# 'How to assess the LEADER added value: approaches and experiences'

## 2023 European LEADER Congress

19 December 2023

European Evaluation Helpdesk for the CAP

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the European Union

# Why we are here?

> To inform … how to assess LEADER added value

> To share … good practices

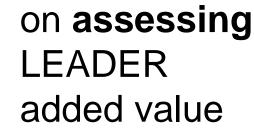> To inspire … importance of evaluating LDS and LEADER added value

## … networking!!!

# What is your experience?

In groups of 5-6 people:

> Introduce yourself

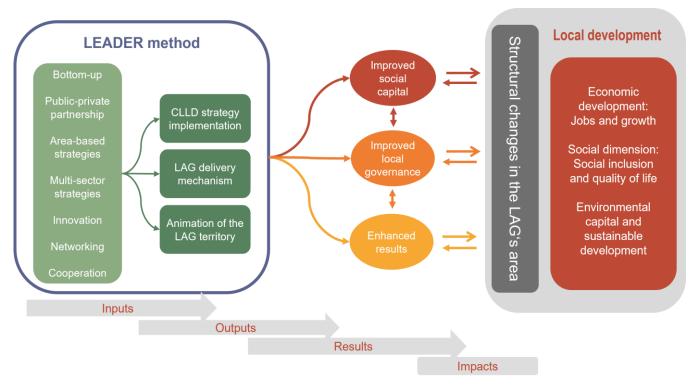> 2 positive statements / experiences
> 2 challenges
> At least 1 question

on **assessing** LEADER added value

Warm-up

# Diving into the evaluation of the LEADER added value

**LEADER method**

- Bottom-up
- Public-private partnership
- Area-based strategies
- Multi-sector strategies
- Innovation
- Networking
- Cooperation

- CLLD strategy implementation
- LAG delivery mechanism
- Animation of the LAG territory

Improved social capital

Improved local governance

Enhanced results

Structural changes in the LAG's area

**Local development**

Economic development: Jobs and growth

Social dimension: Social inclusion and quality of life

Environmental capital and sustainable development

Inputs

Outputs

Results

Impacts

Concept developed by the Evaluation Helpdesk to capture LEADER benefits (including intangible benefits)

Based on 3 elements:

- Governance (participation of rural society in designing and steering its development strategy…)

- Social capital (local networks, rural community involvement, ...)

- Better results (including additional benefits; cooperation, multi-objective projects, ...)

*Source: DG AGRI based on Evaluation Helpdesk Guidelines*

## Guidelines
## 'Assessing the added value of LEADER'

› Operationalised concept of the LEADER added value

› Examples of evaluation frameworks of the LEADER added value (2023-2027)

› Examples of how the LEADER added value can be assessed.

➤ Guidelines are <u>not mandatory</u>

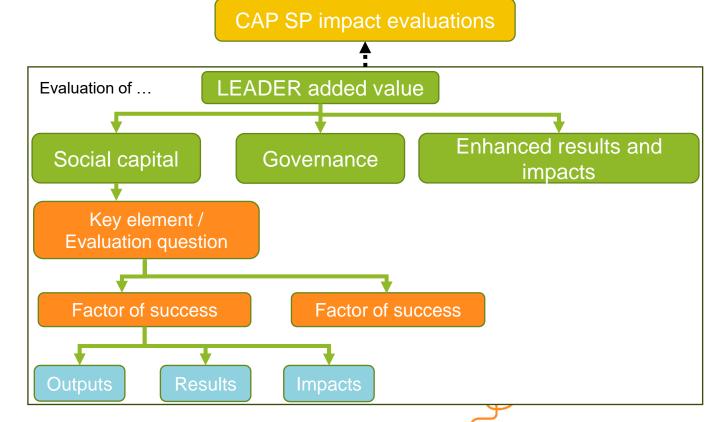➤ <u>Options</u> to choose for MS, *according to their context and evaluation needs*

# Possible **evaluation framework**

**LEADER added value** - evaluation topic in MS

Pertinent (context, evaluation needs) **key elements, FoS and indicators** can be applied / further adapted by MS

CAP SP impact evaluations

Evaluation of …

LEADER added value

- Social capital
- Governance
- Enhanced results and impacts

Social capital → Key element / Evaluation question

Key element / Evaluation question → Factor of success, Factor of success

Factor of success → Outputs, Results, Impacts

# Improved social capital

**Networks**
- Size and diversity. Quality of interactions in the LAG
  - Number of LAG members
  - Diversity of LAG members
  - Quality of cooperation
- Social interactions in the territory
  - Number of joint projects
  - Diversity of participants in joint projects
  - Capacity to organise
  - Improved social interactions
- Networking outside the territory
  - Interregional / TNC projects
  - Quality of interactions with external actors

**Mutual support and trust**
- … between LEADER stakeholders
  - Trust in the LAG (internal)
  - Trust towards the LAG (community)
  - Change in trust

**Shared mental models, values and beliefs**
- … vision for the territory, territorial identities, common objectives, values
  - Social awareness
  - Values in cooperation / joint operations
  - Local identity / image territory

**Sources** mainly the DME data (Annex VII, Reg. (EU) No 2022/1475)
**Additional data** collection (surveys, focus groups)

A tool

# Example from Italy – Measuring the network element of social capital

› The Network Diversity Index → used as a proxy for structural social capital

› Looks at the composition of the LAG membership

› Captures the level of diversity of the type of organisations inside each LAG

› A wider variety within the LAG's membership could provide access to useful resources which are not otherwise available to a homogenous group of organisations

# Improved governance

**Local governance**

- Inclusiveness in decision making
  - Number of LAG members in decision making
  - LAG processes for inclusiveness
  - LAG brings togeather organisations and people

- Skills of LAGs (administrative and technical)
  - Trainings improving skills
  - Evidence of the improvement of administrative and technical skills

- Animation and support to beneficiaries
  - Number of animation activities
  - Evidence of support to (potential) beneficiaries
  - Number of new applicants

- Communication capacity
  - Communication tools/activities
  - Local awareness
  - EU closer to citizens

**Multi-level governance**

- Coordination and communication between LAGs and other levels
  - Number and type of interactions
  - Evidence of consultations
  - Improved quality of interactions
  - Evidence on improvements in governance
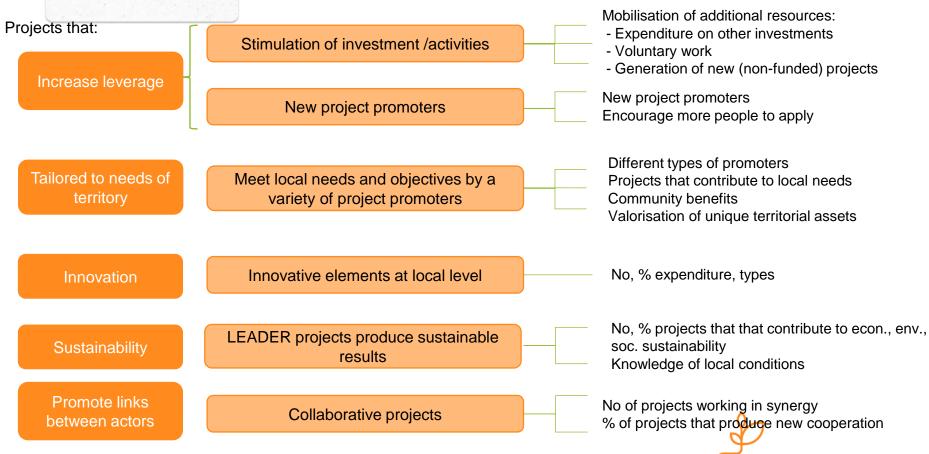
Factors of success

# Example from Austria – factors of success for improving local governance

› There are structured mechanisms and **more transparency** for joint opinion-forming in the local area

› There is a strategic basis that helps to **align the activities** of the different actors towards common goals

› The different levels of administrative bodies operating in the region have been **better coordinated**

› The involvement of **non-institutionalised groups** and individuals has been successful

# Enhanced results and impacts

Projects that:

**Increase leverage**

Stimulation of investment /activities

Mobilisation of additional resources:
- Expenditure on other investments
- Voluntary work
- Generation of new (non-funded) projects

New project promoters

New project promoters
Encourage more people to apply

**Tailored to needs of territory**

Meet local needs and objectives by a variety of project promoters

Different types of promoters
Projects that contribute to local needs
Community benefits
Valorisation of unique territorial assets

**Innovation**

Innovative elements at local level

No, % expenditure, types

**Sustainability**

LEADER projects produce sustainable results

No, % projects that that contribute to econ., env., soc. sustainability
Knowledge of local conditions

**Promote links between actors**

Collaborative projects

No of projects working in synergy
% of projects that produce new cooperation

Indicators

# Example from Lithuania – indicators for enhanced results

› Share of local projects that use local strengths or distinctive features of the LAG territory

*such projects are seen as better meeting local needs and being more sustainable*

› No. of people experiencing social exclusion participating in local projects

*innovative, inclusive projects*

› No. and share of local projects with innovations

*implementation of local projects with innovations that are new in LAG territory or for the project promoter*

# Have your say

› What is your current experience in the evaluation of the LEADER added value?

› How can the EU / MS CAP **Networks support** Member States / LAGs in the evaluation of the LEADER added value?

# We are keen to receive your feedback …

› Menti.com – Code: <mark>1854 2303</mark>

# Learn more & get inspired!

## EVALUATIONS ON LEADER

**Discover the evaluations reports published on LEADER**

**Search in the EU CAP NETWORK website!**
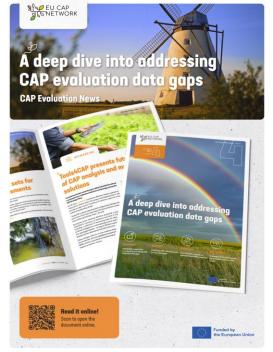
**bit.ly/Evaluations_on_LEADER**

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# Thank you!