Evaluation/self-assessment of CLLD strategies

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Outline

- EU legal requirements

- Responsibilities, stakeholders and their involvement

- What is evaluation/self/assessment of CLLD strategies

- Suggested content of evaluation report

- Example of evaluation of local development strategy – LAG KRAS, SK

EU legal requirements for evaluation of CLLD strategies

RDP level - valid for all operations implemented under EU programmes

- Regulation 1303/2013 level
- Fund specific Regulations:
  - ERDF, IR 2015/207 to Regulation 1301/2013
  - ESF, Regulation 1304/2013, Article 19 and its IR 288/2014
  - EMFF, Regulation 508/2014, Articles 107 – 118,
  - EAFRD Regulation 1305/2013, Articles 67 - 78 and Regulation 808/2014, Article 14 and Annexes: IV, V, VI and VII

Local level – valid for CLLD strategies

- CLLD in Regulation 1303/2013

EU legal requirements for evaluation of CLLD strategies

CLLD in Regulation 1303/2013:	Art. 32 – explains CLLD principles
	Art. 33 – provides the content of CLLD strategies and strategy selection procedure
	Art. 34 – describes the tasks and responsibilities of local action groups
	Art. 35 – speaks about support for CLLD by ESI Funds

EU legal requirements for evaluation of CLLD strategies

1F) a description of the management and monitoring arrangements of the strategy, demonstrating the capacity of the local action group to implement the strategy and a description of specific arrangements for evaluation;

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3.G)monitoring the implementation of the community-led local development strategy and the operations supported and carrying out specific evaluation activities linked to that strategy.

EU legal requirements for evaluation of CLLD strategies

5D) running costs linked to the management of the implementation of the community-led local development strategy consisting of operating costs, personnel costs, training cost, costs linked to public relations, financial costs as well as the costs linked to monitoring and evaluation of that strategy as referred to in point (g) of Article 34(3);

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DG Agri guidelines: evaluation activities at LAG level

The decision to carry out a self-assessment and / or an evaluation must be coherent with **what has been specified in the CLLD strategy.**

The LAG has the following possibilities to carry out the **evaluation activities**:

- **Self-assessment**: when the assessment is done by the LAG, namely by those who are **involved in / responsible** for the design and implementation of the strategy.

- **Evaluation**: when the assessment at the local level is done by an **independent** body with evaluation expertise that is **not involved in / responsible for** the design and implementation of the strategy and of other LAG activities.

Combination of both

Also see the link: https://enrd.ec.europa.eu/evaluation/publications/evaluation-leaderclld_en

Responsibilities

RDP level

- **Managing Authority**
  - Evaluations shall be carried out by internal or external experts that are functionally independent of the authorities responsible for programme implementation.
  - The Commission shall provide guidance on how to carry out evaluations

Local level

- **Local action group**
  - Evaluations are
    - Either carried out by LAG (self-assessment) or
    - By independent evaluator (expert, university etc.)

LAGs migth are involved as suppliers of information LAG level evcaluation/selfassessment can be used as the input

Good practice –coordination of both levels of evaluation so that findings at LAG level can feed into RDP level evaluation

Stakeholders and their involvement in evaluation/self-assessment at local level

Inside of LAG

- LAG presidency
  - Decide on the form of strategy evaluation
  - Carry on the self-assessement of the strategy
- LAG management
  - Back stop the sefl-assessment
  - Organises the evaluation and support the evalutor
- LAG monitoring committee
  - Support the self-assessment/evaluation

Stakeholders and their involvement in evaluation/self-assessment at local level

Outside of LAG

- Managing Authority
  - Sets up the framework for evaluation/self-assessment at the local level (what how, who)
- National rural network
  - Supports the self-assessment/evaluation – training, manuals, seminars, conferences, information colection and dissemination, assistance in peer to peer evaluation
- Others
  - Universities, experts – methodologies, procedures

What does it mean: evaluation of CLLD strategies?

To observe what has been achieved in the LAG territory due to the activities implemented under the local development strategy in terms of:

Relevance of strategy for the development for the LAG territory

Achievement of LAG´s objectives (overall, specific, operational) and the efficiency of this achievement (at which costs)

Strategy´s **results and impacts**

Strategy´s **added value**

What shall be done in evaluation/self-assessment of CLLD strategy

The more consistent is the strategy intervention logic, the better basis for evaluation the LAG has

- Planning evaluation of strategy (in the evaluation   or other document)

- Preparing evaluation of strategy:
  - Have a look ate strategy intervention logic and its consistency
  - See if you have enough and appropriate evaluation elements (questions, judgment criteria, indicators)

- Structuring and conducting evaluation of strategy

Evaluation elements shall be able to measure what you want to achieve!

Quality of monitoring and additional data and information collection, and its analysis/interpretation   with the help of various methods is the key
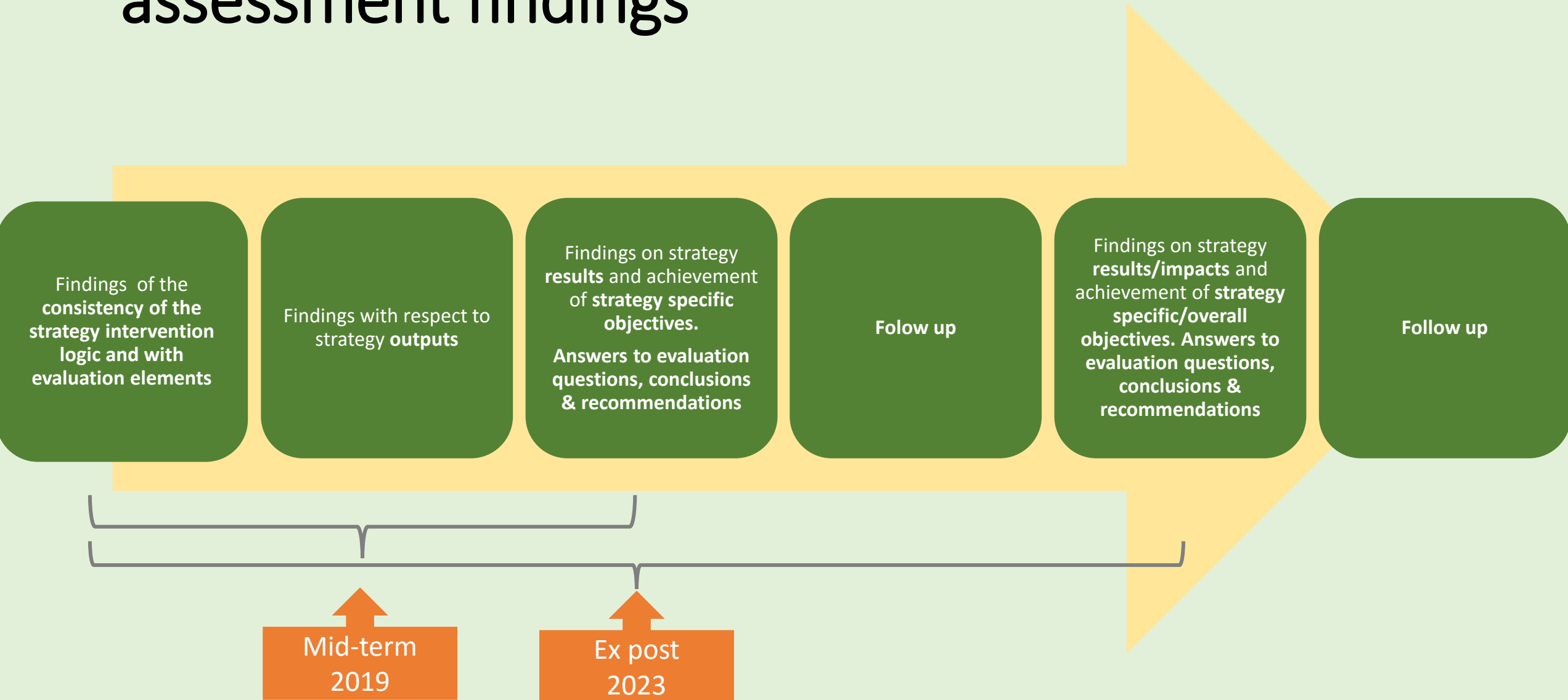
Suggested content of evaluation/self-assessment report

- Evaluation plan – not compulsory but recommended practice,
  - as part of the CLLD strategy or
  - self-standing document, which might....

- ....contain description of:
  - Why the evaluation activities are carried out
  - What shall be evaluated/self-assessed (only compulsory subject of evaluation is trategy!)
  - How the evaluation activities will be carried out (evaluation, self-assessment, methodologies applied)
  - Which evaluation activities shall be carried out (monitoring, surveys, meetings etc.)
  - Time plan, resources
 - Reporting and communication of findings

Suggested content of evaluation/self-assessment report

1. Reporting on the implementation of evaluation plan (see points before)

2. Reporting of findings

- Findings of the internal and external consistency check of the strategy intervention logic and its consistency with evaluation elements:
  - evaluation questions to be answered and
  - indicators to be used to measure strategy effects
- Findings with respect to strategy outputs (monitoring per activities supported by strategy)
- Findings with respect to strategy results/impacts and achievement of strategy specific/overall objectives objectives (based on the methods used)
- Answers to evaluation questions and related conclusions and recommendations

3. Report on dissemination and communication of findings
4. Others by LAG

Logical flow in reporting on evaluation/self-assessment findings

Remember in reporting – logical links between:

Findings
with the help of indicators (quantitative, qualitative)

Answers
to evaluation questions

Conclusions

Recommendations
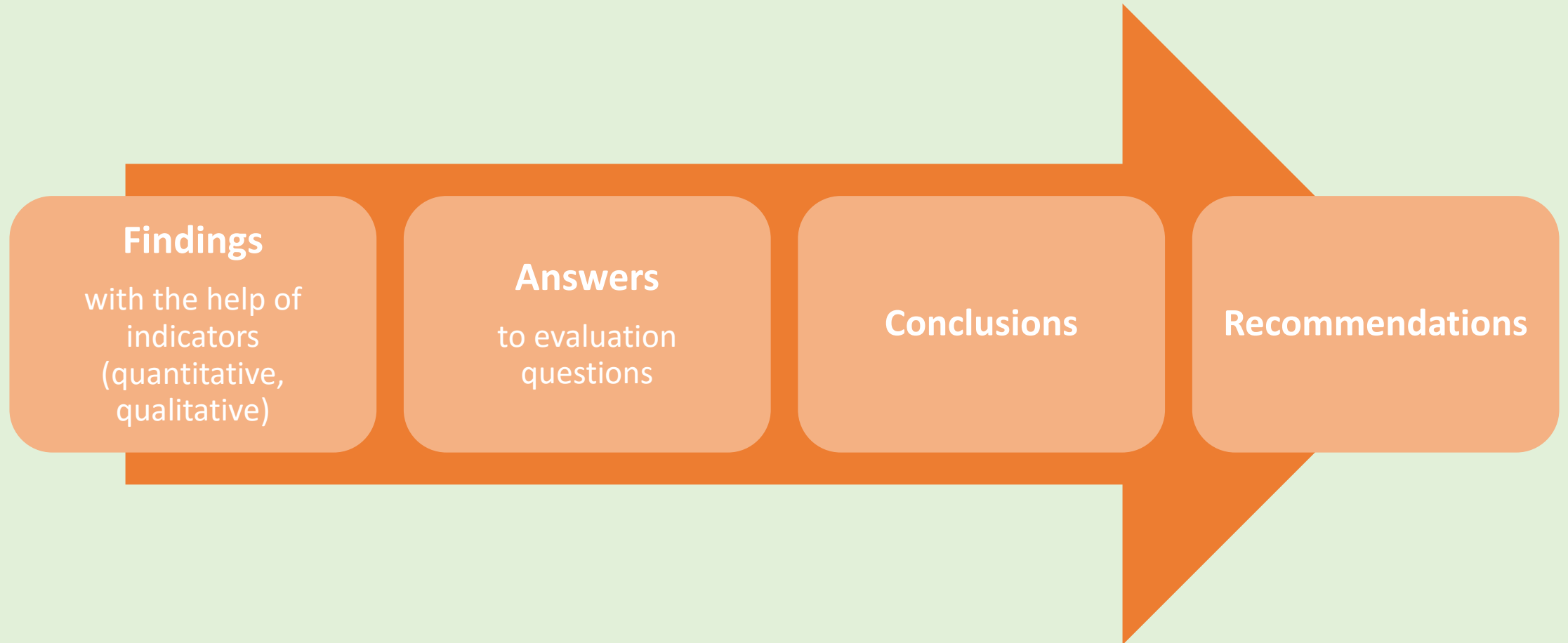
Example of ex post evaluation of local development strategy 2007-2013, Slovakia
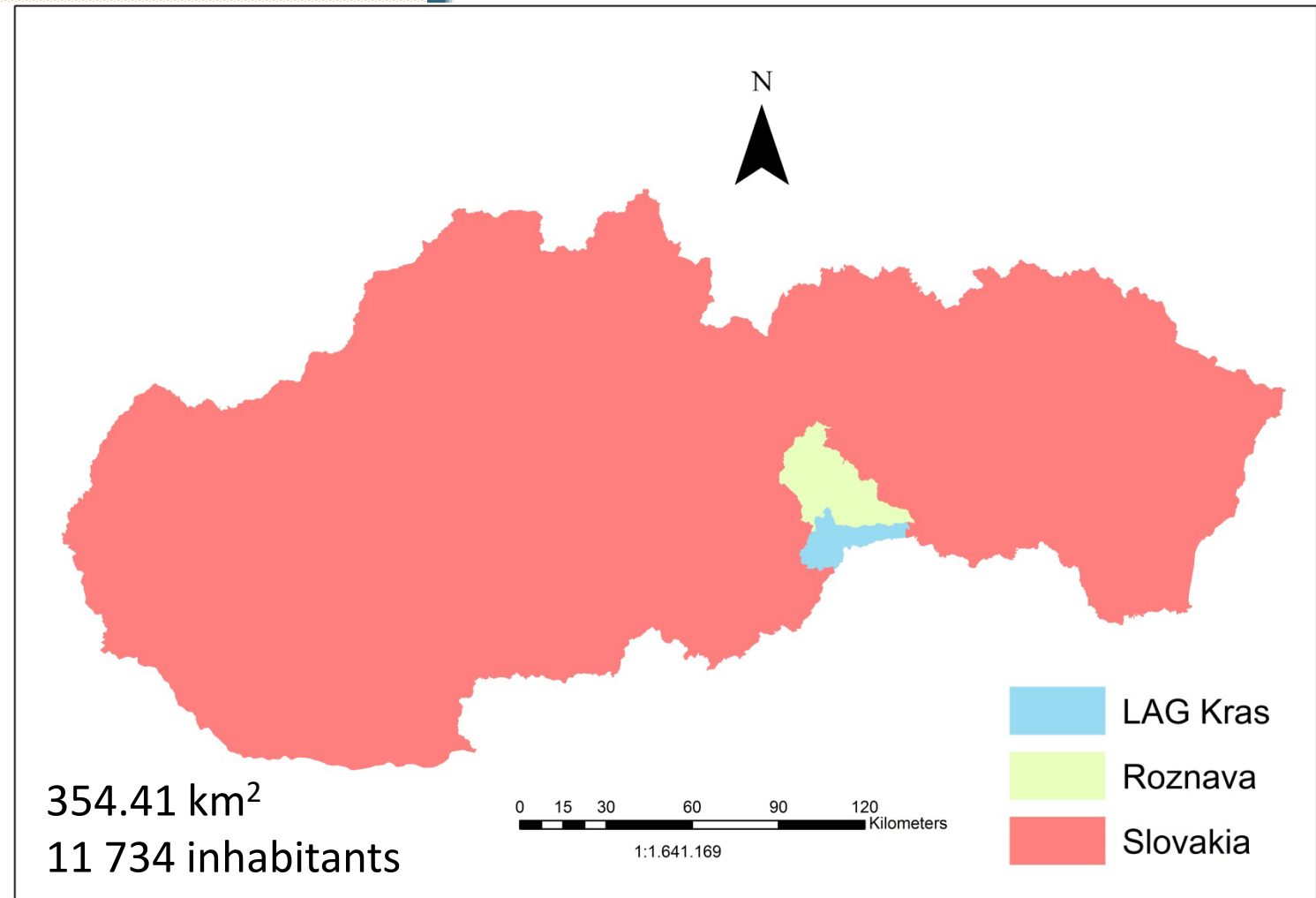

LAG KRAS

Context of the LAG KRAS
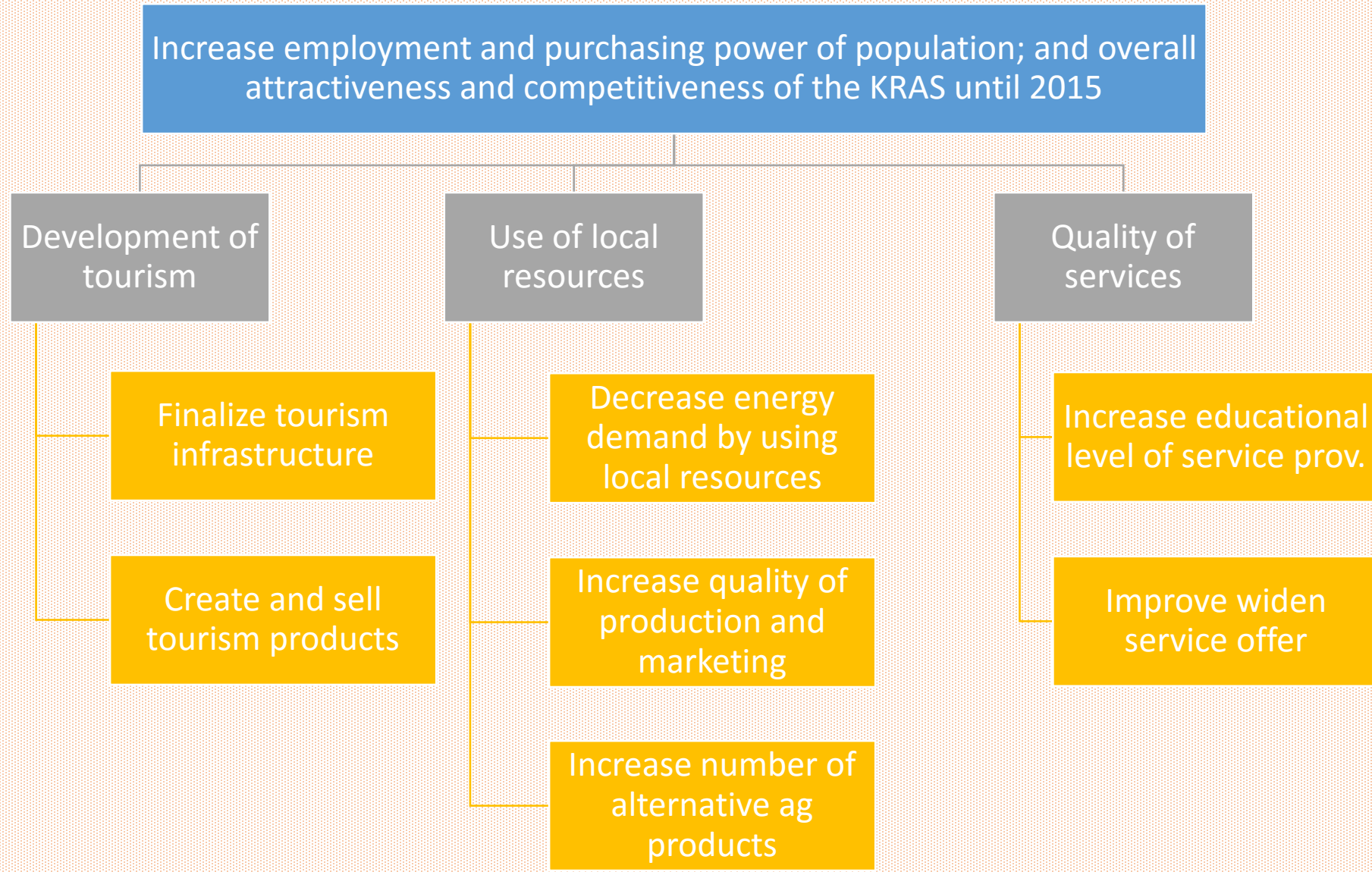
- Establishment
  - 2006

- Composition
  - Public sector: 30.6%
    - 19 municipalities

  - Private sector: 69.4%
    - 28 civic entities
    - 15 business entities

354.41 km^2
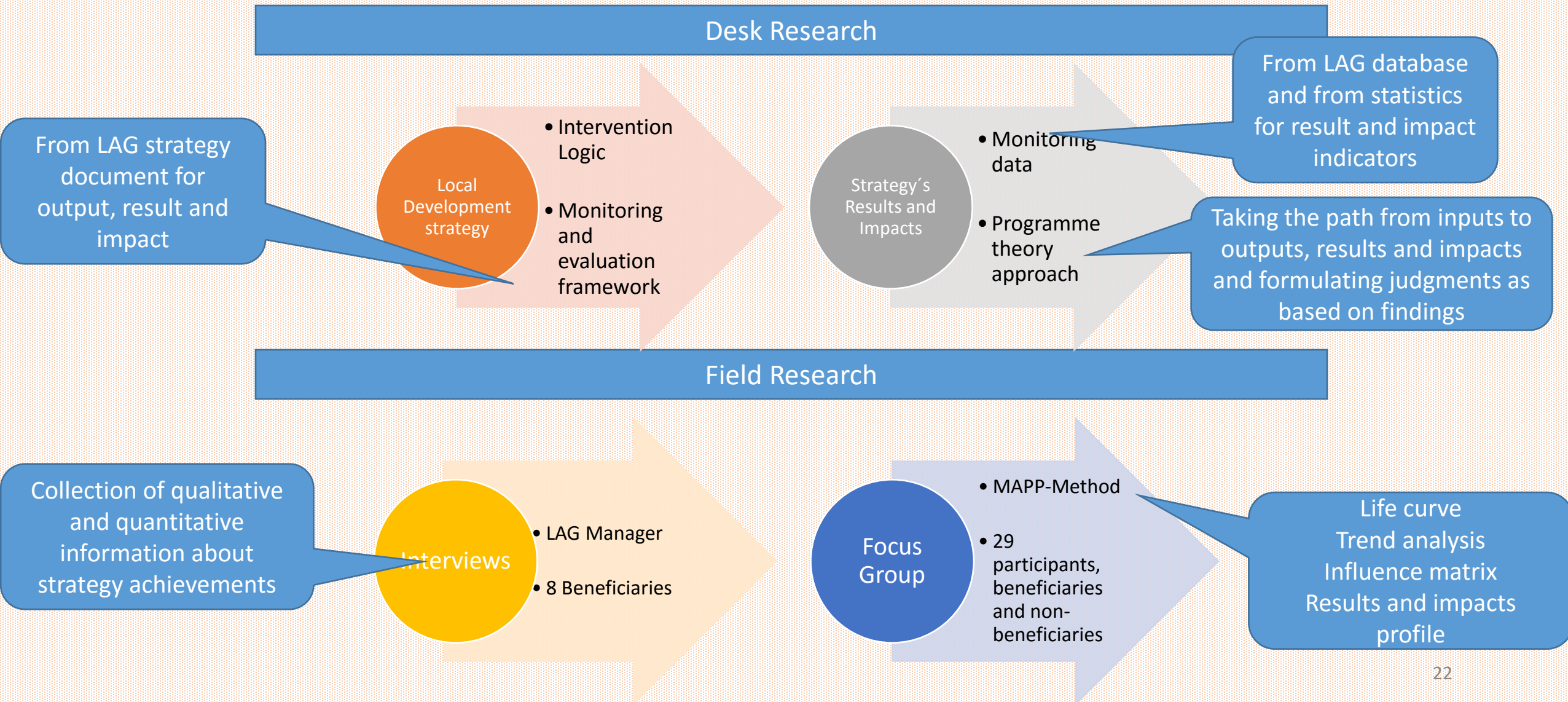11 734 inhabitants

LAG Kras
Roznava
Slovakia

Context of the ex post evaluation of KRAS strategy

- International master of consortium of universities led by Gent University

- Organised by University in Nitra during the four weeks case study – external evaluation

- Team of 5 students from various countries, which have worked under the methodology prepared by the University in Nitra

- Findings used by LAG in the design of new multi-funded CLLD strategy for 2014-2020 and its M&E framework

Context of the strategy

Increase employment and purchasing power of population; and overall attractiveness and competitiveness of the KRAS until 2015

Development of tourism

- Finalize tourism infrastructure
- Create and sell tourism products

Use of local resources

- Decrease energy demand by using local resources
- Increase quality of production and marketing
- Increase number of alternative ag products

Quality of services

- Increase educational level of service prov.
- Improve widen service offer

Methodology

Desk Research

From LAG strategy document for output, result and impact

Local Development strategy
- Intervention Logic
- Monitoring and evaluation framework

Strategy´s Results and Impacts
- Monitoring data
- Programme theory approach

From LAG database and from statistics for result and impact indicators

Taking the path from inputs to outputs, results and impacts and formulating judgments as based on findings

Field Research

Collection of qualitative and quantitative information about strategy achievements

Interviews
- LAG Manager
- 8 Beneficiaries

Focus Group
- MAPP-Method
- 29 participants, beneficiaries and non-beneficiaries
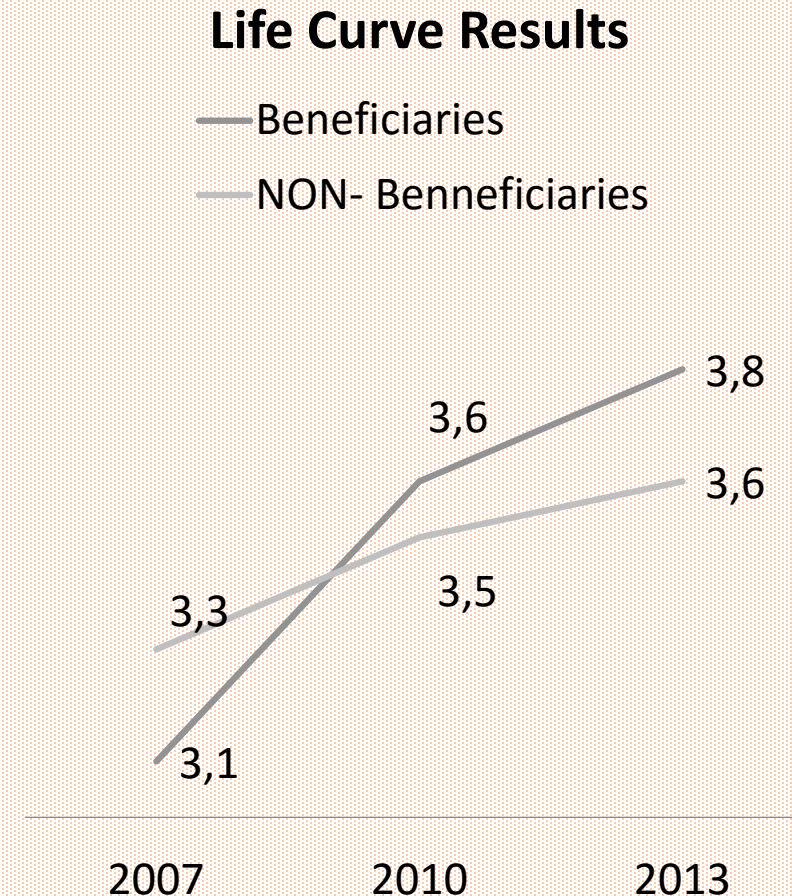
Life curve
Trend analysis
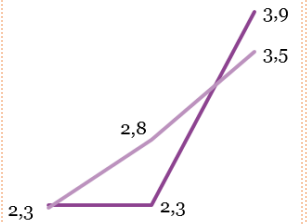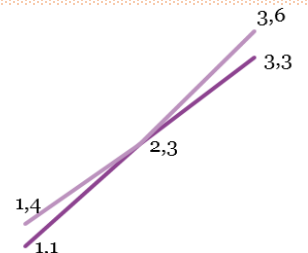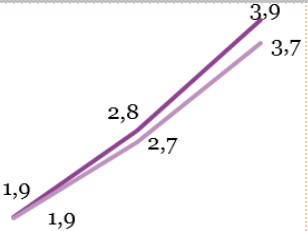Influence matrix
Results and impacts profile

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MAPP-Method: Life Curve example

2007
- Start of LEADER
- SCA expanded Operations

2010
- Legal recognition of LAG
- Implementation of first projects

2015
- On-gate sells of local products
- Certification of Regional Brand
- Implementation of Cooperation Projects
- Finalization of LEADER Projects

Life Curve Results

— Beneficiaries
— NON- Benneficiaries

3,8
3,6
3,6
3,5
3,3
3,1

2007   2010   2013

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Mapp-Method: Impact Profile and Trend Analysis example

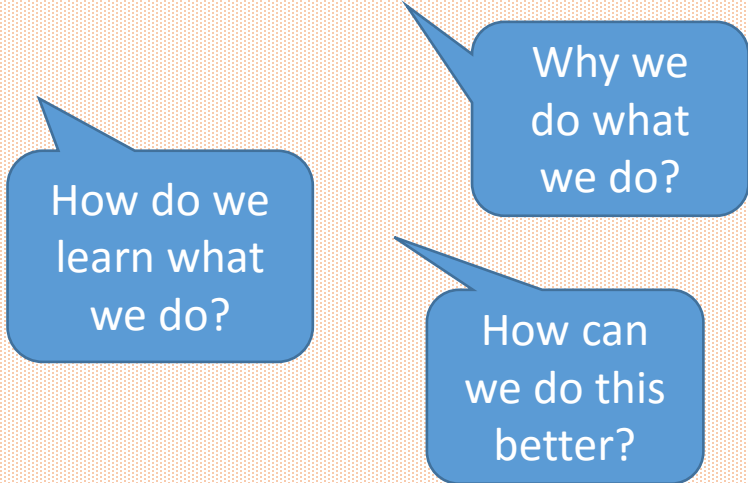| Indicators	Trend Analysis	Profile - - - +/- + + +	Contributions
Amount of Visitors	3,9 3,5 2,8 2,3 2,3	○ ○ ○ ● ○	Experience gain in tourism Touristic infrastructure Innovative marketing
Amount of Products	3,6 3,3 2,3 1,4 1,1	○ ○ ○ ○ ◐	Cooperation projects Regional brand On-gate sells
Amount of Services for the Population	3,9 3,7 2,8 2,7 1,9 1,9	○ ○ ○ ○ ●	Municipal projects Village renewal

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Lessons learnt and recommendations

Lessons

- LAG members were not always familiar with the the entire strategy and its logic, only with supported activities
- Objectives were not always formulated as SMART objectives as well as expected results/impacts were not always clear.
- Indicators were not always clear and able to measure achievements
- This had make their evaluation more difficult

Recommendations

- Organise workshops for LAG members to understand the strategy, formulation of objectives and indicators

Why we do what we do?

How do we learn what we do?

How can we do this better?

Lessons learnt and recommendations

Lessons

- The combination of quantitative and qualitative evaluation approaches has enhanced the quality of strategy evaluation/self assessment

Recommendations

- Make sure that you use all possible data which can be collected primarily or secondarily, but also involve qualitative information collected from LAG members, population, strategy beneficiaries and non-beneficiaries

Lessons learnt and recommendations

Lessons

- It was important that LAG members and especially decision making bodies have had access to monitoring data ongoingly

Recommendations

- Introduce regular reporting on strategy outputs, e.g. during meetings of LAG, and its decisions body
- Enhance transparency of monitoring findings for the LSAG territory (web page, presentations at events)

Lessons learnt and recommendations

Lessons

- Participatory methods and tools used to assess the strategy achievements have been very important tool for those who take part to learn more about strategy

- Involvement of LAG members, strategy beneficiaries and non-beneficiaries was important to collect different point of views on the strategy and its effects

Recommendations

- Contract skilled facilitators who can use participatory assessment methods (self-assessment) or

- Ensure that external evaluator includes the participatory research in the strategy evaluation (evaluation)

Lessons learnt and recommendations

Lessons

- The evaluation/self assessment report was not enough if it would stay within the close circle of LAG members

Recommendations

- Discuss findings from evaluation/self-assessment within the LAG and with the population

- Make sure that lessons learnt are used in imporving the strategy and future strategies design

THANK YOU!

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