

# Urban Community-Led Local Development (CLLD)

## Quality Audit Manual

# Urban CLLD Quality Audit - Manual

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## Community Led Local Development – Quality Audit for urban areas

CLLD could offer opportunities for Roma communities to participate in developing and implementing Local Development Strategies (LDSs). From the work which we developed to increase the involvement of the Roma in the CLLD process implemented in rural areas we consider that this approach is very important also for the Roma people living in urban areas and we intend to monitor and support this already from the beginning.

The Urban Quality Audit wants to address these shortcomings. It is a tool to involve urban communities in the monitoring of CLLD (which can strengthen their voice in the process) and to evaluate the quality of LDSs, both in terms of participation and results.

### 1. Objectives

The Urban Quality Audit has two aims:

1. To assess the quality of CLLD urban local development strategies;
2. To empower local groups and create / strengthen accountability mechanisms at local level in urban areas.

*What can we do with the results of the quality audit?*

The results of the quality audit provide evidence that ERGO Network and member organisations can use in their advocacy. We can formulate recommendations at EU or national level – for instance in monitoring committees of the Operational Programmes. CLLD is also explicitly mentioned as a ‘delivery method’ for the National Roma Integration Strategies, so the Urban Quality Audit can provide data for shadow monitoring. As the UQA will hopefully be a multi-year effort, it also provides the opportunity to follow the process from start to finish and thus allow us to formulate - in the longer term – recommendations for the next programming period.

Secondly – not least – the Urban Quality Audit will strengthen the position of Roma communities and activists at local level in the urban areas where the CLLD it’s implemented. It should have an empowering effect. It introduces a comparative measure for how good Urban Local Action Groups (ULAGs) perform in each phase of the CLLD process. By sharing the outcomes with activists in other localities, activists and local NGOs or groups stand stronger in their negotiations or their participation in the CLLD process. Conducting the UQA also enhances the knowledge of communities and activists of the process, which further strengthens their position. The UQA also evaluates ULAGs and ULDSs against some of the formal criteria set for CLLD by the European Commission: it thus strengthens accountability mechanisms at local level. At the same time the UQA provide information’s about how the multi fund approach it’s working in talking the grassroots problems of the big cities (more than 20000 inhabitants) and offer us data which can lead to a comparison about how effective are the funds used to solve the local problems in an integrated way booth in Rural and urban areas.

*How does the Urban Quality Audit relate to other monitoring and evaluation frameworks?*

The UQA collects data that is at present not foreseen by any of the other monitoring or evaluation frameworks that apply to CLLD.

The EU guidelines for CLLD prescribe that Urban Local Development Strategies include a monitoring plan. How this is executed is left to the Urban Local Action Groups and the Managing Authorities (MAs) to decide. The MAs also have to include CLLD in their overall programme evaluation, but how they do that is again left open and will likely take the form of gathering statistical data on a limited set of indicators, possibly together with some case

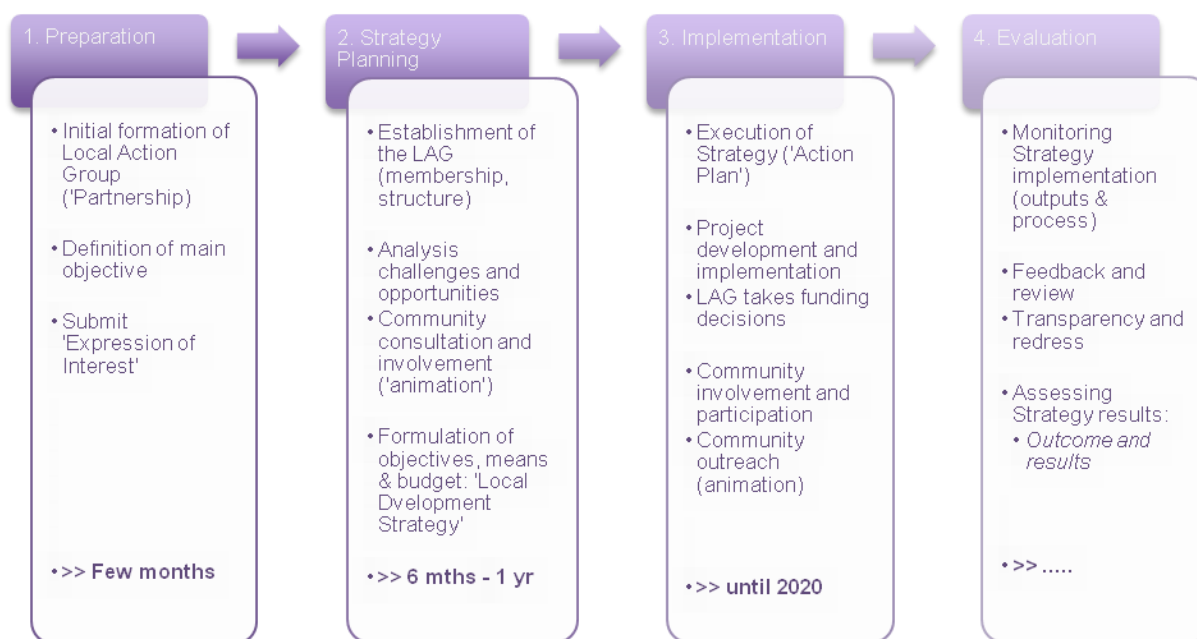
studies and best-practice presentations. For rural CLLD there is a common set of indicators and evaluation questions, but these are not target group specific and give a very open definition of ‘Local Development’<sup>1</sup>. In the case of the Urban CLLD we have similar set of indicators and evaluation questions and in this case we have also a specific target group (disadvantage community and Roma) and the Local Development measures target a specific area in one locality where the target group live

In localities where the ULAG function and will implement his ULDS, the ERGO Network UQA can have a complementary role of monitoring the quality of involvement and participation of the community not according to the rules imposed by the program but as it’s happening in reality. This will probably be source of specific and unique qualitative data that can support all parts: the ULAG, the local community and the management authority in the development of a participative approach to solve the problems of the local community targeted by the ULDS and obtain the best results for this integrated approach.

## 2. Description

The Urban Quality Audit awards a score to different aspects of the CLLD process in a certain urban locality / Urban LAG area. The UQA looks at participation, adherence to CLLD principles, relevance of local strategies and of course its results.

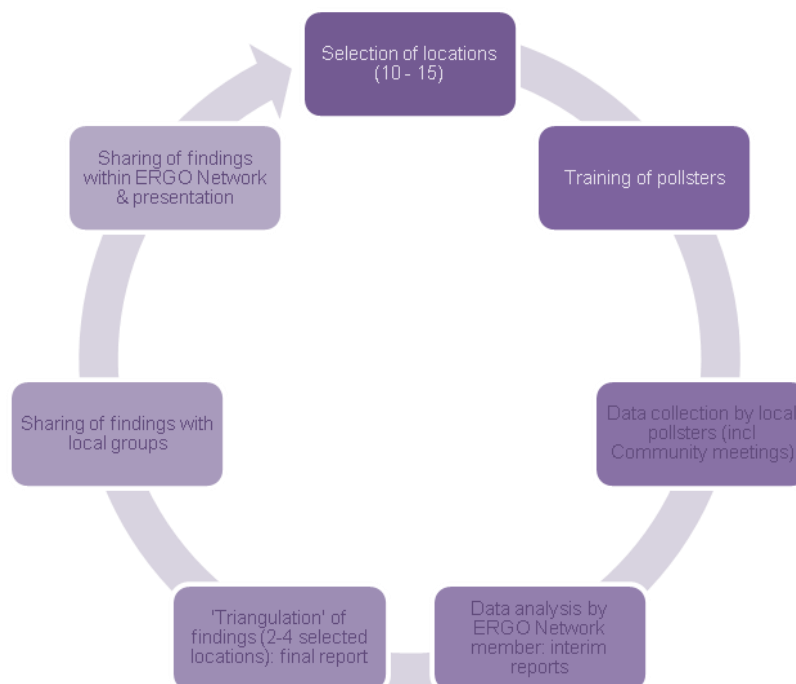
*Diagram 1: Schematic outline of the CLLD process*



By using ‘Community Scorecards’ (see section 3) covering relevant issues in each phase, the UQA evaluates whether the CLLD process offers real opportunities for Roma and how the ULAG performs from the point of view of community participation and Roma integration. Scores range from 0 (very bad) to 100 (very good).

The basic data is collected by local activists, trained and coached by ERGO Network members. To safeguard the validity of findings, at the end of each annual monitoring cycle (see diagram 2), ERGO Members perform ‘triangulation’: they verify the findings of the local activists through field visits and key informant interviews (section 5).

Diagram 2: Annual monitoring cycle



At the end of each monitoring cycle, findings are shared with the local activists (so they can use results in their local advocacy / activist work) and within ERGO Network (so we can make cross country comparisons and formulate recommendations at EU and national level).

### 3. Method: Community Scorecards

Data is collected using Community Scorecards. For each of the four phases of the CLLD Process, there will be a separate scorecard. Together they cover three dimensions of the CLLD process that are important from the point of view of Roma community participation and integration.

Scorecards for phases 1 (Preparation) and 2 (Strategy Planning) are ready (Annex 1 and 2). The scorecard for the Implementation phase will be developed for the monitoring cycle from 2019 ( to be implemented until the end of 2019) and take into account members feedback about the data collection the in phases 1 and 2. The scorecards for phase 4 (Evaluation) will be developed in 2020.

Because they are directly used by local activists, the Community Scorecards need to be translated in local languages before they are used. To ensure comparability of data in different countries, any changes suggested in the translation process need to be carefully communicated to ERGO Network so that relevant changes can be reflected in other language versions as well.

Table 1. Overview of the different Community Scorecards and the dimensions they cover

<b>Dimension 1:</b> Community participation	<b>Dimension 2: Quality</b> of the Local Strategy	<b>Dimension 3:</b> Community Impact
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Phase	<i>“Extent and quality of the participation of the community in Local Strategy development and implementation”</i>	<i>“Extent to which a local integrated strategy reflect community needs and an acceptable level of ambition”</i>	<i>“Extent to which (projects implemented under) the strategy produces results for the community”</i>
1. Preparation	★	☐★)	
2. Strategy Planning	★	★	
3. Implementation	★		★
4. Evaluation	★		★

#### 4. Data collection process

Basic data is collected by local activists (hereafter ‘pollster’ or ‘community pollster’). These can be representatives of a local NGO or community association, or individuals. The only prerequisite is that they have access and/or can [mobilize local stakeholders and the community to share their views](#).

The scores that pollsters award for each question should, where applicable, be based on discussion with / input by relevant actors. It is important that they do not just fill in the scorecard from behind their kitchen table, but discuss the issues with colleagues and peers, community members and representatives of organizations or other stakeholders. Here the community members who are already part of the ULAG have a very important role. This creates broader awareness of the process and is thus an ingredient of the empowerment process.

So, for example, to rate question 1a of the Phase 1 Scorecard, if applicable, the pollster needs to collect the views of the representatives in the Urban Local Action Group. In the Phase 2 Scorecard, views of the Roma community(ies) covered / targeted by the Urban Local Development Strategy must be collected in a community meeting or focus group organized by the pollster. An overview of the suggested data sources

ERGO Members coach the community pollsters during the data collection and ensure they consult the appropriate sources for each question. Coaching includes supporting pollster to access and analyze relevant documents, in particular the ULDSs.

Scorecards are ideally completed to cover the whole territory of the ULAG, which may include several neighborhoods/ Roma communities from the same city. In certain situations, this will not be possible, because pollsters cannot access stakeholders or communities in other parts of the LAG territory to collect the information. In that case, pollsters can complete the scorecard from the point of view of their own community (or the communities they have knowledge of or access to) only. In such case, ideally try to recruit other pollsters from other communities in the same ULAG territory – so you can compare findings and average scores awarded in the final report.

The QA should not overburden local activists; the only condition is that the data they collect is reliable and comparable. Local activists who so wish can of course extend the scope and width of the data collection process if this matches their own strategies, but there is in principle no need to make the process heavier than necessary.

Once basic data collection is finalized, scorecards are delivered by the pollsters to ERGO Network members, who draw up an interim report (using the template in Annex 3). Make sure

to share the results with all the pollsters, so they can compare their scores with those of others. Share the results with ERGO Network.

*Table 2: data sources and time estimation for the completion of Scorecards 1 (preparation phase) and 2 (Strategy planning phase).*

	Sources	Estimated time needed
<b>1. Preparation</b>		<b>1 – 1,5 days</b>
Part I	Pollster own knowledge	
Q 1a,2a & 3a	<i>Interview with Roma NGO(s) represented in the ULAG</i>	
Part II	Pollster own knowledge	
Part III	Pollster own knowledge / <i>ask around (if necessary)</i>	
Part IV	Review of 'Expression of Interest'	
<b>2. Strategy Planning</b>		<b>2 – 3 days</b>
Part I	Pollster own knowledge	
Q 1a,2a & 3a	<i>Interview with Roma NGO(s) represented in the ULAG</i>	
Part II	Pollster own knowledge	
Q4a	<i>interview with Community Representative(s) in the ULAG</i>	
Part III		
Q5	<i>Pollster own knowledge</i>	
Q5a-d / Q7,8	<i>Community meeting</i>	
Q6	<i>Review of ULDS</i>	
Part IV		
Q9 – 11, Q 15 – 20	<i>Review of ULDS, interview with Roma NGO(s) (if necessary)</i>	
Q12 – 14	<i>Community meeting</i>	

## 5. Triangulation

The final phase of the data collection process is 'triangulation': to verify or confirm the findings of the pollsters by interviews with key informants at local level. The aim of 'triangulation' is not to 'check-up' the work of the pollsters, but to strengthen the overall reliability of the data collected by conducting a rigorous review process.

Triangulation is executed by ERGO Network members in a selection of the Urban Marginalized Areas (UMA) from the localities where the UQA was conducted. The selection should be based on contrast: choose one (UMA) with particularly bad results and one with particularly (or relatively) good results. Also take into account the 'reliability score' you award in the interim report (see annex 3). Triangulation should cover at least two, but not necessarily more than four ULAGs.

During the triangulation process the scores awarded by the pollsters are systematically reviewed through discussion with key informants. The person conducting the triangulation awards its own score, based on this discussion and taking into account the score awarded by the pollsters. In many cases the score you award in the triangulation will just confirm the scores awarded by the pollsters – in other instances you may award an updated score and come to new or revised conclusions. Also, you may find out during the triangulation that the pollster had misunderstood a particular question: in that case you should check (by phone or skype) with the pollsters not in the triangulation if that applied to them as well. The results of the triangulation are laid down in a final report using the template in Annex 4.

The triangulation should be based on at least three interviews:

1. with a peer of the pollster (for instance a colleague in the same or a different NGO or association) or an otherwise knowledgeable activist;
2. a representative of a public authority (municipality) in the ULAG;

3. member(s) of the community (in the countries where it's relevant try to involve also at least one of the persons which are founding members of the ULAG as individual)

Of course you can decide to conduct more interviews if you so wish. To execute the triangulation should normally not take longer than one day per LAG.

## 6. Training

ERGO Network members recruit 'community pollsters'. Of course they should be from localities where CLLD is being implemented; try to select persons with whom you have good experiences. Ensure they understand what the UQA is about and how it can benefit their work at local level. If you want, you can [select two \(or more\) persons](#) from each locality. Emphasize that they become part of an international network of community pollsters. Also make sure they understand how much (or how little) work is involved.

To prepare the 'community pollsters', provide a minimum [half-day training](#) for the community pollsters, which should cover:

- Importance of Participation; participation ladder.
- Explanation of the CLLD process and principles, including the role of different actors;
- Scope and focus of the Urban Community Scorecards;
- Data collection process, scorecards and information sources;
- Use of the data in local advocacy / participation.

During the training, go through the Urban Community Scorecards and ensure they understand all the questions and what is meant with different terms. A short manual (Annex) 5 should be available in the local language. Some questions may not be applicable in certain situations. In that case they let them award N/A (counting for zero points) and move on.

Ensure that pollsters understand the difference between consultation / participation of NGOs on the one hand and the community on the other: in the first case, people speak on behalf of their organization (although they may of course represent as good as possible the interests of the community); the second case involves an open process where all community members are in principle able to speak out (for instance in a community meeting or focus group).

In the training, emphasize that the scorecards always look at community participation and one other dimension of the CLLD process. Pollsters should be aware that weak participation does not necessarily mean that a local strategy is bad (although it is not a good sign for its implementation in the next phase). It is important that they assess each dimension on its own merits.

In Annex 6 is some material that can be used during the training.

Pollsters should not be remunerated; however, a compensation for their expenses or costs related to the organization of community meetings can be agreed. Consult with ERGO Network on how to budget these costs from within your contract.

## 7. Timeline

The data should be collected in function of the CLLD process in your country: for example, the Phase 1 and 2 scorecards should be filled in as soon as possible in the first six months of 2019. Where possible trainings can be provided already at an earlier stage, as it will already empower activists while the process is still ongoing.





As soon as the implementation phase starts, we foresee – for the moment – that scorecards are completed at least annually in spring or in the autumn, depending on the rhythm of CLLD in your country. Annex 7 presents the actions that we foresee for 2019 in each of the action countries.

### ANNEX 1. Phase 1 Scorecard: Preparation

*This scorecard covers the first phase of the CLLD process until the submission of the Expression of Interest to develop an Urban Local Development Strategy (ULDS).*

*In this phase the Urban Local Action Group was not yet finally established, but main members had already come together. With “initial Urban Local Action Group” (iULAG) we mean these actors coming together to prepare and submit the ‘Expression of Interest’. In this phase, the main objective(s) of the ULAG and the type of stakeholders involved were already defined.*

*This scorecard has six sections: A to F.*

#### A. Background information:

<b>Country</b>	<b>BU / CZ / HU / SK / RO</b>
<b>Name of the LAG-area:</b>	
Total population:	
Total Roma population (estimated):	
Number of distinct Roma communities / neighbourhoods / settlements in the LAG:	
Territory covered by this scorecard:	<input type="checkbox"/> whole LAG area <input type="checkbox"/> a particular locality only: .....
<b>Data collected by (name):</b>	
email address:	
Date of community meeting(s) / focus group(s) (if applicable)	
Date report submitted	

<b>Sources</b>		<b>Estimated time needed</b>
		<b>1 – 1,5 days</b>
<b>Part I</b>	Pollster own knowledge	
<b>Q 1a,2a &amp; 3a</b>	<i>Interview with Roma NGO(s) represented in the iLAG</i>	
<b>Part II</b>	Pollster own knowledge	
<b>Part III</b>	Pollster own knowledge / <i>ask around (if necessary)</i>	
<b>Part IV</b>	Review of ‘Expression of Interest’	

## B. Dimension 1: Community Participation

Part I	NGO Representation		
Q1	1. Are Roma <u>organization(s)</u> represented in the initial Urban Local Action Group (iLAG)?	Yes: award 5 pts →Q1a-b No: → Q2	....
	1a. Were <u>the members of the ULAG prepared</u> to consider Roma issues as part of the discussions?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
	1b. Overall, was the representation <u>effective</u> ? (did it have an effect on the outcome of discussions)?	award a score from 0 to 5: max 5 pts: yes, very effective   min 0 pts: no, not effective at all	....
Q2	2. Did (members of) the iULAG actively <u>consult Roma organisations</u> while preparing the Expression of Interest?	Yes: award 3 pts →Q2a No: → Q3	....
	2a. Was the consultation <u>effective</u> ? Are the outcomes reflected in the initial definition of the main objectives of the Urban Local Development Strategy (ULDS) (in the Expression of Interest)?	award a score from 0 to 5: max 5 pts: yes, very effective   min 0 pts: no, not effective at all	....
Q3	3. Could members of the initial Urban Local Action Group be approached outside formal meetings to <u>discuss</u> Roma issues during the preparation phase?	Yes: award 2 pts →Q3a No: → Tot.I	....
	3a. If yes, were the outcomes of these discussions reflected in the initial definition of the main objectives of the ULDS (in the Expression of Interest)?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
Tot. I	Calculate total Q1-3	max 30 pts	....

Part II	Community Representation		
Q4	4. Is (are) the Roma community(is) <u>represented</u> in the initial Urban Local Action Group? (e.g. by individual leaders, activists or representatives of a community council?)	Yes: award 5 pts →Q4a,b No: → Tot. I	....
	4a. Overall, is this representation <u>effective</u> ? (does it have an effect on the outcome of discussions)?	award a score from 0 to 10: max 10 pts: yes, very effective   min 0 pts: no, not effective at all	....
	4b. How many individuals from the Roma community were included in the initial Urban Local Action Group?	award a score from 0 to 5: max 5 pts: for more than 3 members, 2 pts for 2 member, 3 for 2 members, 4 for 3 members min 0 pts: no,	

Tot. I	Calculate total Q4	max 20 pts	....
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<b>Part III</b>	<b>Community Participation</b>		
Q5	5. Was (were) the Roma community(ies) <u>consulted</u> as part of the preparation phase?	Yes: award 5 pts →Q5a-d No: → T-III	....
	5a. Was the approach chosen to consult the community(ies) appropriate (timing, methods, information provided, language used)?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
	5b. did the consultation encourage community members to voice their views and opinions?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
	5c. was the consultation effective: are the outcomes reflected in the initial definition of the main objectives of the ULDS (in the Expression of Interest)?	award a score from 0 to 5: max 5 pts: yes, very effective   min 0 pts: no, not effective at all	....
	5d. was there proper follow-up of the consultation (information about the outcomes, announcement of future steps, etc. etc.)	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
<b>Tot.II I</b>	<b>Calculate total Q5</b>	<b>max 25 pts</b>	<b>....</b>

### C. Dimension 2: Quality of the Strategy

<b>Part IV</b>	<b>LAG Objectives</b>		
Q6	6. Is Social Inclusion the main objective of the ULDS (in the Expression of Interest)?	Yes: award 5 pts Not defined yet: award 3 pts No: award 0 pts	....
Q7	7. Are all the territory of the Roma communities / neighbourhoods / settlements included in the ULDS (in the Expression of Interest)?	Yes: award 5 pts Not defined yet: award 3 pts No: award 0 pts	....
Q8	8. Are Roma explicitly mentioned as target group or beneficiary of the ULDS (in the Expression of Interest)?	Yes: award 5 pts Not defined yet: award 3 pts No: award 0 pts	....
	8a. there is more than one objective of the strategy targeting Roma people (in the Expression of Interest)?	Yes: award 5 pts Not defined yet: award 3 pts No: award 0 pts	---
	8b. There are objectives in the strategy proposed by Roma (in the Expression of Interest)?	Yes: award 5 pts Not defined yet: award 3 pts No: award 0 pts	---

Tot.IV	Calculate total Q6-8	max 25 pts	....
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#### D. Overall score

Tot.I	NGO Representation	max 30 pts	....
Tot.II	Community Representation	max 20 pts	....
Tot.III	Community Participation	max 25 pts	....
Tot.IV	LAG Objectives	max 25 pts	....
	<b>Overall score</b>	<b>max 100</b>	<b>....</b>

#### E. Community capacity

<b>Please indicate to what extent you agree with the following statements:</b>	
1. The Roma communities in my ULAG area are well organized to voice their needs and concerns.	Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree
2. In my ULAG area there are strong and capable NGOs that can represent the Roma communities.	Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree
3. Through the CLLD process, the Roma communities in my ULAG area have ownership over the Urban Local Development Strategy.	Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree
4. The local authorities (municipality, mayor, political leaders) in my ULAG area are generally prepared to take action to address the issues that Roma communities face.	Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree

## F. Additional observations

Please note any additional remarks or observations relating to the CLLD process in your ULAG area.

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## ANNEX 2. Phase 2 Scorecard: Strategy Planning

*This scorecard covers the second phase of the CLLD process in which the Local Action Group develops the Urban Local Development Strategy (ULDS).*

*This is a crucial phase for involvement of (representatives of) the Roma community. The challenges and opportunities for the ULAG territory are being identified; and the objectives and type of interventions of the ULDS are being laid down, along with a draft budget. This process will most often be facilitated by an expert. The ULDS will also likely define the structure and operation of the ULAG, which may include a general assembly (of all members); a board (which is responsible for strategic decisions) and an executive (or a secretariat, responsible for daily management, for instance with a director, administrative staff and one or more 'animators').*

*This scorecard reflects issues that are important from the perspective of Roma communities; some of the questions concern requirements set by the European Commission in their guidelines for CLLD. These questions are marked by a double asterisk (\*\*)*

*This scorecard has six sections: A to F.*

### A. Background information:

<b>Country</b>	<b>BU / CZ / HU / SK / RO</b>
<b>Name of the LAG-area:</b>	
Total population:	
Total Roma population (estimated):	
Number of distinct Roma communities / neighbourhoods / settlements in the ULAG:	
Territory covered by this scorecard:	<input type="checkbox"/> whole LAG area <input type="checkbox"/> a particular locality only: .....
<b>Data collected by (name):</b>	
email address:	
Date of community meeting(s) / focus group(s) (if applicable)	
Date report submitted	

<b>Sources</b>	<b>Estimated time needed</b>
	<b>2 – 3 days</b>
<b>Part I</b>	Pollster own knowledge
<b>Q 1a,2a &amp; 3a</b>	<i>Interview with Roma NGO(s) represented in the ULAG</i>
<b>Part II</b>	Pollster own knowledge
<b>Q4a</b>	<i>interview with Community Representative(s) in the ULAG</i>
<b>Part III</b>	
<b>Q5</b>	Pollster own knowledge
<b>Q5a-d / Q7,8</b>	Community meeting
<b>Q6</b>	Review of ULDS
<b>Part IV</b>	
<b>Q9 – 11, Q 15 – 20</b>	<i>Review of ULDS, interview with Roma NGO(s) (if necessary)</i>

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<b>Q12 – 14</b>	Community meeting
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**B. Dimension 1: Community Participation**

<b>Part I</b>	<b>NGO Representation</b>		
Q1	1. Are Roma <u>organization(s)</u> members of the Urban Local Action Group (ULAG)?	Yes: award 1 pts →Q1a-c No: → Q2	....
	1a. Are Roma <u>organization(s)</u> members of the Board of the ULAG?	Yes: 1 pts No: 0 pts	....
	1b. Have certain relevant organizations or individuals been kept outside the ULAG?	Yes: deduct 2 pts	....
	1c. Overall, was this representation <u>effective</u> ? Did it have an effect on the results of the Strategy Planning; on the Urban Local Development Strategy (ULDS)?	award a score from 0 to 2: max 2 pts: yes, very effective   min 0 pts: no, not effective at all	....
Q2	2. Did (members of) the ULAG actively <u>consult Roma organisations</u> who are not members of the ULAG during the strategy planning?	Yes: award 1 pts →Q2a No: → Q3	....
	2a. Was this consultation <u>effective</u> ? Did it have an effect on the results of the Strategy Planning; on the (ULDS)?	award a score from 0 to 2: max 2 pts: yes, very effective   min 0 pts: no, not effective at all	....
Q3	3. Could members of the Urban Local Action Group be approached outside formal ULAG meetings to <u>discuss</u> Roma issues?	Yes: award 1 pts →Q3a No: → Tot.I	....
	3a. If yes, did it have an effect on the results of the Strategy Planning; on the (ULDS)?	award a score from 0 to 2: max 2 pts: yes, very much   min 0 pts: no, not at all	....
<b>Tot.I</b>	<b>Calculate total Q1-3</b>	<b>max 10 pts</b>	<b>....</b>

<b>Part II</b>	<b>Community Representation</b>		
Q4	4. Is (are) the Roma community(ies) <u>represented</u> in the LAG? (e.g. by individual leaders, activists or representatives of a community council?)	Yes: award 2 pts →Q4a No: → Tot.II	....
	4a. How many members of the community (individuals) are funding members of the ULAG? (accepted also after the funding stage.	award a score from 0 to 5: max 5 pts: for more than 3 members, 2 pts for 2 member, 3 for 2 members, 4 for 3 members min 0 pts: no,	....
	4b. Overall, is this representation <u>effective</u> ? Did it have an effect on the results of the Strategy Planning; on the (LDS)?	award a score from 0 to 3: max 3 pts: yes, very effective   min 0 pts: no, not effective at all	....
<b>Tot.II</b>	<b>Calculate total Q4</b>	<b>max 10 pts</b>	<b>....</b>

<b>Part III</b>	<b>Community involvement</b>		
Q5	5. (**) Was (were) the Roma community(ies) <u>consulted</u> during the Strategy Planning?	Yes: award 5 pts →Q5a-d No: →Q6	....
	5a. Was the approach chosen to consult the community(ies) appropriate (timing, methods, information provided, language used)?	award a score from 0 to 2: max 2 pts: yes, very much   min 0 pts: no, not at all	....
	5b. Did the consultation encourage community members to voice their views and opinions?	award a score from 0 to 3: max 3 pts: yes, very much   min 0 pts: no, not at all	....
	5c. (**) Did the consultation by the LAG represent 'a genuine dialogue with and between citizens about the design of the Local Development Strategy'?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
	5d. (**) was the consultation effective? Are the outcomes reflected: 1. In the identification of strengths, weaknesses, opportunities and threats; 2. In the translation of these into the main development needs and potential; 3. In the choice of the main objectives, specific objectives, desired results and the priority given to these; 4. In the selection of the types of actions that can lead to these results; 5. And in the allocation of the budget ?	Award 1 pt. for each aspect covered (max 5)	....
Q6	6(**) Does the ULDS contain a description of the Community consultation process?	Yes: award 2 pt. →Q6a No: deduct 3 pts →Q7	....
	6a. Is this description accurate?	Yes: award 3pt No deduct 5 pts	....
Q7	7. Did the participation of the Community in the Urban Strategy Planning lead to a better understanding of the needs of the Roma community(ies) and the issues they face?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
Q8	8. Did the participation of the community in the Urban Strategy Planning contribute to stronger trust between the Roma community(ies) / organizations LAG and the stakeholders represented in the LAG?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
<b>Tot.III</b>	<b>Calculate total Q5-8</b>	<b>max 35 pts</b>	

**C. Dimension 2: Quality of the Strategy**

<b>Part IV</b>	<b>Quality of the Local Development Strategy (LDS)</b>		
Q9	9. Is Social Inclusion included in the objectives of the ULDS?	Yes: award 4 pts No: deduct 4 pts	....
Q10	10. Are Roma explicitly mentioned as target group or beneficiary of the ULDS?	Yes: award 2 pts No: award 0 pts	....
Q11	11. Is the territory of the Roma communities / neighbourhoods / settlements included in ULDS (how many)?	Yes: award 4 pts →Q11a No: deduct 4 pts →Q12	....
	11a. (**) Are the development potential and the needs of the Roma communities included in the <u>analysis</u> underlying the ULDS?	Yes: award 3 pts →Q11b No: deduct 5 pts →□12	....
	11b. (**) Does this <u>analysis</u> present an accurate diagnosis of the issues and challenges for the Roma community(ies)?	award a score from 0 to 4: max 4 pts: yes, accurate   min 0 pts: no, not accurate at all	....
Q12	12. Do the objectives of the ULDS correspond to the priorities of the Roma community(ies)?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
Q13	13. (**) Does the ULDS present meaningful and realistic objectives and measures for the Roma community(ies)?	award a score from 0 to 3: max 3 pts: yes, very much   min 0 pts: no, not at all	....
Q14	14. Do you think the ULDS will have a significant positive effect on the Roma community(ies)?	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
Q15	15. Does the ULDS take account of the diversity of and within the Roma community(ies)?	Yes: award 2 pts →Q15a-c No: →Q16	....
	15a. Does the ULDS take into account the specific situation of Roma children (~12 yrs.)?	Yes: award 1 pt.	....
	15b. Does the ULDS take into account the specific situation of Roma youth (~25 yrs.)?	Yes: award 1 pt.	....
	15c. Does the ULDS take into account the specific situation of Roma women?	Yes: award 1 pt.	....
Q16	16. Does the ULDS propose specific outreach actions (animation) to the Roma community(ies)?	Yes: award 2 pt →Q16a No: →Q17	....

## Annex 2

	16a. Does the ULDS foresee sufficient capacity for this? (e.g. a staff person (animator) specifically responsible?)	award a score from 0 to 2: max 2 pts: yes, sufficient   min 0 pts: no, no capacity building foreseen at all	....
Q17	17. Does the ULDS include capacity building for community associations or groups?	Yes: award 1 pt.	....
Q18	18 Does the ULDS include capacity building for NGOs to help them develop project proposals that can be supported by the ULDS?	Yes: award 1 pt.	....
Q19	19. Is the budget allocated to objectives and measure that would benefit the Roma community(ies) realistic?	award a score from 0 to 3: max 3 pts: yes, realistic   min 0 pts: no, not realistic at all	....
Q20	20. Does the ULDS propose community involvement in monitoring the implementation of the Strategy?	Yes: award 1 pt. → Tot.IV	....
<b>Tot.IV</b>	<b>Calculate total Q9-20</b>	<b>max 45 pts</b>	<b>....</b>

### D. Overall score

Tot.I	NGO Representation	max 10 pts	....
Tot.II	Community Representation	max 10 pts	....
Tot.III	Community Participation	max 35 pts	....
Tot.IV	Quality of the Local Development Strategy	max 45 pts	....
	<b>Overall score</b>	<b>max 100</b>	<b>....</b>

### E. Community capacity

<b>Please indicate to what extent you agree with the following statements:</b>
1. The Roma communities in my ULAG area are well organized to voice their needs and concerns.
Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree
2. In my ULAG area there are strong and capable NGOs that can represent the Roma communities.
Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree
3. Through the CLLD process, the Roma communities in my ULAG area have ownership over the Urban Local Development Strategy.
Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree
4. The local authorities (municipality, mayor, political leaders) in my ULAG area are generally prepared to take action to address the issues that Roma communities face.
Completely disagree   Mostly disagree   Slightly disagree   Slightly agree   Mostly agree   Completely agree

## F. Additional observations

Please note any additional remarks or observations relating to the CLLD process in your ULAG area.

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**ANNEX 3. Template Interim Report****CLLD Quality Audit – Interim Report Preparation phase (1)**

<b>Country</b>	<b>BU / CZ / HU / SK / RO</b>
----------------	-------------------------------

Date of this report:

**1. Name of the ULAG-area:**

Total population:

Total Roma population (estimated):

Tot.I	NGO Representation	max 30 pts	....
Tot.II	Community Representation	max 20 pts	....
Tot.III	Community Participation	max 25 pts	....
Tot.IV	ULAG Objectives	max 25 pts	....
	<b>Overall score</b>	<b>max 100</b>	<b>....</b>

**2. Assessment based on:**

- One single scorecard covering the whole ULAG-area  
 ... (number) scorecards covering the whole ULAG-area  
 ... (number) scorecards covering .... % of the ULAG-area

**3. Please give a concise overall assessment of the CLLD process in this ULAG area thus far. Take into account answers to section E of the scorecard (max 100 words).****4. How reliable do you believe the data collected at local level is?**

- Some serious questions  
 Probably accurate, perhaps minor questions  
 Good

**5. Include in triangulation?**

yes / no

*Copy and repeat section 1 – 5 for all ULAG areas monitored*

**ANNEX 3b. Template Interim Report****CLLD Quality Audit – Strategy Planning phase (2)**

<b>Country</b>	<b>BU / CZ / HU / SK / RO</b>
----------------	-------------------------------

Date of this report:

**1. Name of the ULAG-area:**

Total population:

Total Roma Population (estimated):

Tot.I	NGO Representation	max 10 pts	....
Tot.II	Community Representation	max 10 pts	....
Tot.III	Community Participation	max 35 pts	....
Tot.IV	Quality of the Urban Local Development Strategy	max 45 pts	....
	<b>Overall score</b>	<b>max 100</b>	<b>....</b>

**2. Assessment based on:**

- One single scorecard covering the whole ULAG-area  
 ... (number) scorecards covering the whole ULAG-area  
 ... (number) scorecards covering .... % of the ULAG-area

**3. Please give a concise overall assessment of the CLLD process in this ULAG area thus far. Take into account answers to section E of the scorecard (max 100 words).****4. How reliable do you believe the data collected at local level is?**

- Some serious questions  
 Probably accurate, perhaps minor questions  
 Good

**5. Include in triangulation?**

yes / no

*Copy and repeat section 1 – 5 for all ULAG areas monitored.*

**ANNEX 4. Template Final Report****CLLD Quality Audit – Preparation phase (1)**

<b>Country</b>	<b>BU / CZ / HU / SK / RO</b>
----------------	-------------------------------

Date of this report:

**1. Name of the ULAG-area:**

Total population:

Total Roma Population (estimated):

**2. Triangulation meetings / interviews:**

Name (s)	Title / position (organization)	Date
1.		
2.		
3.		
...		

\* extend table as needed

**3. Scores awarded**

			Interim Score	Final score
Tot.I	NGO Representation	max 30 pts	....	....
Tot.II	Community Representation	max 20 pts	....	....
Tot.III	Community Participation	max 25 pts	....	....
Tot.IV	ULAG Objectives	max 25 pts	....	....
	<b>Overall score</b>	<b>max 100</b>	....	....

**4. Interim assessment based on:**

- One single scorecard covering the whole ULAG-area  
 ... (number) scorecards covering the whole ULAG-area  
 ... (number) scorecards covering .... % of the ULAG-area

**5. Main conclusion of your triangulation in this ULAG area: state and quality of the CLLD process (max 100 words).**

*Copy and repeat sections 1 – 5 for all ULAG areas covered by your triangulation.*



## 6. Final Assessment

Based on your triangulation, please present your main conclusion about the CLLD process in this phase in all the ULAG areas covered. Extrapolate results of your triangulation: if there is reason to caution against or revise certain dimension or overall scores, mention that here. Mention the number of iULAGs you have reviewed. Max 200 words.

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**ANNEX 4b. Template Final Report****CLLD Quality Audit – Strategy Planning phase (2)**

<b>Country</b>	<b>BU / CZ / HU / SK / RO</b>
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Date of this report:

**1. Name of the ULAG-area:**

Total population:

Total Roma Population (estimated):

**2. Triangulation meetings / interviews:**

Name (s)	Title / position (organization)	Date
1.		
2.		
3.		
...		

\* extend table as needed

**3. Scores awarded**

			Interim score	Final score
Tot.I	NGO Representation	max 10 pts	....	....
Tot.II	Community Representation	max 10 pts	....	....
Tot.III	Community Participation	max 35 pts	....	....
Tot.IV	Quality of the Urban Local Development Strategy	max 45 pts	....	....
	<b>Overall score</b>	<b>max 100</b>	....	....

**4. Interim assessment based on:**

- One single scorecard covering the whole ULAG-area  
 ... (number) scorecards covering the whole ULAG-area  
 ... (number) scorecards covering .... % of the ULAG-area

**5. Main conclusion of your triangulation in this ULAG area: state and quality of the CLLD process (max 100 words).**

*Copy and repeat sections 1 – 5 for all ULAG areas covered by your triangulation.*

## 6. Final Assessment

Based on your triangulation, please present your main conclusion about the CLLD process in this phase in all the ULAG areas covered. Extrapolate results of your triangulation: if there is reason to caution against or revise certain dimension or overall scores, mention that here. Mention the number of ULAGs you have reviewed. Max 200 words.

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## Annex 4

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## **ANNEX 5. CLLD Urban Quality Audit - Manual for Pollsters**

In “CLLD”, a strategic plan for a certain area (a town, city, or region) should be developed and implemented ‘bottom-up’: by the communities involved. Roma should be able to have an equal role. With the Urban Quality Audit we look if this is done in the right way.

### **1. Aims**

The Urban Quality Audit has two aims:

1. To assess the quality of CLLD urban local development strategies;
2. To empower local groups and create / strengthen accountability mechanisms at local level in urban areas.

### **2. Scorecards**

The Urban Quality Audit uses ‘Community Scorecards’ which you, as pollster, fill in. Scores range from 0 (very bad) to 100 (very good). We have different scorecards for each phase of the CLLD process. The scorecard you use depends on the stage of the process your Urban LAG has reached. Based on these scores, you can compare your own locality with other places.

We always look at participation of the community and at the quality of the strategy (implementation). Keep in mind that the strategy is not necessarily bad, even if the community could not participate in making it. Try to assess each separately!

### **3. Sources**

As pollster you have good knowledge of what is going on in your community. Perhaps you follow the actions of the municipality; perhaps you are in a local NGO or association.

You can fill in the scorecard partly from your own knowledge. For some questions you will need to study the official documents of the ULAG or ask people who were involved in the CLLD process; for certain questions it is important that you ask directly the members of the community: you can organise a community meeting or if that is not possible – ask the opinion of as many people as possible.

At the top of each scorecard you find a table indicating where the information for the scorecard has to come from.

### **4. Questions and scores**

Fill in the scorecard step by step.

1. First, give basic information about your locality. Mark if your data covers the whole ULAG, or just one or a few communities. Mark your name and email-address or telephone number, so we can reach you. Mark the date of your report. If you have organized a community meeting to gather data, mark the date (see section 4).

2. Then, award a single score for each of the numbered questions as in this example:

Part I	Title of Part I		
Q1	Marked in 'grey' are main questions. Award the number of points indicated. So for Q1 the score is '5' (yes) or '0' (no).  If the answer is no, skip 1a and 1b; go directly to Q2	Yes: award 5 pts →Q1a-b No: → Q2	....
	1a. Marked in 'white' are sub-questions. You only answer these if the answer to Q1 was yes. If not, just leave it open.	award a score from 0 to 5	....
	1b. For these questions you award a score between a minimum (always 0) and a maximum. So the scores can be 0, or 1, or 2, or 3 etc. Always award '0' for a negative assessment ("bad") and the maximum for a positive assessment ("good").	award a score from 0 to 5: max 5 pts: yes, very much   min 0 pts: no, not at all	....
Q2	2. Then continue to the next question ....	Yes: award 3 pts No: → Tot.I	....
Tot.I	Add up the scores each part.	max 18 pts	....

If a certain question is not applicable for your ULAG or community, just mark N/A.

- In section D, you mark the totals for each part and calculate the overall score for your ULAG.
- In section E you find a number of statements about the situation in your locality: mark if you agree with them or not.
- Finally, in section F, you can write any observations or remarks that you had during the data collection.

### **5. Reporting, sharing and questions**

For any questions, you can contact: **[please add here name and contact details of the person(s) in charge of this].**

As soon as you finish, send your report by email to the same address. The results of other ULAGs will be shared with you.

**[This manual for pollsters is translated into the local language for easy reference]**

ANNEX 6. Training Materials





**ANNEX 7. Timeline 2019**

	<b>State of CLLD</b>	<b>QA scope</b>	<b>Suggested actions &amp; deadlines</b>
BU	Contract signed for the strategy implementation	<ul style="list-style-type: none"> <li>Scorecards in 5 localities;</li> <li>Triangulation in 2 / 3 localities</li> </ul>	<ul style="list-style-type: none"> <li>Training: February / March 2019</li> <li>QA Preparation phase: April / May 2019</li> <li>Triangulation: June 2019</li> </ul>
CZ	Contract signed for the strategy implementation	<ul style="list-style-type: none"> <li>Scorecards in 5 localities;</li> <li>Triangulation in 2 / 3 localities</li> </ul>	<ul style="list-style-type: none"> <li>Training: February / March 2019</li> <li>QA Preparation phase: April / May 2019</li> <li>Triangulation: June 2019</li> </ul>
HU	Contract signed for the strategy implementation	<ul style="list-style-type: none"> <li>Scorecards in 5 localities;</li> <li>Triangulation in 2 / 3 localities</li> </ul>	<ul style="list-style-type: none"> <li>Training: February / March 2019</li> <li>QA Preparation phase: April / May 2019</li> <li>Triangulation: June 2019</li> </ul>
RO (NP)	Contract signed for the strategy implementation	<ul style="list-style-type: none"> <li>Scorecards in 5 localities;</li> <li>Triangulation in 2 / 3 localities</li> </ul>	<ul style="list-style-type: none"> <li>Training: February / March 2019</li> <li>QA Preparation phase: April / May 2019</li> <li>Triangulation: June 2019</li> </ul>
RO (CRIS)	Contract signed for the strategy implementation	<ul style="list-style-type: none"> <li>Scorecards in 5 localities;</li> <li>Triangulation in 2 / 3 localities</li> </ul>	<ul style="list-style-type: none"> <li>Training: February / March 2019</li> <li>QA Preparation phase: April / May 2019</li> <li>Triangulation: June 2019</li> </ul>
SK	Contract signed for the strategy implementation	<ul style="list-style-type: none"> <li>Scorecards in 5 localities;</li> <li>Triangulation in 2 localities</li> </ul>	<ul style="list-style-type: none"> <li>Training: February / March 2019</li> <li>QA Preparation phase: April / May 2019</li> <li>Triangulation: June 2019</li> </ul>