how to prepare for reporting on evaluation in 2017, Annex 11

<sup>47</sup> Guidelines: Assessment of RDP results: how to prepare for reporting on evaluation in 2017, Annex 10

<sup>48</sup> SFC template for AIR 2017, Chapter 7 point 6

secondary contributions also be shown as a share of the gross values calculated of the common and additional indicators used to answer each respective CEQ<sup>49</sup>.

**In addition** to focus area-related CEQs, LEADER/CLLD contributions will be considered in answers to other types of CEQs, such as:

- CEQ 19 on programme synergies in point 7 of the AIR submitted in 2017;
- CEQ 29 on programme contributions to the CAP objective of achieving balanced territorial development of rural economies and communities, including the creation and maintenance of employment in point 7 of the AIR submitted in 2019;
- Other CEQs related to EU level objectives, if applicable in point 7 of the AIR submitted in 2019.

#### *Answers to programme specific evaluation questions in the AIRs submitted in 2017 and 2019*

Managing Authorities may have included in the evaluation plan a specific evaluation topic linked to LEADER/CLLD (e.g. assessment of the CLLD method or one or more of the CLLD principles) and accompanied it with programme specific evaluation question(s). Programme-specific evaluation questions may also be developed at a later stage by the evaluator and agreed upon with the MA. In both cases, the MAs will be asked to report on related evaluation findings in a specific table (answers to programme-specific evaluation questions) in point 7 of the AIR submitted in 2017 and 2019.

*SFC template for chapter 7 of the AIR submitted in 2017 can be found in the Annex 2 of PART IV.*

#### *Reporting in the standard AIR*

Member States are required to report on any LEADER/CLLD related evaluation activities, completed evaluations and communication activities in the standard AIR. If the MA has decided to conduct a stand-alone evaluation of LEADER/CLLD (focused on LEADER/CLLD as a whole or on a specific aspect) and if it has been included in the RDP evaluation plan, the MA will be asked to report on this evaluation in point 2 of the SFC template of the standard AIR for the year in which the evaluation took place.

#### **Reporting in the RDP ex post evaluation**

At the time of programme completion, but no later than 2024, the evaluation of LEADER/CLLD within the RDP ex post evaluation should demonstrate its contributions to the RDP's objectives, results and impacts and their effectiveness and efficiency. In a similar fashion to the AIRs submitted in 2017 and 2019 the ex post evaluation report should provide the updated answers to the CEQs. These should reflect all accomplished interventions and include the contributions of LEADER/CLLD. Moreover, the contributions of LEADER/CLLD operations to the indicators' values should be quantified.

#### **Self-standing evaluation report on LEADER/CLLD**

In case the MA has besides the mandatory EU-related evaluation activities also included a self-standing evaluation of LEADER/CLLD in the evaluation plan, it can be expected that evaluators will provide a full evaluation report to the MA. It will include findings, conclusions and recommendation for policy makers and other involved stakeholders to improve the design and implementation of LEADER/CLLD in the areas concerned.

#### **Other reporting formats**

The MA should report and disseminate evaluation findings in a more user friendly format than those used for official EU-reporting. While the latter seeks to make aggregation and processing of information at the EU-level more efficient, the formats used by Managing Authorities can be targeted to specific audiences and made more attractive and reader-friendly. These formats could include, for example, a

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<sup>49</sup> SFC template for AIR 2017, Chapter 7 point 4

brief overview of evaluation findings, conclusions and recommendations for a broader public, or short versions of answers to evaluation questions for various audiences. Specific summaries can be used to report to the Monitoring Committee or various stakeholders' associations.

## 2.6 Dissemination and follow-up of evaluations of LEADER/CLLD at the RDP level

### Dissemination of the LEADER/CLLD evaluation findings

The value of evaluation depends on its use, including the adoption and implementation of practices in the **communication and dissemination of evaluation findings**. These practices, which are defined in the evaluation plans, will contribute to:

- increasing the level of ownership of the evaluation findings and recommendations;
- facilitating the flow of knowledge about LEADER/CLLD contributions to the RDP's results/impacts, and generation of added value;
- aiding in the recognition of the importance of the LEADER/CLLD method for the creation of the added value of LEADER/CLLD and to support the development of rural areas;
- ensuring both the accountability and the use of evaluation results in the management and (re)programming of the RDP.

When defining the communication<sup>50</sup> and dissemination<sup>51</sup> system for LEADER/CLLD, although it is integrated in the broader system of the RDP, one has to define **WHAT** specific information should be transmitted, linked to the need for specific types of information of the target recipients - **WHO FOR**. The main format and information channels (**HOW**) are decided by the actor responsible, the MA -**WHO**, who may work in conjunction with the NRN.

Note that all evaluation reports should be made available to all relevant actors and the general public (e.g. via the MA's/RDP's website).

With regard to **WHEN**, evaluation findings can only be utilised if they are communicated to the target recipients in a timely and effective manner. To this end, it has to be assured that evaluation findings are delivered and communicated on time and in a format useful for the improvement of the implementation and achievement of better results. Examples of different report formats are summarised in the table below.

The MA has to ensure the following criteria in order to guarantee the effective communication of LEADER/CLLD results:

- clear and well-documented results
- provision of a number of useful facts
- an overview of the main results of the implementation of LEADER/CLLD

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<sup>50</sup> How to select the channel to transmit the information.

<sup>51</sup> To what extent/in what scope is the spread done.

An effective communication and dissemination strategy should:

- take advantage of social media and new technology for the dissemination of LEADER/CLLD results;
- use meetings and workshops to enhance discussions and thereby contributing to a better understanding and interpretation of the evaluation findings and recommendations;
- combine approaches that incorporate oral and written, formal and informal communication.

#### **Follow-up the evaluation results**

Evaluation is a strategic management tool. When used effectively, follow-up processes of the evaluations findings may:

- improve the design and implementation of LEADER/CLLD inside the current and future RDPs;
- strengthen the use of evaluations;
- stimulate a culture of organisational learning and enhance the accountability for results;
- motivate stakeholders to actively support and participate in actions for the improvement of the performance of LEADER/CLLD.

To ensure that proper consideration is given to the LEADER/CLLD evaluation findings and recommendations, the MA must ensure a quality evaluation. Good quality evaluations are more likely to contribute to better policy design and more effective delivery.

*The mechanisms to follow up the recommendations of the LEADER/CLLD evaluation are the same as the RDP and, thus, described in the Guidelines on “Assessment of RDP results: How to prepare for reporting on evaluation in 2017”.*

### 3 PART III - EVALUATION OF LEADER/CLLD AT THE LAG LEVEL

#### 3.1 What and how to evaluate at the local level?

The process of the evaluation/or self-assessment at the LAG level is in general analogous to that at the RDP level (see chapter 2.1). The same working steps are applied when evaluating the CLLD strategy, the delivery of the CLLD method and the added value generated by LEADER/CLLD (figure 11).

Figure 11. Evaluation cycle at LAG-level



Source: European Evaluation Helpdesk for Rural Development, 2017.

#### Planning

In this phase LAGs will typically decide and describe in the CLLD strategy:

- What are the specific purposes and objectives of the evaluation/self-assessment at the local level?
- What form of assessment has been chosen? (evaluation and/or self-assessment)
- How will the evaluation/self-assessment be organised and coordinated? Who at the LAG level is responsible for the organisation and quality check?
- What will be evaluated?
- Which monitoring and evaluation activities are planned at the LAG level?
- How will the evaluation and self-assessment be linked to each other?
- Which capacities and resources are employed for LAG level evaluation/self-assessment?
- How often and when will the evaluation/self-assessment be conducted (mid-term, ex post, or in-between)?

## Preparing

During the preparation phase the LAG will decide the **evaluation questions** to be answered, as well as the LAG specific **indicators** for which data and information is collected. The LAG will also check the **availability of the required data and information**. In case the evaluation questions and indicators are linked to the evaluation/self-assessment of the CLLD strategy, their consistency with the strategy's intervention logic should be examined.

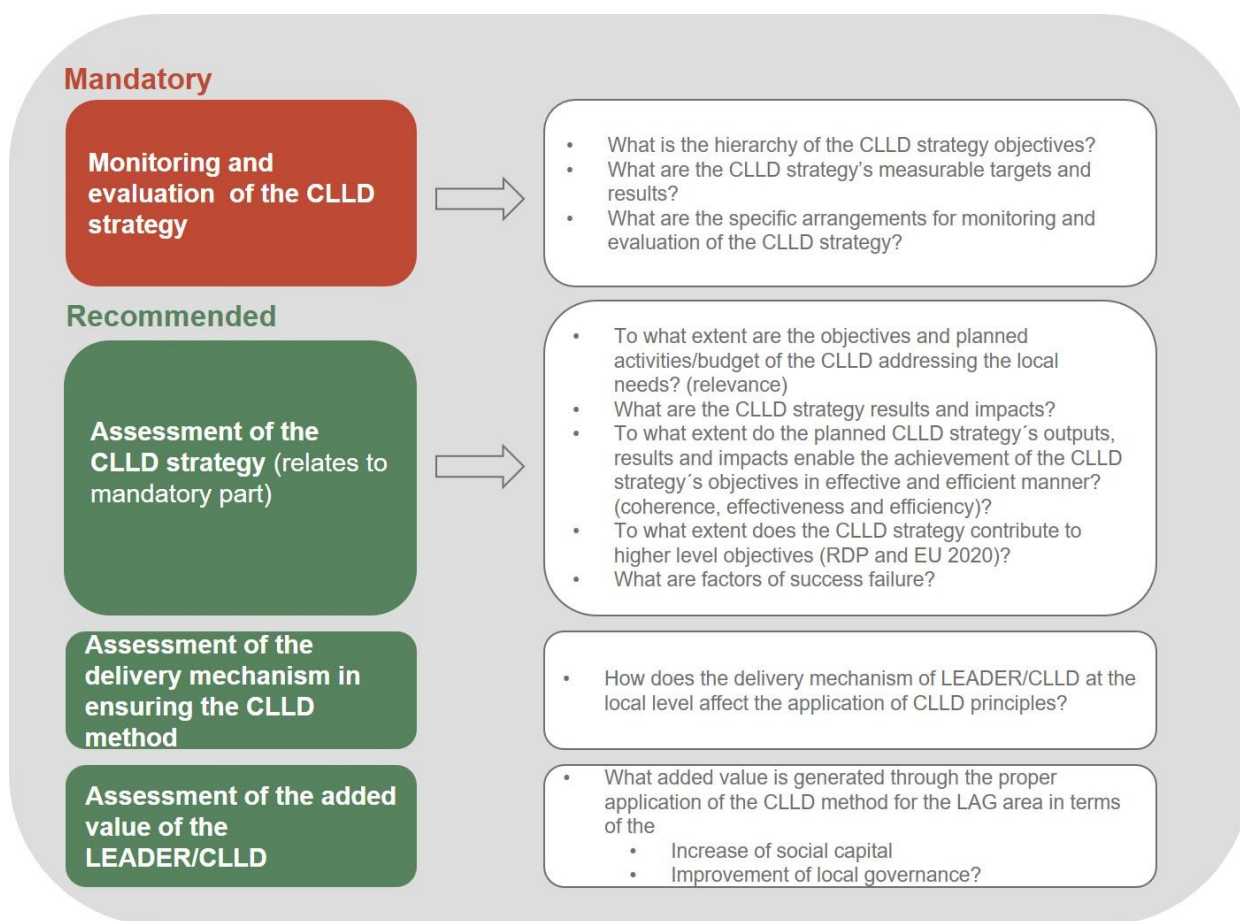
## Structuring and conducting

During this phase, the LAG decides on the specific approach and method for the evaluation/self-assessment, and ensures access to the necessary data. The responsible bodies for both exercises differ: while self-assessment is conducted by the LAG, an evaluation is by definition carried out by an independent body (e.g. external evaluator). Ideally evaluation and self-assessment are strongly coordinated with each other and allow for a triangulation of findings.

## Reporting, disseminating, follow up

The evaluation/self-assessment findings should be communicated to various audiences – the MA, LAGs, and the local population. This may require different formats according to the specificity to the respective target group. It is important that findings are used to effectively improve the CLLD strategy, achieve better implementation of the CLLD method and generate more added value.

**The FOCUS of the evaluation/self-assessment of LEADER/CLLD at the local level** may include the following aspects:





### 3.2 STEP 1: Planning the evaluation and/or self-assessment activities at the LAG level

#### 3.2.1 What activities are carried out by LAGs?



#### Provide a description of the monitoring and evaluation arrangements of the CLLD strategy (mandatory).

According to the legal framework a description of the monitoring and evaluation arrangements of the CLLD strategy is a mandatory task for LAGs. The description of the monitoring and evaluation arrangements should ideally specify what form of evaluation/self-assessment the LAGs will choose for the CLLD strategy assessment. Furthermore, it should provide details on the purpose of the assessment activities, the specific coordination mechanisms and the responsibilities of the involved actors. Specific topics and activities of the assessment may be described as well as the provisions to ensure that the necessary data is available at the right time. A timeline for the process of the evaluation/self-assessment will help to coordinate all activities. Mechanisms for capacity building and the follow-up and communication of the evaluation's results may also be helpful.

It is recommended that the monitoring and evaluation arrangements are described in the form of **an evaluation plan** as part of the CLLD strategy. Managing Authorities may set-up minimum requirements for the contents of a LAG-level evaluation plan. The listed minimum requirements are further described under the following sub-headings.

#### Decide on the specific arrangements for the evaluation at local level (recommended)

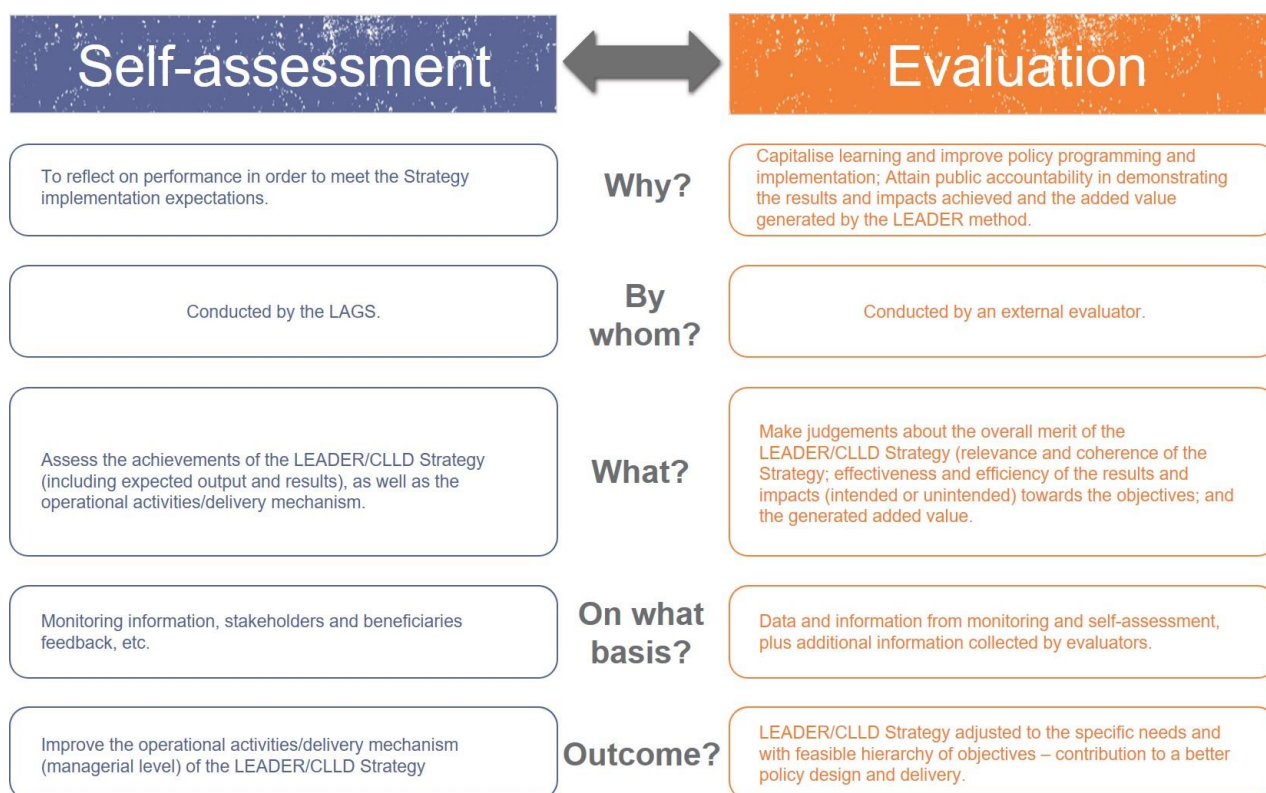
**Evaluation activities at the local level can take the form of an independent evaluation or a self-assessment.** The LAG is free to choose between these options when describing their monitoring and evaluation arrangements inside of the CLLD strategy. The description and choice must, however, be in line with the respective requirements of the MA.

- **Self-assessment is conducted by the LAG itself.** The purpose is to construct an inside view, in order to understand the immediate performance (e.g. management structure, involvement of partners, cooperation activities, and project selection procedures). Its aim is to close the gap between the strategy's expectations and the implementation, and facilitate communication regarding achievements and further improvements (e.g. selection criteria)<sup>52</sup>.
- **Evaluation is carried out by an independent evaluator** and focuses less on the process but more on the real effects (results and impacts) of the activities carried out by the LAGs. It provides an independent view and allows for an adjustment of the CLLD strategy and its delivery.

<sup>52</sup> Further information on self-assessment tools and methods can be found on the ENRD website [http://enrd.ec.europa.eu/networking/network-self-assessment\\_en](http://enrd.ec.europa.eu/networking/network-self-assessment_en).

The figure below summarises the main differences and the linking elements between self-assessment and evaluation.

Figure 12. Interlinkage between self-assessment and evaluation



Source: European Evaluation Helpdesk for Rural Development, July 2016.



**The self-assessment and evaluation of LAGs are different but complementary exercises.**

*Relevance of individual working steps to be conducted either in evaluation and/or self-assessment is summarised in the Annex 4 of PART IV.*

**Describe the purpose and objectives of the evaluation/self-assessment (recommended)**

It is important that LAGs clarify for themselves **why** they wish to conduct an evaluation and/or self-assessment activities (purpose). LAGs may want to increase the transparency and accountability of their activities, or demonstrate their outcomes and achievements. Moreover, they may wish to stimulate learning on how to better design and implement future LAG activities.

With evaluation and self-assessment LAGs may pursue the objective of improving the CLLD strategy, to steer LAG activities (running, animation) more effectively and efficiently, or to simply ensure a better application of the CLLD principles, and to generate cooperation projects of a higher quality.

**Agree on the organisation and coordination of evaluation/self-assessment activities (recommended)**

In the **description of M&E arrangements** the LAGs will provide details on how monitoring and evaluation/self-assessment activities are specifically organised and coordinated. The LAG's **governance structure** may for example include a responsible monitoring and evaluation manager, the establishment of a LAG monitoring committee, a working group for LAG's self-assessment etc.

**A stakeholder map of the roles and responsibilities** of the various actors involved in LEADER/CLLD evaluation/self-assessment can help to facilitate the collaboration between the actors at various levels.

**Coordination** should ensure that links with RDP monitoring and evaluation/self-assessment are established. Usually the paying agency is the only responsible for monitoring and collects data on operations implemented via the CLLD strategies. In this respect, it is useful to liaise with the LAG monitoring manager who collects and processes the application forms and tracks the projects implementation. As for evaluation, the responsible person for the LAG evaluation/self-assessment shall be in contact with those responsible for the RDP level evaluation.

The independent evaluation and the self-assessment should be well coordinated in case the LAG has planned both activities in its CLLD strategy. The following principles help to ensure good coordination between the evaluation and self-assessment:

- **Monitoring** generates the data to use as a source for both the self-assessment and the evaluation;
- **The same set of evaluation questions and indicators** should be used in the self-assessment and the evaluation. This will ease the exchange of data and information between both exercises.
- **The reporting** in the self-assessment should be designed with a view to ensure that findings can be used in the evaluation at the right moment and in the most appropriate format;
- Findings from the self-assessment should be used and discussed in the evaluation, and vice versa.

#### **Plan the evaluation/self-assessment topics and activities** (recommended)

**Specific topics for evaluation and self-assessment** can be identified by LAGs, e.g.:

- assessment of the achievements of the CLLD strategy (strategy results, impacts and their effectiveness and efficiency in the achievements of the strategy's objectives),
- assessment of the delivery of the CLLD method,
- assessment of the added value of LEADER/CLLD at the local level,
- assessment of other topics, related to LAG cooperation, animation running etc.

Common evaluation/self-assessment topics could also be developed by a group of LAGs. This is particularly useful if the LAGs implement cooperation projects or networking among themselves.

Evaluation topics are the basis for the formulation of LAG specific evaluation questions.

Monitoring and evaluation activities are further described in the M&E arrangements. These activities are linked to the sequence of preparing, structuring and conducting LAG level evaluation/self-assessment, but also to reporting, dissemination of evaluation findings and its follow up. LAGs should describe how these activities will be organised, implemented and back-stopped.

#### **Ensure data and information for evaluation/self-assessment** (recommended)

**The LAG monitoring arrangements** must ensure that all required data and information is available for the evaluation/self-assessment of LEADER/CLLD:

- The MA, Paying Agency and LAGs need to plan and clarify in advance what is the (minimum) data and information that each LAG should collect for common indicators used for the evaluation of LEADER/CLLD at the RDP level (this can involve specific indicators and data from beneficiaries and non-beneficiaries).
- LAGs have to clarify which data/information needs to be collected for the LAG specific indicators.

**An integrated/shared database between the MA and LAGs** is highly recommended. It links the CLLD strategy with monitoring and evaluation at the RDP level. A single information system allows for a better

streamlining of the information for evaluations at the RDP level. Furthermore, it is possible to incorporate other data collected for the CLLD strategy's specific indicators into this system. It is considered a good practice that in an integrated/shared database LAGs still have full access to their data.

**Monitoring data alone is not sufficient for the purpose of evaluation and self-assessment.** The LAG or the evaluators will need to collect additional data and information with qualitative and quantitative approaches. Only through this can the assessment of the CLLD strategy's results, impacts and the achievement of its objectives, as well as the assessment of further topics linked to LEADER/CLLD at the local level be realised (see "Plan evaluation topics and activities"). If possible, the operations database should be used for the collection of data needed for the LEADER/CLLD evaluation/self-assessment as much as possible also at the local level.

#### **Ensure necessary capacities for the evaluation/self-assessment** (recommended)

**A training for the different stakeholders involved in the evaluation/self-assessment of LEADER/CLLD** at the local level (e.g. local steering group, LAG management, board members) should be organised and implemented. For instance, the NRN can provide a training for trainers, which could ultimately increase the capacity of LAG employees and members. Specific training needs can be identified in collaboration between the MAs, NRNs and LAGs. A training could be accompanied by various support documents, such as manuals, guidelines, web page fact sheets, but also with other events, e.g. information seminars, workshops, conferences which would allow for the exchange of monitoring and evaluation/self-assessment practices.

#### **Decide on the timing of the evaluation/self-assessment** (recommended)

**It is essential that LAGs plan the timing of all necessary monitoring and evaluation/self-assessment steps.** For this purpose, LAGs shall be familiar with the monitoring and evaluation requirements of the RDP level and its milestones. This will allow them to plan their own evaluation activities accordingly. For example, the MA may require that LAGs adapt their evaluation/self-assessment activities of the CLLD strategy to the time plan of the assessment of the RDP results in 2017, the assessment of RDP impacts in 2019, and the ex post evaluation. Alternatively, the RDP evaluator could also evaluate CLLD strategies, particularly in Member States with a small number of LAGs. This approach would save time and resources.

The MA may also offer the possibility to modify the CLLD strategy at a later stage and could make modifications dependent on the findings of an independent evaluation of the CLLD strategy.

#### **Plan the communication and follow up of the evaluation/self-assessment findings** (recommended)

**The evaluation/self-assessment findings from the LAG level should be shared** with the target audience within the LAG territory (LAG members and population) and outside of it (MA, NRN, other LAGs). Ideally, this is done in the form of an evaluation report to RDP authorities, where the content goes beyond the compulsory requirements for monitoring and reporting. This type of evaluation report could take many different formats according to the needs of the target audience. While the report to the MA can be a more comprehensive document, the communication of its findings to LAG members and a wider audience may take a more user-friendly format e.g. a presentation, a small brochure, web pages, and videos.

**Support for planning and communicating evaluation results is essential.** A communication plan for evaluations would typically define the target audiences for the communication activities and define what would be communicated to whom and at which stage (figure 13).

Figure 13. Support tool: Planning of communication activities in relation to the evaluation

<b>Who?</b>	Target audience (e.g. policy makers, stakeholders, general public)
<b>What?</b>	Subject of interest to target audience
<b>How?</b>	Communication channels
<b>When?</b>	Timing and frequency of communication
<b>Who does it?</b>	Responsibility for communicating

Source: European Evaluation Helpdesk for Rural Development, 2016.

### Describe the planned resources for the evaluation/self-assessment (recommended)

LAGs should finance the costs linked to the monitoring and evaluation/self-assessment arrangements from their running costs<sup>53</sup>. Keeping in mind that resources will be limited, it is necessary to plan them carefully. Independent evaluation can be especially costly. In case a LAG wishes to conduct an independent evaluation, it may also consider to use other financial resources (e.g. grants of other donors and funds of LAG members) as long as it is ensured that there is no conflict of interest between the founder / sponsor of the evaluation and the evaluation / activity funded. Moreover, it can explore less costly options, which include an external view: Peer to peer evaluations among several LAGs<sup>54</sup>, studies/evaluations carried out by public institutions (university, agency) etc. The NRN could also facilitate the contracting of an independent evaluation between several LAGs.

#### 3.2.2 What support can be provided to LAGs?

The legal requirement to describe the monitoring and evaluation arrangements in the CLLD strategy is new in the 2014-2020 period. LEADER/CLLD stakeholders at the local level will need support to accomplish this task. The main responsible stakeholder for supporting LAGs in monitoring and evaluation/self-assessment is the Managing Authority, who could delegate this duty potentially to other stakeholders such as the NRN, the paying agency or other public bodies.

For planning the monitoring and evaluation arrangements the table below summarises the possibilities to support LAGs in monitoring and evaluation/self-assessment:

<b>Managing Authority</b>	<ul style="list-style-type: none"> <li>• <b>Provide an internal manual</b> establishing an optional common monitoring and evaluation/self-assessment system for all LAGs.</li> <li>• <b>Establish minimum requirements</b> for monitoring and evaluation arrangements to be published in the CLLD strategy and provide relevant tools (e.g. a LAG specific <b>stakeholder map</b> of the roles and responsibilities of stakeholders involved in the evaluation of LEADER/CLLD at the local level).</li> <li>• <b>Provide a capacity building plan with training packages</b> for LAGs, and related manuals and guidelines to build up M&amp;E capacities at the LAG level.</li> </ul>
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<sup>53</sup> Article 35.1 (d) of Regulation (EU) no 1303/2013

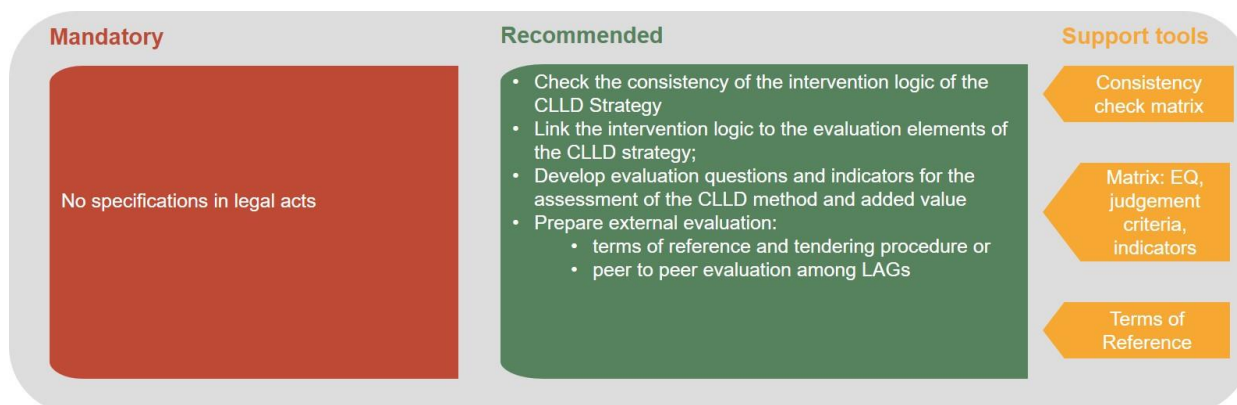
<sup>54</sup> LAG A evaluates LAG B, LAG B evaluates LAG C and LAG C evaluates LAG A

	<ul style="list-style-type: none"> <li>• Provide a tool to develop a <b>communication plan</b> for the evaluation/self-assessment findings.</li> <li>• <b>Allocate financial resources</b> for monitoring and evaluation from the RDP's technical assistance.</li> </ul>
<p><b>National rural networks</b></p>	<ul style="list-style-type: none"> <li>• Provide training packages and training support material (manuals, handouts, PPT).</li> <li>• Prepare and organise trainings for LAGs (or train the trainers) on how to plan the evaluation of the CLLD strategy and other LEADER/CLLD related evaluation topics (CLLD method, delivery, how to integrate LAG self-assessment with evaluation, etc.).</li> <li>• Organise possibilities for knowledge transfer in the planning of M&amp;E among LAGs</li> </ul>



### 3.3 STEP 2: Preparing the evaluation/self-assessment at the LAG level

#### 3.3.1 What activities are carried out by LAGs?



#### Check the consistency of the intervention logic of the CLLD strategy (recommended)

**The internal and external consistency check is the starting point of the evaluation/self-assessment of the CLLD strategy.** The intervention logic has typically already been constructed during the design of the CLLD strategy. Its coherence and relevance should have been examined during the LAG selection process under the aegis of the RDP Managing Authority. As changes might have occurred in the LAG area or in the policy design, it is useful if the LAG revisits the intervention logic again prior to the evaluation/self-assessment.

**The consistency check** covers the following aspects:

- Checking the consistency of the CLLD strategy with the SWOT of the LAG territory and its needs assessment (**relevance**). Strategy objectives and expected results and impacts<sup>55</sup> must reflect the LAG area's needs.
- When checking the CLLD strategy's **coherence**, the LAGs should assess if the planned activities and budgets ensure the generation of the expected outputs, results and impacts. Furthermore, it must be checked if the activities are able to contribute to the achievement of the strategy's hierarchy of objectives (internal coherence) and to the higher level RDP objectives (external coherence). The assessment of the coherence must also ensure that the expected outputs are able to generate expected results and impacts (vertical coherence) and that the effects are able to contribute to the objectives (horizontal coherence).

In case inconsistencies are found the intervention logic should be revisited with the following steps:

- Review the hierarchy of objectives, expected outputs and results (which means taking into account possible modifications in the course of implementation), regarding their relevance in addressing the identified needs and potentials.
- Adjust, complement or redefine objectives, expected outputs and results if the architecture shows gaps or ambiguities.
- Check the vertical and horizontal coherence of the adapted intervention logic of the CLLD strategy<sup>56</sup> towards the LAG area's needs and towards the wider regional/national/EU level objectives.

<sup>55</sup> Article 33.1.c) of Regulation (EU) No 1303/2013

<sup>56</sup> This approach is similar to that of revisit the RDP intervention logic described in the guidelines: Assessment of RDP results: how to prepare for reporting on evaluation in 2017, Evaluation Helpdesk, 2016, [enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance\\_en](http://enrd.ec.europa.eu/evaluation/european-evaluation-helpdesk-rural-development/evaluation-helpdesks-publications/guidance_en)



Box 3. Support tool to check the consistency of the CLLD strategy's intervention logic

The example below of a matrix filled for a specific LAG shows the RDP's and CLLD strategy's objectives as well as their expected effects. The matrix helps to check the consistency of the CLLD strategy's intervention logic.

Higher level objectives (RDP)	Strategy objectives	Expected effects
<b>Priority 6</b> Promoting social inclusion, poverty reduction and economic development in rural areas	<b>Overall objective</b> Add value to local resources in favour of new business development, job creation and income growth in the LAG	<b>Expected impacts</b> More businesses, more jobs and higher income via adding value to local resources
<b>FA 1A</b> Fostering innovation, cooperation and the development of the knowledge base in rural areas  <b>FA 1C</b> Fostering lifelong learning and vocational training in the agricultural and forestry sector	<b>Specific objective 1</b> Develop entrepreneurial skills and knowledge of the local population	<b>Expected results</b> More entrepreneurs with better skills
	<b>Operational objectives</b> Support for vocational training and skill acquisition actions  Support for demonstration activities and information actions	<b>Expected outputs</b> More training days and more people trained
	<b>Measures, activities, operations, budgets</b> M1 and M2 (activities, operations and budgets as described in the RDP)	
<b>FA 3A</b> Improving competitiveness of primary producers by better integrating them into the agri-food chain...  <b>FA 6A</b> Facilitating the diversification, creation and development of small enterprises as well as job created	<b>Specific objective 2</b> Enhance entrepreneurship and generate new ventures based on valorisation of local resources and marketing	<b>Expected results</b> More new ventures (start-ups, expansions) with added value to local resources  More entrepreneurs  More high quality local products
	<b>Operational objectives</b> Support for new participation in quality schemes  Investment in physical assets  Development of farms and businesses  Support for investments in forestry technologies and in processing, mobilising and marketing of forestry products	<b>Expected outputs</b> More holdings in quality schemes  More holdings supported per measure
	<b>Measures, activities, operations, budgets</b> M3, M4, M6 and M8 (activities, operations and budgets as described in the RDP)	

**Link the intervention logic to the evaluation elements of the CLLD strategy (recommended)**

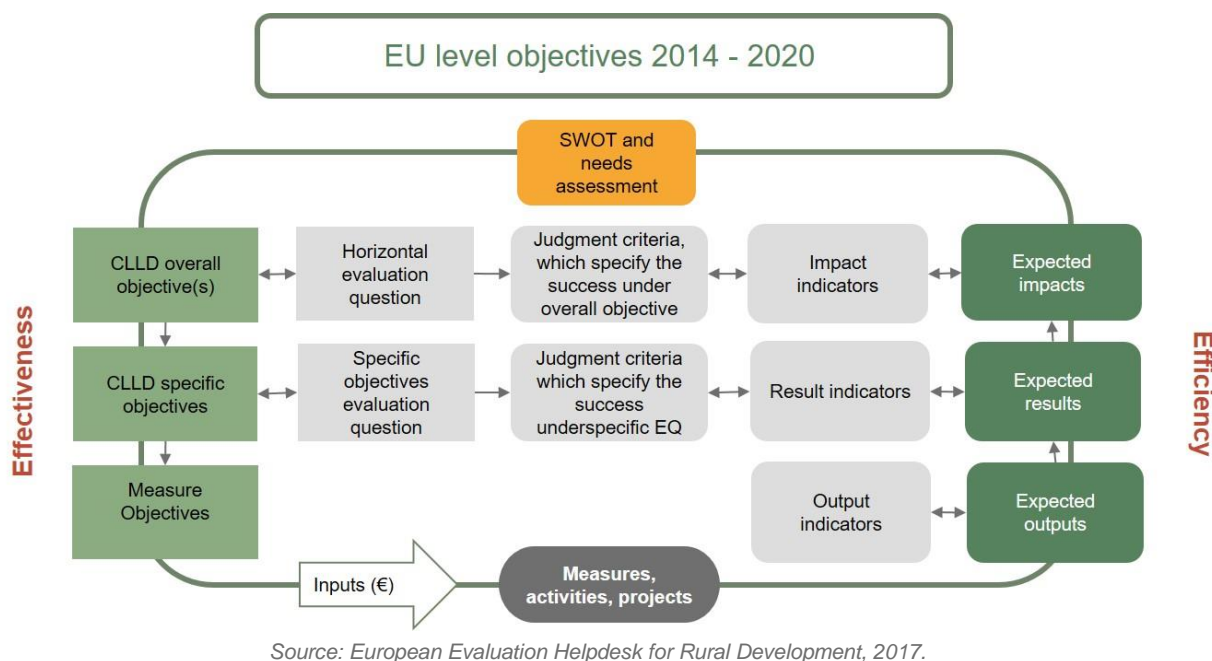
The LAG should check the consistency between the intervention logic and the evaluation elements before the evaluation starts. Consistency is given, if the objectives of the CLLD strategy are covered by the horizontal and specific evaluation questions. Evaluation questions are ideally specified with judgment criteria and linked to impact/result indicators, which are used to measure the strategy's impacts and results.

This check will help LAGs to see if there are any gaps in the consistency between the CLLD strategy's intervention logic and the evaluation elements (evaluation questions, judgement criteria and indicators). If gaps are detected, the LAGs should revise/complete the evaluation elements.

Typically, the evaluation questions, judgment criteria and indicators are developed by LAGs. However, the Managing Authority can also provide LAGs with a set of evaluation questions, judgement criteria and indicators that should be used by all LAGs. In such a case, LAGs will have to use those provided by the Managing Authority and complement them with their own.

The consistency between the intervention logic of the CLLD strategy and the evaluation elements is illustrated in the following figure<sup>57</sup>.

Figure 14. Consistency check between CLLD intervention logic and the evaluation elements



Box 4. Support tool to check the consistency of the evaluation elements with the intervention logic

The following matrix helps one to check the consistency of the evaluation elements with the CLLD strategy's intervention logic in the common system for LAG level monitoring and evaluation/self-assessment.

Overall strategy objective	Evaluation question	Judgment criteria	Impact indicators	Expected impacts
Add value to local resources in favour of new business development, jobs	To what extent has the CLLD strategy enhanced the added value to	Local production has increased Employment and income of local	Employment rate Number and structure of businesses	More businesses, more jobs and higher income via adding value to local resources

<sup>57</sup> Find out more about the consistency check between the intervention logic and the evaluation elements in the *Guidelines Assessment of RDP results: How to prepare for reporting on evaluation in 2017, PART II, chapter 5.2*

creation and income growth in the LAG	local resources and supported business development, job creation and income growth	population has increased Number of businesses in the area has increased	Family income Business income/AWU Turnover of local products/turnover of all products	
<b>Specific objective 1</b> Develop entrepreneurial skills and knowledge of the local population	<b>Evaluation question</b> To what extent has the CLLD strategy helped to develop entrepreneurial skills and knowledge of local population?	<b>Judgement criteria</b> Entrepreneurial skills of the local population have been developed	<b>Result indicators</b> Number of entrepreneurs which have finished the training Number of new business plans	<b>Expected results</b> More entrepreneurs with better skills
<b>Operational objectives</b> Support for vocational training and skills acquisition actions Support for demonstration activities and information actions			<b>Output indicators</b> Number of training days Number of people trained	<b>Expected outputs</b> More training days, more people trained,
<b>Measures, activities, operations, budgets</b>				
M1 and M2 (activities, operations and budgets as described in the RDP)				
<b>Specific objective 2</b> Enhance entrepreneurship and generate new ventures based on valorisation of local resources and marketing	<b>Evaluation question</b> To what extent has the CLLD strategy encouraged the enterprise development and new ventures (start-ups and extensions) based on the valorisation of local resources?	<b>Judgement criteria</b> Local resources have been used better by entrepreneurs More entrepreneurs in the area have been producing the high quality local products	<b>Result indicators</b> Number of entrepreneurs Number of new ventures based on processing local resources (start-ups, expansions) Number of local products with quality label	<b>Expected results</b> More new ventures (start-ups, expansions) with added value to local resources More entrepreneurs More high quality local products
<b>Operational objectives</b> Support for new participation in quality schemes Invest in physical assets			<b>Output indicators</b> Number of holdings in quality schemes Number of holdings supported	<b>Expected outputs</b> More holdings in quality schemes More holdings supported per measure

Develop farms and businesses Support for investments in forestry technologies and in processing, mobilising and marketing of forestry products				
<b>Measures, activities, operations, budgets</b> M3, M4, M6 and M8 (activities, operations and budgets as described in the RDP)				

**Develop the evaluation elements for the assessment of the CLLD method and the added value (recommended)**

Besides the assessment of the achievement of the objectives of the CLLD strategy, LAGs may additionally also want to assess:

- a) The application of the CLLD method at the LAG level;
- b) The assessment of the added value generated at the local level.

Both cases require the development of specific evaluation questions, judgement criteria and indicators as described below.

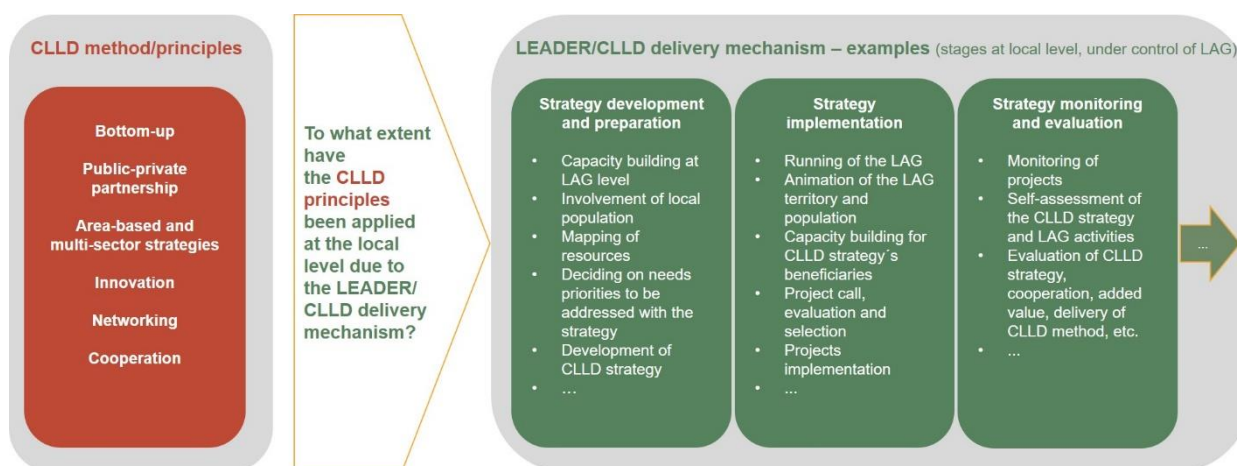
Evaluation elements for the assessment of the CLLD method:

It is important to acknowledge that besides programme authorities at the national/regional level, LAGs also contribute substantially to the successful **application of the CLLD method**. This is due to the characteristics of the LEADER/CLLD measure, which is implemented in a bottom up manner, leaving part of the decision power to LAGs. Therefore, it is recommended that the assessment of the LEADER/CLLD delivery mechanism is also conducted at the LAG level (see also chapter 2.3).

In case the LAG decides to assess the delivery of the CLLD method, it shall develop specific evaluation questions and indicators for this purpose. These evaluation questions are typically linked to the CLLD principles.

The procedure to develop evaluation questions and indicators is the same as in the case of the assessment of the delivery of the CLLD method at the RDP level (see chapter 2.3.2).

Figure 15. **Linking the CLLD method with delivery mechanism at the local level (example)**



Source: European Evaluation Helpdesk for Rural Development, 2017.

The specific evaluation elements must help to answer the question, “to what extent the CLLD principles had been applied at the local level due to the LEADER/CLLD delivery mechanism?”.

The following working steps are suggested:

- **Develop evaluation questions** linked to the CLLD principles (e.g. “To what extent has the area-based approach been applied due to the CLLD delivery mechanism?”).
- **Specify the LEADER/CLLD delivery mechanism as set up at the local level.** Focus on those stages of the delivery that are under the control of the LAG. Define the delivery sub-steps.
- **Link the stages of the LEADER/CLLD delivery mechanism with the CLLD principles,** clarifying which stages are affecting each principle. For this purpose a specific matrix can be developed (see example in PART IV, Annex 3)
- **Define the judgement criteria based on each principle’s ideal** application (benchmark) e.g. the successful application of the bottom up principle could result in the judgement criteria “*LAG residents are regularly informed and invited to contribute to the decision making process regarding the CLLD strategy, cooperation projects, and animation*”; the successful application of the partnership principle could be formulated in the judgement criteria “*The partnership shows a balanced representation of the LAG’s territory from a sectorial, institutional, geographic, social and gender point of view*”). These **judgment criteria** are linked to each programme specific evaluation question.
- **Develop programme specific indicators** with a view to allow for a judgement on each criteria. (e.g. number of eligible actions for CLLD strategies divided by social, environmental, economic domains etc.)

Table 6. Examples of evaluation elements linked to the assessment of the CLLD method at the local level

Evaluation questions	Judgement criteria	Indicators
To what extent has the LAG promoted the bottom up principle in the implementation of LEADER/CLLD?	Active participation of the population in the LAG’s activities has increased	Number/share of activities with active involvement of the local people Number of newly established NGOs supporting LAG activities
To what extent has the LAG supported the cooperation among actors within the LAG’s territory?	Cooperation among actors in the LAG’s territory has increased	Number of cooperation projects prepared and implemented by actors within the LAG territory (member and non-member of LAG) Average number of partners in the cooperation projects implemented by actors in the LAG territory (member and non-member of LAG)
To what extent has the LAG supported innovation in the LAG’s territory?	Innovation capacity of actors in LAG’s territory has increased	Share of innovative projects supported by the CLLD strategy divided by the total number of projects supported Number of innovative activities organised by the LAG besides the CLLD strategy (animation, operation, and projects implemented via other funds)

Evaluation elements for the assessment of the added value generated at the local level.

In case the LAG wishes to assess the added value generated at the local level via the proper application of the CLLD method, it is necessary to formulate evaluation questions, judgment criteria and indicators for this purpose. Prior to developing the evaluation question, each LAG specifies for itself which added value the LAG expects to be created in terms of social capital or improved local governance (e.g. increased volunteerism, increase participation). Examples of related evaluation questions, judgment criteria and indicators to be used in the evaluation/self-assessment of the CLLD added value are shown in the table below.

Table 7. Table 1 Examples of evaluation elements linked to the assessment of the CLLD added value at the local level

Evaluation questions	Judgement criteria	Indicators
To what extent has the LAG supported volunteerism in the LAG territory?	Voluntary participation of residents in the LAG's area has increased	Number of residents who participated on a voluntary basis in LAG activities Number of residents who prepared and implemented activities on a voluntary basis (not paid by the LAG) Number of voluntary activities (not paid by the LAG)
To what extent has the LAG fostered the participation of residents (non LAG members) in the LAG's decision making?	Participation of residents in decisions has increased	Number/share of LAG decisions made with the participation of the local population Number of surveys on future LAG activities Number of public events, which included brainstorming on the LAG's activities

Optionally, Managing Authorities may also want to offer a set of programme-specific evaluation questions and indicators linked to the CLLD method and the added value, if there are common issues to be assessed by all LAGs. In this case, LAGs will have to take into account these RDP specific evaluation elements in the LAG level evaluation.

### Prepare an optional independent evaluation (recommended)

If carrying out an optional **independent evaluation of the CLLD strategy**, the following contracting situations could occur:

- Several LAGs (with or without the intervention of the NRN or an intermediary body) decide to tender an external evaluation. In this case, one LAG may take the lead and act on behalf of the whole group. This option makes it possible to compare evaluation findings between different LAGs (e.g. governance and management, interventions in thematic fields). In this case, the evaluator will be financed by all the LAGs together out of their running costs budgets.
- A single LAG hires an independent evaluator. In this case, the evaluator will be paid by the LAG from its running costs. LAGs may also use other financial sources (e.g. grants, sponsorships, etc.) as long as it is ensured that there is no conflict of interest between the founder / sponsor of the evaluation and the evaluation / activity funded.

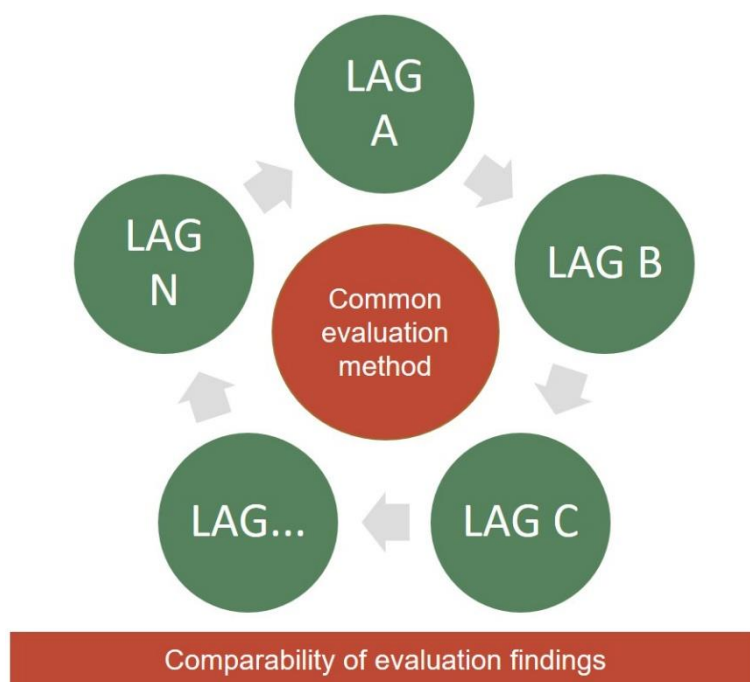
For tendering and selecting an external independent evaluator the specific public procurement rules need to be complied with, when applicable. Besides, the contracting party should establish a transparent selection criterion covering the evaluation experiences, evaluation capacities (knowledge of suitable methods), ability to collect information/data in a cost effective way, etc.



The independent evaluator can in principle be private (consortium, company) or a public body (university, public agency) with the required evaluation experience.

Several LAGs together can also decide to conduct a **peer to peer evaluation**, for which they jointly develop a task description and then conduct the evaluation in the following way: LAG A evaluates LAG B, LAG B evaluates LAG C, and... LAG N evaluates LAG A (see figure 16). LAGs can decide to hire an independent consultant to develop a common evaluation method, which they apply in the peer to peer evaluation. This allows for a better comparability of evaluation findings and may save costs.

Figure 16. Peer to peer evaluation among LAGs



Source: European Evaluation Helpdesk for Rural Development, 2017.

Optionally, in case the Managing Authority wants to facilitate LAGs to contract an independent evaluation it can provide a standard outline of the terms of reference (including the minimum evaluation requirements).

### 3.3.2 What support can be provided to LAGs?

The table below summarises the recommended support to LAGs in preparing the evaluation/self-assessment:

<b>Managing Authority</b>	<ul style="list-style-type: none"> <li>• Provide a matrix to LAGs for checking the consistency of the CLLD strategy's intervention logic</li> <li>• Provide a matrix for checking the consistency of the evaluation elements with the CLLD strategy's intervention logic</li> <li>• Develop optional programme-specific evaluation questions and indicators linked to the CLLD strategy, CLLD method and the added value</li> <li>• Provide a standard outline of the terms of reference for conducting an optional independent evaluation (including minimum evaluation requirements)</li> <li>• Describe the steps of the tendering procedure</li> </ul>
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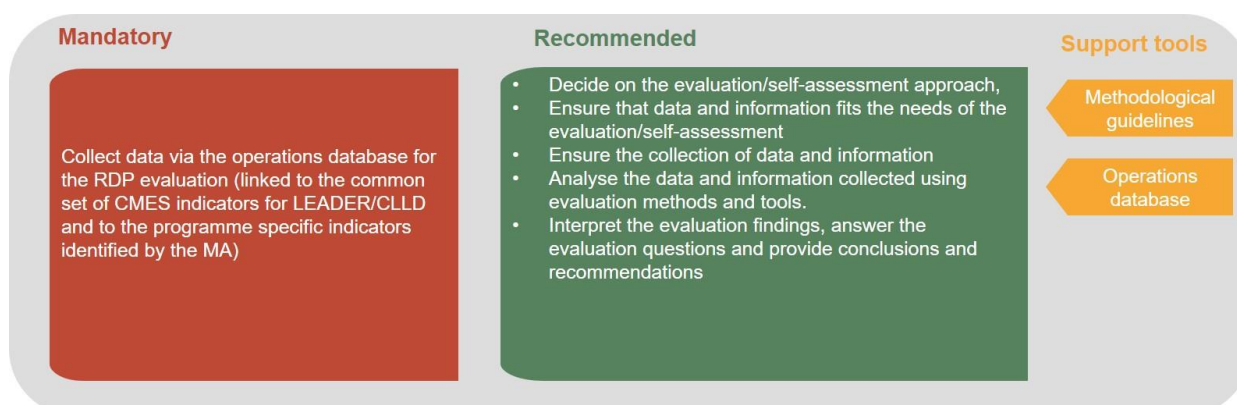
NRNs

- Provide a training for the LAGs on how to assess the intervention logic's relevance and coherence, how to develop LAG specific evaluation questions and indicators, making sure they are consistent with the intervention logic linked to:
  - the perceived needs and potentials of the LAG's territory;
  - the objectives, interventions, budgets and expected strategy effects trying to be achieved.
- Provide a training on how to draft a terms of reference for the evaluation of the CLLD strategy and/or the other LEADER related themes.
- Establish a web tool for the exchange of good practices, informing on LAG level indicators, evaluation questions, examples of ToR, etc.

*Example of training provided by NRN for LAGs can be found in the Annex 6 of PART IV.*

### 3.4 STEP 3 and 4: Structuring and conducting the evaluation at the LAG level

#### 3.4.1 What activities are carried out by LAGs?



#### Decide on the evaluation/self-assessment approach (recommended)

In the **structuring phase** the approach and methods for the self-assessment/evaluation exercise are further fine-tuned.

#### Assessment of the CLLD strategy

**For an assessment of the CLLD strategy** the starting point for both self-assessment and evaluation are monitoring data obtained from the operations database on the immediate outputs of the operations under the CLLD strategy.

**For a self-assessment of the results and impacts of the CLLD strategy** the LAG will need to collect in addition to monitoring data also further qualitative information with participatory methods.

In case of an independent evaluation of the strategy's results and impacts, the evaluators will collect and analyse quantitative and qualitative evidence through advanced evaluation methods. Ideally, a combination of quantitative and qualitative methods will be used to triangulate the evaluation findings. Qualitative methods are used if quantitative data is not accessible or difficult to collect and in order to triangulate the quantitative findings. The selection of a robust evaluation method should take into account the ability to link strategy outputs, results and impacts and establish a coherent cause-effect chain. A counterfactual analysis can be considered for both types of methods, when feasible.

Since the budget for the evaluation at the local level is usually limited, it is recommended to opt for a simple and cost-effective evaluation design for the CLLD strategy.

#### Example of a simple and cost-effective evaluation design for the ex post evaluation of LDS in Slovakia

**Local development strategies in Slovakia** have been designed as fully integrated and multi-funded strategies since 2007-2013. The main funds used were: Axis 4 of RDP/LEADER, funds of regional governments and local funds. Each fund had different measures to be implemented within one single strategy. This multi-fund scenario allowed for the financing of projects beyond the scope of the RDP measures under Axis 4, which in Slovakia was rather limited for LAGs.

In 2016, two out of the 29 LAGs in Slovakia volunteered to participate in an analysis made by students of the International Master for Rural Development led by the University of Ghent, Belgium<sup>58</sup> who made an ex post evaluation of their strategies as part of their study.

<sup>58</sup> <http://www.imrd.ugent.be/>

Before conducting the evaluation, the students developed the evaluation design. Due to a lack of time and financial resources they had to use available data and information and apply a simple evaluation design based on qualitative methods and the theory of change. The design included the following elements:

- **Theory of change**, which allowed the students to set up a table to follow the path of the overall strategy objectives, to specific objectives of the strategy down to explicit projects and the budget. It also allowed for the analysis of the projects outputs and strategy's results and impacts.
- **Desk research** for reviewing the strategy's intervention logic, checking its relevance (linking it to the SWOT and needs assessment) and coherence (looking at objectives and expected strategy effects, budgets and measures employed). Furthermore, the students assessed the consistency of the evaluation elements and proposed solutions to close the gaps.
- **Interviews** with LAG managers based on the findings of desk research and monitoring data.
- **Focus groups** based on the qualitative MAPP method<sup>59</sup> in a counterfactual design (including beneficiaries and non- beneficiaries).

The quantitative information consisted of **monitoring data from project applications** of strategy beneficiaries and **data for output, result and impact indicators** of local development strategies, which were collected by the LAGs. The data for outputs, results and impacts were integrated into the theory of change table and facilitated the identification of the strategy's results and impacts.

The combination of the described methods allowed for the estimation of the degree to which the strategy's objectives had been achieved, to assess the strategy's results and impacts and to identify (at least partly) the added value of LEADER for the LAG population and territory<sup>60</sup>.

#### Assessment of the delivery of the CLLD method and the added value of CLLD

**The assessment of the delivery of the CLLD method and the added value** will rely mostly on qualitative and participatory methods, both in the case of a self-assessment or an evaluation. The method should take into account the ability to assess, how the seven principles are applied at the local level and what added value it has generated.

In the case of a self-assessment the LAG will decide which methods to apply for the assessment of the strategy, the delivery of the CLLD method and added value. The involvement of well-experienced consultants is advisable.

In the case of an independent evaluation the final choice of methods is left to the evaluators. LAGs who draft the terms of reference for tendering the evaluator should ideally have a good capacity to judge on the quality of the suggested methods. This is even more important when LAGs opt for a peer to peer evaluation. Therefore, the capacity building on evaluation methodologies at the LAG level is very important.

#### **Ensure that data and information fits the needs of the evaluation/self-assessment** (recommended)

The choice of the evaluation methods and the already existing set of indicators determines, which kind of data and information needs to be additionally collected during the **observing** phase. The LAGs (self-assessment) and evaluators (independent evaluation) will review the available data and define, which information needs to be additionally collected.

<sup>59</sup> <https://www.die-gdi.de/en/research/projects/details/mapp-a-participatory-method-for-impact-assessment-of-programmes-and-projects/>

<sup>60</sup> Students reports are published at <http://www.fesrr.uniag.sk/en/final-reports-and-presentation-4770/>

LAGs should be aware of:

- the importance of having a complete set of data from monitoring (common and specific indicators and other relevant information);
- the usefulness of maintaining the operations database, avoiding difficulties to track the achievements according to the CLLD strategy objectives;
- the need of having data in an appropriate format for the evaluator (in case of independent evaluation some of the data and information already available may not be in a suitable format);
- other possible sources of information that might be used (e.g. statistics, information from surveys, participatory self-assessment).

#### Ensure the collection of data and information (recommended)

In the **observing** phase the LAG (self-assessment) and evaluators (independent evaluation) develop and apply the tools to collect the required additional information. All available data and information will then be gathered, aggregated and processed.

It is useful to link the data collected via a self-assessment with those collected by evaluators. The LAG, its members, and the CLLD strategy beneficiaries should be prepared to collaborate with the independent evaluator and participate in the evaluation activities or offer the results of the self-assessment to the evaluator. For example, LAGs have valuable information on the implementation of their activities (e.g. self-assessment reports, annual implementation reports, LAG internal databases) the evaluator will explore these sources together with other relevant existing information (CLLD strategy monitoring, annual implementation reports, formal statistics). If data gaps exist, they can be bridged with additional information to be collected by the evaluator (data collected through statistics, surveys, interviews, focus groups, etc.).

The LAG (self-assessment) and evaluators (independent evaluation) should check the collected data and information with regard to its (i) sufficiency to answer the evaluation questions; (ii) validity and consistency in order to carry out the triangulation process; (iii) reliability, confirming the information sources.

Box 5. Support tool – Operations database

The Managing Authority can facilitate the LAG level evaluation/self-assessment by providing access to existing data and designing the **operations database** so that LAGs can also feed data into it for LAG specific indicators. An example of an integrated operations database can be found in Annex 5 in Part IV.

#### Analyse the data and information collected using evaluation methods and tools (recommended)

All available data and information are systematically processed and synthesised by the LAG (self-assessment) and evaluators (independent evaluation) during the **analysing** phase using different tools and methods. A good practice would be if some methods are applied by LAGs and then by evaluators, which would allow for a comparison and validation of the findings.

The overview of possible methods, their strengths and weaknesses and suitability for self-assessment and evaluation can be found in Annex 7 of PART IV.

**Interpret the evaluation findings, answer the evaluation questions and provide conclusions and recommendations** (recommended)

In the **judging phase**, the LAG (self-assessment) / evaluator (independent evaluation) interprets the findings and uses them in answering the evaluation questions. Based on the findings the LAG / the evaluator draws conclusions and recommendation on the relevance and coherence of the CLLD strategy; the strategy’s results and impacts, its effectiveness and efficiency in achieving the objectives and the proper application of the CLLD method and the generated added value.

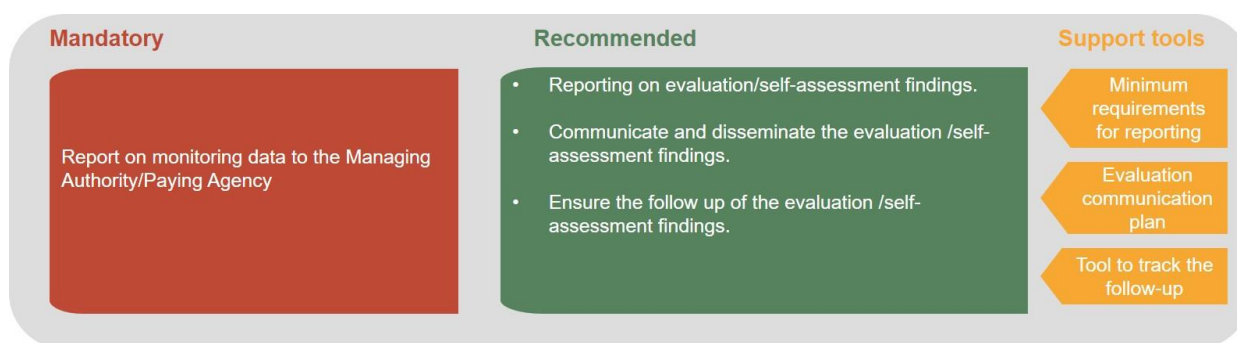
**3.4.2 What support can be provided to LAGs?**

The table below summarises the recommended support to LAGs in structuring and conducting the evaluation/self-assessment:

<b>Managing Authority</b>	<ul style="list-style-type: none"> <li>• Methodological guidance for LAGs on evaluation approaches and methods suitable for the local level, include:             <ul style="list-style-type: none"> <li>○ examples from past evaluations at the LAG level</li> <li>○ a set of criteria that should be used when choosing the approaches to evaluate the CLLD strategy, CLLD method and added value,</li> <li>○ Advice on data &amp; information requirements and related sources linked to the methods proposed.</li> </ul> </li> <li>• Access to the operations database to be used for the self-assessment and the evaluation</li> </ul>
<b>Paying Agency</b>	<ul style="list-style-type: none"> <li>• Coaching for LAGs on how to use the operations database for the CLLD strategy evaluation/self-assessment</li> </ul>
<b>NRNs</b>	<ul style="list-style-type: none"> <li>• Trainings on how to use evaluation methodologies and data collection for the LAG level evaluation/self-assessment.</li> <li>• Trainings on how to link the self-assessment with the evaluation.</li> <li>• Organising events and/or preparing a web tool for transferring evaluation experiences and best practices on evaluation between LAGs</li> </ul>

**3.5 STEP 5: Reporting, disseminating and following-up the evaluation at the LAG level**

**3.5.1 What activities are carried out by LAGs?**



**Report on monitoring data to the Managing Authority/Paying Agency** (mandatory)

The only EC requirement for LAGs on reporting concerns monitoring data. LAGs have to submit regularly data on the implementation of operations via CLLD strategies using the monitoring tables as set up in the WD Rural development monitoring – implementation report tables and the *WD Data item list for Pillar II Operations database for outputs and targets*.

**Reporting on evaluation/self-assessment findings** (recommended)

Although it is not compulsory, the reporting on evaluation findings at the local level can be considered by LAGs as a tool to increase the accountability and transparency of their activities to their stakeholders and populations. It fosters collective learning at the local level and informs about the results and impacts

of the CLLD strategy, about the implementation of the CLLD method and the added value that has been created.

**In the case of a self-assessment**, the LAG may wish to share the findings with LAG members and the population. LAGs can use different formats for this, the main point is that the target audience is informed in a user friendly format (information on a web page, brochure, leaflet, local media etc.). It is well-thought-of to organise also events where the findings and their follow up are communicated directly with the LAG's members and the population.

**In the case of an independent evaluation**, the evaluators prepare the evaluation report in which they summarise the evaluation findings. The report does not have to be extensive, but it should be easy to read in order to be disseminated and discussed with LAG members, as well as with the broader public of the LAG's territory. It is important to use the evaluation findings and subsequent discussions with stakeholders as an input to further improve the CLLD strategy, the delivery of the CLLD method and the LAG's activities in general. Lessons from the evaluation are also fed into the next round of strategy development.

Box 6. Support tool - minimum requirements for reporting

The Managing Authority can optionally facilitate the LAG level reporting on evaluation with the provision of **minimum requirements for reporting**. This includes also the timing of the reporting and ensures that the findings can be used for the assessment of RDP results and impacts, and allows for the comparison and exchange of experiences between LAGs.

### Communication and dissemination of evaluation/self-assessment findings (recommended)

The evaluation/self-assessment findings should be communicated and disseminated to different target audiences by LAGs, MAs or NRNs. LAGs should in each case ensure that dissemination and communication activities are well developed and start immediately after the evaluation/self-assessment's final approval. Two of the main challenges in communicating the evaluation findings are to identify the main recipients to communicate the evaluation findings to, and to produce and disseminate information useful for these users of the evaluation.

For the evaluation/self-assessment at the local level it is important to include not only the target audience, CLLD beneficiaries and LAG members but also the entire LAG population.

**LAGs may use different communication tools for various target group**, e.g. a short summary version of the evaluation report, flyer/article with the main findings and disseminate them through various channels (e.g. websites, public events, sent via email to all relevant stakeholders, TV, radio).

### Follow up of the evaluation/self-assessment findings (recommended)

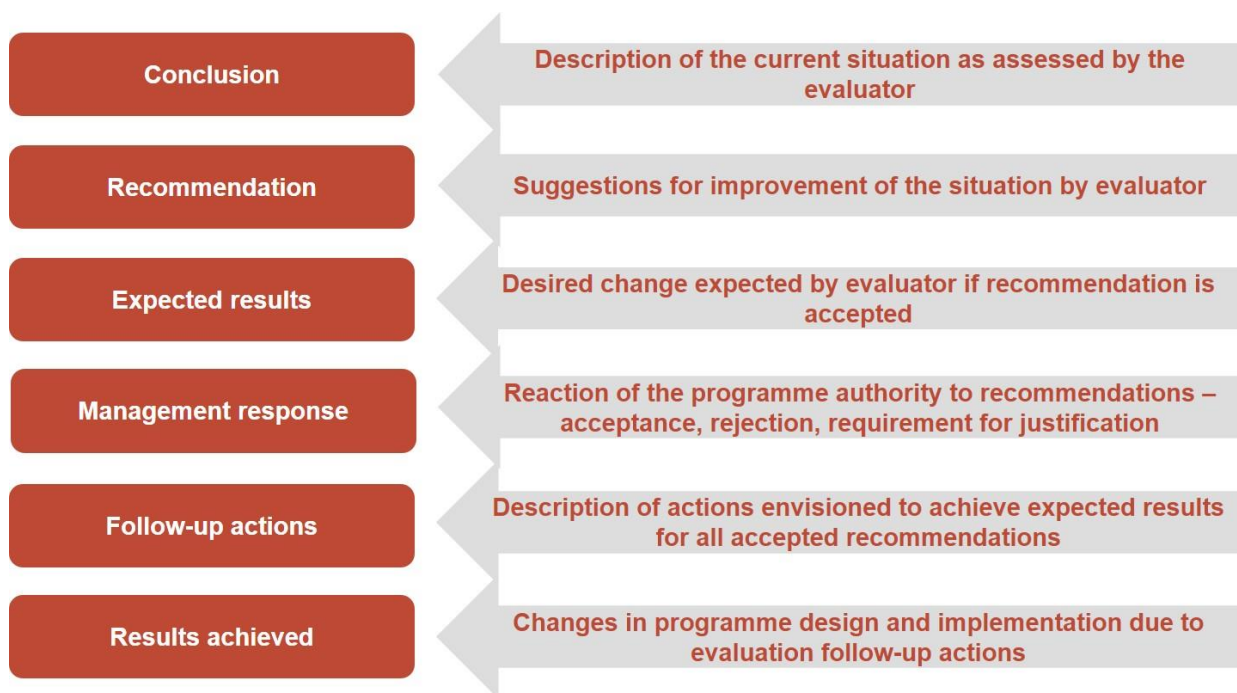
**Evaluation is a** strategic management and learning tool. It provides an opportunity for the stakeholders to reflect about the evaluation findings and possible improvements. LAGs can follow up on conclusions and recommendations in order to:

- facilitate the debate about strategy definition and priorities with relevant stakeholders;
- improve the strategy design and implementation;
- motivate stakeholders and LAG managers to actively participate in improving the performance of the LAG and stimulate a culture of organisational learning;
- enhance the application of the CLLD method;
- generate more CLLD added value.



LAGs should follow up on the recommendations of the evaluation/self-assessment and define the necessary management responses. Follow-up actions should lead to concrete results. The figure below shows how the follow up of the evaluation/self-assessment findings should be organised.

Figure 17. Organisation of the follow up of the evaluation findings



Source: European Evaluation Helpdesk for Rural Development, 2017.

Box 7. Support tool to follow-up evaluations

The example shows how a LAG can facilitate the follow up of the evaluation	
Conclusion	The composition of measures under the specific objective 1 “Develop entrepreneurial skills and knowledge of the local population” and their design (eligibility of actions, beneficiaries and budgets) is not sufficiently effective to reach the above objective
Recommendation	It is recommended to broaden the scope of eligible beneficiaries, activities and budgets under the existing measures to target better the need to enhance skills and knowledge in the area of entrepreneurship  It is recommended to include measures supporting the business infrastructure (business incubators, consultancy services, micro-loans, etc.)
Expected result	More and better targeted measures towards potential and existing business communities to increase their knowledge and skills
Management response	Modification of the CLLD strategy under the specific objective 1
Follow up actions	Changes in composition and design of measures under the specific objective 1, new measures involved in supporting the business infrastructure
Results achieved	Larger number of entrepreneurs with more and better skills to start and develop their businesses



### 3.5.2 What support can be provided to LAGs?

The table below summarises the mandatory and recommended possibilities to support LAGs in reporting on the evaluation/self-assessment findings:

<b>Managing Authority / Paying Agency</b>	<ul style="list-style-type: none"> <li>• Coaching on filling and submitting the monitoring data in monitoring reports, e.g. in the form of a manual (recommended)</li> <li>• Outline and timing for the evaluation/self-assessment report (recommended)</li> <li>• Outline of the evaluation communication plan (recommended)</li> <li>• Tool to track the follow up of the evaluation/self-assessment findings (recommended)</li> </ul>
<b>NRNs</b>	<ul style="list-style-type: none"> <li>• Training on reporting and communicating on the evaluation/self-assessment findings (recommended)</li> <li>• Communication and dissemination of evaluation/self-assessment findings at the national level (e.g. by summarising and acknowledging LEADER/CLLD evaluations done at the local level) (mandatory)</li> </ul>

## **4 PART IV: ANNEX**

*Annex available in separate document.*



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