

Results-oriented CLLD in fisheries areas

Designing indicators for your strategy

Group 3: Diversifying fisheries sector

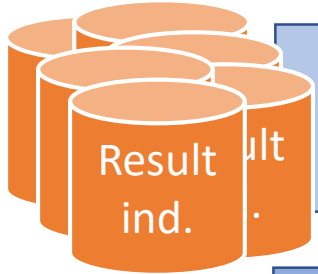


NEEDS

Strategy OBJECTIVES

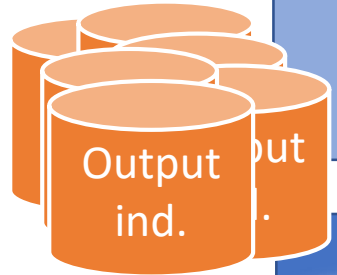
IMPACTS

Specific OBJECTIVES



RESULTS

Operational OBJECTIVES



OUTPUTS

INPUTS



To measure = to know!

What is an indicator (& what for)?

AN INDICATOR:

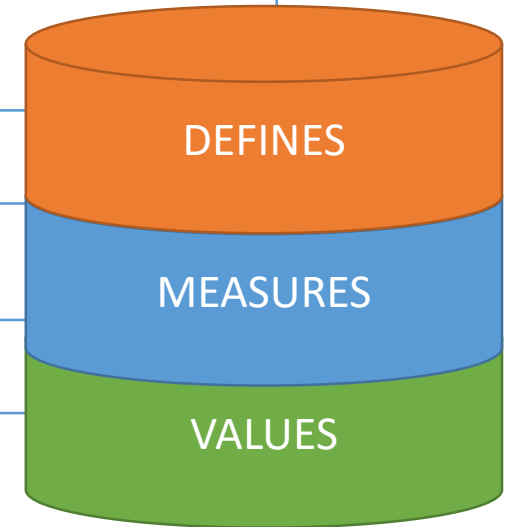
Tool to measure

Simplified information < > complex reality

Communicate on FLAG achievements

Support review of LDS

Report to MA and COM



Hierarchy of indicators...

IMPACT

Increase in employment in coastal areas

- These refer to the benefits of the programme both at the level of the intervention but also more generally in the programme area.
- They contribute to **the general objectives** of your LDS
- Impacts **can only be estimated**

RESULT

Population benefitting from improved services

- represent immediate and direct effects and reflect the **contribution of the projects to the specific objectives** of the LDS. A bundle of outputs can generate a result and therefore contribute to achieving a specific objective
- **Achieved results can be observed.**

OUTPUT

No of training courses implemented

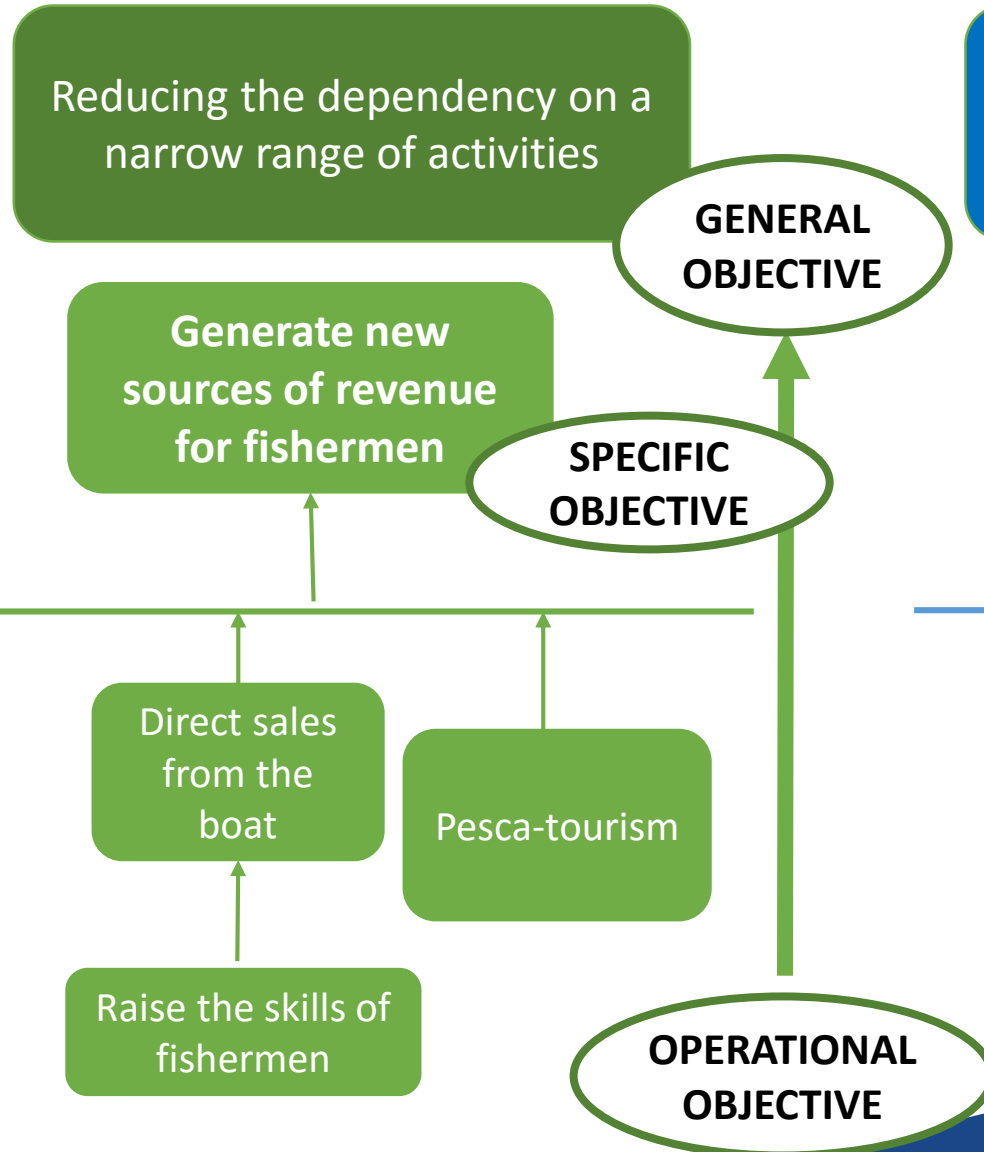
- These measure activities implemented within the LDS and are the first step towards realising **the operational objectives**
- They are measured in physical or monetary units.
- They provide **quantified evidence of expenditure** on a particular category of intervention, or the number of beneficiaries of a measure.
- They should be **fully observable and readily available.**

INPUT

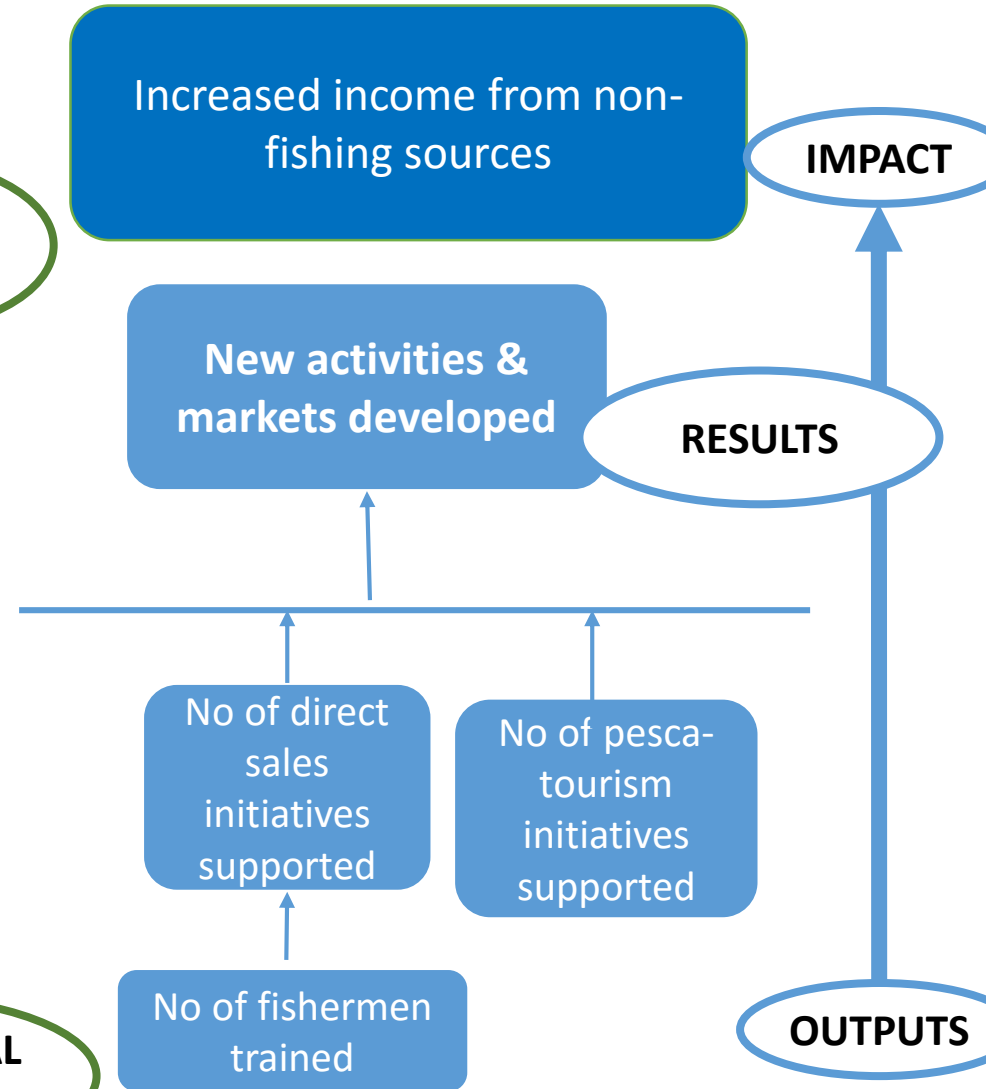
Expenditure per operation declared to the Commission

- the budget or resources allocated
- They are measured in monetary units.
- They are **fully observable and readily available**

Objective tree



Indicators



Smart indicators:

S

Specific

- *well defined, operational and focused*

M

Measurable

- *able to determine progress/completion; the same methodology delivers the same findings*

A

Achievable

- *realistic, practical and achievable within operational constraints*

R

Relevant

- *captures or measures the outcome it is intended to measure*

T

Time-bound

- *attached to a time frame*



Good indicators could be SMART or RACER:

R	Relevant	<ul style="list-style-type: none">• <i>closely linked to the needs to be addressed, not overambitious</i>
A	Accepted	<ul style="list-style-type: none">• <i>e.g. by the community, stakeholders, staff...</i>
C	Credible	<ul style="list-style-type: none">• <i>for non-experts, unambiguous and easy to interpret</i>
E	Easy	<ul style="list-style-type: none">• <i>to measure and monitor</i>
R	Robust	<ul style="list-style-type: none">• <i>against manipulation and external shocks</i>

Be careful....



Reality cannot be measured

Indicators = approximations
Indicators = measurable theoretical constructions

UNINTENDED effects also occur, they may not be captured by a predefined set of indicators!

Indicators for CLLD

From Reg. 1014/2014 ...

Common output indicators

- No of Local Dev. Strategies
- No of preparatory support
- No of cooperation projects

Common result indicators

- No of jobs created
- No of jobs maintained
- No of business created

...Enough to show CLLD achievements?

Result indicator: **jobs created**

- Number of **persons** in some form of **newly created and compensated** employment;
- **Employed** or **self-employed** for **pay, profit or family gain**;
- Expressed in **full-time equivalent (FTE)**;
- **Permanent** or, in the case of seasonal jobs, **recurring**;
- **In the FLAG area** created as part of the EMFF intervention;
- No need to be directly related to the fisheries or maritime sectors, **also in other sectors** relevant to the FLAG area and the respective Local Development Strategy.

Result indicator: **jobs maintained**

- Number of **persons** in some form of **already existing and compensated** employment;
- **Employed or self-employed** for **pay, profit or family gain**;
- Expressed in **full-time equivalent (FTE)**;
- **Permanent** or, in the case of seasonal jobs, **recurring**;
- **In the FLAG area** whose jobs were at **risk** and were likely to be lost without EMFF intervention
- no need to be directly related to the fisheries or maritime sectors, **also in other sectors** relevant to the FLAG area and the respective Local Development Strategy.

Result indicator: **business created**

- Number of **any kind of organized and registered activity** where **goods and services** are exchanged for **money or swapped**;
- No account of **qualitative factors** such as duration or turnover;
- All types of new businesses in the FLAG area, **relevant to the Local Development Strategy attributed to an EMFF intervention**;
- Involvement of a **local partner** in an **operation** (i.e. a local project) are the decisive elements
- **Also subsidiaries and branches** from enterprises based outside the FLAG area



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Designing targets for your strategy

In the CLLD context we distinguish:

- Indicators: variables used to measure the degree of achieving an LDS objective
- Targets: specific values you are trying to achieve

Example:

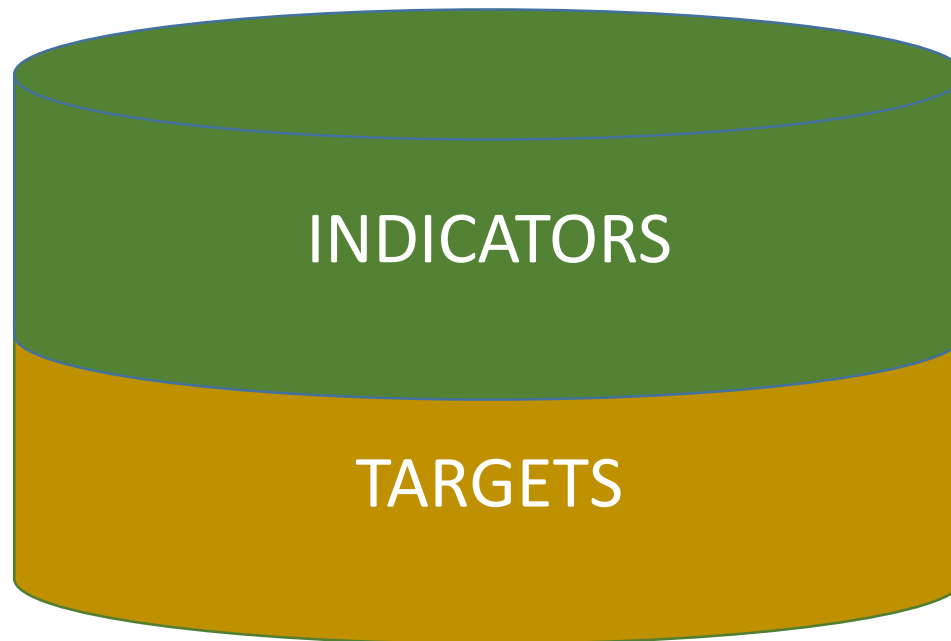
Objective:
increased fish sales

Indicator: Value of
fish sales in 2016 as
% of sales in 2015

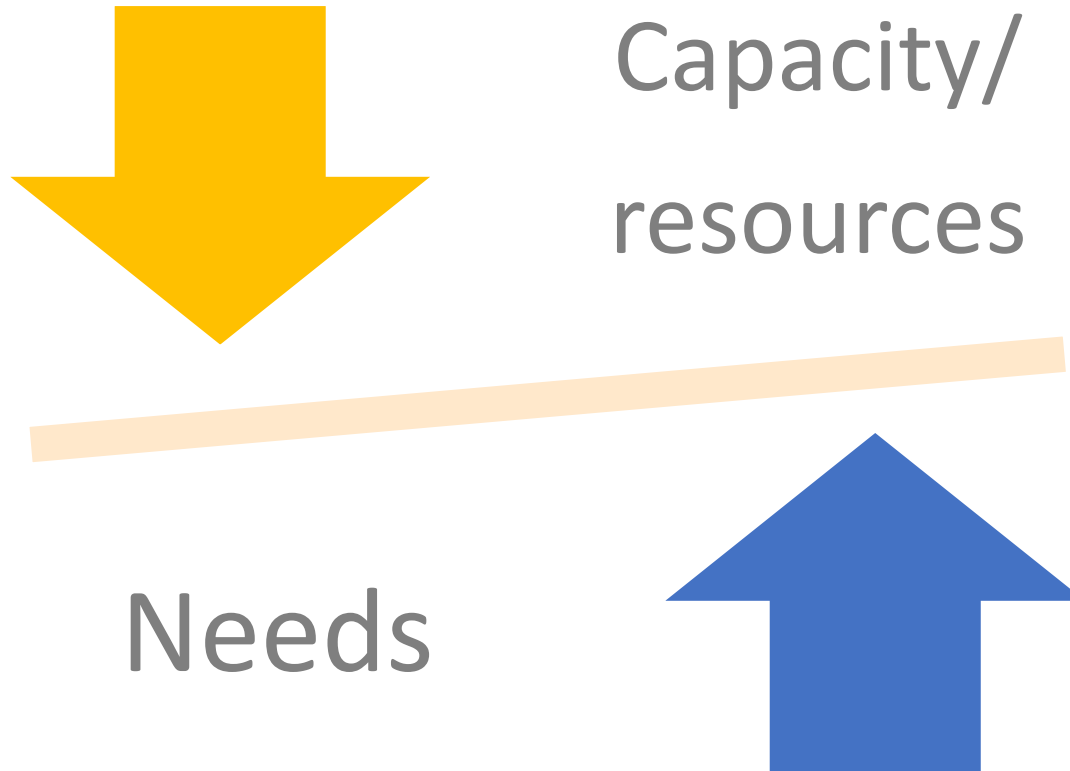
Target: 105%



In practice they are closely connected



You must find a balance...



What can go wrong?

- If you set too ambitious targets, you won't be able to meet them

BUT

- If your targets are too low, you may not be meeting the needs, and once the low target is reached there can be loss of motivation
- So BE REALISTIC!

Setting realistic targets requires good information

- It can be based on historical data (performance 2007-2013)
- Peer group analysis – comparing to other FLAGs (or LAGs, if relevant)
- Analysis of demand, market etc. (expert study)
- Stakeholder consultation



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Thank you!

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