



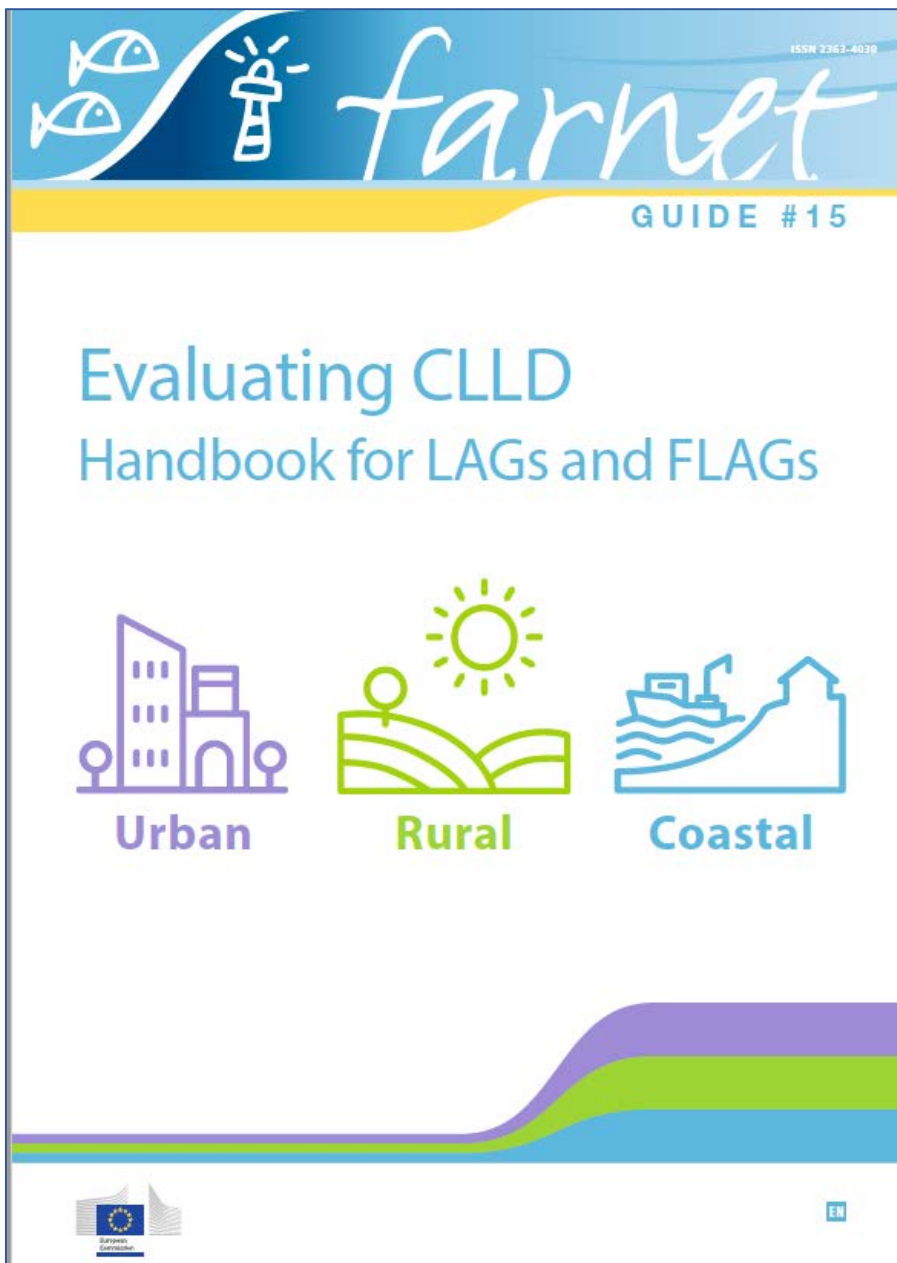
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# Evaluation Handbook for LAGs and FLAGs

*Showing the added value of LEADER/CLLD through evaluation,  
Helsinki, 17-18 May 2018*

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# The Background

## Inter-DG initiative

- DG MARE (lead), DG AGRI, DG REGIO and DG EMPL
- Joint production by **FARNET and FAME** Support Units

## Research

- Desk research
- FLAG/LAG Survey
- Interviews with experts
- Case studies:
  - ✓ 3 LEADER LAGS
  - ✓ 3 FLAGs

# The structure



Definitions



Theory



Examples



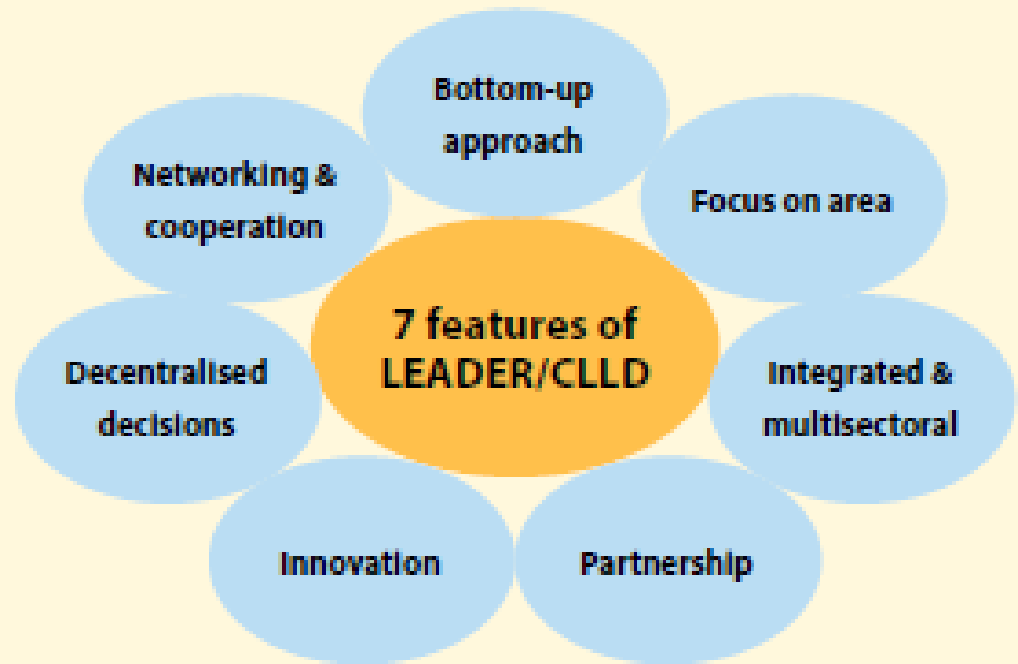
Tips



# CLLD added value

## What is special about evaluating CLLD?

Community-Led Local Development (CLLD) involves a specific methodology, dev (the so-called LEADER approach). Due to its bottom-up, partnership-based character, economic development in a way that cannot be delivered by top-down policies. Indeed, known as "animation", and involves the local population in the development of the sum of the individual projects funded.

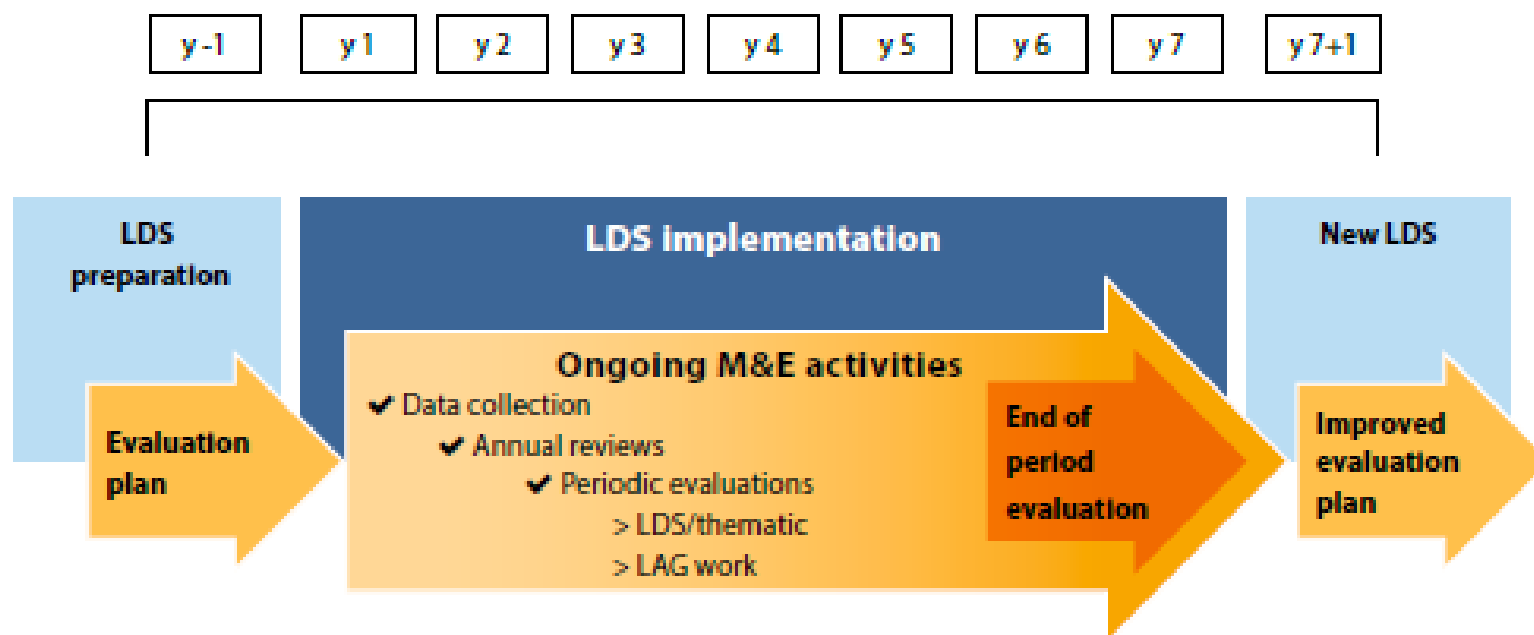


Evaluate both:

- ✓ projects / LDS
- ✓ LAG work

# When to start?

*A.S.A.P!*



# Where to start?

- *with a plan!*



- ✓ Objective & focus
- ✓ Data sources & collection
- ✓ Evaluation tools & methods
- ✓ Timeline
- ✓ Resources
- ✓ Roles & responsibilities
- ✓ Using evaluation results

TIP



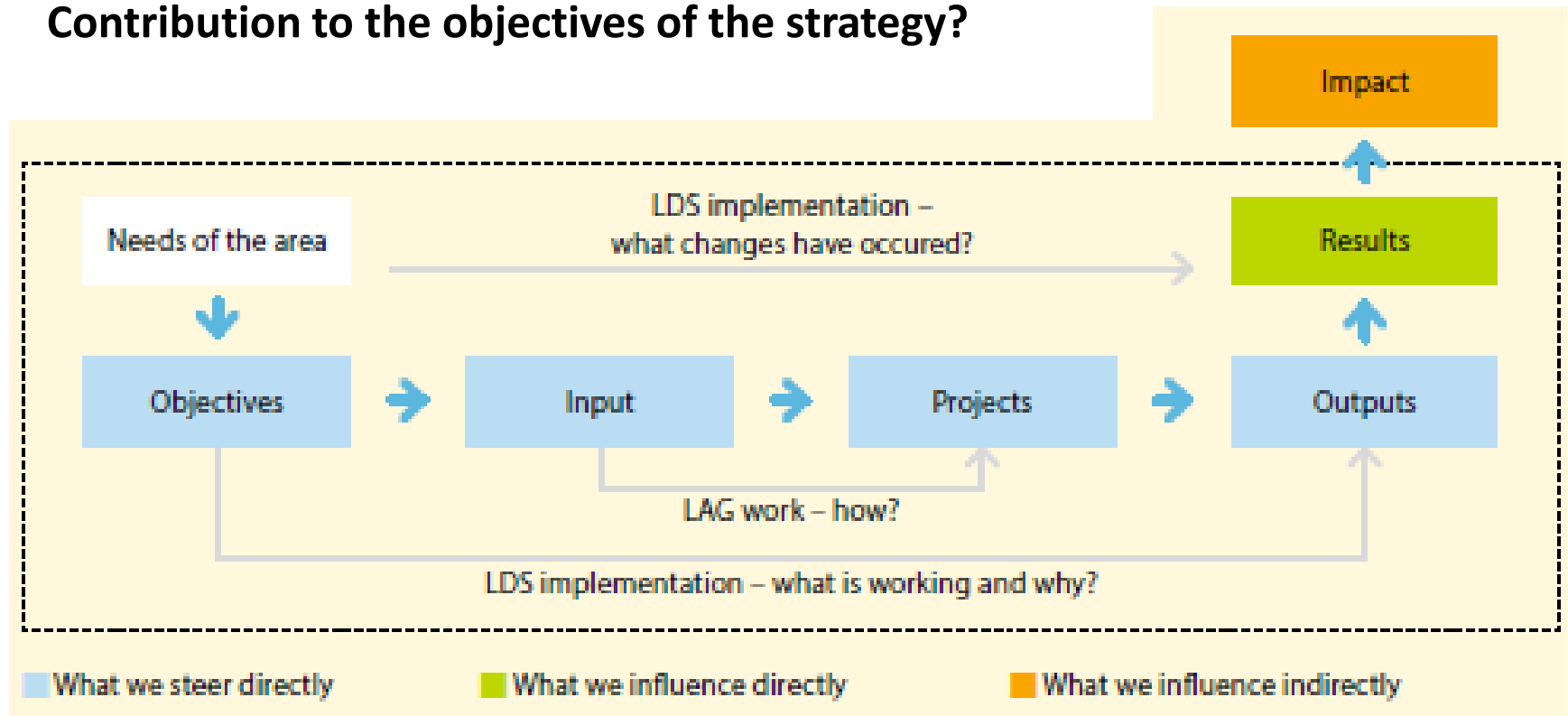
*Build in flexibility to your plan - the context may change!*

# What to evaluate?

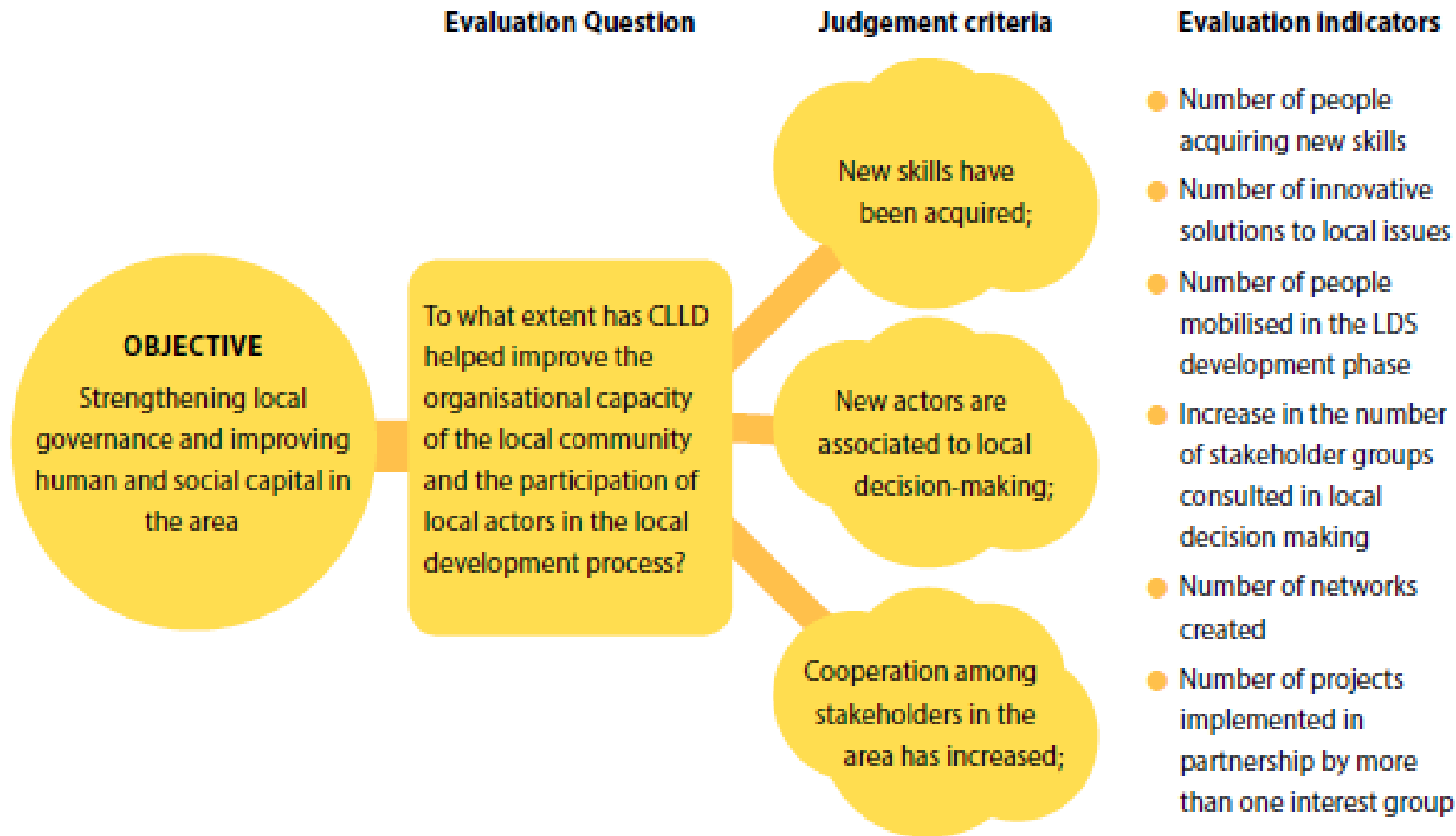
- What has been done?
- What results?
- Contribution to the objectives of the strategy?

Was the LAG intervention:

- Relevant?
- Effective?
- Efficient?
- Useful?
- Sustainable?



# Indicators





Planning  
evaluation

Data  
Collection

Evaluation  
methods

Using the  
findings

- What information do you need?
- How will you obtain it?

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

### Data collection can be fun! – Liepaja LAG-FLAG, Latvia

Liepaja District Partnership decided to use a "Best project awards event" to collect projects results. For data collection, projects must have received CLLD funding from the LAG or FLAG and applicants were requested to provide data.

#### Benefits for the FLAG:

- Opportunity for the LAG to collect data, analyse results and rank projects in terms of effectiveness
- Adds responsibility and accountability to projects funded
- Possibility to encourage new potential project promoters
- Good PR and media attention

#### Benefits for the community are:

- Inspiration from experienced project promoters

TIPS



- **Keep monitoring participative!**
- **Don't overburden beneficiaries – or yourself!**



Planning  
evaluation

Data  
Collection

Evaluation  
methods

Using the  
findings

### Survey questions put to project beneficiaries by the Aberdeen FLAG, UK

#### Application Process:

- > Did you complete an Expression of Interest form prior to submitting a project application? Yes / No
- > How would you rate the initial enquiry and application process? Excellent / Good / Fair / Poor
- > Were there any parts of the application which you found particularly difficult to complete? None / Partly / Fully
- > No. of jobs safeguarded or created / Links to strategy / Project milestones and outcomes / Costs, financial in

#### Securing match funding

- > How would you rate the process of securing match funding towards your project? Excellent / Good / Fair / Poor
- > Had you already secured match funding before submitting an application? Yes / No

#### Monitoring and Evaluation

- > Did your Project receive a visit from the FLAG Co-ordinator as part of the Monitoring and Evaluation Process?

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

### 3.2 Interviews

**Description:** These are normally conducted with community representatives and stakeholders as a consultee. They can cover a range of depth elements of the consultation.

**Useful for:** Project evaluation as well as consultation work. They are a flexible way of gathering information.

**Resources:** Approximately 2 days to develop and conduct the interview.

**Limits:** The quality of the interview depends on the interviewer to engage the interviewee.

TIPS



- Don't wait till the end of the period to ask project promoters about the application process and support received
- Keep everyone informed on the process and emerging results



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Planning  
evaluation

Data  
Collection

Evaluation  
methods

Using the  
findings

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

- Improving LAG work
- Enhancing strategic results

- ✓ Reporting your findings
- ✓ Implementing your findings
- ✓ Communicating your results

## LDS

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

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

TIP



Don't forget to **monitor your strategy for communicating** evaluation results – are they reach the right people at the right time? What feedback?



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# Thank you!

Find the « **Evaluation Handbook for LAGs** » here:

[https://webgate.ec.europa.eu/fpfis/cms/farnet2/library/guides\\_en](https://webgate.ec.europa.eu/fpfis/cms/farnet2/library/guides_en)

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