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farnet

GUIDE #11

Results-oriented CLLD in fisheries areas

Six practical factsheets

1 Developing strategic objectives

2 Selecting indicators and setting targets

3 Collecting data and managing information

4 Adopting a results-oriented approach

5 Assessing FLAG performance

6 Going beyond the mandatory: analysing the broader impact of CLLD in fisheries areas

European Commission

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Introduction

A new element in EU funding programmes for the 2014-2020 period is the increased focus on **results**. All actors involved in implementing EU programmes must be mindful of the need to **plan, deliver, measure and demonstrate results**.

This applies also to Community-Led Local Development (CLLD) implemented in fisheries areas with the support of the European Maritime and Fisheries Fund (EMFF). Therefore, this guide aims to help Fisheries Local Action Groups (FLAGs) to reinforce their focus on results throughout the design and implementation of their local development strategies (LDS).

Taking into account the fact that FLAGs are at different stages of preparing and/or implementing their LDSs, and may need to focus on different aspects of achieving results, the guide consists of a **series of factsheets** which can be consulted individually.

Factsheets 1-4 together present the "**intervention logic**", which explains the links between the needs of the area, the strategic objectives, the results, indicators, targets, the information that has to be collected and analysed, and activities on the ground. At the end of FACTSHEET 4 there is an OVERVIEW sheet which presents two examples of the basic elements of the intervention logic in two different types of FLAGs.

- **FACTSHEET 1 "Developing strategic objectives"** is particularly relevant for FLAGs that are at the early stages of developing their strategies, or are thinking about improving or revising their objectives. It explains what makes objectives SMART and suggests tools that could help FLAGs to develop objectives that are better adapted to the needs and potential of their fisheries area.
- **FACTSHEET 2 "Selecting indicators and setting targets"** explains some of the key concepts for measuring progress towards achieving strategic objectives, and helps FLAGs to develop SMART or RACER indicators and to establish realistic targets. This will be useful for FLAGs that need to formulate – or improve – the targets and indicators of their LDS. It should be used together with FACTSHEET 3 on data and information.
- **FACTSHEET 3 "Collecting data and managing information"** deals with the practical aspects of FLAG monitoring and evaluation, in particular data collection and working with evaluators. This factsheet is relevant for all FLAGs, especially those with less experience.
- **FACTSHEET 4 "Adopting a results-oriented approach"** is relevant for FLAGs at all stages of development. It focuses on the activities the FLAG must undertake in order to help actors in the area design and implement projects that best contribute to its strategic objectives. Activities related to project selection, project development support, animation and communication are discussed, with tips and examples provided.
- **FACTSHEET 5 "Assessing FLAG performance"** reminds FLAGs that in addition to measuring the change achieved in the fisheries area, they should also assess their own performance. The factsheet suggests how FLAGs can use reflection and peer learning to improve their internal processes and achieve their objectives in a more efficient and effective way. This factsheet is relevant for all FLAGs.
- **FACTSHEET 6 "Going beyond the mandatory: analysing the broader impact of CLLD in fisheries areas"** looks at some ways to assessing the less tangible aspects of FLAG work, such as the impact on social capital, governance or quality of life. Such analysis is only starting in most EU fisheries areas, so experience from other parts of the world – World Bank funded projects, for example – provides some useful lessons. FLAGs at all stages of strategy implementation should find ways to address this important issue.

In all factsheets, there are graphic signs indicating:

DEFINITION

definitions of key concepts

PRACTICE

short descriptions of examples taken from FLAG or MA practice

TIPS

practical suggestions that may be helpful in developing results-oriented CLLD

At the end of each factsheet there are **questions for reflection** – these are intended to help the reader to relate the contents of the guide with the reality of his/her own FLAG.

The Annex presents **further sources of information** (selected sources from a wealth of literature on strategic planning, monitoring and evaluation; etc.).

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European Commission

1. Strategic objectives in the context of CLLD

Strategic objectives in fisheries CLLD describe what the FLAG aims to achieve in its area. They have to respond to needs, challenges and opportunities, and provide a basic framework of all the activities of the FLAG[1].

In the previous programming period (2007-2013), FLAGs already defined objectives in their local development strategies (LDSs). However, very often these objectives were very general and could refer to almost any fisheries area. Such objectives could not fulfil their principal function, which was to **define precisely the local outcomes** and provide **a clear framework and guidance for day-to-day management**, including the selection of projects that would receive support, while also serving as **a basis for performance management and accountability**[2].

In the context of a local strategy, it is useful to distinguish:

DEFINITION

general objective – the broader, long-term change which should take place in the FLAG area or community (for instance, "more young people entering the fishing sector" or "a stronger business sector in the fisheries area");

specific objective – a more focused change addressing a specific problem (for instance, "developing new businesses in the fishing port");

operational objective – what is going to be achieved through a specific operation/project.

The **coherence** between these objectives is very important: every specific objective should contribute to achieving one of the general objectives and all operations (projects) should contribute to at least one of the specific objectives of the FLAG strategy.

1 Art. 33 of the Common Provisions Regulation (CPR) specifies that the local development strategy shall contain a description of the strategy **and its objectives**, a description of the integrated and innovative features of the strategy and **a hierarchy of objectives, including measurable targets for outputs or results.** In relation to results, targets may be expressed in quantitative or qualitative terms.

2 See Court of Auditors' report on LEADER (2010): "The objectives [of a local development strategy] should define precisely the local outcomes that they plan to achieve with their strategies, thus providing a clear framework and guidance for the day-to-day management of the programmes and a basis for performance management and accountability."

PRACTICE

The Kaszuby FLAG[3] in northern Poland has four ***general objectives;*** *for each of them it has formulated several* ***specific objectives*** *(only some of them are quoted below):*

1. ***Maintaining and promoting the fishing tradition of the area:***
   - *maintaining and promoting Kaszuby fisheries heritage among inhabitants and tourists;*
   - *promoting traditional products of Kaszuby fisheries.*
2. ***Raising environmental awareness among fishermen, inhabitants and tourists:***
   - *collecting and disseminating information about fisheries resources in the Kaszuby FLAG area and any potential threats.*
3. ***Developing entrepreneurship and improving incomes in fishing and aquaculture:***
   - *adding value to fisheries products, and business and/or innovation support in the fisheries supply chain;*
   - *supporting businesses that strengthen the competitiveness of the area, and maintaining and/or creating jobs that build on the area's coastal potential.*
4. ***Improving the operations of the Kaszuby FLAG through dialogue and participation:***
   - *developing initiatives to support a civic dialogue and enhance the role of the local community in governance;*
   - *improving the efficiency of FLAG communication activities aimed at mobilising the local community.*

2. Formulating high quality objectives

Setting objectives that will guide the local development process and help achieve the desired outcomes requires a structured but flexible approach. High quality objectives should have the following characteristics:

- clearly correspond to local needs and opportunities;
- be developed with the involvement of the local community;
- take account of broader objectives and strategies at EU, national and regional level; and
- be measurable and achievable (SMART) and written in precise, unambiguous language.

3 The FLAG and MA practices quoted in these factsheets should not be treated as "best practice" or "models", but rather as examples which may inform and inspire other FLAGs and MAs. Most of them were presented at the FARNET seminar on "Results-oriented CLLD in fisheries areas" (Helsinki, 24-26 May 2016)

2.1. Clearly corresponding to local needs and opportunities

One of the most important methods for ensuring that objectives correspond to local needs and opportunities is the SWOT analysis. Very often the SWOT in FLAG strategies is limited to a compilation of strengths, weaknesses, opportunities and threats. However, this in itself is **not sufficient to define the strategic objectives**. The relationships between the external factors (opportunities and threats) and the internal factors (strengths and weaknesses) also need to be explored and strategies devised accordingly, as outlined below[4]:

	(external) opportunities	(external) threats
(internal) strengths	Strategies that use strengths to maximise opportunities	Strategies that use strengths to minimise threats
(internal) weaknesses	Strategies that minimise weaknesses by taking advantage of opportunities	Strategies that minimise weaknesses and avoid threats

A FLAG could, for example, make the following assessment:

- **strength: availability of high quality fish in the area.**
- **opportunity: tourists interested in new experiences such as tasting new foods.**

Objective: improving fish sales by offering fish tasting experience to tourists (using strengths to maximise opportunities).

- **strength: availability of high quality fish in the area.**
- **threat: lack of consumer awareness of the value of fish.**

Objective: raising consumer awareness by organising tasting sessions using freshly caught fish from the area.

The process of carrying out the SWOT analysis, identifying challenges, their causes and effects, and defining the hierarchy of objectives requires a certain amount of expert knowledge as well as discussion with stakeholders. However, FLAG strategies should not try to address all the issues identified in this process but have a clear focus on a few key priorities. The final selection of these priorities should be based on a broad policy debate at the local level to identify the most important **needs** of the relevant stakeholders.

4 This is sometimes called the TOWS matrix (https://www.mindtools.com/pages/article/newSTR_89.htm)

PRACTICE

The Wagrien-Fehmarn FLAG in Germany formulated its objectives on the basis of the following SWOT analysis:

Strengths: - *Strong identity of the area* - *Product freshness* - *Direct contact with the customer, transparency* - *Strong cooperatives* - *Good transfer of fishing skills, good vocational training* - *Sustainable, regional products* - *Traditional fisheries*	***Weaknesses:*** - *Brand name is missing* - *Inadequate consumer information* - *Under-developed "food culture" – low esteem for food* - *Barriers to approval/construction of suitable vessels* - *Certification delusion: no income effects*
Opportunities: - *Improving the image of fishing sector* - *New customers from eastern Europe* - *Potential development of a new customer base through stronger links with the tourism sector* - *Local processing and placement of the craft* - *Communication platform "FischErleben" – increased appreciation of the local product* - *Dialogue with conservation organisations*	***Threats:*** - *Strong competition of imported fish* - *Conflict with direct marketing cooperatives* - *Difficult legal regulations for fish marketing, bureaucratic hurdles* - *Rigorous environmental and conservation requirements* - *Negative PR of conservation organizations* - *Ageing & loss of know-how* - *Missing lobby for education* - *Ageing vessels* - *Strong seasonality*

*On the basis of existing strengths and taking advantage of development opportunities, the strategy should address the following **potentials**:*

- *Traditional and identity-strong fishing;*
- *The marketing of fresh, local and natural/sustainable products;*
- *Direct marketing from the vessel;*
- *Development of new markets (tourists, eastern Europe);*
- *Public relations for the fisheries sector, highlighting its importance for the region and the Baltic Sea fishery (ecology, climate change, sustainability).*

*On the basis of the above analysis and following a discussion on the key needs of the fisheries community, the FLAG has formulated its **objectives** under several broad themes. For example, under the theme, "Fish as a regional product", it includes objectives such as:*

- *develop local value chains;*
- *improve local marketing and processing.*

Under the theme, "Dialogue, cooperation and networking", it includes the objectives:

- *improve cooperation between fishermen and fishing cooperatives and the working conditions of fishermen;*
- *increase cooperation and dialogue between the fishing industry and other local sectors, such as tourism, gastronomy and nature conservation.*

2.2. Developed with the involvement of the local community

The bottom-up character of CLLD requires that the strategy is developed and implemented by the input of all sectors of the local community. This means that objectives have to be formulated with the strong involvement of local stakeholders, including the fisheries sector[5].

A bottom-up process of strategy development is time-consuming, especially in the beginning. Due time has to be invested in developing a well-designed participatory process that stakeholders identify with and commit to. This investment will be rewarded, because the effective participation of stakeholders in formulating objectives generates energy, mobilises resources and helps create synergies in the community, which contribute to achieving those objectives.

The same level of community participation should also be sought in the mid-term review of the LDS.

5 A lot of guidance is available on community participation in the process of developing the local strategy, see Annex for further sources of information.

2.3. Taking account of broader objectives and strategies

Since CLLD is funded from the European Structural and Investment Funds (ESIF), its objectives should be consistent with the wider strategic framework of the Europe 2020 strategy (EU 2020).

The EMFF regulation envisages that activities funded under CLLD should contribute to Thematic Objective 8 of EU 2020 (Promoting sustainable and quality employment and supporting labour mobility). In particular, they should promote economic growth, social inclusion and job creation, as well as supporting employability and labour mobility in coastal and inland communities that depend on fishing and aquaculture. This should include the diversification of activities within fisheries, and into other sectors of the maritime economy. Article 63 of the EMFF Regulation defines the five broad objectives of CLLD in fisheries areas (see box):

Art. 63 of the EMFF Regulation:

Support for the implementation of CLLD strategies may be granted for the following objectives:

a. adding value, creating jobs, attracting young people and promoting innovation at all stages of the supply chain of fishery and aquaculture products;
b. supporting diversification inside or outside commercial fisheries, lifelong learning and job creation in fisheries and aquaculture areas;
c. enhancing and capitalising on the environmental assets of fisheries and aquaculture areas, including operations to mitigate climate change;
d. promoting social well-being and cultural heritage in fisheries and aquaculture areas, including fisheries, aquaculture and maritime cultural heritage; and
e. strengthening the role of fisheries communities in local development and the governance of local fisheries resources and maritime activities.

In addition, the national Operational Programmes (OPs) and other national and regional strategic documents usually include objectives that should be achieved with CLLD funding.

FLAGs should seek to take these broader objectives into account when defining their LDS objectives; not simply copying and pasting them, but selecting those that are most relevant to local needs and adapting them, or developing new ones, in line with the specific situation in their area.

2.4. SMART and written in precise language

A good way of verifying the quality of FLAG strategic objectives is to check them against a set of SMART criteria:

DEFINITION

SMART objectives:

Specific: what change will be achieved, by whom, where, how, under which conditions?

Measurable: change must be objectively verifiable (how will I know when it is achieved?)

Achievable: the results must be achievable with the available resources, within the given timeframe.

Relevant: reflecting the needs, challenges and opportunities of the local fisheries community.

Timebound: change must be achieved within a defined period (e.g. by 2020) and progress should be tracked at defined intervals.

It is particularly important for the **specific objectives** of the FLAG strategy to meet the SMART criteria.

When formulating objectives, FLAGs should keep the following in mind:

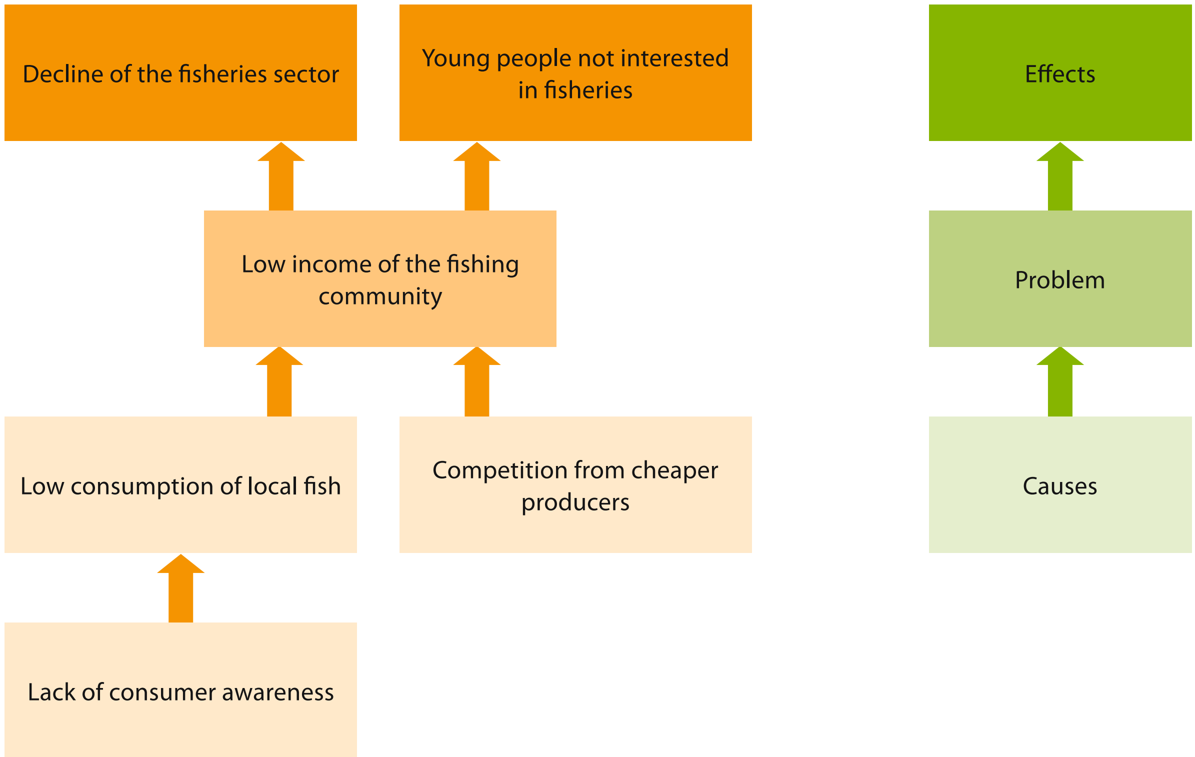
TIPS

- **emphasise the results of actions, not the actions themselves**. For example, instead of "increase the sale of fish" use "increased fish sales";
- **maintain a single focus**. Multiple objectives with multiple components are challenging to manage and measure;
- **test the wording with various stakeholders** to ensure that the objective is consistently understood and not interpreted differently;
- **specify the timeframe**. The amount of time available helps determine what is realistic and feasible.

3. "Problem tree" as a tool for formulating objectives

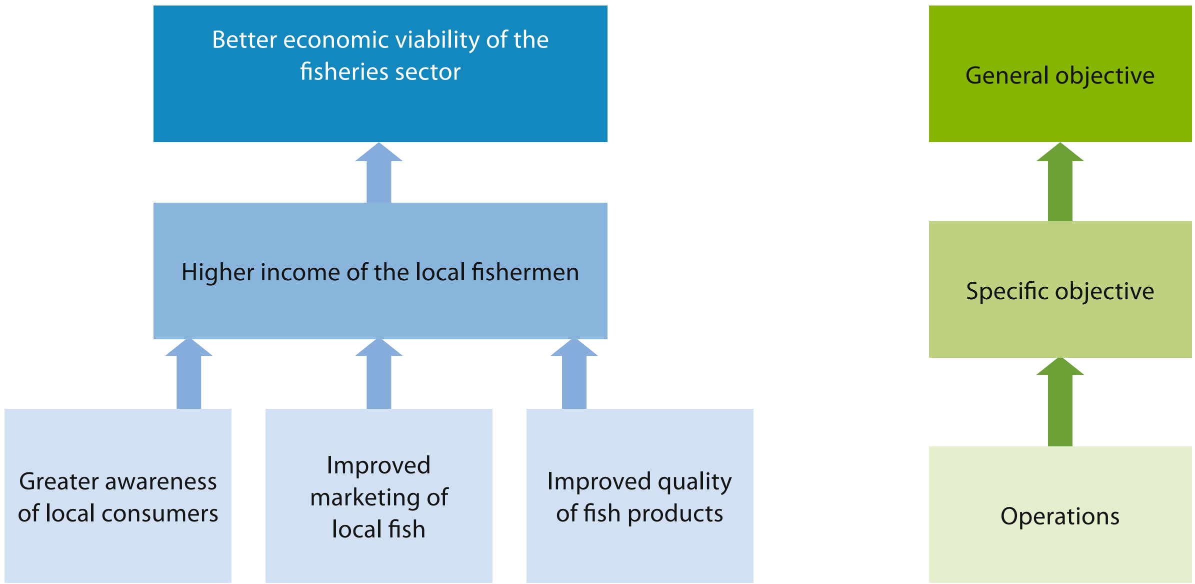
A useful tool in defining objectives is the "problem tree". This method involves the identification of key problems facing the area, and formulating objectives to address these problems.

The process is usually carried out in the format of a workshop involving different stakeholders. The participants have to agree on a few key **problems** that they want the local strategy to address. A single problem is represented graphically as having several "roots" or causes, and several "branches", which are effects of the problem on the community, as in this example.



The next step is to find **objectives** that address these problems. The objective directly corresponding to the identified problem is the **specific objective**, while the **general objectives** typically address the effects of the problems.

For instance, if the problem is identified as "Low income of the fishing community", one way of dealing with it would be to raise the income of fishermen (i.e. to create more income from fishing) – so this becomes the specific objective. In order to achieve it, the FLAG would have to support activities (operations) that would address the causes of the problem. Usually concrete operations are not described in the local strategy, but some preliminary ideas can already be mentioned. We would thus have the following hierarchy of objectives, which can be called the "objective tree":



The advantage of this method is that it helps to show, in a graphic manner, the logic of the FLAG intervention: the **operations financed by the FLAG have to address the causes of the problem**, in order to be able to contribute to the specific and general objectives.

4. Formulating objectives – an iterative process

Defining strategic objectives is not a one-off exercise. Very often FLAGs find out that once they start looking for the right indicators to measure progress (see **FACTSHEET 2**), they need to reformulate their objectives to make them more specific and measurable. Also, at the end of the process of developing the LDS, it is important to assess again if all the planned activities and outputs will be sufficient to reach the long-term objectives.

The process of formulating objectives is, therefore, **iterative.** Iteration may be time-consuming, but it is a powerful way to produce a more realistic development path and ensure consensus among the stakeholders involved. Also, during the implementation of a strategy, it is good to regularly review the intervention logic, based on the monitoring of progress of the strategy implementation.

5. Checking the integrated and innovative character of the strategy

Article 33.1 (c) of the Common Provisions Regulation, quoted in section 1 above, mentions that the FLAGs must also describe the "integrated and innovative features of the strategy". Broadly understood **integration** and **innovation** are essential components of CLLD, but they have to be defined in the context of each FLAG area (not at EU, national or regional level).

While integration and innovative character of CLLD will mainly be achieved through the activities of the FLAG described in the section of the strategy called "action plan", it is important to keep those features in mind already at the stage of formulating strategic objectives. FLAGs should therefore check if – and how – their objectives encourage integration between different sectors, activities, actors, sources of funding and promote synergies. They should also ensure the strategic objectives leave scope for different types of innovation: using new methods and processes as well as supporting new types of businesses or products, including social innovation[6]. Integration and innovation are also very important for assessing the broader impacts of CLLD (see **FACTSHEET 6**).

Questions for reflection:

Review the strategic objectives of your FLAG's LDS in the light of the information provided in this factsheet. Are your objectives SMART? Are they coherent?

What method will you use to review the objectives of your LDS? How are you going to ensure the new objectives take account of the needs of the fisheries community?

6 More ideas on how to promote innovation under CLLD can be found in the report on "Preserving the innovative character of LEADER" http://enrd.ec.europa.eu/enrd-static/app_templates/enrd_assets/pdf/leader-tool-kit/1_focus-group2_extended-report_final.pdf

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Factsheet 2/6

Selecting indicators and setting targets

CLLD

European Commission

1. The importance of indicators

Once the FLAG has defined the objectives of its Local Development Strategy (LDS)[7], it needs to establish how it will assess its progress in achieving these objectives. If, for example, one of the specific objectives is "Increased income of local fishermen", then it should be possible to measure this increase in income. Therefore, before starting strategy implementation, the FLAG must know how it will measure the change triggered by its activities and where to find the necessary information. FLAGs need to decide up-front what they are going to measure – and for this they need indicators[8].

DEFINITION

An **indicator** is a variable that provides quantitative or qualitative information on a phenomenon; it can be used to measure the degree to which an LDS objective is achieved.

Thus an indicator is a tool that **defines**, **measures** and **values** progress in the implementation of a local strategy. This information will help the FLAG to determine whether and to what extent the objectives are being reached, and to review and update the local strategy. It can also help to communicate FLAG achievements to stakeholders and the broader public, as well as prepare reports for the managing authority (MA) and the European Commission.

The degree to which LDS objectives are achieved can be measured at different levels:
- at the level of the **broader change** in the fisheries area, through the implementation of the FLAG strategy (impact),
- at the level of addressing a specific **problem or issue** (result),
- at the level of a **single operation**/project (output).

DEFINITION

Impact – the effect of the intervention on the wider environment, and its contribution to wider (e.g. policy) objectives

Result – products/services (mostly tangible) delivered as a consequence of implementing a set of activities

Output – immediate tangible product of a project

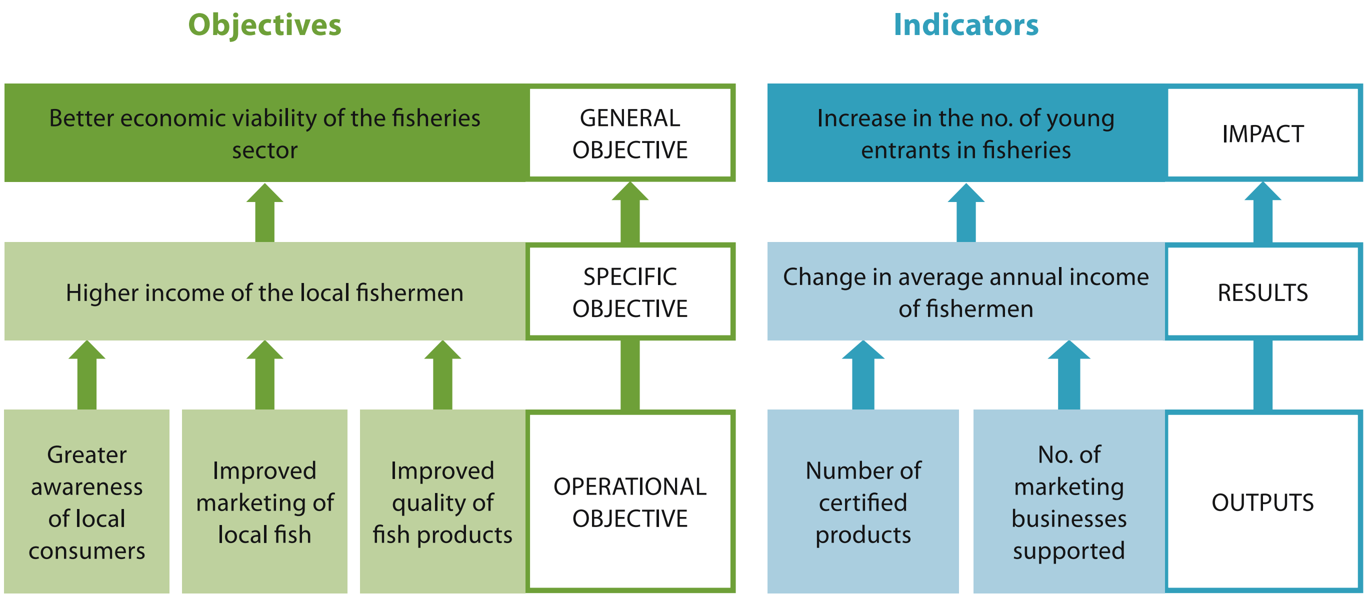
7 See FACTSHEET 1 "Developing strategic objectives"

8 They also need to know how they are going to measure it, i.e. how to set up monitoring and evaluation – this is described in more detail in FACTSHEET 3

For each level, we have different kinds of indicators (**impact indicators**, **result indicators** and **output indicators**). These three levels are also linked with the three levels of objectives (see **FACTSHEET 1**), so that:

- impact indicators are used to measure progress in achieving **general objectives** of the LDS,
- result indicators measure progress towards **specific objectives**,
- output indicators measure the achievements of an individual **operation** or **project**.

If, for example, a FLAG is trying to address the problem of low incomes in the fisheries community. It would select the specific objective of "Increased income of local fishermen", which contributes to the general objective of "Improved economic viability of the fisheries sector". Thus we can have the following structure of objectives and indicators:



2. Ensuring high quality indicators

In order to capture the result or output of an activity, more than one indicator can be used. For example, for "raising the income of local fishermen" one can use:

- annual change of gross income;
- annual change of net income;
- annual change of income of fishermen corrected by inflation/costs of living, etc.

It is important to make clear in the FLAG strategy which indicators will be used to measure progress in achieving each objective. This should include a precise definition of the indicator, an explanation how it will be measured and the source of information, taking account of the availability of relevant data. These issues are discussed in more detail in the following **FACTSHEET, no. 3**.

Good indicators, similarly to good objectives, should be SMART:

DEFINITION

SMART indicators:

Specific: well-defined, operational and focused

Measurable: able to determine progress/completion; the same methodology delivers the same findings

Achievable: realistic, practical and achievable within operational constraints

Relevant: capture or measure the outcome they are intended to measure

Timebound: attached to a time frame.

An alternative way of checking the quality of the indicators selected by the FLAG, is to see if they are RACER (these criteria emphasise the participatory element of defining indicators, so could be particularly appropriate for the CLLD context):

DEFINITION

RACER indicators:

Relevant: closely linked to the needs to be addressed, not overambitious and measuring the right thing

Accepted: by the community, stakeholders, staff…

Credible: for non-experts, unambiguous and easy to interpret

Easy: to measure and monitor (data collection should be possible at low cost)

Robust: against manipulation and external shocks

Although every effort should be made to ensure high quality indicators, it is important also to keep in mind that the work of the FLAG brings about a large number of outcomes and that only a limited number can be measured. Thus, an indicator always provides **simplified information about a more complex reality**.

While FLAGs should choose indicators that best correspond to the objectives of their strategy, there are three indicators that are defined at EU level and are **common** for all CLLD-related activities. These are discussed in more detail below.

3. Common indicators for CLLD

The common indicators of results for Union Priority 4 of the EMFF (see Commission Regulation 1014/2014) are:
- the number of jobs created (Full Time Equivalents, FTEs);
- the number of jobs maintained (FTEs);
- the number of businesses created.

These indicators are further described in a guidance document developed by FAME SU[9] in consultation with Member States.

1. Number of jobs created:

This refers to the number of **persons** in some form of **newly created and compensated** employment. The reference period is from the start of the operation until two years after the end of the operation. It encompasses the following:
- People who are **employed** or **self-employed** for **pay, profit or family gain**;
- Employment should be expressed in **full-time equivalents** (FTEs), based on the national FTE coefficient. A self-employed person should be considered as 1 FTE;
- Includes **permanent** or, in the case of seasonal jobs, **recurring** employment;
- Is located **in the FLAG area and** created as part of the EMFF intervention (jobs can be created also from enterprises based outside the FLAG area, as long as these jobs are located in the FLAG area and are relevant to the LDS);
- Jobs don't need to be directly related to the fisheries or maritime sectors. They can **also be in other sectors** relevant to the FLAG area and the respective LDS.

2. Number of jobs maintained:

This encompasses the following elements:
- The 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 equivalents** (FTEs), based on the national FTE coefficient. A self-employed person should be considered as 1 FTE;
- **Permanent** or, in the case of seasonal jobs, **recurring**;
- Located **in the FLAG area** (also in enterprises based outside the FLAG area, as long as the jobs concerned are located in the FLAG area and are relevant to the LDS);

9 Fisheries and Aquaculture Monitoring and Evaluation Support Unit.

- Jobs at **risk** and likely to be lost without EMFF intervention. The LDS and the involvement of a local partner in an operation are the decisive elements for including a sector in the calculation of the indicator;
- Jobs maintained don't need to be directly related to the fisheries or maritime sectors, they can **also be in other sectors** relevant to the FLAG area and the respective LDS.

3. Number of businesses created:

This encompasses the following elements:

- The number of **any kind of organised and registered activity** where **goods and services** are exchanged for money or swapped;
- Does not take account of **qualitative factors** such as duration or turnover;
- All types of new businesses in the FLAG area, **relevant to the LDS** and **attributed to an EMFF intervention**;
- The involvement of a **local partner** in an **operation** (i.e. a local project) is the decisive element;
- **Also includes subsidiaries and branches** from enterprises based outside the FLAG area.

PRACTICE

*The Pays de Vannes FLAG[10] in the French region of Brittany is planning to monitor the employment situation using a special tool, based on the experience of the "**Employment Observatory**" which the Pays used in the previous period (to monitor jobs offered and sought by type of employee and type of enterprise). Information was collected quarterly, with a full diagnosis carried out once a year.*

A steering committee was established, with participants from the public and private sectors (including data providers), which defined what indicators should be monitored in order to have a full picture of the local employment situation. Data collected included information on employees, employers, the labour market, job offers, the situation of enterprises, mobility, etc.

Special studies were also carried out as the need arose, looking, for example, at the recruitment needs of hotels and restaurants in the summer of 2013, or analysing the IT needs of businesses in the area in order to create a "back-to-work" training scheme for troubled youth.

The Employment Observatory also facilitated networking of actors concerned with the labour market, and provided various services to the community such as the organisation of events (thematic conferences, employment forums, speed-dating) and various forms of on-line communication.

There are also mandatory indicators at the **output** level (the number of LDSs, the number of preparatory support activities, and the number of cooperation projects), but these are primarily of interest to managing authorities and are less relevant for FLAGs (although information on cooperation projects may have to be provided to the MA by FLAGs).

10 The FLAG and MA practices quoted in these factsheets should not be treated as "best practice" or "models", but rather as examples which may inform and inspire other FLAGs and MAs. Most of them were presented at the FARNET seminar on "Results-oriented CLLD in fisheries areas" (Helsinki, 24-26 May 2016)

4. Setting targets

It is not enough to select the correct indicators to measure progress towards achieving objectives: each strategy should also contain clear **targets,** specifying (in quantitative and qualitative terms) what is going to be achieved. Targets and indicators are closely linked, but they should not be confused. While an **indicator** is a variable, used to measure the extent to which LDS objectives are achieved;

DEFINITION

a **target** is a specific value of this variable, which the FLAG is trying to achieve.

For example, if the objective is "To increase fish sales", an indicator to measure this could be "The value of fish sold in 2016 as a % of sales in 2015", and the target would be "105%", i.e. an increase of 5% in the value of fish sold. Note that to measure this, the FLAG would have to know the **baseline** (the situation before the start of intervention): in this case, the value of fish sales at the start of FLAG activities.

Below are further examples of objectives, indicators and targets (from the FARNET seminar on "Results-oriented CLLD in fisheries areas", Helsinki, May 2016):

Specific objective *(and activity where relevant)*	Results indicator	Target
Better cooperation with fish mongers	No. of fish mongers who sign a partnership agreement	1
An increase in locally sourced fish consumption *Activity: a scheme promoting purchase of local fish by local businesses (restaurants, processing, catering)*	No. of local businesses joining the scheme	15-20
Promoting the area as a coherent tourist product *Activity: developing a common brand for the area*	No. of local businesses that subscribe to the brand within 2 years (out of ca. 100)	min. 25

When setting targets, it is important to take account of the needs of the local community, and the potential of the area, including the capacity and resources available to the FLAG. The targets should be ambitious (to respond to the needs) but realistic (taking into account the limited potential, resources and capacity).

For some results, especially those that require a complex set of activities or take a long time to achieve, it may be useful to set intermediate targets or **milestones** at specific stages of the strategy implementation. This will help the FLAG in monitoring progress towards reaching targets.

It is very important to involve local stakeholders in the process of establishing targets for the local strategy, as they have in-depth knowledge of the real needs of the area. They may also be able to contribute the necessary capacity/resources, if those of the FLAG are not sufficient to reach certain targets. It is also very important that local stakeholders have a sense of ownership and commitment to reaching the targets of the strategy.

As most, if not all, FLAGs will have job creation as one of their key objectives, it will be important to think realistically about setting targets concerning the number of jobs created. Some studies from previous periods indicate that the average investment per job created in the CLLD context (at EU level) is approximately €100 000. However, this figure will vary considerably, depending on the region, type of area and its economic potential, and should only be taken as a broad indication rather than a benchmark.

TIPS

The following questions may be useful in **setting targets** of your strategy:

NEEDS VS. CAPACITY/RESOURCES

- **Is the target in line with the needs of your area?**

For instance, do you really need to train X number of people? Is the target group really interested? Check your target against the needs analysis in your strategy; you may also need an expert study (see below).

- **Do you have enough capacity/resources to meet this target?**

Think carefully about the budget of the FLAG, but also about the co-financing that would have to be contributed by local actors. Check if you have enough human resources to meet the target: remember this includes not only the paid staff of the FLAG but also volunteers. For instance, are you able to organise an animation event in every fishing harbour of your area?

BENCHMARKING

- **Have we done a similar activity in the previous period? What targets did we set? What targets did we achieve?**

You don't automatically have to use the same targets as in the previous period, but if you are planning to change them substantially, make sure it is justified (e.g. the FLAG area is bigger/smaller; your entrepreneurs have more experience now and can complete their projects more quickly, etc.). Unit costs from the previous period (e.g. the average cost of creating one job) could be taken into account.

- **What are the targets for similar activities in other FLAGs (or LAGs, if relevant)?**

Remember FLAGs differ greatly, so you should compare yourself to similar organisations and not to FLAGs that have significantly bigger (or smaller) budgets, a different type of area, more experience, etc.

YOU MAY ALSO HAVE TO:

- Carry out a **stakeholder consultation**.
- Use an **expert analysis or study**.

DOUBLE CHECK IF YOUR TARGET…

- …is not **too ambitious** (you may not be able to meet it).
- …is not **too conservative** (you may not be meeting the needs, and once the target is reached there can be loss of motivation to continue the work).

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Factsheet 3/6

Collecting data and managing information

CLLD

1 Developing strategic objectives

2 Selecting indicators and setting targets

3 Collecting data and managing information

4 Adopting a results-oriented approach

5 Assessing FLAG performance

6 Going beyond the mandatory: analysing the broader impact of CLLD in fisheries areas

European Commission

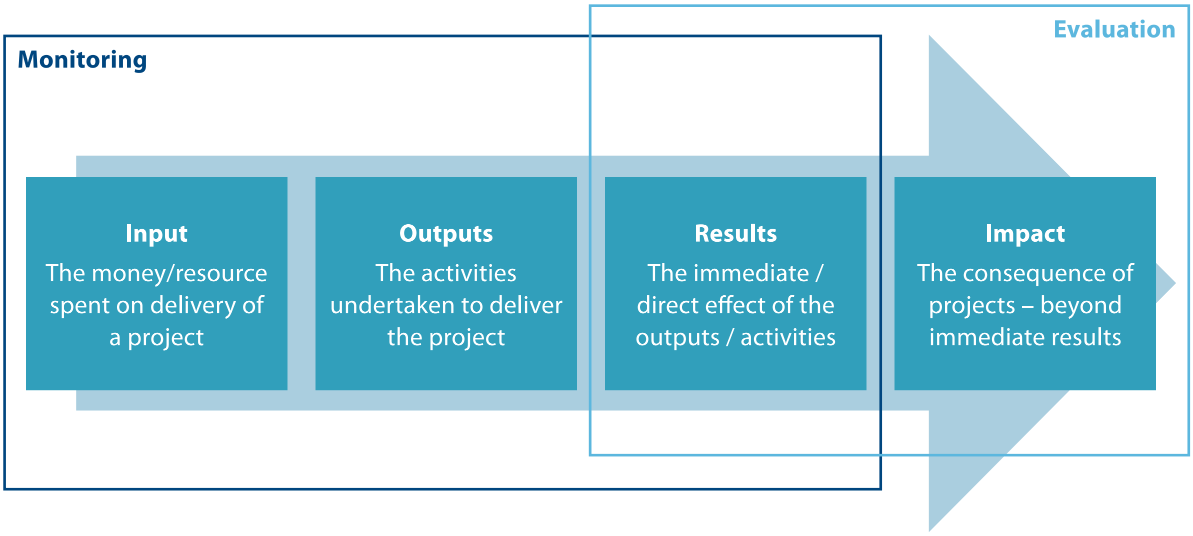
Good planning and design of the local development strategy (LDS) does not automatically ensure good results. It is essential to regularly check the progress towards targets and to measure the results achieved. For this, FLAG needs, on the one hand, to define clearly **what** it is going to measure, and on the other, **how** it is going to do it. While the question "what to measure" was discussed in detail in **FACTSHEET 2**, this Factsheet addresses the question "how", covering such topics as monitoring and evaluation systems, data collection and working with evaluators.

Art. 33 of the CPR specifies that the LDS must contain "a description of the management and monitoring arrangements of the strategy (…) and a description of specific arrangements for evaluation". To comply with this requirement, FLAGs must put in place a system that would help them:

- to provide mandatory monitoring information to the MA (see also **FACTSHEET 2** on common indicators),
- to assess progress in reaching the objectives of their LDS,
- to assess the performance of the FLAG itself (as discussed in **FACTSHEET 5**).

1. Monitoring and evaluation

Monitoring and evaluation provide the evidence base, which enables the FLAG to validate the logic of the LDS, to check if the intended results are being achieved as planned, and to see what improvements are needed. For this, FLAGs should organise effective monitoring and evaluation as an integral part of the LDS.



1.1. Monitoring

DEFINITION

Monitoring is a continuous and systematic process carried out during the implementation of the LDS to obtain regular feedback on progress.

Monitoring is used to keep track of strategy implementation and to compare it with what was planned, helping to identify and correct any deviation from the operational objectives[11]. It focuses mainly on quantitative data on inputs and outputs, to a lesser extent on results.

Information from systematic monitoring provides essential input to evaluation and can generate questions which would be answered by evaluation. While planning monitoring of the LDS FLAGs should also keep in mind the needs of evaluation.

1.2. Evaluation

DEFINITION

Evaluation is a periodic assessment of the design, implementation and outcomes of an on-going or completed LDS.

Evaluation complements monitoring by providing a more in-depth assessment of what worked, what did not work and why. While monitoring focuses mainly on collecting facts/data, the essence of evaluation is to provide a basis of making a judgement[12]. Its role is essential to understanding the relationship between cause and effect (how and to what extent the observed outcomes can be attributed to the activity of the FLAG?), and to identify unintended results, which may not be obvious in regular monitoring.

11 http://ec.europa.eu/fisheries/cfp/eff/official_documents/updated_eff_workingpaper_on_indicators_en.pdf

12 https://www.oecd.org/regional/leed/42748793.pdf

2. Data and information

The FLAG monitoring and evaluation system must be capable of providing adequate information for all the indicators of the LDS. This information can be collected from a variety of sources:

a. Reports and documents

- implementation and monitoring reports of operations supported by the FLAG,
- documentation of FLAG decisions,
- progress, quarterly or annual reports on FLAG activities,
- studies of particular themes or aspects, previous assessments or evaluations,
- external documents: national statistics, data of local authorities at various levels, data on businesses from entities such as chambers of commerce, tourism boards etc. (if they can be obtained at the right administrative level to be useful for the FLAG).

b. Information collected directly from beneficiaries and other stakeholders

- field visits and spot checks of supported operations,
- surveys and interviews of beneficiaries, including focus group meetings,
- minutes of steering committees, working groups, annual FLAG meetings,
- stakeholder and community meetings.

The minimum data that FLAGs have to collect are specified in the EU legislation. In addition to the common result indicators: the number of jobs created and maintained and the number of businesses created (see **FACTSHEET 2**), FLAGs will also have to gather information about **the operations selected for funding**, including **key characteristics of the beneficiary and the operation itself**[13].

This means that for each operation, in addition to the standard data such as the name and gender of the beneficiary, the size of the enterprise, the amount of public and private support etc., FLAGs will also have to record CLLD-specific information about:
- **the type of operation** (adding value, diversification, environment, socio-cultural or governance, running costs and animation); and
- **the type of beneficiary** (public authority, legal person, natural person, organisation of fishermen, producers' organisation, NGO, research centre/university or mixed).

The monitoring system of the FLAG must therefore take into account the need to ensure that the above mentioned data are available, taking into account the following questions:
- what are the sources of data? Can they be accessed?
- who owns the data?
- can they be obtained at the level needed (e.g. municipality, county, regional)? Does it cover the right period? Is it in the right format?
- is the information reliable?

13 Art. 97.1 of the EMFF Regulation

It is important to be mindful of issues related to data **access** (e.g. some data needs to be purchased) and data **protection**. The latter is particularly important when handling data related to beneficiaries or individual interviewees. Many FLAG partners (e.g. municipality or the local tourism information office) are probably collecting data that may be useful for monitoring and evaluation of the LDS, and it is good to work together with them on how this information could be shared.

Depending on the indicators selected to capture the results of the strategy, FLAGs will also collect other types of information, in addition to the mandatory data. A lot of useful information can be obtained directly from beneficiaries, as shown in the example below.

PRACTICE

The Polish Great Masurian Lakes FLAG[14] (which is also a LAG) is issuing a questionnaire to project promoters, which collects information needed to monitor progress and evaluate results. The questions were developed to fit the specific objectives of the FLAG strategy (which is strongly focused on tourism), so at project completion the beneficiary is expected to provide information concerning the:

- *number of local products developed;*
- *number of new tourist trails/cycling routes (length in km);*
- *number of accommodation/parking places created;*
- *number of tourism/recreation databases created;*
- *number of websites with on-line booking system;*
- *number of people trained in environmental education;*
- *number of promotional publications, videos etc. about the area.*

In addition, the questionnaire also gathers the following information:

- *The key target group of the operation;*
- *Information about problems encountered while implementing the operation, including:*
  - *problems related to the FLAG;*
  - *problems related to the intermediate body or Paying Agency.*

The FLAG also collects information by other means, including phone calls, anonymous surveys of people who received information or advice from the FLAG, analysis of press articles, comments in social media, etc.

Data collection by FLAGs can be greatly facilitated by a well-designed IT system. One of the most advanced IT systems for collecting CLLD data is PROMIS (Project Result Oriented Management Information System) developed by the Danish MA, which ensures automatic collection of the required data, starting with an electronic application form. A more detailed description of the system is found in **FACTSHEET 4**, and on the FARNET website.

14 The FLAG and MA practices quoted in these factsheets should not be treated as "best practice" or "models", but rather as examples which may inform and inspire other FLAGs and MAs. Most of them were presented at the FARNET seminar on "Results-oriented CLLD in fisheries areas" (Helsinki, 24-26 May 2016)

3. Working with evaluators

Most FLAGs will, at some point, have to design an evaluation exercise of their LDS, and they will probably have to go through some or all of the steps described below. It is of crucial importance to ensure that **local stakeholders are involved at each of these steps**.

1. Define the **scope of evaluation**

It is important to be pragmatic about the scope of evaluation. There is often not enough time, resources or data to implement a comprehensive evaluation. This is why strategic choices have to be made. For example: what is the minimum information needed to adequately assess results? When are greater investments in evaluation justified? Under what circumstances are more sophisticated methods needed? It is important to relate the scope of evaluation to the amount of funding available for LDS or individual projects (in line with the principle of proportionality), and also to realistically assess the time it takes to carry out the evaluation.

2. Prepare **evaluation questions**

Evaluation questions usually deal with some or all of the following issues:
- Was the intervention **relevant**? (Is there a link between what the FLAG is trying to do and the existing problems and needs);
- Was it **effective**? (What has been done as compared to what was originally planned: comparing actual with expected or estimated outputs, results, and impacts);
- Was it **efficient**? (How do the outputs and results achieved compare with the inputs – particularly financial resources – used to achieve them; value for money);
- Was it **useful**? (How do the effects of interventions correspond to the real needs of the community, irrespective of the stated objectives of the LDS);
- Was it **sustainable**? (Are the results long-lasting, will the change be maintained without further public support?).

3. Identify **data sources**

The FLAG should make sure the data collected through monitoring is accessible and ready to be used by the evaluators. It should also specify what additional data should be collected for the purpose of this evaluation, for example through surveys or interviews in the area.

4. Choose between **self-evaluation** and **external evaluator**

External evaluators should be contracted if the key concern is to look at the LDS from an independent perspective; such evaluators also usually bring in specialist knowledge and access to the resources of an external company. On the other hand, self-evaluation is done by persons who have a very good knowledge of the area, its key actors and the LDS. Self-evaluation also offers better opportunities for informal feedback from staff, beneficiaries and other stakeholders. A good solution can sometimes be a combination: the evaluation is carried out by a person within the FLAG but with the support of an external expert.

5. Decide how to use the evaluation results

Whether the evaluation is carried out internally or by an external expert, it is essential that key decision-makers in the FLAG read and comment on the draft evaluation report, and use the lessons learned and recommendations.

In order to clearly show which **actions** needs to be taken as a result of the evaluation, it may be useful to shape the main points of the evaluation report using the following grid:

Finding	Conclusion	Recommendation	Action taken

It is also important that communication of the evaluation results and the decisions on how to use them involve the FLAG **stakeholders and the local community**. Disseminating information about evaluation results can serve many purposes, such as:
- to demonstrate the value added of the LDS and its projects to various audiences;
- to improve the functioning of organisations involved in the LDS implementation;
- to ensure accountability in the use of public funding; and
- to generate further support.

Evaluation findings presented in the media can also increase local understanding and involvement. However, disseminating the full evaluation report to the general public may not be appropriate. It is usually better to prepare a summary, using easy to understand language and graphics.

Questions for reflection

Reflect on the information you are currently collecting on projects supported by your FLAG. Is it sufficient to monitor progress towards achieving your objectives?

Are you spending time and effort on getting information that is not needed on an on-going basis for monitoring purposes (would it be enough to gather it at the evaluation stage)?

Do you have experience in working with evaluators? How is this experience reflected in the FLAG's current system of monitoring and evaluation?

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Factsheet 4/6

Adopting a results-oriented approach

CLLD

1 Developing strategic objectives

2 Selecting indicators and setting targets

3 Collecting data and managing information

4 **Adopting a results-oriented approach**

5 Assessing FLAG performance

6 Going beyond the mandatory: analysing the broader impact of CLLD in fisheries areas

European Commission

1. The specificity of CLLD

In most organisations, once the strategic objectives, indicators and targets are established, the organisation can start implementing projects (activities). However, due to the participative nature of CLLD, activities (operations/ projects) that contribute to creating jobs, increasing the income of fishermen, etc. are implemented by various local actors. The role of the FLAG is not to carry out all the activities needed to reach the strategic objectives itself, but to help beneficiaries develop such projects and activities (although some key operations can also be carried out by the FLAG). However, the FLAG remains the key actor responsible for the successful implementation of the local development strategy (LDS).

FLAGs can undertake a wide range of activities that help to ensure the supported operations deliver results in line with the objectives of the LDS[15]. These activities can be classified into the following three broad categories:

- project selection;
- animation and communication activities; and
- project development support.

In addition, there are also many other FLAG tasks linked to achieving results, including monitoring and evaluation, as discussed in more detail in **FACTSHEET 3**. A description of activities that the FLAG has to carry out in order to implement the local strategy is contained in the FLAG "**action plan**" (called a "business plan" in some MSs), which should constitute part of the LDS[16].

15 Art. 34 of the CPR specifies that the tasks of local action groups shall include the following:

(a) building the capacity of local actors to develop and implement operations including fostering their project management capabilities;

(b) drawing up a non-discriminatory and transparent selection procedure and objective criteria for the selection of operations, which avoid conflicts of interest, ensure that at least 50% of the votes in selection decisions are cast by partners which are not public authorities, and allow selection by written procedure;

(c) ensuring coherence with the community-led local development strategy when selecting operations, by prioritising those operations according to their contribution to meeting that strategy's objectives and targets;

(d) preparing and publishing calls for proposals or an on-going project submission procedure, including defining selection criteria;

(e) receiving and assessing applications for support;

(f) selecting operations and fixing the amount of support and, where relevant, presenting the proposals to the body responsible for final verification of eligibility before approval;

(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.

16 Art. 33 of the CPR specifies that the local strategy should include "an action plan demonstrating how objectives are translated into actions".

2. Achieving results through project selection

One of the most important tasks of FLAGs is selecting projects that contribute to achieving the goals of the local strategy. This means that all activities related to project selection, such as the timing and organisation of calls, the formulation of selection criteria, and the assessment and scoring of projects, should be designed with the strategic objectives in mind. For example:

- to encourage project promoters to develop operations that focus on key strategic priorities, the FLAG could organise **calls** or project competitions on specific themes linked to these priorities. It should support this with communication and animation and try to assist the development of a few good quality projects early on and use them to demonstrate the potential of CLLD funding to other actors.

PRACTICE

The Liepaja FLAG[17] in Latvia organises an annual competition for the best projects supported by the FLAG. The projects are selected by a committee of FLAG members and the awards cover several categories, including:

- *Best tourism development initiative;*
- *Most successful company in the fisheries sector;*
- *Project of the year – development of fisheries areas.*

Anyone in the FLAG area can nominate a project, which has to meet the following criteria: supported by the FLAG, implemented in the area, and helped to achieve the goals of the FLAG strategy.

Project promoters are encouraged to participate in the competition in order to disseminate the results of their activities in the community, and encourage/provide inspirations to other local actors. It is also an opportunity for the FLAG to collect data, analyse results and rank projects in terms of efficiency, as well as to promote responsibility/accountability among project beneficiaries.

- project **selection criteria** and different methods of assessment and scoring of projects are also key tools to ensure the strategic fit of the supported operations, and many FLAGs already develop these when working on their strategy. However, they may still be refined and made more specific at a later stage, especially if the projects submitted do not seem to correspond to strategic objectives.

17 The FLAG and MA practices quoted in these factsheets should not be treated as "best practice" or "models", but rather as examples which may inform and inspire other FLAGs and MAs. Most of them were presented at the FARNET seminar on "Results-oriented CLLD in fisheries areas" (Helsinki, 24-26 May 2016)

It is not enough to design criteria that would help identify projects of high quality, FLAGs should also make sure that the criteria are consistent with the strategic objectives and encourage project promoters to develop projects which strongly contribute to desired results.

Below are some examples of results-oriented project selection criteria developed by working groups during the FARNET seminar on "Results-oriented CLLD in fisheries areas" (Helsinki, May 2016).

Criterion	Comment
Is the beneficiary from the fisheries sector?	*This criterion is particularly important if the supported projects should contribute to increased income for fishermen.*
Does the project involve a collective approach, with cooperation by at least two entities?	*This helps to identify the projects that have a wider outreach and potentially more support from the community.*
Does the product resulting from the operation meet industry standards?	*This may be a very important point for instance for tourism products.*
Is the beneficiary located and operating in the FLAG area?	*This criterion is important if the FLAG wants to develop local SMEs. On the other hand, if the objective is to expand the market for local fish, perhaps it would be interesting to involve operators from outside FLAG area.*
Is the beneficiary planning to employ trainees or train young people?	*This will be particularly important if the FLAG aims to improve the employability of the local community.*

PRACTICE

The Danish managing authority has developed an on-line system that supports the whole process of application, assessment and implementation of CLLD operations supported by LAGs and FLAGs[18]. In particular, this system helps to prioritise operations according to a set of criteria developed jointly with the LAGs and FLAGs on the basis of experience from the 2007-2013 programming period.

The eight ***prioritisation criteria*** *include:*

a. *Project description and applicant (seven sub-criteria including project description, rationale, realism, budget, the capacity of the applicant, etc.);*
b. *Visibility (two sub-criteria related to marketing/communication, transparency and the possibilities to replicate the project);*
c. *Relevance in relation to the development strategy for the (F)LAG (two sub criteria on relevance in relation to the (F)LAG development strategy);*
d. *Local anchoring (four sub-criteria related to local identity, local resources, local experience, etc.);*
e. *Cooperation (five sub-criteria related to the quality of cooperation, the frequency, commitments, cross sectoral involvement and new networks);*
f. *Innovation (high level of novelty of the project and its results and impacts);*
g. *Sustainability (three sub-criteria related to risk/dead weight, green profile, sustainability in the local community);*
h. *Effects (five sub-criteria related to economic, environmental, climate, social and cultural effects).*

Before launching the call, FLAGs give a weight to the criteria that are most relevant from the point of view of the LDS. For instance, the FLAG board may decide to give a higher weighting to the sub-criterion on "Economic effects" or to the criterion on "Cooperation" than the average weight proposed as default in the system. This means that operations with a high score on cooperation would get more points than it might get in another FLAG without a higher weighting for cooperation. There may also be specific weightings for prioritising young applicants, territories with specific needs or other local criteria.

Each criterion is scored from 0 to 5 following a guideline describing the way each of the sub-criteria should be assessed and judged. Scoring of operations can be done individually by each member of the selection committee, or jointly in discussion by the whole selection committee. After the committee decision the operations with the highest scores are recommended by the FLAG to the managing authority for approval.

18 The system is called PROMIS (Project Result Oriented Management Information System)

3. Achieving results through animation and communication activities

FLAGs have at their disposal a wide range of tools and methods to animate the local community and reach out to the potential promoters of projects who could best contribute to the strategic objectives[19]. Below we mention some examples, but there is a lot of scope for innovation and FLAGs are encouraged to come up with their own creative solutions.

- **meetings with stakeholders**. Face-to-face contact between FLAG staff or board members and potential project promoters, such as from the fisheries sector, is essential to encourage and motivate them to develop project applications. This could involve individual or group meetings, thematic discussions (e.g. on a specific type of projects), etc.

TIPS

The Polish FLAG Mórénka organises regular Wednesday meetings on funding possibilities for different types of beneficiaries (e.g. "Wednesday with funding for NGOs" or "Wednesday with SME funding"). This offers potential beneficiaries the opportunity to speak to the FLAG staff, ask questions and check if their project meets strategic objectives.

- **information events**. The FLAG can organise special events targeting project promoters with the greatest potential to contribute to strategic objectives. For example, if one of the objectives of the LDS is to generate new sources of revenue for fishermen, the FLAG could organise an "Open Days" event for fishermen who might be interested and capable of starting a new activity. Such an event could involve, for instance, project promoters from the previous period, who could share their experience with Axis 4 projects and encourage new beneficiaries to apply. It might also be possible to use the opportunity of an event organised by another entity (e.g. the municipality), provided that it will be attended by the right target group.

- **guidance**. Some FLAGs develop guidance documents that help potential beneficiaries prepare their applications in line with the objectives of the LDS. It is important to explain clearly the strategic objectives the FLAG is trying to achieve and the expected results, to help beneficiaries develop projects that fit the local strategy.

TIPS

The Spanish FLAG Mariña Ortegal has developed a two-page leaflet with a clear and concise description of its strategic objectives, as well as information on eligible applications, actions and the rates of grant aid. The FLAG also organised a "Road show": a series of information meetings across the FLAG territory, where potential beneficiaries could meet the FLAG manager and further explore potential funding opportunities.

19 There are numerous guides on animating local communities which FLAGs can use as inspiration. See Annex on further sources of information.

4. Achieving results through project development support

FLAGs can help project promoters develop operations that contribute to strategic objectives by providing direct support to project development. However, it is important to avoid situations where the same FLAG personnel are involved in project development and later in the assessment process (for instance, checking the eligibility of the application). The FLAG can also direct beneficiaries to project development support provided by other entities in the area (for instance advisory services for SMEs).

FLAGs activities to help beneficiaries develop projects that are in line with the LDS could include:

- **advice and capacity building for project promoters**. This can take place at specific times when the FLAG staff or external experts are available to discuss project ideas with potential beneficiaries, reply to questions and provide general advice. If the strategic objectives of the FLAG target a certain type of beneficiary (e.g. fishermen, fishing cooperatives, etc.), this activity could focus in particular on these target groups. Other forms of capacity building for project promoters (e.g. training in project or financial management) can also be used to target specific needs of a target group linked to a strategic objective.

PRACTICE

In the period 2007-2013, the Ostend FLAG (Belgium) carried out a number of activities to support the development of projects that were in line with its strategy. In particular, to improve the marketing of locally caught fish it promoted cooperation between fishermen and chefs from local restaurants. Chefs were interested in this cooperation because they wanted to know "the story behind the fish" they served, while it also gave fishermen a better chance to sell their fish at a good price. This cooperation was facilitated by the tourist office in Ostend.

The Ostend FLAG also found novel ways to support capacity building for fishermen, who were often very busy and away from home. The FLAG established contact with fishermen's wives, for example, by inviting them to a training course on business management and accounting. The wives then passed on the information to their husbands, who finally decided they also wanted to take part in the training. This shows how a FLAG can find ways to involve those stakeholders that are normally very hard to reach.

It is important to remember that project support should not end when the operation is selected for funding: beneficiaries will also need help in the course of implementing their projects, and even after completion. If the FLAG wants to make sure that its projects deliver sustainable results, it must make sure that project promoters have access to advice and capacity building throughout the entire implementation process, and beyond.

PRACTICE

The Hastings FLAG on the south-east coast of England is planning to develop the capacity of its project promoters using the experience of creative industries. In the previous period, the FLAG carried out a €1.5 million creative industries grant programme, which supported 51 businesses and helped create 174 jobs. One of the key lessons learned was that at least one-third of the promoters experienced difficulties after the grant had been allocated.

Therefore, the Hastings FLAG now foresees support and capacity building, not only during the project development phase, but also during project implementation and after completion. During the initial phase the support involves:

- *building a relationship of trust with the beneficiary;*
- *identifying barriers to growth;*
- *finding an entity that can provide support in business planning, cash flow analysis, etc.; and*
- *assisting with the application process.*

The aim at this stage is also to ensure that the grant does not overwhelm the business and that the planned outputs are achievable.

During project implementation, the support aims to:

- *ensure that the project promoter has a clear understanding of the payment schedule and implementation milestones;*
- *ensure regular communication with the FLAG animateur; and*
- *help the project promoter to achieve the milestones and draw down the payments.*

Regular communication ensures that any risks can be mitigated or managed in a timely manner.

Support is also planned after projects have been completed, in order to facilitate ongoing monitoring and help beneficiaries achieve their long-term goals.

- **cooperation fairs**. If the FLAG wants to promote projects that involve several actors from different sectors (for instance fishermen, restaurant owners, chefs, or fishermen and the tourism industry, etc.), it can create opportunities for them to meet and get to know each other, and to jointly develop projects corresponding to the FLAG's strategic objectives.

TIPS

Two FLAGs in Puglia (Italy) organised a speed-dating event between tour operators and fisheries businesses offering pesca-tourism trips, accommodation, catering and other fishing-related attractions. In this way the tour operators could get to know these local initiatives and include them in their packages.

Questions for reflection:

Analyse the action plan developed by your FLAG. Which activities have the greatest potential to deliver results? Are there sufficient resources allocated to these activities? If not, you might want to consider revising your action plan.

List at least one activity planned by your FLAG in each category:
- activities related to project selection;
- animation and communication activities;
- project development support.

Is there a clear link between these activities and your strategic objectives?

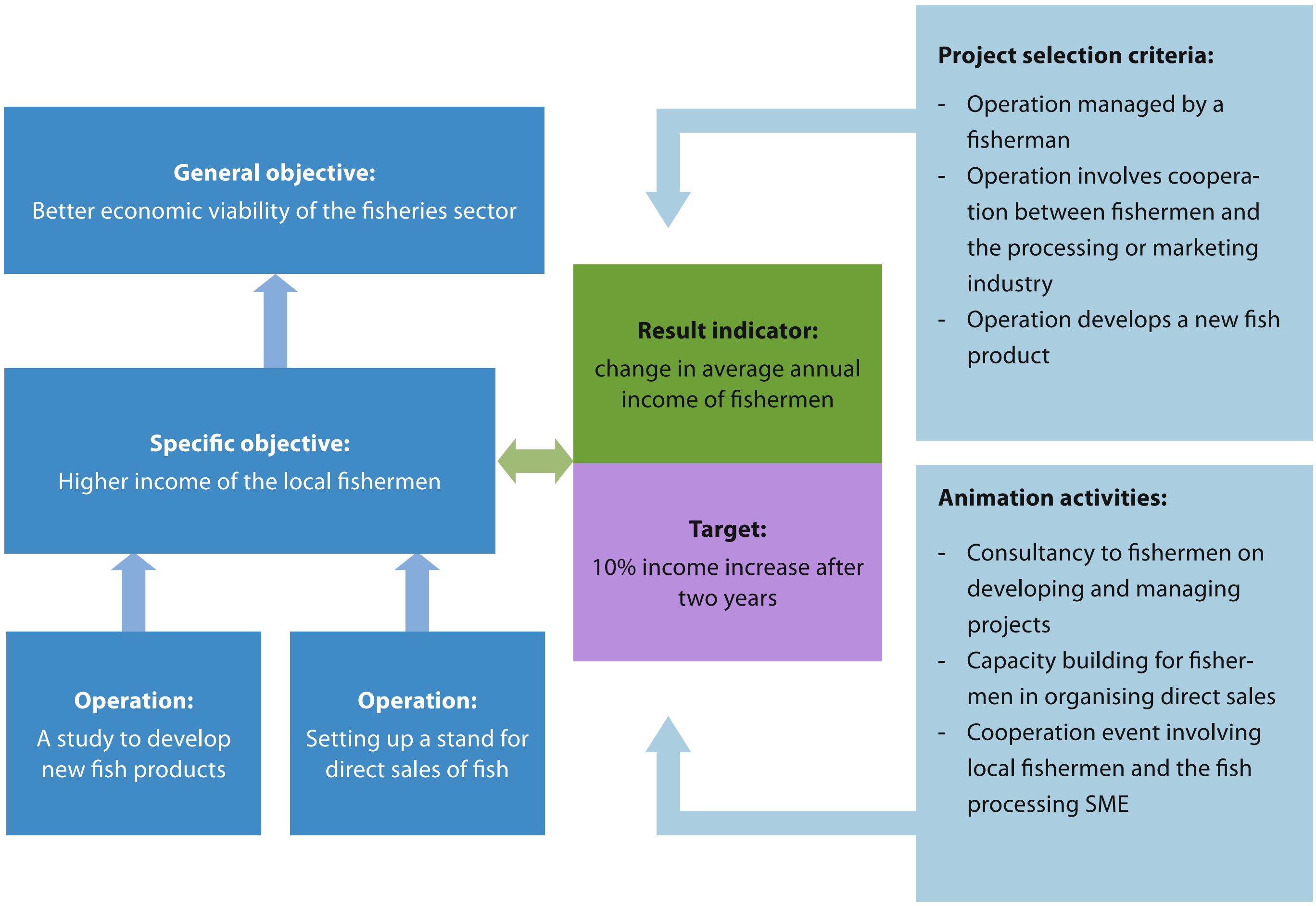
OVERVIEW

Examples bringing together information from FACTSHEETS 1-4

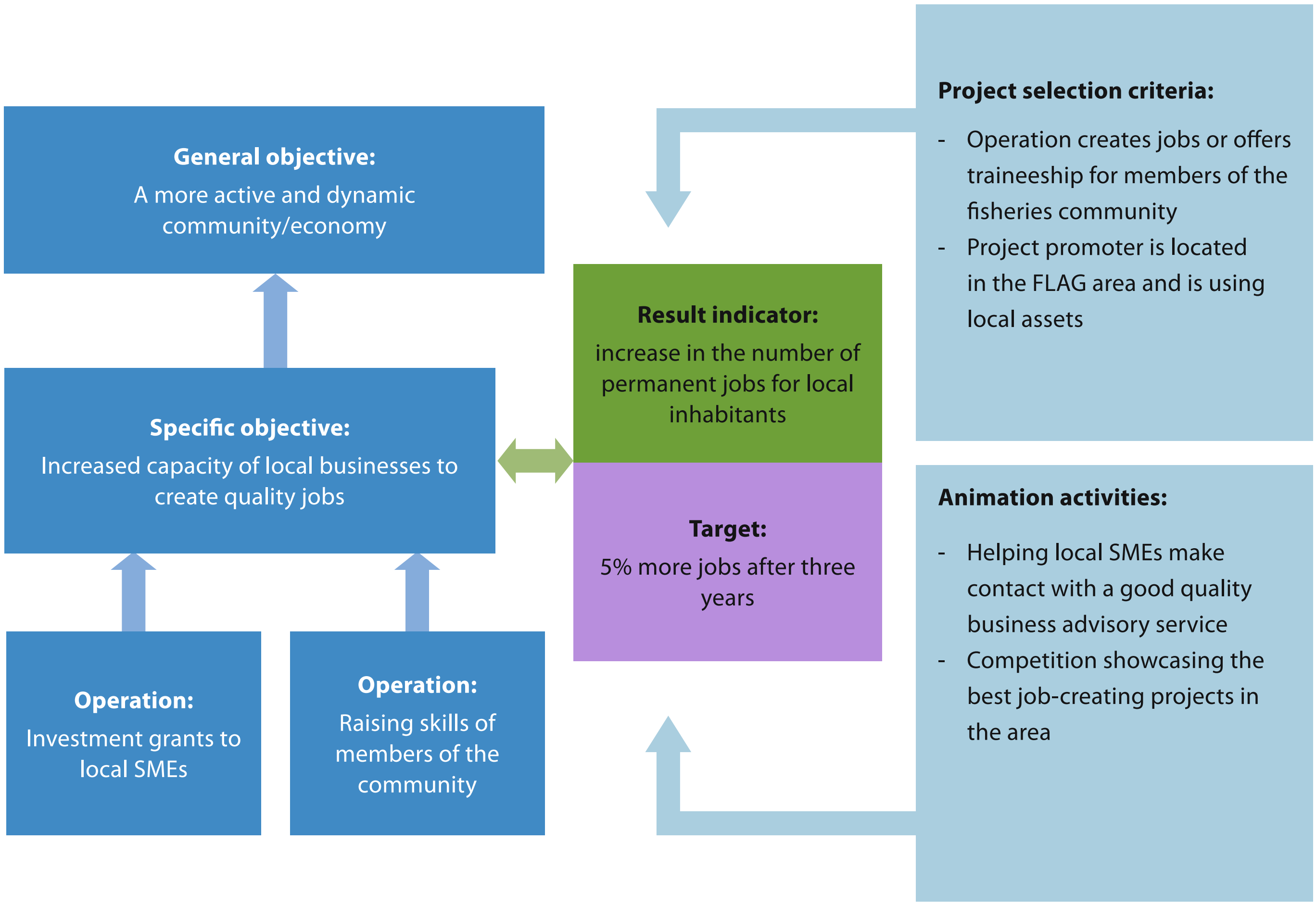
The whole process which we followed in FACTSHEETS 1-4, covering the development of strategic objectives, selecting indicators and targets and planning activities, is called the "**intervention logic**". The graphs below present some elements of the intervention logic for two different types of FLAGs: one focusing primarily on **adding value to fisheries products**, and the other on **diversifying the business activity in the fisheries area**.

Please note that these examples are highly simplified for learning purposes and should not be treated as models.

1. Elements of the intervention logic: FLAG adding value to fisheries products



2. Elements of intervention logic: FLAG diversifying the fisheries area



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Factsheet 5/6

Assessing FLAG performance

CLLD

1 Developing strategic objectives

2 Selecting indicators and setting targets

3 Collecting data and managing information

4 Adopting a results-oriented approach

5 Assessing FLAG performance

6 Going beyond the mandatory: analysing the broader impact of CLLD in fisheries areas

European Commission

1. Why focus on FLAG performance?

In **FACTSHEET 4** we have discussed the activities that FLAGs carry out to support local actors in achieving the objectives of the LDS. Activities such as project selection, support for project development, animation and communication, contribute the essential "value added" to CLLD results, and therefore should be subject to regular monitoring and evaluation.

The assessment of FLAG performance (sometimes the term "quality management" is used in this context) should not be confused with "self-evaluation". The activities and performance of the FLAG – in the same way as the results achieved in the FLAG area – can be subject to both self-evaluation and external evaluation (the distinction concerns **who** carries out the evaluation, not **what** is being evaluated), although self-evaluation is particularly relevant when assessing the FLAG performance.

2. What is being assessed?

The assessment of a FLAG's own performance can cover the following key areas[20]:

- **FLAG governance**: values, attitudes, membership structure of the governing bodies, internal communication, budgeting, time management, the board's roles and skills, the manager/coordinator's roles and skills, capacity building/training;
- **FLAG staff**: staff members' roles and skills, personnel development and motivation, health and well-being, capacity building/training;
- **Project animation processes**: animation and outreach activities, information and advice to applicants, assistance to project development, support to promoters during project implementation;
- **Administrative and financial processes**: the organisation of calls, project evaluation and decision-making, payments, reporting, monitoring and evaluation, communication with the MA and PA;
- **Partnership and networking**: public, private and third sector partners and their roles; the division of work/roles between the partner organisations; territorial, national, European and international networks and cooperation.

20 Adapted from the key areas of analysis covered by the Quality Management System of Finnish (F)LAGs.

PRACTICE

The Finnish MA[21] has defined a number of key indicators of animation activities of LAGs (they also apply to FLAGs). For the 2014-2020 period these include the:

- *number of own animation events organised;*
- *number of participants (men/women) in the own animation events;*
- *number of animation-related presentations in events organised by someone other than the (F)LAG;*
- *number of participants (men/women) in events organised by someone other than the (F)LAG;*
- *number of self-evaluations and external evaluations carried out;*
- *number of press articles on (F)LAG projects and animation;*
- *number of visitors to the (F)LAG web page;*
- *number of followers of the (F)LAGs social media pages;*
- *number/share of new project applicants;*
- *number of applications transferred to other funding providers;*
- *number of new(F)LAG partners;*
- *number of (F)LAG members (men/women/organisations).*

LAGs and FLAGs had to establish targets for these indicators at the beginning of the programming period and they have to report on them periodically to the MA.

All the Finnish LAGs, supported by the National Rural Network, carried out (in 2013-2014) a Quality Management System planning process, which looked at the following four areas:

- *LAG management;*
- *LAG staff;*
- *Animation and internal processes;*
- *Partnership, networks and resources.*

LAG boards discuss progress across these areas at least once a year, identify strengths and weaknesses, and agree activities to improve the LAG performance. FLAGs can also set quantitative targets, for instance on application processing time or communication.

21 The FLAG and MA practices quoted in these factsheets should not be treated as "best practice" or "models", but rather as examples which may inform and inspire other FLAGs and MAs. Most of them were presented at the FARNET seminar on „Results-oriented CLLD in fisheries areas" (Helsinki, 24-26 May 2016)

3. Peer-to-peer evaluation

The specificity of FLAG work makes it difficult to be assessed by someone who is not familiar with the practical aspects of CLLD implementation. Thus, LAGs and FLAGs sometimes prefer to have their performance evaluated by other LAGs/FLAGs, rather than use external experts.

In a peer-to-peer evaluation process it is possible to combine the benefits of an "external" view (of someone from outside the FLAG area) with the opinion of someone who fully understands the FLAG management processes – e.g. the manager of the neighbouring FLAG. Both sides can learn a lot from such an exchange. The spirit is not so much to criticise the other party, but rather to observe its practices with an open mind.

To bring out the full benefit of such an exercise, the process should be structured and documented, but it should rely very much on informal, low-key methods. It requires a lot of trust from the participating FLAG managers, but it provides interesting insights on differences and similarities between areas and organisations, and can lead to further exchange and joint action by the cooperating FLAGs. Such peer-to-peer learning between FLAGs can be facilitated by national networks.

Below we present two examples of peer-to-peer evaluation in the CLLD context.

PRACTICE

In Sweden, frustrated by the poor quality of external evaluations, which did not provide concrete tools to further develop their activities, a number of LAGs decided to join forces and carry out a peer-to-peer evaluation using a method called "learning circle of colleagues".

They started with a first meeting of managers, chairmen and administrators, over two half-days (lunch to lunch), facilitated by a process leader. During this meeting they agreed on the common questions and focus of the analysis.

The next step involved two-day visits, with manager of LAG A visiting LAG B, manager of LAG B going to LAG C, etc. The visits involved meetings with the LAG members, project promoters, public authorities, etc., and a joint reflection on the common questions.

The questions addressed included for instance:
- *What are the methods of dialogue with citizens?*
- *How do you disseminate information?*
- *How do you work to engage young people?*
- *How can you link your local strategy to a regional strategy (if it exists)?*
- *How do you collect and use local ideas without killing initiative?*
- *How do you work with the multifunding approach in CLLD?*

The visiting LAG managers noted the findings in a diary. At the end of the process there was another facilitated meeting to report and reflect on what had been learned. A written report of the process (which takes between three and six months in total) can be the basis for further analysis and reports.

PRACTICE

Three French FLAGs: Pays Bassin d'Arcachon – Val de l'Eyre, Côte Basque – Sud Landes and Pays Marennes Oléron, used a method of joint assessment called "rapport d'étonnement" ("new eyes" report).

One part of the analysis focuses on the ***functioning of the FLAG*** *(organisation of the FLAG and its governance structure, support provided to project promoters, animation and communication, strategy monitoring). Another part addresses key themes where the FLAG can add value: cooperation, innovation, energy transition, the sustainability of projects, the involvement of fishermen, etc. (and is therefore less directly linked to assessing FLAG performance).*

The process started with FLAGs responding individually to a jointly formulated set of questions. This was followed by a day-long facilitated workshop during which the FLAGs discussed their working methods and practices and identified key similarities and differences. In two of the FLAGs, for example, there was a "technical and financial committee", which carried out a preliminary analysis of projects before they were presented to the decision-making body. The third FLAG had a different approach, which led to an interesting exchange of experience, comparing the effectiveness of FLAG decision-making processes.

A written report on lessons learnt was produced covering all the areas of analysis.

Questions for reflection

What methods and tools do you use to assess the performance of your FLAG? What areas of FLAG activity do they cover? What do you expect to learn?

Would your FLAG be interested in a peer-to-peer evaluation process with your neighbouring FLAGs? If yes, what would you like to discuss with them?

Factsheet 6/6

Going beyond the mandatory: analysing the broader impact of CLLD in fisheries areas

European Commission

1. Broader impacts: what can CLLD do in fisheries areas?

In the implementation of local development strategies (LDSs), FLAGs have to measure the number of jobs created and maintained, and the number of businesses created (see **FACTSHEET 2**). Jobs and businesses are certainly very important for all fisheries areas, and also for other areas where CLLD is implemented – but are they enough to demonstrate the real **impact** of CLLD?

DEFINITION

By "**broader impacts**" of CLLD we are referring to the less tangible effects that can be credibly attributed to the activity of the FLAG but which go beyond the direct results of the operations supported under the LDS.

For most FLAGs the answer is probably "no". Even if we only look at the economic situation of an area, these three indicators will not tell us anything about the quality of the jobs created, the level of pay, the competitiveness of the businesses, their sustainability or their viability in the long run. There are also many impacts of FLAG activities that are not captured by purely economic indicators, but they help to make local communities stronger and more resilient, such as:

- **increased social capital** (more people motivated to volunteer, increased trust between different members of the community, stronger local identity…);
- **improved social cohesion** (mobilising hard to reach groups, fostering a sense of joint responsibility for the area, addressing the issues of migrants, minorities…);
- **better governance** (participatory approach to decision-making, promoting cooperation and joint action, ensuring a voice for excluded groups…);
- **environmental benefits** (reduction in practices that negatively impact on the environment, local climate actions, better cooperation between environmental organisations and other actors, greater awareness of environmental assets…).

These are just a few of many examples: each FLAG will try to reach a different set of impacts depending on local needs and the specificity of the area.

2. Measuring the broader impact of FLAG work

At the level of a single fisheries area, the FLAG board and manager usually have a good idea of some of the broader impacts of their work. They know this, for example, from talking to fishermen and other members of the community or from observing the willingness of people to contribute voluntarily to FLAG initiatives.

Some of the challenges of trying to measure the broader impacts of CLLD include:

- as has been mentioned above, because of the very nature of local development, the impacts will differ greatly between fisheries areas, depending on the objectives of each local strategy. Finding common evaluation questions and indicators at EU or even national level is difficult;
- although some tools exist to measure less tangible impacts such as quality of life or attitudes, they usually require customisation to adapt to the specific needs of a given area, and can involve considerable effort (e.g. carrying out interviews, surveys, focus group meetings, etc.) as well as substantial costs. Given the relatively small budgets allocated to CLLD, resources invested in assessing FLAG impacts should be kept proportionate;
- some aspects of the change effected by FLAG actions may take many years to become visible, and "baseline" information about the situation before the FLAG came into play is not always available;
- attribution is another issue (what part of the observed change (or lack of change) is actually due to the FLAG activity, and what part is due to other, external factors?). While counterfactual analysis[22] may help attribute certain effects to the FLAG's work, finding an appropriate comparison group can be challenging and would require long-term monitoring.

However, these and many other challenges should not discourage FLAGs from trying to measure impacts. It is essential for FLAGs to know how well they are reaching the broader objectives of their strategies and to capture the added value of their work.

Below are some practical points to consider:

22 Counterfactual analysis of CLLD would involve comparing the changes in the area with a FLAG to another similar area where there was no FLAG.

TIPS

- **interesting information** can sometimes be collected by very **simple methods**. For example, one of the UK LAGs supported a project that involved the planting of trees by volunteers. The project collected data about the number of trees and the area covered, but did not keep a record of the amount of time worked by volunteers, thus missing an excellent opportunity to capture an important aspect of community involvement;
- in addition to quantitative data, there is a wealth of **qualitative information** that FLAGs can use to capture the impact of their work. This includes personal stories, videos, etc. which can capture and demonstrate changes in the life of target groups or individual beneficiaries;
- impact assessment is not something that is done at the **end of strategy implementation**. Capturing impacts will be much easier if it is programmed right from the start, at the time when your strategic objectives are defined, and if all stakeholders and project promoters are aware right from the start what is being measured and why;
- in line with the bottom-up character of CLLD, impact assessment should also be **community-led and participative** (while at the same time providing wider opportunities for learning and accountability for public investment). FLAGs should ensure that impact evaluation includes potential beneficiaries and stakeholders of CLLD within, as well as outside, the area;
- if you would like to carry out or commission a full-scale impact study, consider carefully the **cost** of such an exercise against the **potential benefits** to your FLAG. Perhaps a less ambitious analysis would be sufficient? If you are interested in using more sophisticated analytical tools, perhaps it would be useful to share the cost of designing them with several other FLAGs (perhaps as a cooperation project), or to discuss with the MA or national network if such a study could be implemented at the national level.

3. Measuring the difficult to measure

In this section we present some examples, which – although coming from very different contexts – can provide some inspiration as to what can be measured in order to capture the impact of CLLD.

PRACTICE

Social Return on Investment

In 2015, the Cornwall FLAG (UK)[23] carried out a study of the impact of the FLAG Animateur's work with the fisheries community in the 2007-2013 period. The study team used a methodology, developed by experts from Rose Regeneration and the University of Gloucester, called "Social Return on Investment" (SROI), which measures social, environmental and economic outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated.

The study involved he following steps:

- *identifying the scope of the study and key stakeholders;*
- *mapping the outcomes, i.e. determining, through interviews with project beneficiaries, how the work of the FLAG Animateur contributed to the sustainability of the fisheries community;*
- *allocating financial values to the outcomes using monetised proxies[24];*
- *establishing impacts of the FLAG activity (eliminating those aspects of change that would have happened anyway or as a result of other factors).*

23 The FLAG and MA practices quoted in these factsheets should not be treated as "best practice" or "models", but rather as examples which may inform and inspire other FLAGs and MAs. Most of them were presented at the FARNET seminar on "Results-oriented CLLD in fisheries areas" (Helsinki, 24-26 May 2016)

24 "Proxies", or indirect indicators, are indicators used to demonstrate change or results where direct measurements are not feasible. Some of the proxy indicators used in the study include for instance "willingness to pay for improved water quality", "annual value attributed to talking to neighbours more frequently" or "the cost of a round trip to the nearest supermarket".

The social benefits the FLAG activity were assessed on the basis of the eight indicators of what makes a sustainable community[25]:

- *active, inclusive and safe community,*
- *well-run community,*
- *environmentally sensitive,*
- *well designed and built,*
- *well connected,*
- *fair to everyone,*
- *thriving economically,*
- *well-served.*

These indicators don't usually have a market value, so the SROI method required finding appropriate proxies to assess their monetary value. Experts interviewed the various FLAG beneficiaries and carried out a series of complex calculations to assess how the Fisheries Animateur contributed to the eight indicators.

In this way it was possible to value the work of the Animateur in financial terms and to compare this with the actual costs involved. The SROI of the Cornwall FLAG turned out to be 5.45 (i.e. each €1 invested in Axis 4 brought an equivalent of €5.45 in social benefits to the community).

It should be kept in mind that although expressed in monetary terms, SROI should not be compared with the financial return on investment calculated by traditional accounting methods. However, it does allow for comparison between social benefits of two or more different projects/activities.

SROI can also be used in forecasting, i.e. to predict the value of social benefits generated if the activities meet their intended outcomes.

25 From the Bristol Accord on sustainable communities: http://www.eib.org/attachments/jessica_bristol_accord_sustainable_communities.pdf

PRACTICE

The National Community Empowerment Programme (PNPM) in Indonesia

In this World Bank Community-Driven Development (CDD) programme the main goals are:
1. *to improve community welfare;*
2. *to improve local governance.*

The programme implementers did not know in advance what projects/activities a local community was going to propose: this could range from basic infrastructure (such as roads or bridges) to agriculture-related infrastructure (irrigation and water supply systems) to health and education related activities (giving scholarships to children, etc..).

The key challenge was to find indicators that could serve as proxies for the main objectives of the programme. For goal 1 (more tangible and straightforward), PNPM used indicators such as:
- *increase in household consumption (as a proxy for welfare);*
- *increased access to services (including transportation, health and education);*
- *economic internal rate of return.*

Data for such indicators were mainly collected using independent evaluations/surveys.

For goal 2 (which is less tangible), PNPM relied on various proxy indicators related to key governance principles of the programme, i.e. participation (and inclusion), transparency, and accountability. Some of these indicators include:
- *the number of participants in community consultative forums (by gender);*
- *the percentage of forum participants who come from marginalised groups (such as those on lower incomes or disabled);*
- *the percentage of villagers who know about the programme activities and budget;*
- *the percentage of grievances being addressed within a certain period of time;*
- *the percentage of corruption cases being resolved.*

Data is collected via independent evaluations and the programme's own information system.

PNPM has also tried to measure longer term impacts on social capital by using proxy indicators such as:
- *trust (towards others in the neighbourhood and towards government);*
- *networks (groups of people that respondents rely on for advice, loans, or help);*
- *participation in local events or community activities (weddings, local loan and saving groups);*
- *existence of mutual cooperation in conducting activities (working together to renovate a neighbour's house, neighbourhood watch, communal transport system to help pregnant mothers get to district hospital in emergency).*

Such indicators usually also need independent data collection. However, some indicators can be used in participatory self-assessment with members of the community, to help them better understand the impact of the programme on the community's capacity for collective actions.

Some interesting ideas about different ways to measure non-economic impacts in an area can also be found in a DG REGIO document on the European Social Progress Index. The Index measures three key dimensions of social progress:

- **basic human needs** (this covers components such as nutrition and basic medical care, water and sanitation, shelter and personal safety);
- **foundations of well-being** (this includes access to knowledge, access to information and communication, health and wellness, ecosystem sustainability);
- **opportunity** (this includes personal rights, personal freedom and choice, tolerance and inclusion, and access to advanced education).

In total the index is composed of 50 indicators selected according to the following principles:

1. they are exclusively social and environmental indicators (no economic measure is included);
2. they measure outcomes and not inputs;
3. they are relevant to all EU regions;
4. they cover matters that can be directly addressed by policy intervention.

In contrast with the SROI method described above, these indicators were selected to measure social progress directly, rather than by using economic proxies[26].

Each region (NUTS2) of the EU is ranked according to the 50 indicators and compared to the 15 regions with the closest GDP per capita – this allows for a comparison of various characteristics between regions with similar economic performance.

This index is not currently used to measure policy impact, but it is possible that some of its elements will be used for this purpose in the future. In the meantime, some FLAGs or MAs may be inspired to adapt some of the indicators used in the index to capture the impact of CLLD in their areas.

Questions for reflection

What are the key impacts that your FLAG is trying to achieve in your area? How do you intend to measure them?

To what extent did you involve your fisheries community in defining and measuring the impacts of your strategy?

Is there already a discussion going on in your Member State/region about evaluating the broader impacts of CLLD? What points would you like to make, if you were to take part in such a debate?

26 According to the Methodological Note of the Index: "By excluding economic indicators, the index can systematically analyse the relationship between economic development (measured for example by GDP per capita) and social development. Measures that mix social and economic indicators, the Human Development Index used by the United Nations, make it difficult to disentangle cause and effect." See: http://ec.europa.eu/regional_policy/sources/information/maps/methodological_note_eu_spi.pdf

Annex

Further sources of information

1. Designing a results framework

Centre for Theory of Change, with interesting information and tools on intervention logics:
Software for making an intervention roadmap is freely available after registration

Sourcebook of the Community of Practice on Results Based Management of the EU, with debates on the theory and practice of results base management.

Website of the Community Sustainability Engagement Evaluation Toolbox, with tools and instructive PowerPoint presentations on planning and evaluation:
- Problem tree/Solution tree.
- Programme Logic.
- How to Develop a Monitoring and Evaluation Plan including a PowerPoint presentation.

Website of the Community Tool Box (Kansas University Work Group for Community Health and Development. (2015)), with interesting material, tools and examples, such as Chapter 3, Section 1: Developing a Plan for Assessing Local Needs and Resources, Chapter 8. Section 5. Developing an Action Plan, including a downloadable template in Word, and Chapter 38. Some Methods for Evaluating Comprehensive Community Initiatives. Lawrence, KS: University of Kansas.

Website of the World Bank, with:
- A comprehensive how-to guide on Designing a results framework for achieving results, with a good description of indicators in step 6.
- The guide on Defining and using performance indicators, including success factors on pp. 6 – 8.

2. Monitoring and evaluation

Actors involved in the implementation of fisheries CLLD who have specific questions concerning monitoring and evaluation can ask them directly to the Fisheries and Aquaculture Monitoring and Evaluation Support Unit (FAME SU) at FAME@fame-emff.EU.

More information on FAME SU can be found here: http://ec.europa.eu/fisheries/cfp/emff/fame/index_en.htm

EVALSED: The Resource for the Evaluation of Socio-Economic Development (September, 2013) – *DG REGIO (While EVALSED has a specific focus on evaluation in EU cohesion policy, it is also relevant to the evaluation of other socio-economic development tools.)*
http://ec.europa.eu/regional_policy/en/information/publications/evaluations-guidance-documents/2013/evalsed-the-resource-for-the-evaluation-of-socio-economic-development-evaluation-guide

Guidance on monitoring and evaluation of European cohesion policy:
http://ec.europa.eu/regional_policy/sources/docoffic/2014/working/evaluation_plan_guidance_en.pdf

Indicators for monitoring and evaluation: a practical guide for the European Fisheries Fund:
http://ec.europa.eu/fisheries/cfp/eff/official_documents/updated_eff_workingpaper_on_indicators_en.pdf

KL-AL-16-002-EN-N

The European Evaluation Network for Rural Development: GUIDELINES FOR THE EX POST EVALUATION OF 2007-2013 RDPs (June 2014):
http://enrd.ec.europa.eu/enrd-static/evaluation/library/evaluation-helpdesk-publications/en/evaluation-helpdesk-publications_en.html

United Nations Development Programme: Handbook on Planning, Monitoring and Evaluating for Development Results (2009, 2011):
http://web.undp.org/evaluation/guidance.shtml#handbook

W.K. Kellogg Foundation: Evaluation Handbook (2004):
https://www.wkkf.org/resource-directory/resource/2010/w-k-kellogg-foundation-evaluation-handbook

3. Results-orientation under CLLD

Ex-post evaluation of LEADER+:
http://ec.europa.eu/agriculture/eval/reports/leaderplus-expost/fulltext_en.pdf

FARNET website, with: Specific aspects on developing the FLAG, including its strategy.

Questions and Answers on programming CLLD in the EMFF – 2014-2020.

FARNET Guide No.1 p. 31-38 "Developing Effective Strategies":
https://webgate.ec.europa.eu/fpfis/cms/farnet/files/documents/EN_Farnet_GUIDE_01_31-38.pdf

Guidance on Community-led Local Development for Local Actors:
http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/guidance_clld_local_actors.pdf

Guidance on Community-led Local Development in European Structural and Investment Funds (Version 3: June 2014):
http://ec.europa.eu/regional_policy/en/information/publications/guidelines/2014/guidance-on-community-led-local-development-in-european-structural-and-investment-funds

Heimo Keranen: Self-evaluation Workbook for Local Action Groups (April 2003):
http://ec.europa.eu/agriculture/rur/leaderplus/pdf/library/evaluations/Selfevaluation_workbook_for_LAGs.pdf

The European Code of Conduct on partnership

The European Evaluation Network for Rural Development: working paper on "Capturing impacts of Leader and of measures to improve Quality of Life in rural areas" (July 2010):
http://ec.europa.eu/agriculture/rurdev/eval/wp-leader_en.pdf

Preserving the innovative character of LEADER, report of the 2nd Focus Group of ENRD LEADER Sub-committee, 2010

4. Impact evaluation

European Social Progress Index:
http://ec.europa.eu/regional_policy/en/information/maps/social_progress

Impact Evaluation in Practice: a World Bank interactive textbook:
http://siteresources.worldbank.org/EXTHDOFFICE/Resources/5485726-1295455628620/Impact_Evaluation_in_Practice.pdf

Social Return on Investment: http://socialvalueuk.org/what-is-sroi/the-sroi-guide