



FAMENET

How to evaluate CLLD

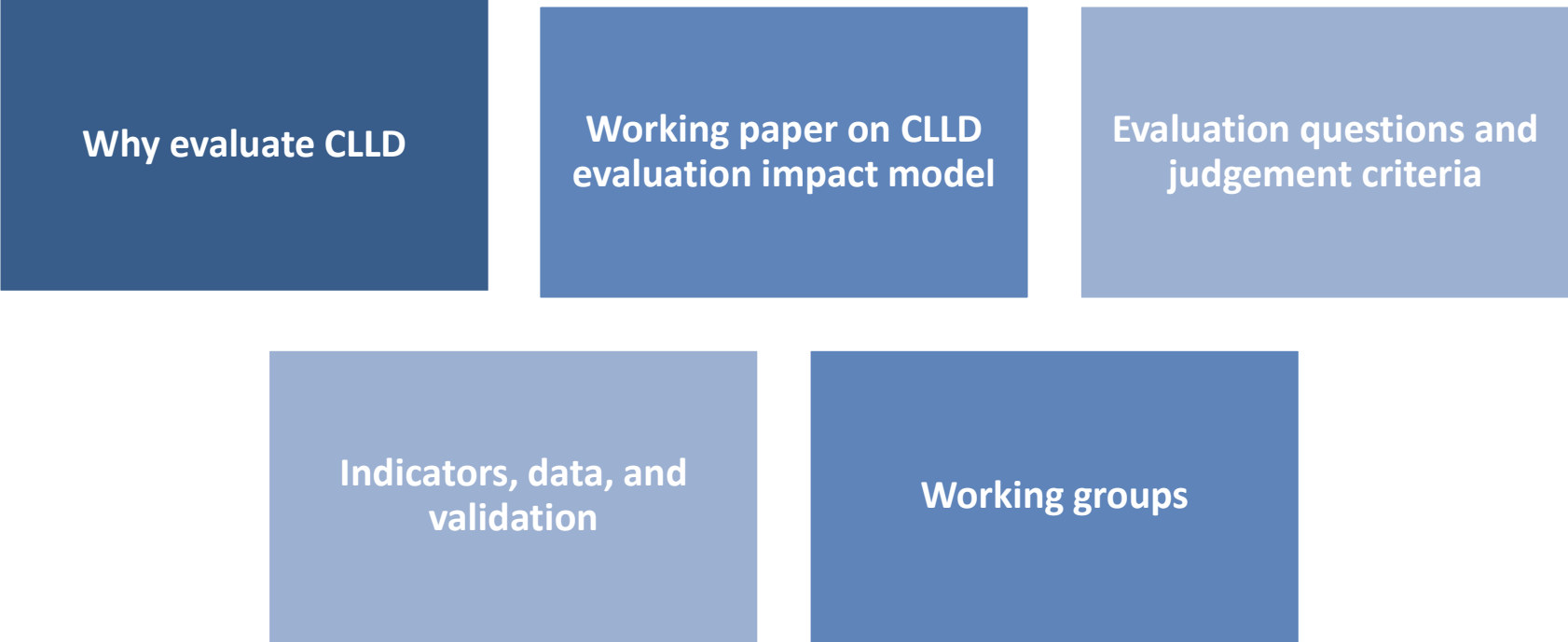
Helle Breindahl

August 2026, Hiiumaa, Estonia

WHO'S WHO



- Name
- FLAG
- What do you hope to get out of this workshop?



Why evaluate CLLD

**Working paper on CLLD
evaluation impact model**

**Evaluation questions and
judgement criteria**

**Indicators, data, and
validation**

Working groups



WHY IS EVALUATING CLLD IMPORTANT?

Please go to menti.com
Use code: 1620 9558





WHY IS EVALUATING CLLD IMPORTANT?

- You must! It is a **legal requirement** under the CPR.
- It **improves strategies** and processes.
- It **demonstrates impact** and supports future policy.

WORKING PAPER ON CLLD EVALUATION



European Commission

EN

Food, Farming, Fisheries

Oceans and fisheries

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FAMENET publications

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FAMENET publications (10)

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PUBLICATION TYPE Working document

Working document | 9 April 2025 | Directorate-General for Maritime Affairs and Fisheries

[Working paper on CLLD evaluation](#)

March 2025

RSS



WORKING PAPER: KEY COMPONENTS

Common impact model

The paper introduces an impact model with pathways, conditions, goals, and external conditions

Common evaluation framework

Based on the impact model, evaluation questions, judgement criteria, and indicators are proposed that can be used directly or adapted

Evaluation reporting template

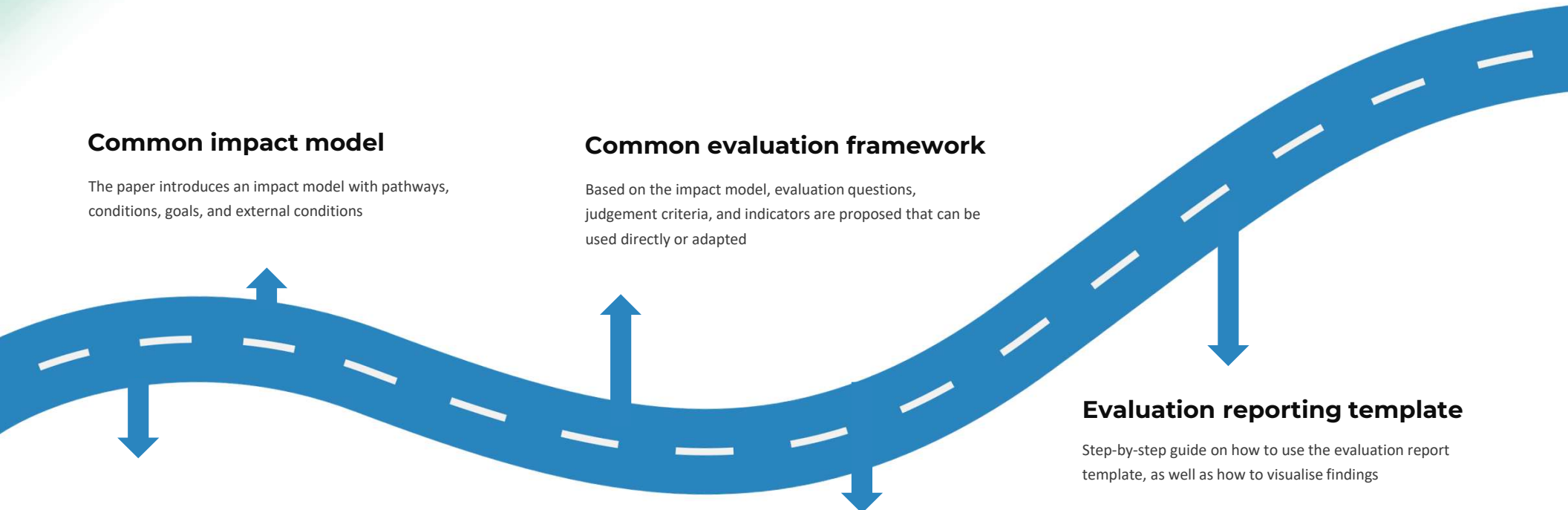
Step-by-step guide on how to use the evaluation report template, as well as how to visualise findings

Understand regulatory requirements

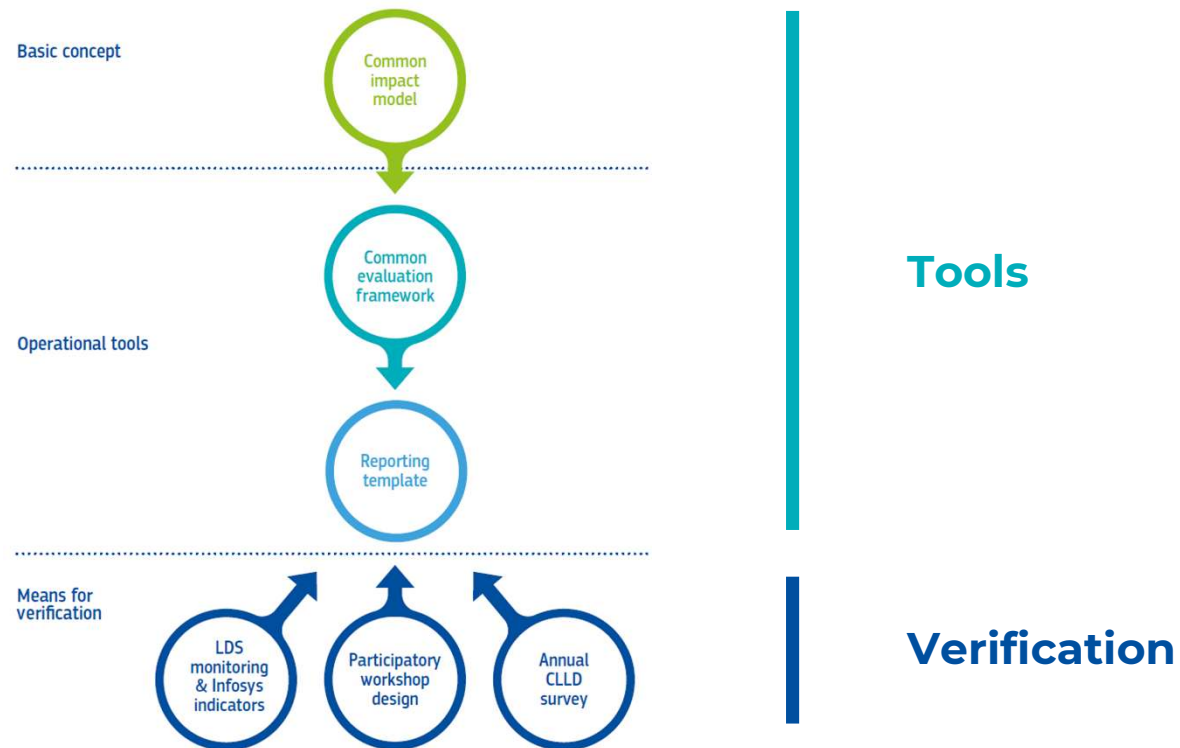
It summarises monitoring and evaluation obligations under the CRP, outlining what is mandatory and the timing of evaluations

Verification (Information sources)

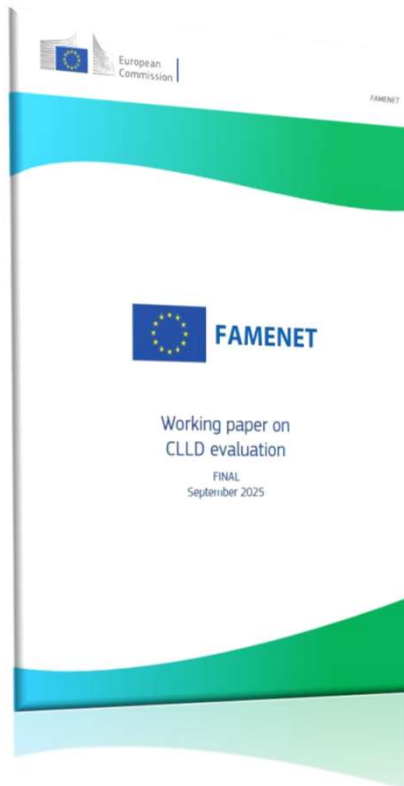
It explains where to source information (Infosys, surveys, case studies)



WORKING PAPER: KEY COMPONENTS



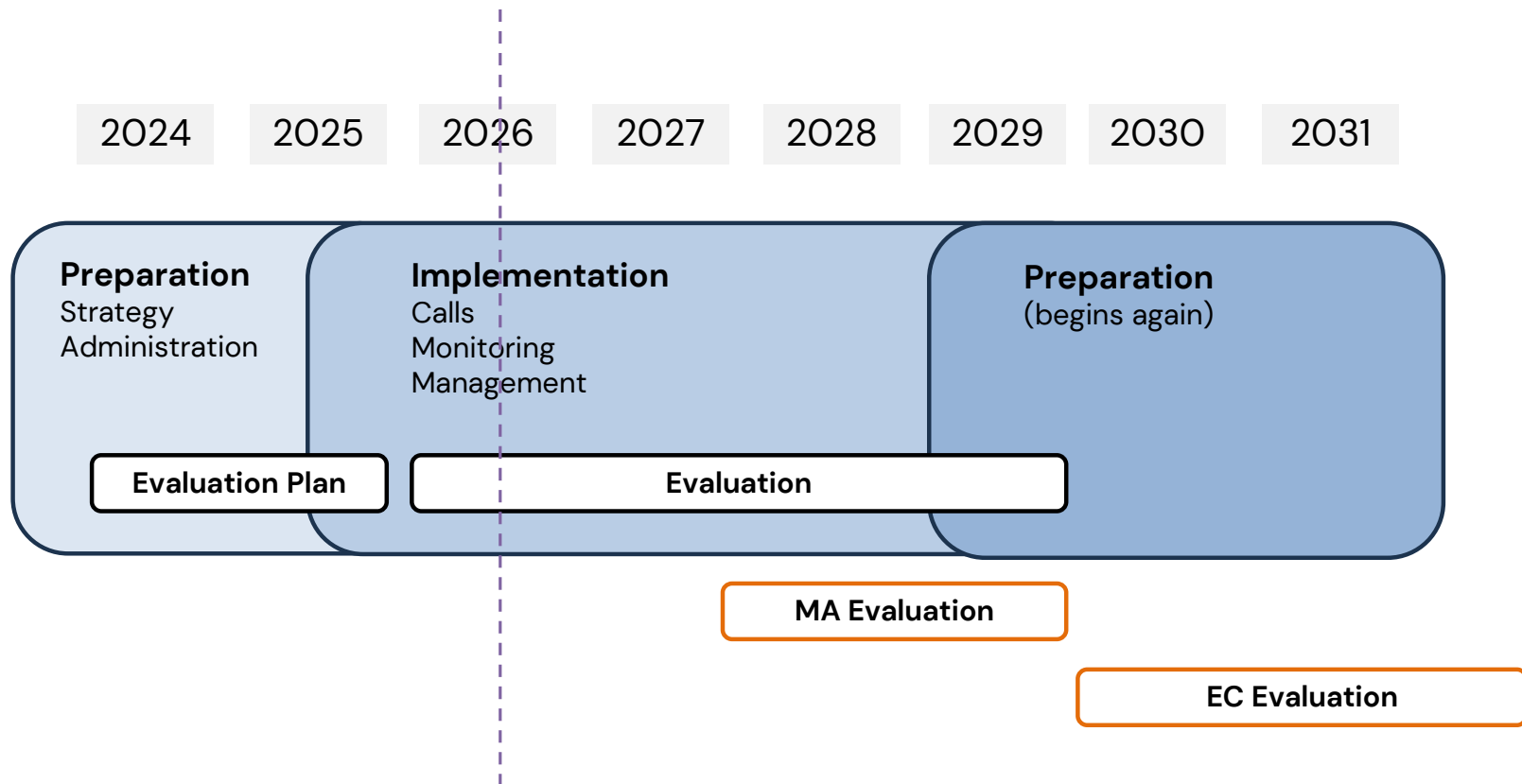
UNDERSTAND REGULATORY REQUIREMENTS



- Each FLAG must conduct **at least one evaluation** by 2029
- **Programme-level impact evaluation** by 30 June 2029
- **EU-level ex-post evaluation** by end of 2031

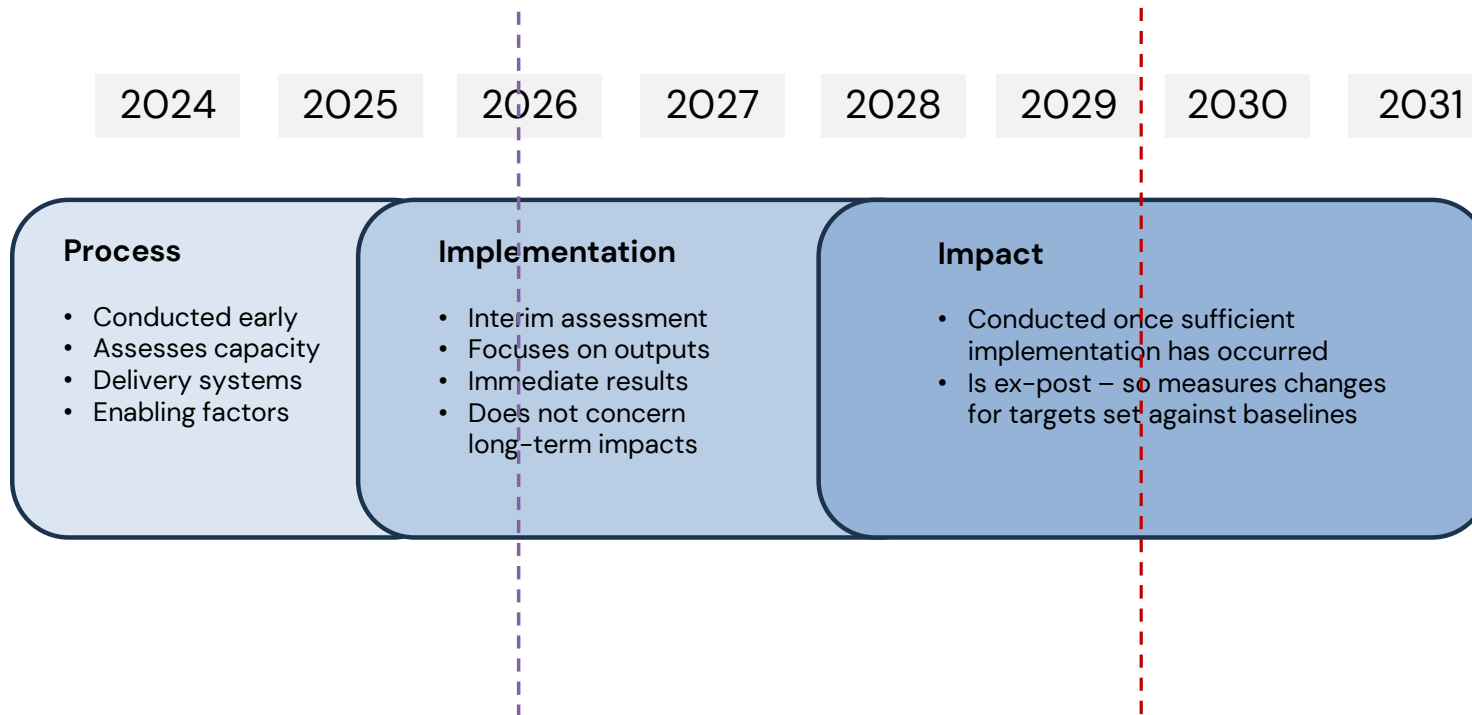
UNDERSTAND REGULATORY REQUIREMENTS

Where are we in terms of time:

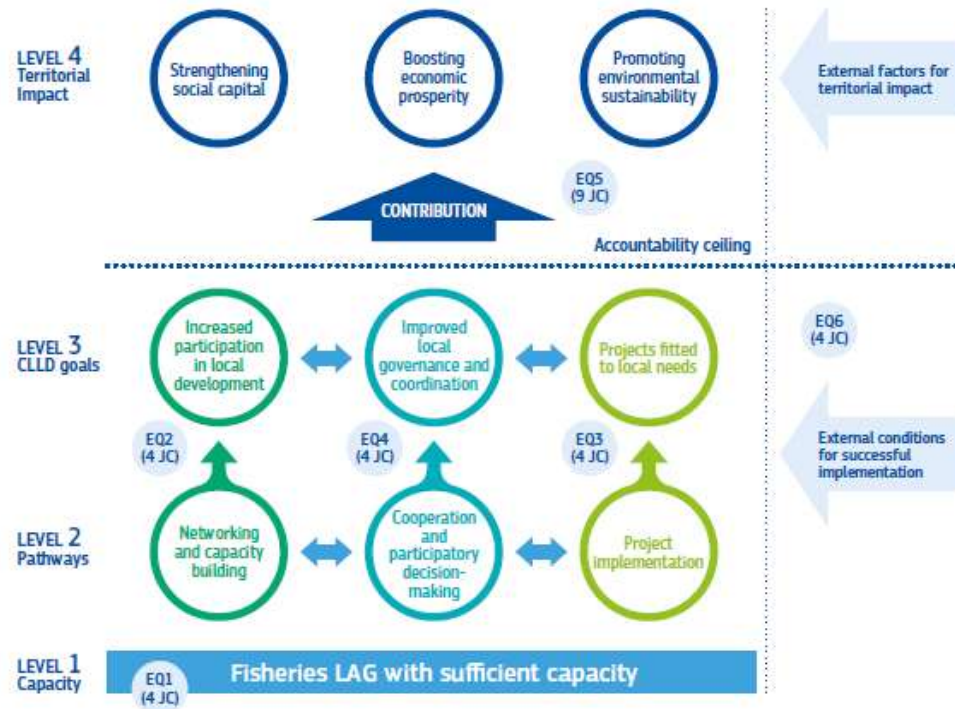


EVALUATION TYPES!

You **must conduct one** evaluation; **FAMENET recommends two** evaluations



COMMON IMPACT MODEL (FOR CLLD)



KEY ASPECTS

- Define **levels**
- Defines impact **pathways**
- Outlines **external conditions**
- Defines an “**accountability ceiling**”

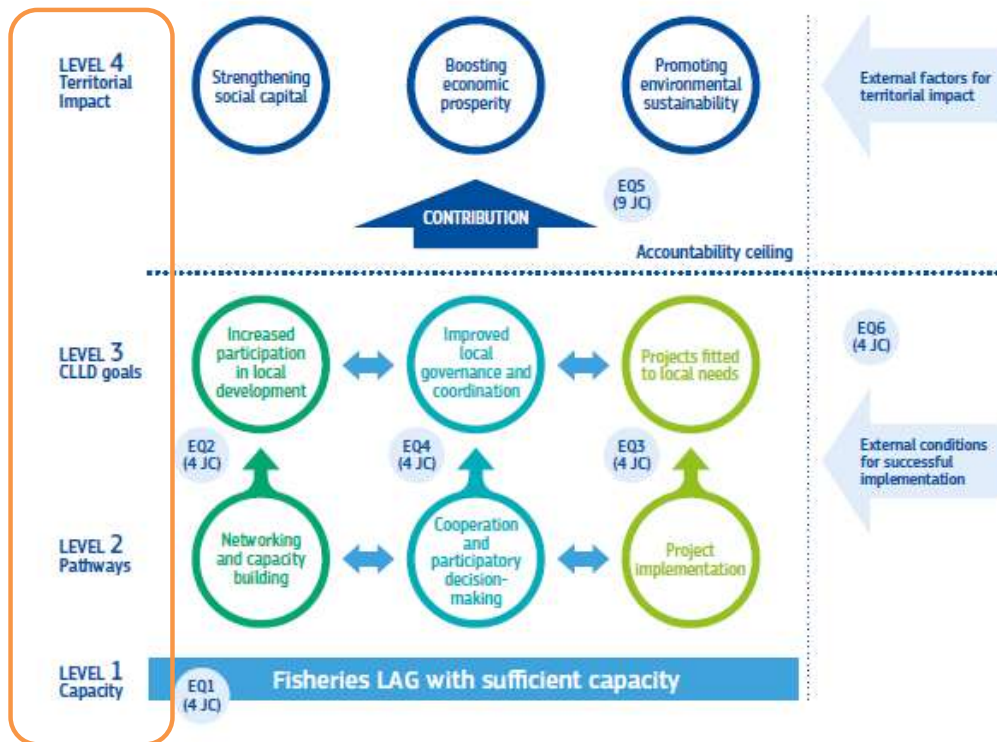
COMMON IMPACT MODEL (FOR CLLD)



Based on intervention logic:

Which illustrates the relationships between each element in the impact model and serves as a reference basis for all monitoring and evaluation plans.

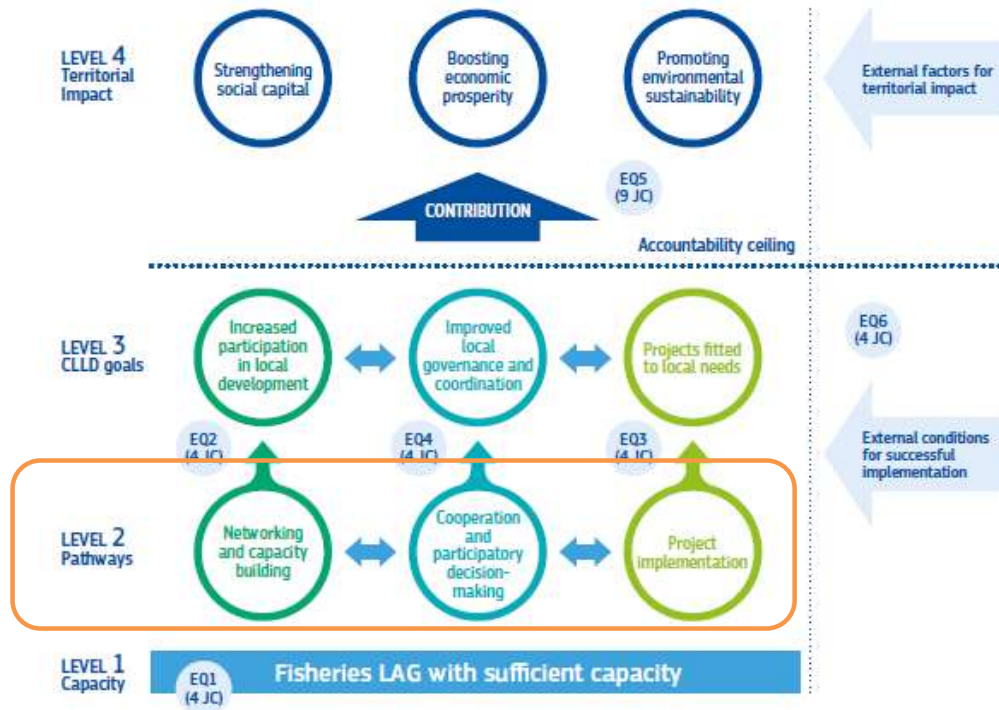
COMMON IMPACT MODEL (FOR CLLD)



Levels:

- Level 1: **Capacity** of the FLAG
- Level 2: **Pathways (actions)**
- Level 3: CLLD **goals**
- Level 4: Territorial **impact**

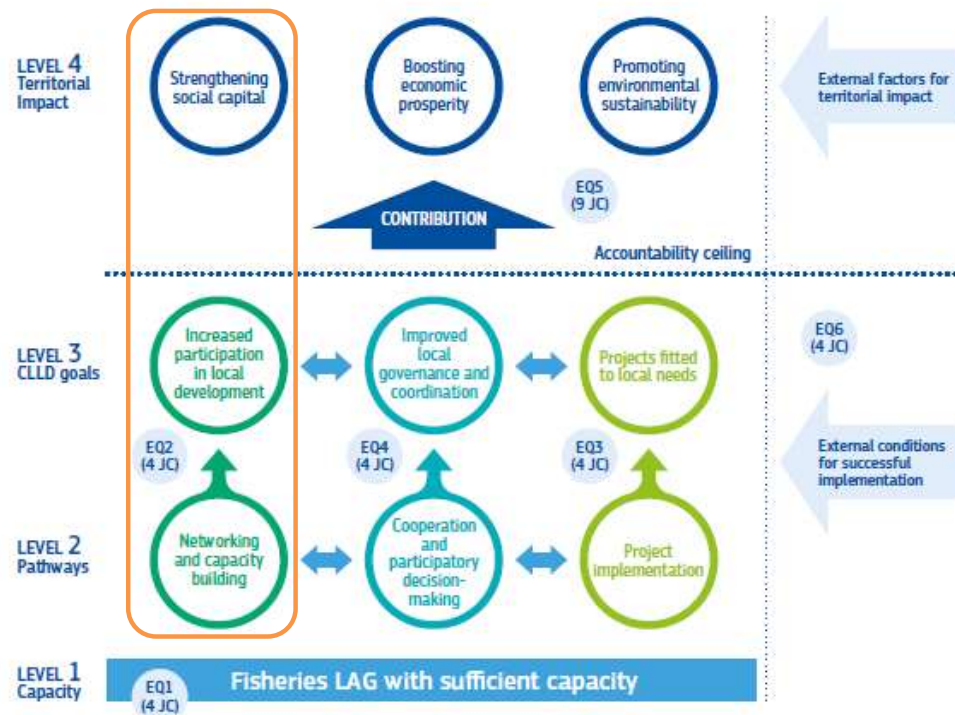
COMMON IMPACT MODEL (FOR CLLD)



Pathways (actions):

- Networking and capacity building
- Cooperation and participation
- Project implementation

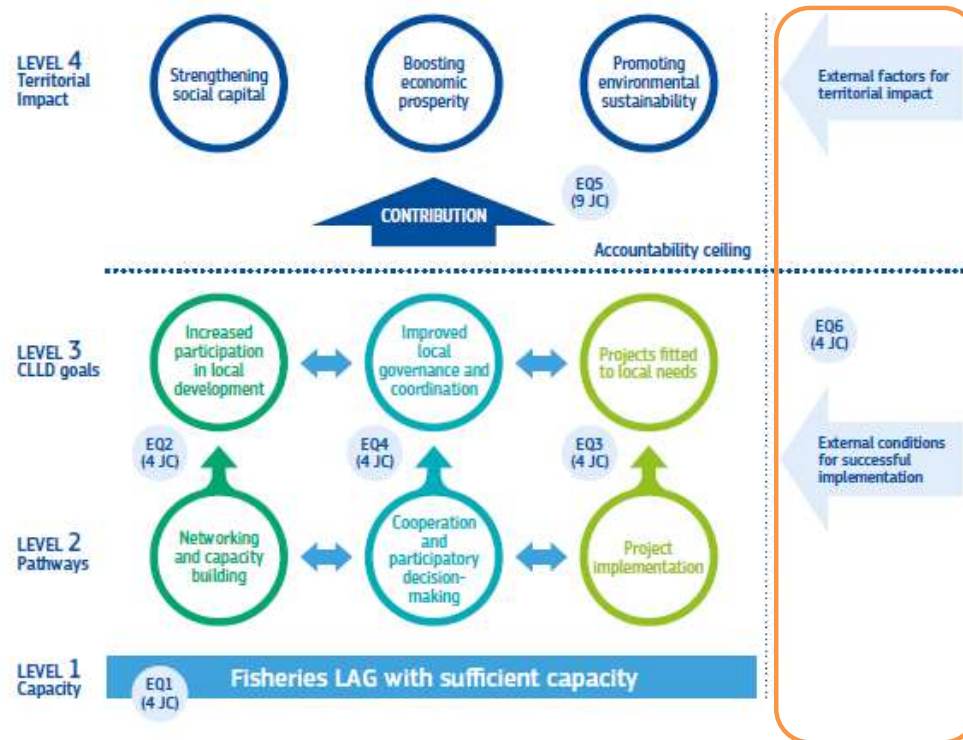
COMMON IMPACT MODEL (FOR CLLD)



Pathways (actions):

- Networking and capacity building
 - Cooperation and participation
 - Project implementation
-
- How does each pathway lead to territorial impact?

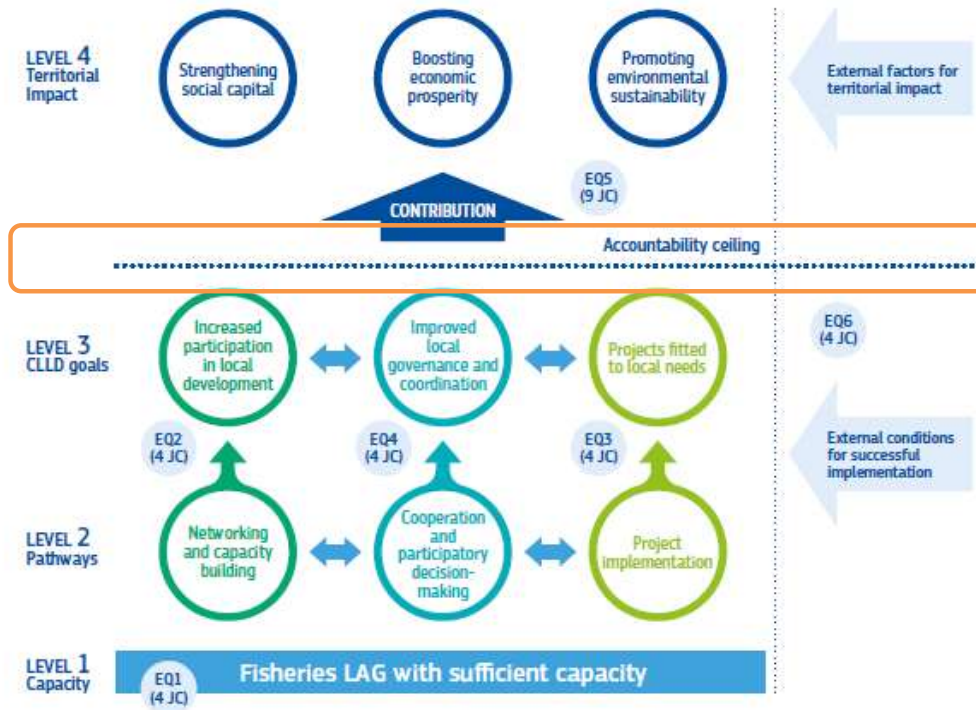
COMMON IMPACT MODEL (FOR CLLD)



External conditions:

- No major external shocks disrupting development
- Sufficient project development capacity
- Administrative rules are not barriers
- Support from NGOs and stakeholder groups
- Support from national and regional governments
- **Consider these as assumptions**

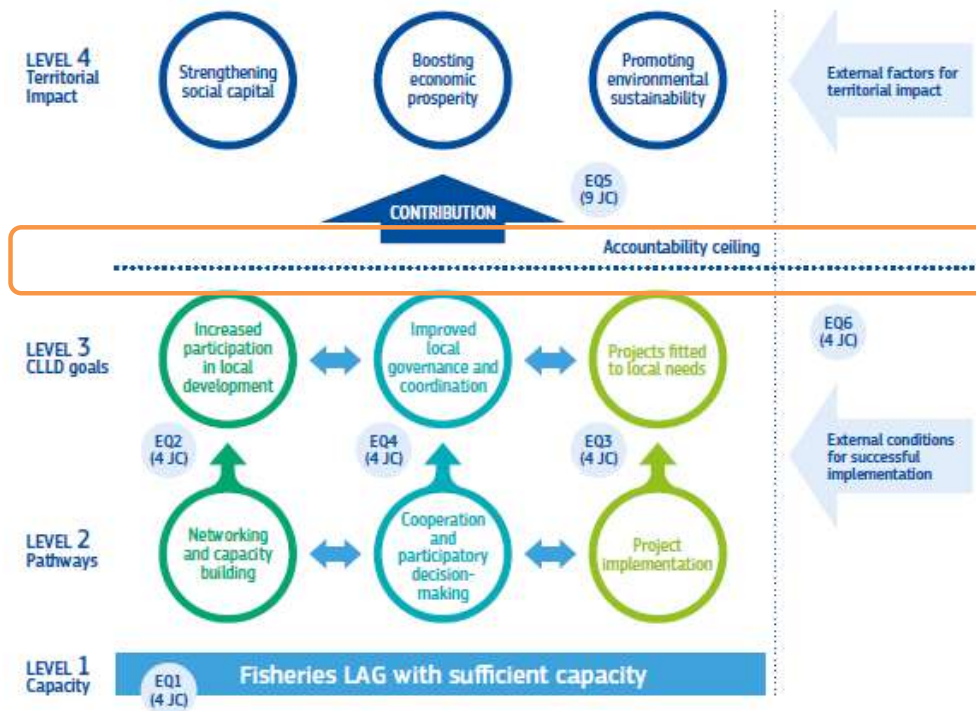
COMMON IMPACT MODEL (FOR CLLD)



Accountability ceiling:

- What do we mean by this?

COMMON IMPACT MODEL (FOR CLLD)



Accountability ceiling:

- Sets limits of **responsibility**
- Separates **control** from influence
- Ensures **fair** evaluation

COMMON EVALUATION FRAMEWORK (FOR CLLD)

EQ1: To what extent are sufficient capacities (Level 1) in place for LAG activities?

Judgement criteria	Examples of indicators
JC 1.1 A LAG has been established which is representative of the local community	• Number of people on the LAG decision-making body 
	• Number of different interest groups represented on LAG decision-making body 
	• Number of women on LAG decision-making body 
	• Number of young people on LAG decision-making body 
	• Mechanisms exist for new members to join the LAG 
JC 1.2 A LDS has been prepared in a bottom-up, participative manner	• Number of different sectors and interest groups involved in developing the LDS 
	• Number of people mobilised to provide input to the LDS 
	• Number of young people consulted for developing the LAG strategy 
	• Perception of local stakeholders of their views being reflected in LDS 

KEY ASPECTS

- **Evaluation questions** are defined
- **Judgement criteria** are defined
- **Indicators** are outlines and proposed

COMMON EVALUATION FRAMEWORK (FOR CLLD)

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KEY ASPECTS

- **Evaluation questions** are defined
- *EQs focus the evaluation on a limited number of critical areas, ensuring that findings are targeted, relevant, and of high quality*

COMMON EVALUATION FRAMEWORK (FOR CLLD)

EQ1: To what extent are **sufficient capacities (Level 1)** in place for LAG activities?

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KEY ASPECTS

- **Judgement criteria** are defined
- *Criteria which define the conditions for meeting each evaluation question*
- Also know as '**assessment criteria**' or '**success factors**' (i.e. in LEADER, etc.)

COMMON EVALUATION FRAMEWORK (FOR CLLD)

EQ1: To what extent are sufficient capacities (Level 1) in place for LAG activities?

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	• Perception of local stakeholders of their views being reflected in LDS 

KEY ASPECTS

- **Indicators** are outlined and proposed
- *Means of verification – measure the achievement of judgement criteria using both quantitative and qualitative data*

COMMON EVALUATION FRAMEWORK (FOR CLLD)

Indicator Type	Description
 Resource	Evaluate the availability of human and financial resources required for LAG operations.
 Financial	Measure financial input and performance, including allocated, committed, and spent funds.
 Output	Assess activities directly delivered through interventions, projects, or activities. These outputs represent the first step toward achieving operational objectives, with minimal external influence and easily accessible monitoring data.
 Common EMFAF result	Predefined indicators across thematic categories, as outlined in Annex I of the EMFAF regulation. Note: The common result indicators are discussed in Section 6.2 and are highlighted in the evaluation reporting template.
 Additional LAG-specific result	Evaluate the direct and immediate effects of an intervention, project, or activity.

Indicator Type	Description
Impact	Measure broader, long-term changes in the area compared to a baseline. In local development, impacts are often challenging to attribute solely to LAG activities due to external influences.
Context	Provide insights into external environmental factors that may affect the design and performance of CLLD policies.

KEY ASPECTS

- **Indicators** are outlined and proposed
- *Means of verification – measure the achievement of judgement criteria using both quantitative and qualitative data*
- *Including common result indicators*

COMMON EVALUATION FRAMEWORK (FOR CLLD)

EMFAF COMMON RESULT INDICATORS:

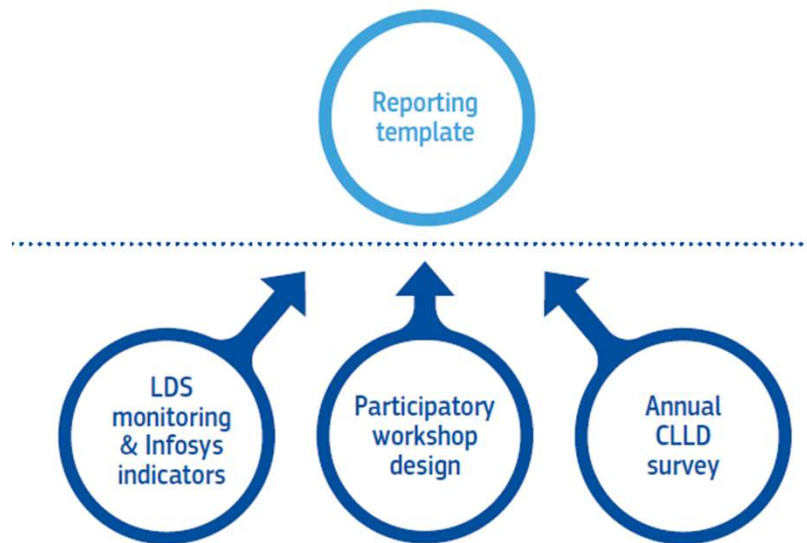
CR01	New production capacity	CR12	Effectiveness of “collection, management and use of data”
CR02	Aquaculture production maintained	CR13	Cooperation activities between stakeholders
CR03	Businesses created	CR14	Innovations enabled
CR04	Businesses with higher turnover	CR15	Control means installed or improved
CR05.1/2	Capacity of vessels withdrawn	CR16	Entities benefiting from promotion and information activities
CR06	Jobs created	CR17	Entities improving resource efficiency in production
CR07	Jobs maintained	CR18.1/2	Energy consumption leading to CO2 emissions reduction
CR08	Persons benefiting	CR19	Actions to improve governance capacity
CR09.1/2	Area addressed by operations for GES	CR20	Investment induced
CR10	Actions contributing to GES	CR21	Datasets and advice made available
CR11	Entities increasing social sustainability	CR22	Usage of data and information platforms

COMMON EVALUATION FRAMEWORK (FOR CLLD)

TEN MOST COMMON RESULT INDICATORS:

CR01	New production capacity	CR12	Effectiveness of “collection, management and use of data”
CR02	Aquaculture production maintained	CR13	<i>Cooperation activities between stakeholders</i>
CR03	<i>Businesses created</i>	CR14	<i>Innovations enabled</i>
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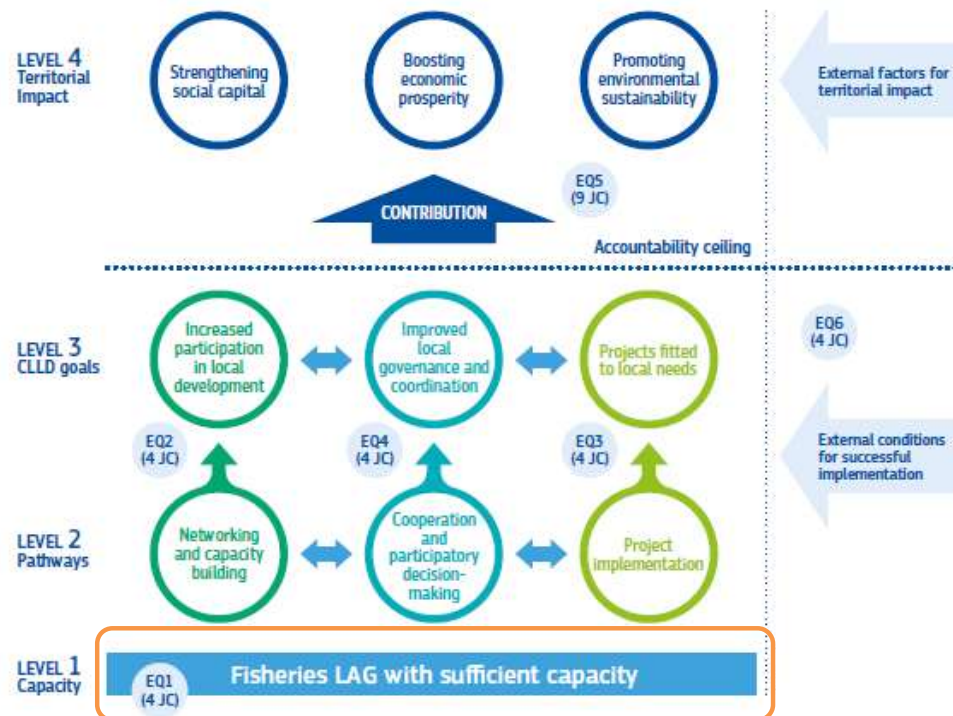
COMMON EVALUATION FRAMEWORK (FOR CLLD)



INFORMATION SOURCES:

- Beneficiary data
- FAMENET annual survey
- Participatory evaluation (workshops)
- Targeted surveys
- Case studies
- Regional/national statistics
- Infosys

COMMON EVALUATION FRAMEWORK (FOR CLLD)

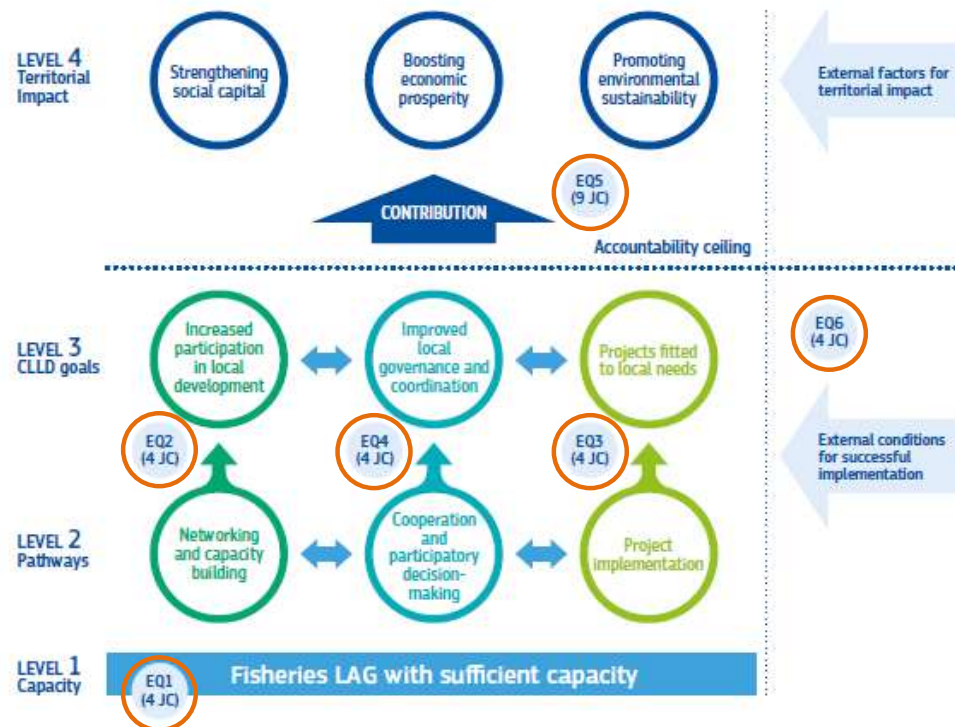


Sound complicated?

It's not! All we need is:

- To turn this into a **question** (?)
- **Criteria** to judge against (?)
- Something to **measure** (?)

FROM IMPACT MODEL TO EVALUATION FRAMEWORK



Six evaluation questions (EQs) are proposed:

FROM IMPACT MODEL TO EVALUATION FRAMEWORK

Six evaluation questions (EQs) are proposed:

EQ1: To what extent are sufficient capacities in place for LAG activities?

EQ2: To what extent have networking and capacity building stimulated participation in local development?

EQ3: To what extent has support for project implementation enabled citizens to undertake projects that meet local needs?

EQ4: To what extent has cooperation and participatory decision-making improved local governance, and the coordination of local activities?

EQ5: To what extent has the LAG supported a positive territorial impact in the area?

EQ6: To what extent do external conditions outside the control of the LAG support or hinder the implementation of local development?



Time for a break!

FROM IMPACT MODEL TO EVALUATION FRAMEWORK

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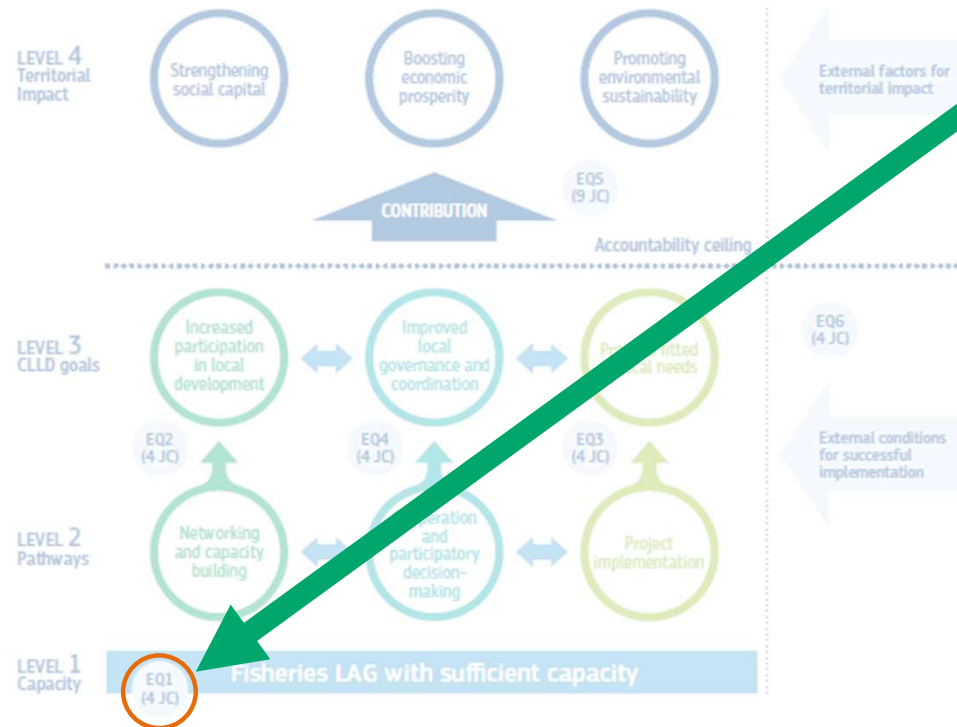
EQ6: To what extent do external conditions outside the control of the LAG support or hinder the implementation of local development?

FROM IMPACT MODEL TO EVALUATION FRAMEWORK

Six evaluation questions (EQs) are proposed:

Evaluation Questions (EQs)	Implementation status of LDS		
	Early	Moderate	Well advanced
EQ1: Capacity of LAGs	X	X	X
EQ2: Networking and capacity building		X	X
EQ3: Project implementation		X	X
EQ4: Cooperation and participatory decision-making		X	X
EQ5: Territorial impact			X
EQ6: External conditions for success	X	X	X

EVALUATION FRAMEWORK (EQ1)



EQ1: To what extent are sufficient capacities in place for LAG activities?

EVALUATION FRAMEWORK (EQ1)

EQ1: To what extent are **sufficient capacities (Level 1)** in place for LAG activities?

Judgement criteria	Examples of indicators
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JC 1.2 A LDS has been prepared in a bottom-up, participative manner	- Number of different sectors and interest groups involved in developing the LDS  - Number of people mobilised to provide input to the LDS  - Number of young people consulted for developing the LAG strategy  - Perception of local stakeholders of their views being reflected in LDS 
JC 1.3 The LAG is adequately staffed with experienced people	- Number of staff in FTEs  - Number of years of relevant experience of LAG manager  - Perception of local stakeholders on accessibility and competence of staff 
JC 1.4 The LAG members are active in supporting the local development process	- Average number of days dedicated annually to LAG work per LAG member (e.g. on strategy work, project selection, thematic discussions, mobilising stakeholders, etc.)  % of LAG members participating in each project selection 

REPORTING TEMPLATE EXAMPLE (EQ1)

Outcomes to be achieved, thanks to the LAG	Progress achieved at a specific point in time						Justification
	ND	0	1	2	3	4	
JC 1.1 A LAG has been established which is representative of the local community							e.g. 12 different people sit on the LAG decision-making body (nine men and three women), representing eight different interest groups.
JC 1.2 A LDS has been prepared in a bottom-up, participative manner							e.g. The LDS was developed by a technical expert in a very short period due to the overarching framework conditions and submitted to the MA. It was not fully possible to involve the coastal community in public consultations, focus groups, workshops and surveys. The coordination of the LDS with the local community should be made after the approval of the strategy.
JC 1.3 The LAG is adequately staffed with experienced people							e.g. Two full-time equivalents are employed by the LAG with combined expertise in community outreach, economic development and the management of EU funds. Each has over eight years of relevant experience. Experience in local fisheries and aquaculture is less strong.
JC 1.4 The LAG members are active in supporting the local development process							e.g. Some LAG members are more active than others, but most attend the project selection meetings.

Source: FAMENET 2024

PROPOSED ASSESSMENT SCALE

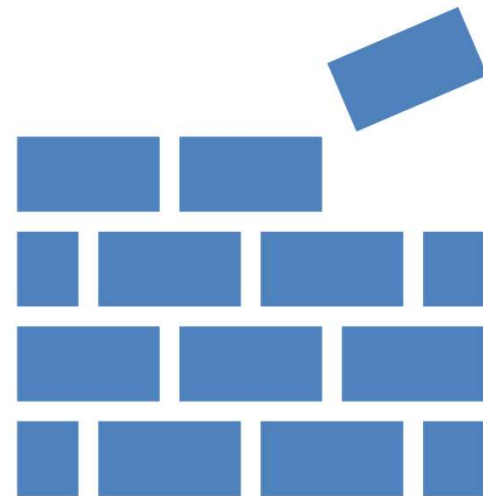
Scale	Explanation
ND: No data available to verify progress (or not applicable)	It is currently not possible to assess the progress due to lacking information or judgement criteria are not relevant for the LAG (in rare cases). Please explain which of the two cases applies.
0: No achievements	Based on the available sources of information, there are no recognisable achievements
1: Low achievements	The expected outcomes were only achieved to a limited extent. Less than 25% of the expected outcomes were achieved. There are considerable difficulties and setbacks.
2: Moderate achievements	Achievements are satisfactory. Between 25% and 50% of the expected outcomes were achieved. There are some difficulties or setbacks.
3: Good achievements	The achievement of the expected outcomes is above average. Between 50% and 75% of the expected outcomes were achieved. There are only a few difficulties or setbacks.
4: Very good achievements	In this category, achievements are well above average. Between 75% and 100% of the expected outcomes were achieved or even exceeded. There are hardly any difficulties or setbacks.

Source: FAMENET 2024

EXERCISE: EQ1

Meet the HYPO FLAG 😊

We will work in groups of 5–7



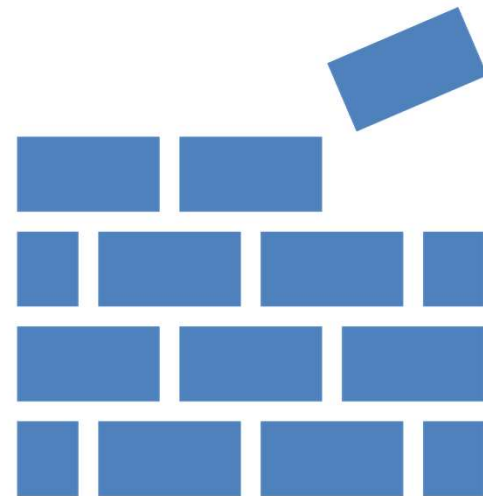
EXERCISE: EQ1

Meet the HYPO-FLAG

The HYPO FLAG was set up in 2023 and has been operational since January 2024. There are 9 people the decision-making body, representing:

- Fisheries (2 people)
- aquaculture (1 person)
- public sector (2 people)
- tourism board (1 person)
- local harbor (1 person)
- local citizens (2 people)

2 are female, none are under 40.



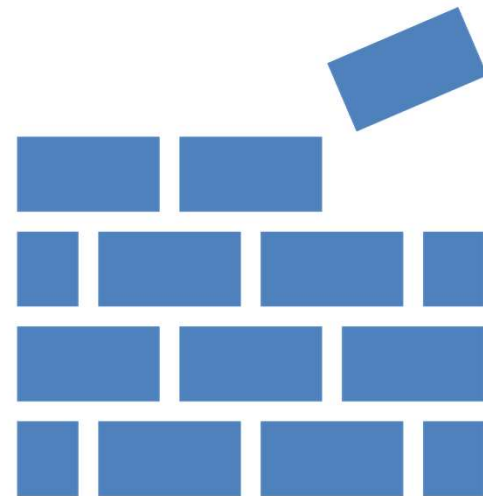
EXERCISE: EQ1

Meet the HYPO-FLAG

The strategy was prepared by the HYPO FLAG that was already active in the previous period. The strategy preparation took 3 months and involved several different interest groups (fisheries, aquaculture, municipalities, tourism stakeholders, environmental NGOs, research institutes, association of women in fisheries, chamber of commerce, youth associations.)

3 half-day focus groups were held to understand the needs of these stakeholder groups.

An online survey was also sent out to the members of 12 different organisations and received input from 137 people. The strategy draft was sent to the same 12 organisations and received feedback from 8.

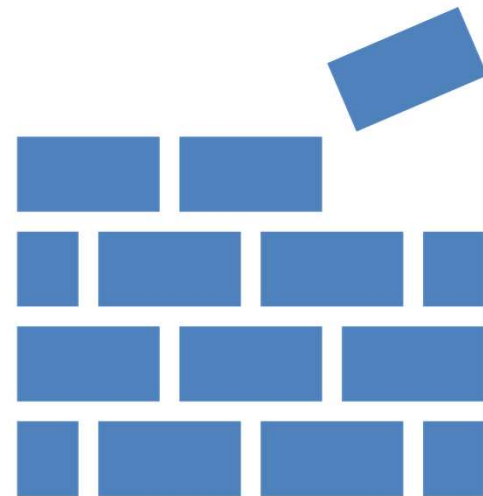


EXERCISE: EQ1

Meet the HYPO-FLAG

The FLAG has 2 full-time equivalents, 3 people in total:

- 1 full-time FLAG Manager who has 4 years of experience as FLAG Manager and a background in local development and animation
- 1 part-time Communications Officer (0.5 FTE), with 2 years' experience in news and social media
- 1 part-time Administrative Assistant (0.5 FTE), with 10 years' experience in managing EU funds



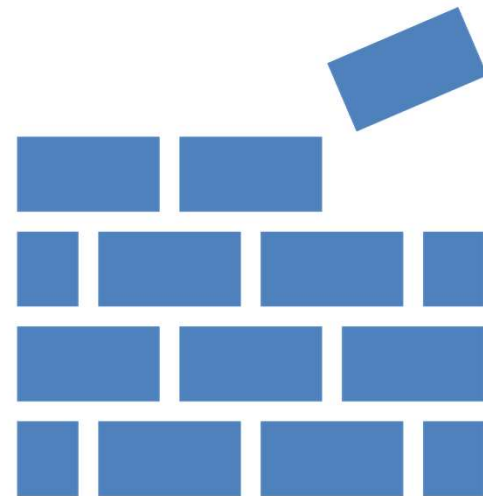
EXERCISE: EQ1

Meet the HYPO-FLAG

Together, the FLAG members dedicate approximately 53 days to CLLD annually.

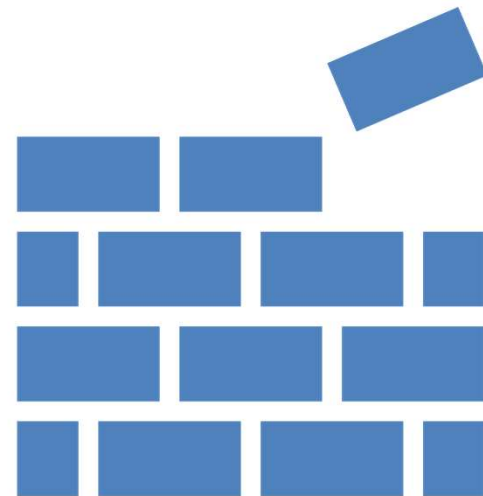
This is split between the President who invests around 15 days a year in FLAG work (outreach, strategy ideas, thematic discussions & project selection), the President of the Local Fishers association who invests 10 days a year (similar activities to the President), and the other 7 members who on average dedicate 4 days a year to FLAG work (essentially project selection meetings, participating in FLAG meetings and some outreach).

On average 7–8 of the board members are present at project selection meetings.



EXERCISE: EQ1

- *Each of you will fill in your own reporting template for EQ 1 individually*
- *Discuss your scores and find the average*
- *Develop a justification for your score*
- *Bonus: Consider different stakeholder perspectives.*





...DO YOU HAVE ANY QUESTIONS?



See you tomorrow!



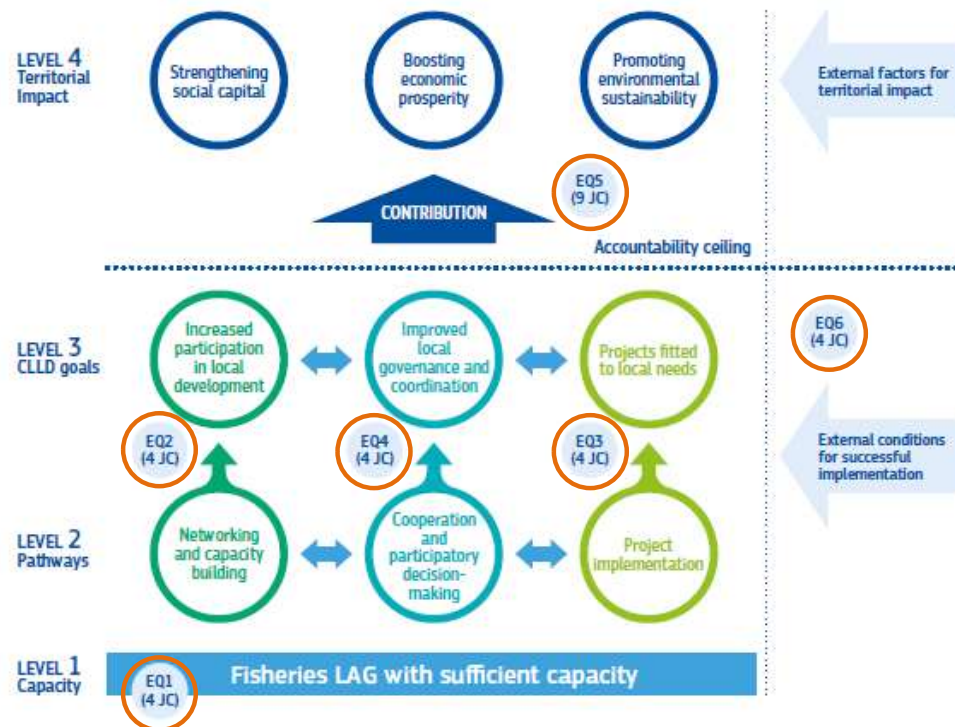
FAMENET

How to evaluate CLLD

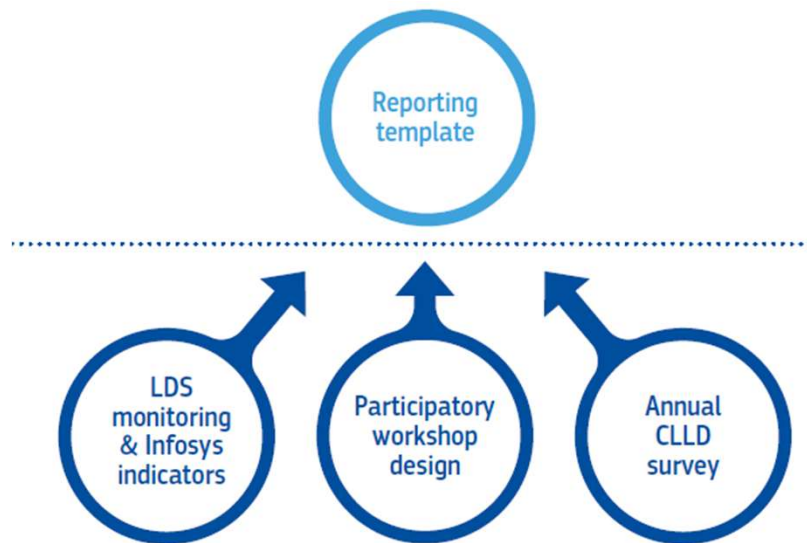
Helle Breindahl

August 2026, Hiiumaa, Estonia

RECAP: COMMON IMPACT MODEL



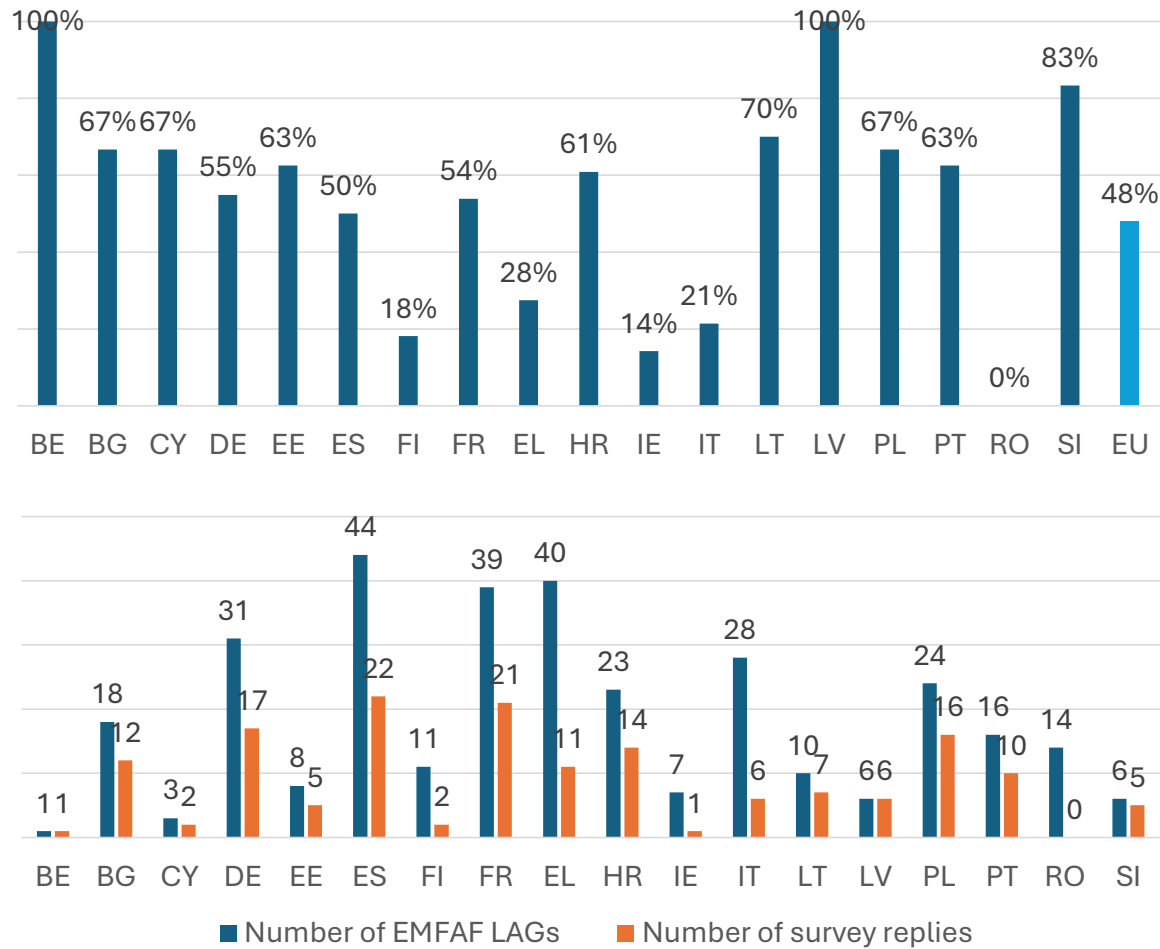
RECAP: COMMON EVALUATION FRAMEWORK (FOR CLLD)



INFORMATION SOURCES:

- Beneficiary data
- **FAMENET annual survey**
- Participatory evaluation (workshops)
- Targeted surveys
- Case studies
- Regional/national statistics
- Infosys

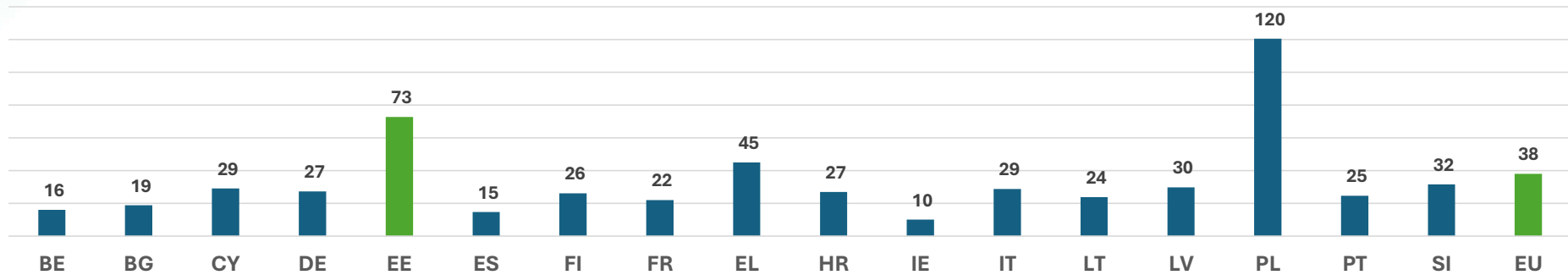
158 replies from 329 FLAGs (response rate 48%)



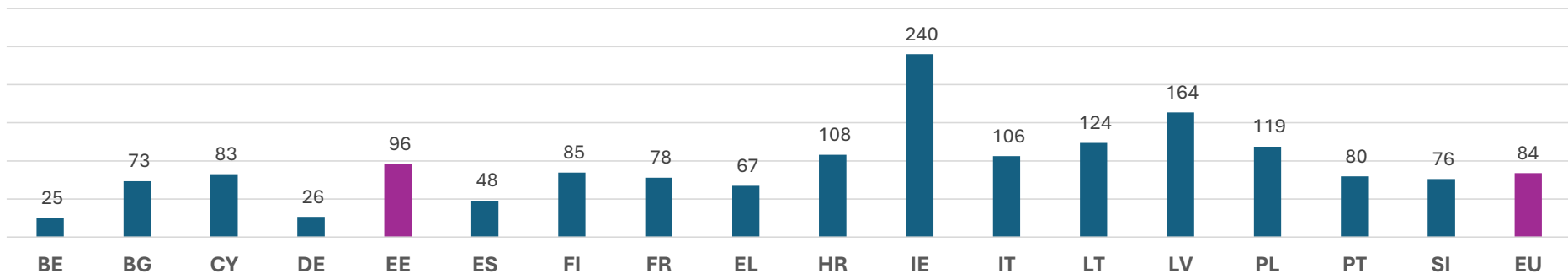
FLAG Survey- 7 sections & 16 questions

- 1. People participating in the FLAG (Q1, Q2)**
- 2. Outreach activities to the local population in 2025 (Q3, Q4, Q5)**
- 3. Support to projects in 2025 (Q6, Q7, Q8)**
- 4. Boosting local knowledge and skills (Q9, Q10)**
- 5. FLAG's role in generating projects in 2025 (Q11)**
- 6. FLAG support to local stakeholders to access funding from other sources in 2025 (Q12, Q13, Q14)**
- 7. The FLAG as a strategic local development stakeholder (Q15, Q16)**

1. People participating in the FLAG



On average, there are **38 members** in a FLAG



On average, **84 days** were dedicated to FLAG work by FLAG members

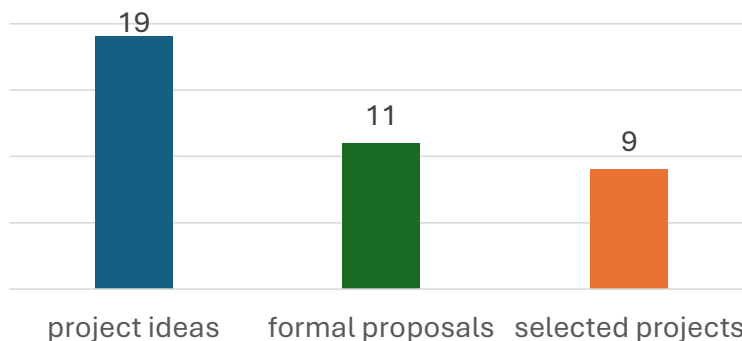
3. Support to projects in 2025

Responses from 158 FLAGs in 2025

- ✓ ...discussed over **3 000 project ideas**
- ✓ ... received over **1 700 formal proposals**
- ✓ ... selected over **1 200 projects** for a total of **€71 M (total public grant)**

Survey average

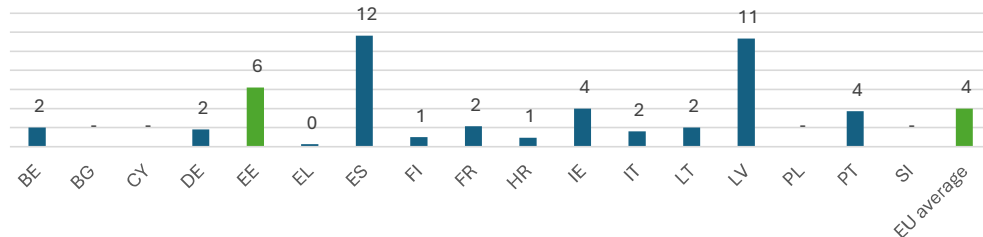
- ✓ **19 project ideas**
- ✓ **11 formal proposals**
- ✓ **9 selected projects**



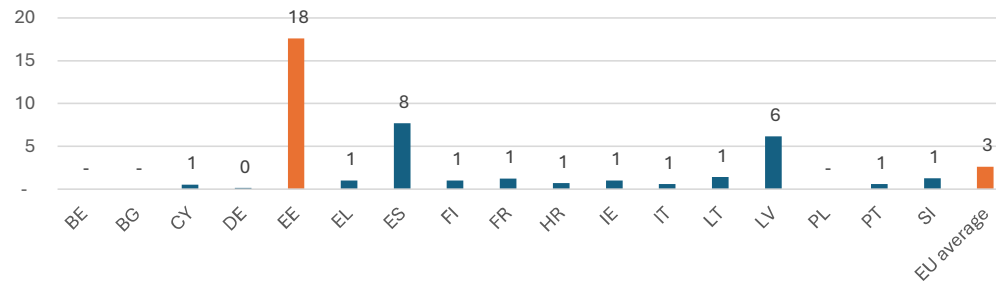
For Estonia for 5 FLAGs: 97 ideas, 149 proposals, 142 selected projects 😊

Estonia is above “EU average” for ...

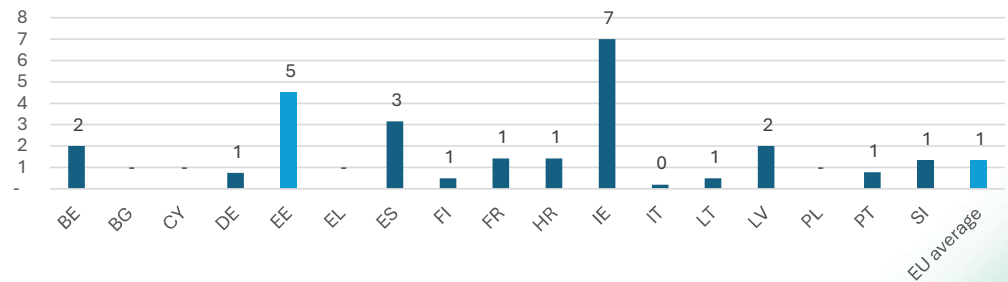
Average number per FLAG of project promoters accessing EU funds for the first time



Average number of projects presented by SSCF

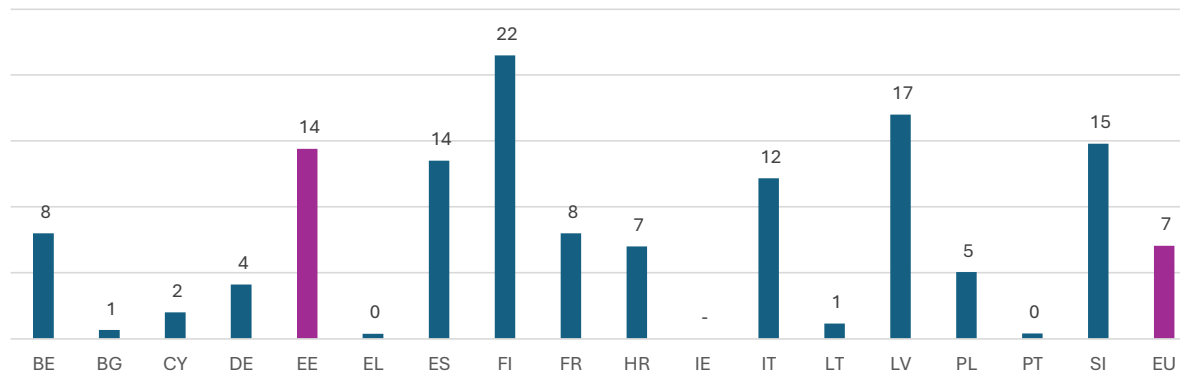


Average number of projects presented by young people



4. Boosting local knowledge and skills

Stakeholder exchange outside the FLAG areas (e.g. study visits, fairs...)



Estonian FLAGs are also above EU average for

- ✓ **organising training**
- ✓ **providing support for developing projects**



FAMENET

How to evaluate CLLD

Helle Breindahl

August 2026, Hiiumaa, Estonia

RECAP: FROM IMPACT MODEL TO EVALUATION FRAMEWORK

Six evaluation questions (EQs) are proposed:

EQ1: what extent are sufficient capacities in place for LAG activities?

EQ2: To what extent have networking and capacity building stimulated participation in local development?

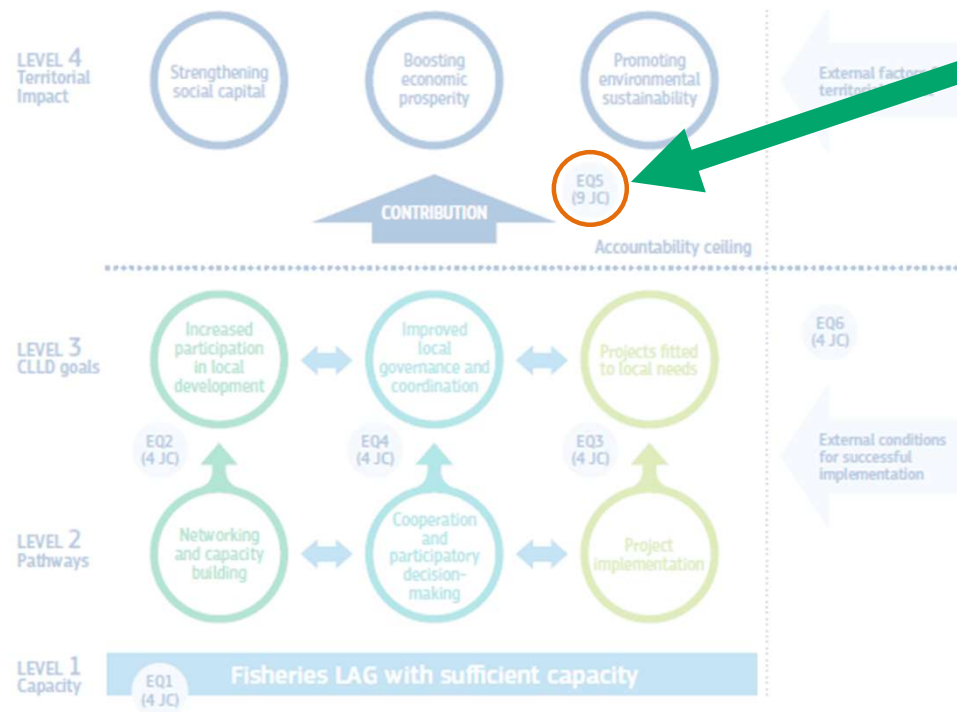
EQ3: To what extent has support for project implementation enabled citizens to undertake projects that meet local needs?

EQ4: To what extent has cooperation and participatory decision-making improved local governance, and the coordination of local activities?

EQ5: To what extent has the LAG supported a positive territorial impact in the area?

EQ6: To what extent do external conditions outside the control of the LAG support or hinder the implementation of local development?

EVALUATION FRAMEWORK (EQ5)



EQ5: To what extent has the FLAG supported a positive territorial impact in the area?

EVALUATION FRAMEWORK (EQ5)

EQ5: To what extent has the LAG supported a positive **territorial impact (Level 4)** in the area?

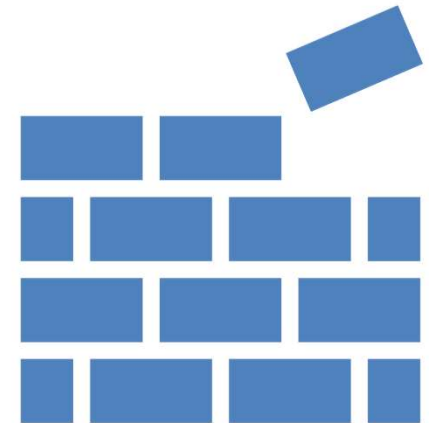
Judgement criteria	Examples of indicators
JC 5.1 The LAG has supported local stakeholders to introduce new ways of working, new services and new products to address the area's needs	• Number of innovations enabled  
	• Number of new and/or improved activities and services offered in the area 
	• Entities increasing social sustainability  
	• Qualitative examples, e.g. described in mini-case studies 
JC 5.2 Jobs and/or businesses have been created and/or maintained	• Number of businesses created  
	• Number of jobs created  
	• Number of jobs maintained  
	• Overall trend of the employment situation in the region 
JC 5.3 Short supply chains have been developed and/or strengthened	• Number of new channels to purchase local fish 
	• Number of existing outlets which have started offering (or significantly increased) local fish products 
	• Number of local entities benefiting from promotion and information activities  
	• Qualitative examples 

JC 5.4 The fisheries/marine sectors and their contribution to the local area have become more visible / better integrated into the local community	• Number of projects implemented by or for small-scale fishers 
	• Number of entities linked to local fisheries or aquaculture benefiting from promotion and information activities 
	• Number of fish-related businesses that have developed new sources of income through diversified activities 
	• Number of cross-sectoral projects and related budgets involving the fisheries or aquaculture sector 
	• Perception of integration/visibility 
JC 5.5 Local businesses have developed new sources of income through diversified activities	• Number of local businesses that have developed new sources of income through diversified activities 
JC 5.6 Local businesses have increased their revenue	• % of revenue increase of local businesses implementing for profit projects 
JC 5.7 Actions to protect and/or restore the area's environmental resources have been put in place	• Number of actions contributing to Good Environmental Status  
	• Qualitative examples 
JC 5.8 Actions to transition towards a low carbon and more resource efficient economy have been put in place	• Number of entities improving resource efficiency  
	• Qualitative examples 
JC 5.9 Social capital in the area has improved (networking, mutual support, trust, and local identity)	• Perception of local community members that networks created or strengthened by the LAG actions have had a positive impact on the LAG area 
	• Perception of local community members that the LAG brings together organisations and people in an inclusive manner fostering mutual support, collective action and common goals 
	• Perception that LAG actions have had an impact on improving local identity and the image of the LAG area 
	• Qualitative examples 

EXERCISE: EQ5 (territorial impact)

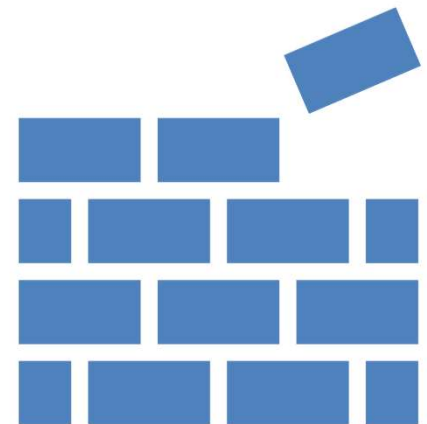
Discuss the following questions:

- *What is the most important work that your FLAG does?*
- *Where do you expect to have the biggest impact?*



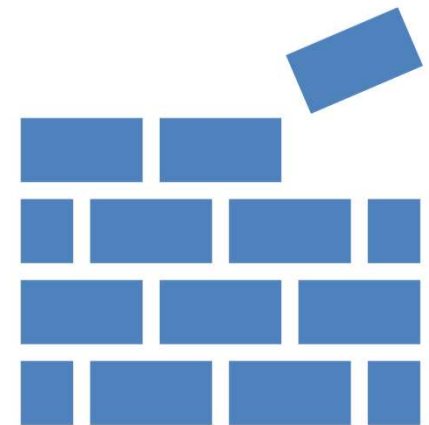
EXERCISE: EQ5 (territorial impact)

- *Of the nine judgement criteria for EQ5 which **three** do you think are the most important for measuring impact in your FLAG?*



EXERCISE: EQ5 (territorial impact)

- How can those be **achieved**?
- How is it **linked to your strategy**?
- How can it be **measured**?





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How to evaluate CLLD

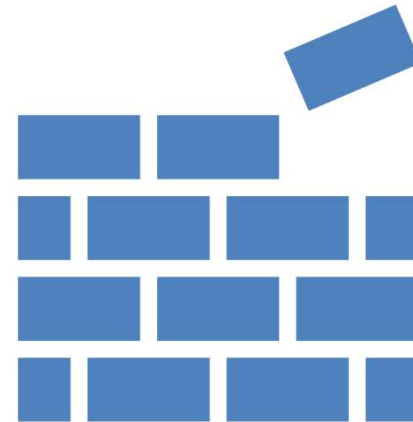
Helle Breindahl

August 2026, Hiiumaa, Estonia

EVALUATION PLAN AND NEXT STEPS

- *Discuss your next steps*
- *Timeframe.*
- *Type of evaluation.*
- *Budget.*
- *Methods.*

Off the shelf / adaptation?



DID WE MEET YOUR EXPECTATIONS?



NOW EVALUATE US!

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helle.breindahl@famenet.eu

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