

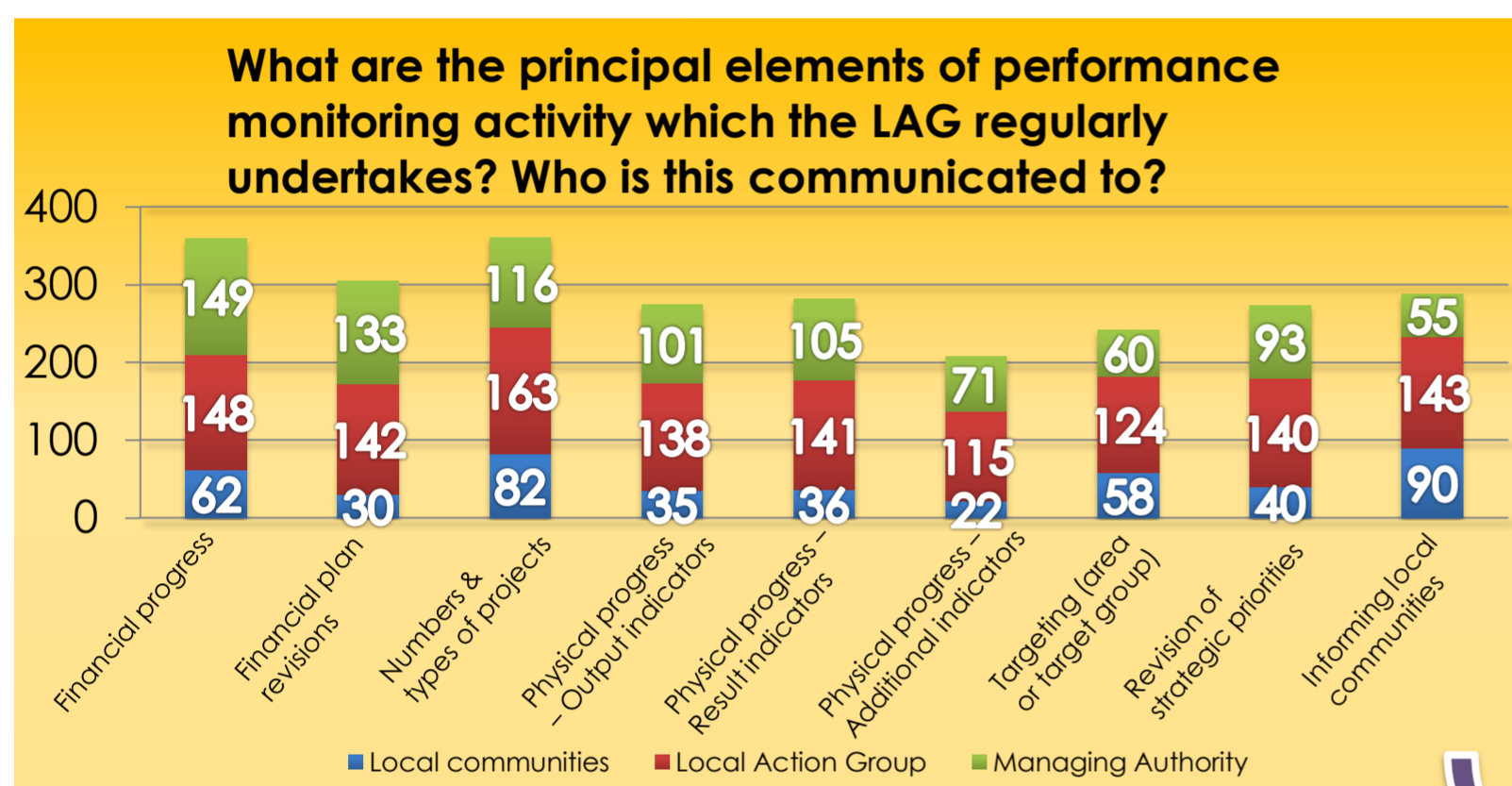


Local Development Strategy MONITORING & EVALUATION

LDS Monitoring

Structured monitoring systems

- 87% of LAGs responding employ a structured system for regularly monitoring the performance of the LDS, two thirds of MA respondents say they provided this.



- These findings suggest widespread involvement and a comprehensive programme of monitoring activity but do not adequately illustrate the degree of variation and lack of consistency within this.
- It is clear that LDS performance is less well addressed overall than activity counts and financial elements.
- Reporting is concentrated in LAGs then MAs, local community reporting is much more limited.

Monitoring Process & Indicators

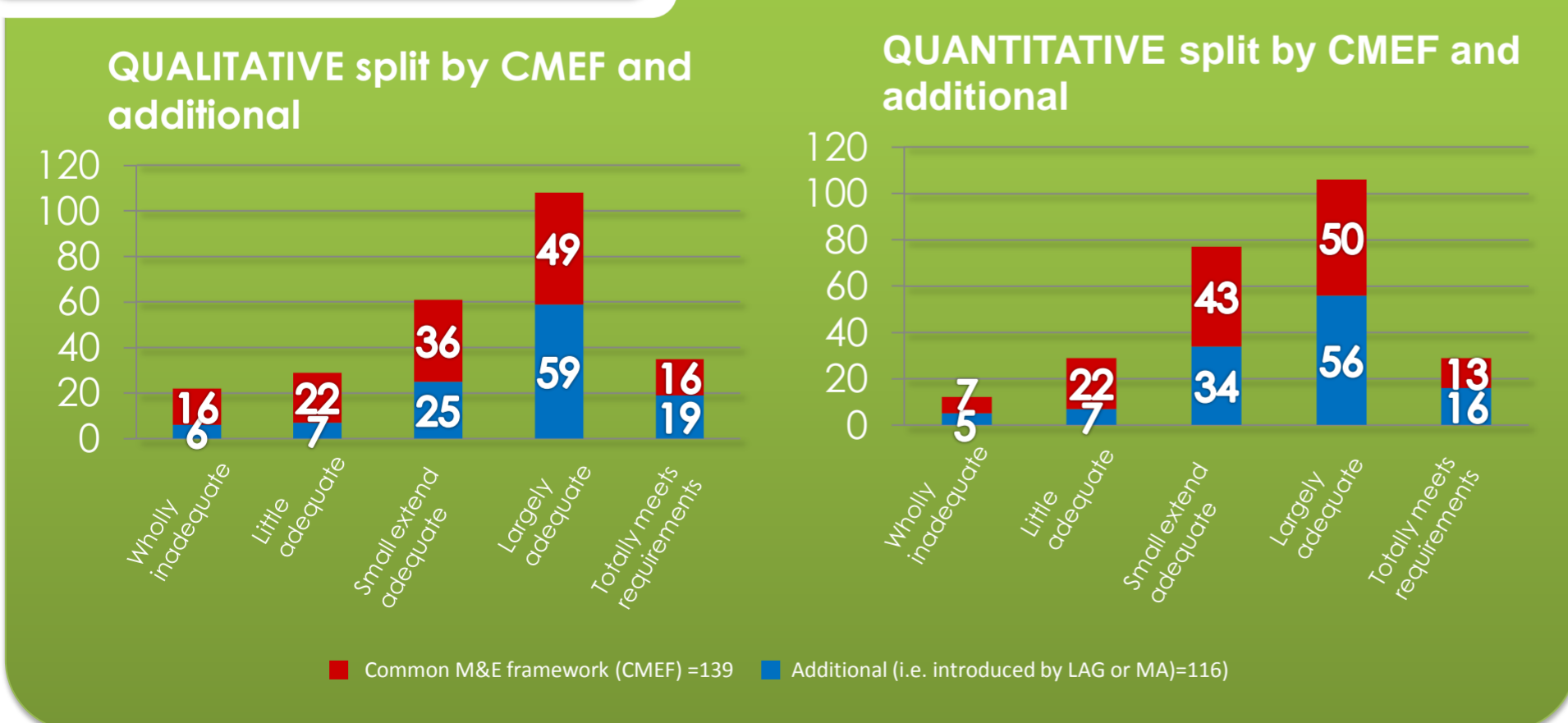
How do LAGs monitor project performance against/contribution to the strategy?

- three quarters use performance checks, visits or performance reporting, only 35% of LAGs use the claims process.

Which of the following performance indicators do you use?

- Mixed and rather fragmented indicator use: CMEF most widely used (63%), specific additional indicators - LDS (50%) or RDP (41%)

Adequacy of Indicators



- Relatively little differentiation by type, suggesting that additional indicators are more adequate in both categories.
- LAGs appear to face difficulties in interpreting and applying relevant indicators or in developing or modifying indicators to better fit LEADER specificities and to better enable aggregation and comparability.
- Developing and implementing ever more specific indicators results in fragmentation, limits their value as measurement tools.

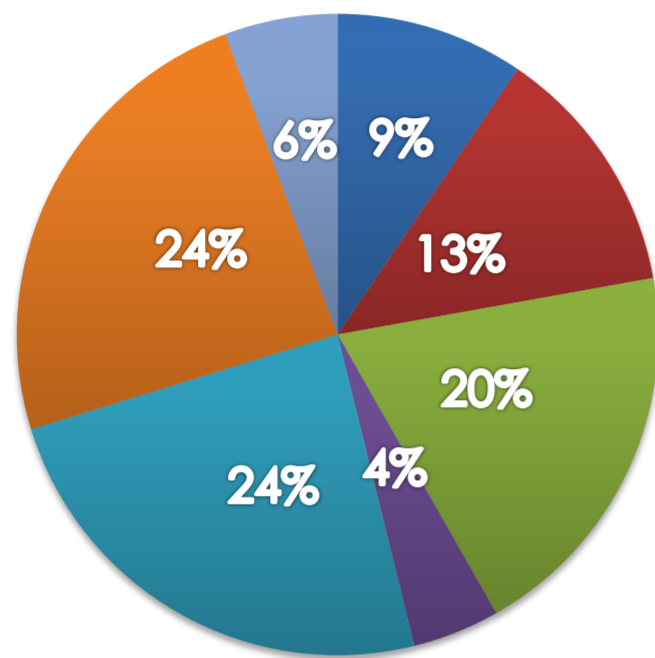
Better LEADER specific indicators are needed, a framework along with substantial guidance and support.



LDS Evaluation

Evaluation approach

Does your LAG employ a structured system for evaluating the outcomes and performance of the local development strategy?



- Yes, external evaluation as specified by the Managing Authority
- Yes, self-evaluation as specified by the Managing Authority
- Yes, mixed approaches as specified by the Managing Authority
- Yes, external evaluation specified by the LAG
- Yes, self-evaluation as specified by the LAG
- Yes, mixed approaches as specified by the LAG
- No

Although structured approaches are employed they lack consistency, there is a need for some common structure support.

Evaluation Purpose and Scope

Purpose

- ✓ 'Learning from experience' and 'improving the future LDS' most relevant from the LAG perspective.
- ✓ "Demonstration of **achievement**" and "improvement in current **LDS performance** / action plan" for MAs.

Scope

- ✓ 'Achievement of LDS objectives' for the overwhelming majority of LAGs (93%) and MAs (84%).
- ✓ 'Impact on the social and human capital of the area (74%),
- ✓ 'Effectiveness of targeting, groups and areas' (72%),
- ✓ 'LAG operation, animation and governance' also received similar MA and LAG rankings, circa 70%.
- ✓ Focus on the local effects of the LDS and were similarly rated by the MAs.

Dissemination

- ✓ Approximately 80% of MA and LAG respondents report that evaluation results are disseminated.
- ✓ LAG members were the most frequently reported target group for the dissemination of evaluation results.
- ✓ Dissemination to the MA was next most frequently reported by 78% of LAGs.

Tools

- ✓ A variety of methods of dissemination are used by the LAGs.
- ✓ A focus on IT based approaches, the use of press and publications, value of the local press is clear.
- ✓ Overall rather one way, more interactive approaches needed with more specific targeting.

Self Evaluation

- ◆ **How many:** Three-quarters the total LAG respondents undertake some form of self-evaluation.
- ◆ **Who:** Usually self evaluation is carried out by LAG staff, then LAG members, other stakeholders.
- ◆ **Activities:** providing and gathering data, feedback and dissemination and steering the evaluation.
- ◆ **Tools:** heavy reliance on conventional evaluation tools.
- ◆ **Coordination:** to a small extent only between LAGs either within a region or the wider MS.
- ◆ **Needs:** 'Training' closely linked to 'guidance' and 'mentoring' with a key role for the MA.





M&E Resourcing and Staff Support

Monitoring support

- ✓ Monitoring support to LAGs was comprehensive or substantive in only 20 to 30% of cases.
- ✓ The greatest incidence of support given was 'guidance' with 88% of respondents reporting some such support.
- ✓ Lower levels and intensities of support were recorded with regards to 'mentoring' and 'one-to-one' activities.

Evaluation support

- ✓ The proportion where no support was offered is higher here both in total and by type of support.
- ✓ 'Mentoring' and 'one-to-one' provision was again low.

Who: Mainly is done by managers or administrators, most commonly using 10 - 25% of their time.

Support for M&E could be considerably stronger, only around 20% of LAGs report 'substantive' or 'comprehensive' support.

Five main types of support for M&E were identified :

- ☐ Training;
- ☐ Mentoring;
- ☐ Guidance;
- ☐ Templates; and
- ☐ One to one support.

Monitoring & Evaluation Needs

- ▶ Better definition of what M&E is and how to do it
- ▶ Clarity, a well worked out method, consistent, commonly understood
- ▶ Better, more relevant indicators, objectively quantifying the very subjective nature of much of the support
- ▶ Stronger support, training, mentoring, exchanges on the CMEF
- ▶ Self evaluation needs appear to be very similar

M&E design and implementation has to be improved
and
has to be designed in as part of the LDS process

