

LEADER/CLLD Evaluation

Mini-Plenary 4 - Evaluation of the Local Development Strategies in a results-oriented programming

LEADER Reloaded

The ELARD Conference on the heartbeat of the LEADER Community

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LEADER/CLLD legal framework –

EU level

The Common Provision Regulation mandates that each LAG will carry out specific monitoring and evaluation activities linked to the CLLD strategy.

National level – Portugal

The evaluation of LEADER/CLLD is provided in several documents:

- must comprehend the assessment of the strategy performance and its contractual objectives, and the achievement of output and result indicators
- to be carried out till the first quarter of 2019 and with reference to 31 December 2018
- evaluation reports shall be prepared following the template published by the MA RDP.

LEADER/CLLD - how to best undertake the evaluation task?

In sum

the legal framework does not mention other aspects to be considered in the evaluation, besides the achievement of output and result indicators.

So, how to best undertake this task?

Several non-binding documents have been prepared on Evaluation of **LEADER/CLLD**:

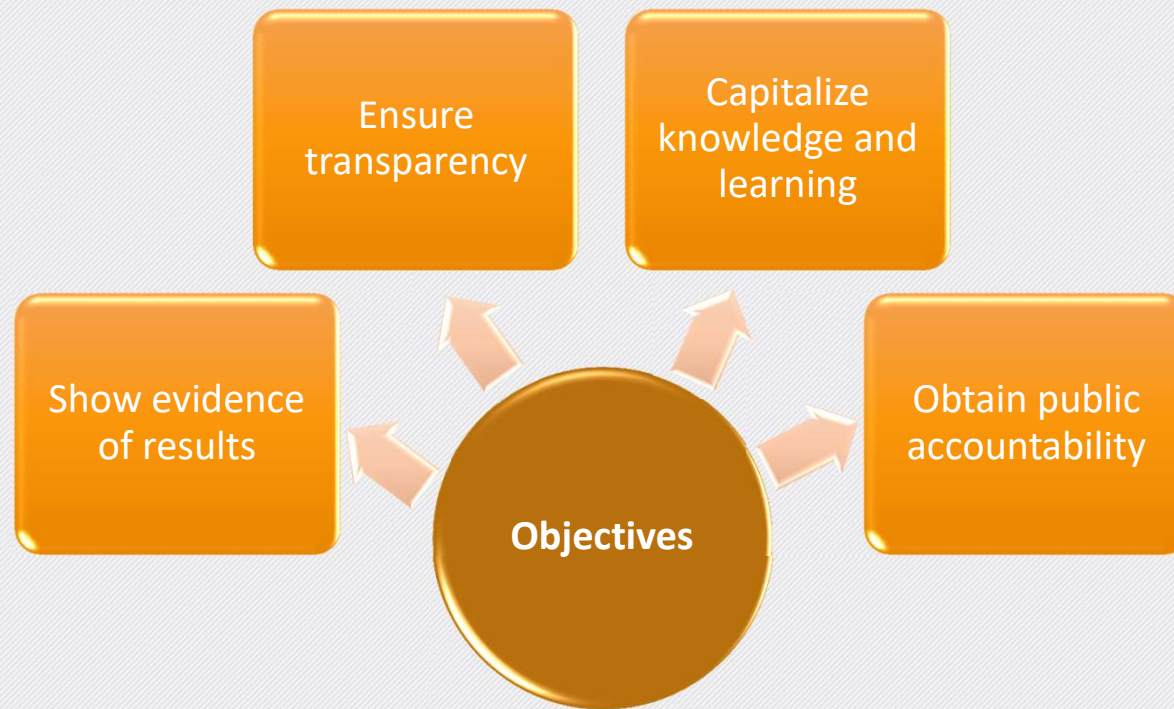
- complement the legal requirements;
- provide recommendations for LAGs on how to conduct evaluation activities;
- support that MA, NRN and other stakeholders may deliver to LAGs for this purpose.

CONCEPT for the LEADER/CLLD evaluation/self-assessment

Concept embraced by the European Networks Guidelines' (ENRD - Evaluation Helpdesk and FARNET)

Evaluation activities considered mandatory	Recommended evaluation activities
<ul style="list-style-type: none">➤ CLLD strategy's coherence and relevance;➤ Contributions of the supported operations towards the achievement of objectives and their effectiveness and efficiency;➤ Factors of success and failure.	<ul style="list-style-type: none">➤ Animation activities;➤ LEADER/CLLD delivery mechanism;➤ Added value generated through the LEADER approach

OBJECTIVES of the evaluation/self-assessment LEADER/CLLD



Technical support provided to LAGs - Portugal

- A document has been prepared by the MAs (RDP and OPs) within the framework of the Portugal 2020 Monitoring and Evaluation Network
- This document sets out the common lines that LAGs must follow in the evaluation process
- The MA (RDP and OPs) will follow up on these evaluation processes.



Key reflection:

It is considered that it doesn't provide a sufficient answer to the needs of the evaluation at local level, in particular in what regards the effects of the application of the LEADER approach.

Technical support provided to LAGs - Portugal



The National Rural Network and the Federation Minha Terra (FMT) designed a project (LEADER 2020 NETWORK), which will support LAGs in the process of evaluating their LDS, also encouraging the evaluation of the LEADER added value.

Objective: provide a technical support framework for LAGs to establish a monitoring and evaluation system and capacity building to monitor and evaluate their local development strategies.

This project, approved by the RDP, is going to be carried out in an intervention structured in 3 phases.

Technical support provided to LAGs - Portugal

What has been achieved so far?

1. **Development of an instrument to support the operationalization and implementation of the monitoring and evaluation system.**

Builds on guidelines developed by the Evaluation Helpdesk “Evaluation of LEADER/CLLD”, although adapted to the Portuguese context.

What is expected to happen?



- Provide an insight
 - Part I: legal framework, objectives, evaluation/self-assessment cycle, recommendations for structuring the monitoring and evaluation system.
 - Part II: conduction phase of the evaluation, with examples of methods for the collection of information and of evaluation methodologies

Technical support provided to LAGs - Portugal

Next steps

2. Development of regional capacity building workshops with LAGs (October – November 2018).

9 workshops through all the mainland with 4 to 6 LAG's each.

**What is
expected to
happen?**



- Capacity building
 - evaluation elements (evaluation questions, judgment criteria, indicators)
 - evaluation approaches (methodologies)
 - manage external evaluation and/or and self-assessment of the LDS
 - Identify the success and failure factors of the LEADER/CLLD implementation.

Technical support provided to LAGs - Portugal

Next steps

3. Individualized support for LAGs through mentoring (January – March 2019).

A mentor, who is assigned to act as an advisor/counselor, will be available to guide the LAGs through the evaluation process.

**What is
expected to
happen?**



- Follow up the operationalization of the evaluation process
 - provide technical support to the LAGs

Technical support provided to LAGs - Portugal

What is expected to happen?

NRN and FMT side

- Provide all the necessary support to
 - Implement a robust monitoring and evaluation system
 - Conduct a sound evaluation (external, self-assessment or both)



LAGs side

- Common understanding about the importance of the evaluation at local level
- Common understanding of what and how to evaluate
- Build capacities for implementing the evaluation of the LEADER/CLLD

All the stakeholders involved (MAs, LAGs, NRN, FMT)

- Enhance the evaluation culture
- Enhance the multi-level governance system regarding evaluation
- Common understanding on the importance of evaluation at local level, particularly regarding the LEADER added value.
- Ensure a good quality evaluation.

LEADER/CLLD evaluation/self-assessment - Main pitfalls

Overall challenges

- Technical know how to develop evaluation processes.
- Involvement and commitment of all actors involved in the implementation of the evaluation process.
- Planning and preparatory work by Managing Authorities.
- Experience, skills and knowledge to manage and/or conduct evaluation/self-assessment processes
- Quality of LEADER/CLLD evaluation/self-assessment, and the acknowledgment of findings at local and RDP level (in question, the utility of the evaluation and respective findings).
- Communicate the evaluation/self-assessment findings at local, national and European level.

LEADER/CLLD evaluation/self-assessment - Main gains

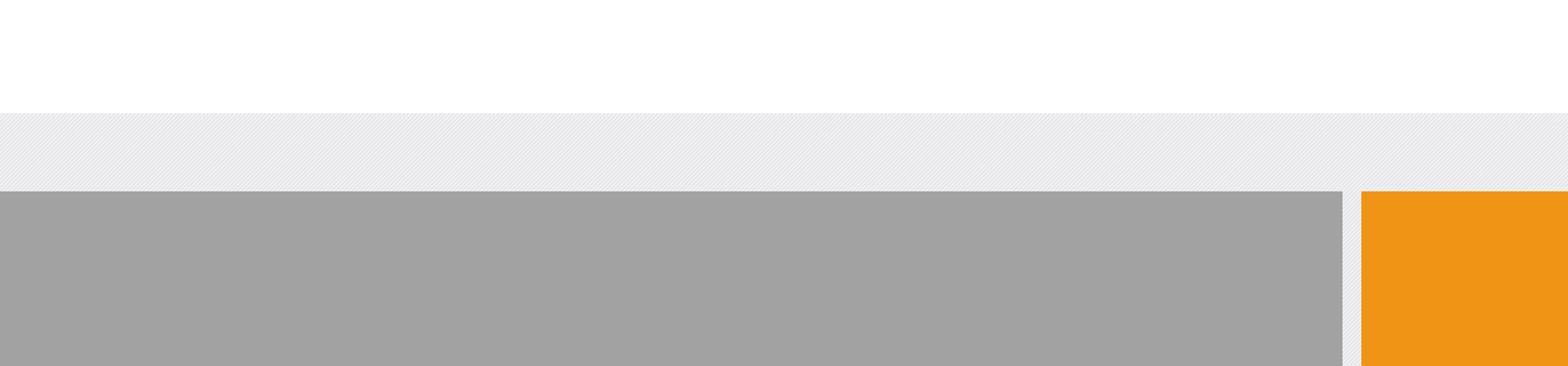
- Efforts to achieve a common understanding of the concept of evaluation are evident
- LAGs have come to realize the importance in reporting the impact of their work.

Accountability and transparency

- Show the relevance of LEADER/CLLD in rural territories
- Demonstrate the contributions of LEADER / CLLD to the rural development policy objectives
- Show how to properly implement the LEADER approach
- Show the added value of LEADER / CLLD

Collective learning

- Understand the factors of success and failure in the LDS implementation
- Improve the design and implementation of the LDSs
- Ensure the implementation of the LEADER approach
- Raising awareness on the LEADER added value



Thank you for your attention.