

Gagauzia wine-tourism strategy

Implementation, monitoring, evaluation, etc.

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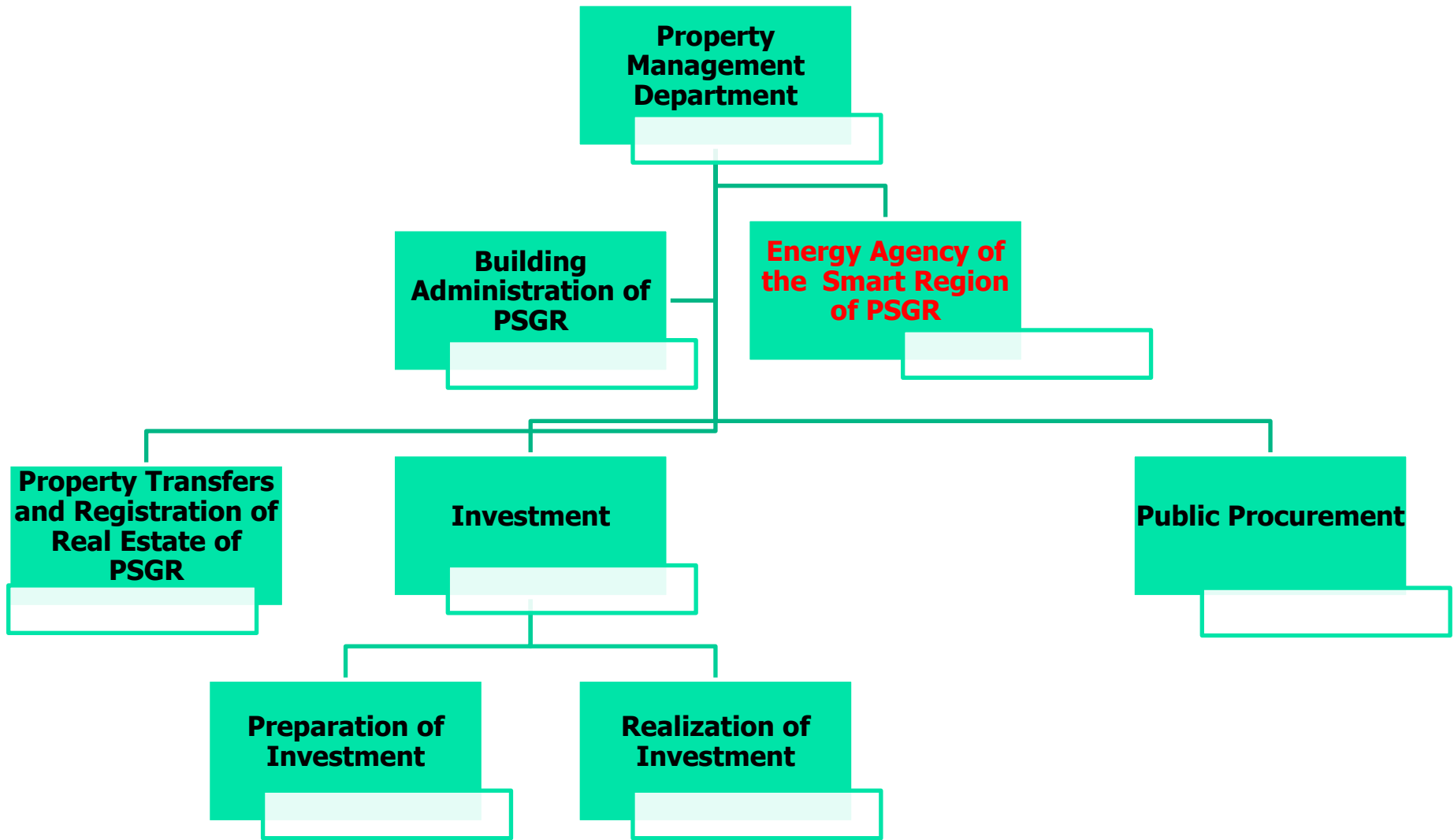
Some key remarks ...

- Factors for a success:
 - Pillar 1: Well-designed and well-implemented strategy and projects
 - Pillar 2: People-focused management: adaptive executive and board leadership (institutional set-up for the Strategy implementation)
 - Pillar 3: Financial sustainability & identification of financial resources (FinPlan)
 - Pillar 4: A culture that values partnership & cooperation of local stakeholders
 - Pillar 5: Internal monitoring for continuous improvement + if possible external evaluation of effectiveness
- Strategy must be a „living“ document:
 - Should be easily adapted to internal or external changes and needs, esp. the Action plan
 - Regularly updated & monitored
 - Transparent and widely promoted
- Important to maintain the implementation platform – clustering of actors and stakeholders
- Synergy with other actions / initiatives – wine-tourism can't be developed without infrastructure, business and legal environment improvements, etc.

Implementation

- Management
 - appointment, delegation, coordination, motivation, supervision, training, giving advice
 - communication - team and the outside (communication channels and networks, e.g. communication strategy)
 - finding solutions and compromises (conflict management, decisions, etc.)
- Capacity and engagement, involvement of partners, transferability of successful examples, etc.
- The institutions/organizations responsible for the implementation of the Action Plan - Implementation Unit ??? / Agency for tourism development ???
 - Исполнительный комитет АТО Гагаузия
 - Управление культуры и туризма АТО Гагаузия
- Overall coherence and efficiency of work, e.g. realistic schedule for the implementation of the Action Plan
- Preparedness of the project for implementation (usually part of the ex-ante evaluation)

Case: PSK – designing the implementation structure



Possible principles for project prioritization

- 1 Highest
 - a) Projects resulting from the law and / or from the conditions of approximation of European Union law,
 - b) Projects under implementation
 - c) Projects dealing with an emergency or emergency situation.
- 2 High
 - a) Projects resulting and supported from/by strategic documents
 - b) Projects with valid building permit and completed public procurement (investment);
 - c) public-private partnership projects in which the investor arranges the preparation and implementation phase.
- 3 Medium
 - Projects that have the possibility to apply for foreign and complementary sources of funding (investment, non-investment).
- 4 Low
 - a) Projects defined as intentions without project documentation / building permit (investment).

Financing

- Indicative financial plan (financial intervention matrix) is necessary (also for potential investors)
- Profit (revenue generating) & non-profit projects
- Feasibility studies, financial analysis & CBA in place
- Financial modeling – different possibilities for financing (again prioritization ...) + multisource financing :
 - The proper source of financial security:
 - Public resources, e.g. own and state budget
 - Own or state-owned special-purpose funds (e.g. Envirofond)
 - Budgets of municipalities and cities
 - Other sources such as private sector, sources of target groups, loans, etc.
 - Additional sources of financial security:
 - Grants and funds from the European Union, and other international donors

The Performance Framework / Indicators

- Categories: output (an immediate, tangible yield - the 'product'), outcome (a change that occurred because of action taken), impact (the long-term or indirect effects of outcomes)
- Procedure:
 - Determination of the baseline and target values of the indicators
 - Methodology (e.g. method of calculation of the values) & Data sources/collection (data verification is important !)
- Revision of the Action Plan & Strategic document

Indicator	Unit of measure	Category of indicator	Baseline value	Baseline year	Target value (year)	Source of data	Monitoring interval
Total number of jobs in the wine-tourism sector	%, EUR, number ...	Result, Output, Impact				Municipality, register, statistical office ...	Annually

Monitoring

- 3-level process:
 - Measurement
 - Evaluation
 - Correction
- The basic element of monitoring is **the project**, and at the Strategy level a comprehensive monitoring report should be prepared on the annual basis.
- Basic monitoring tasks:
 - The subject of the project – aims, activities ...
 - Project timetable
 - Project budget
 - Other dimensions: quality, risks
- Reporting:
 - Project status reports (internal, external, regular, irregular)
 - “Threat” reports on the progress of the project or performing the task

Risks monitoring & management

- Risk plan – highlighting potential risks and actions taken to mitigate them
 - Identify preventative actions to prevent the risk from occurring
 - List contingent actions to reduce the impact, should the risk occur
 - Schedule these actions within an acceptable timeframe
 - Monitor the status of each risk throughout the strategy / project implementation

Type of risk	Source of risk	Possible negative impacts	Probability
Financial			
Technical			
Legislative			
Environmental			
etc.			

Evaluation

- Strategy / project evaluation means thorough collection and evaluation of strategy / project information or certain aspects of it in order to make the necessary decisions.
- Internal (self-assessment) vers. External (Peer review)
- Verify that we do what we think we are doing. Whether the strategy / project is really running as planned (**process evaluation**).
- Start thinking about what project is about, what its goals are and how we can achieve these goals (**goal evaluation**).
- Get information about the shifts in the project, about what works and what does not work, and, above all, why.
- Understand, verify and measure the impact of our actions on target groups - evaluate **qualitative results**.

Evaluation

- Evaluation should be carried out according to the phase of the program/project implemented:
 - ex-ante: when planning (planning ev.),
 - ad-hoc and/or mid-term: continuously during implementation
 - ex-post: a summative evaluation (summarizing the implementation)



Thank you for your attention

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