



Turning Action Plans into Results

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Why am I talking about this (my experience)

- ▶ Preparation of Latvian Bioeconomy Strategy
/ project co-leader /
- ▶ Ex-ante Evaluation of Latvian Rural Development Programme & Plan
/ project coordinator, expert /
- ▶ Ex-post Evaluation of the SAPARD Programme in Latvia
/ leading consultant /
- ▶ Methodology for Quantitative Evaluation of EU Rural Development Funds in Latvia
/ project leader /
- ▶ ...



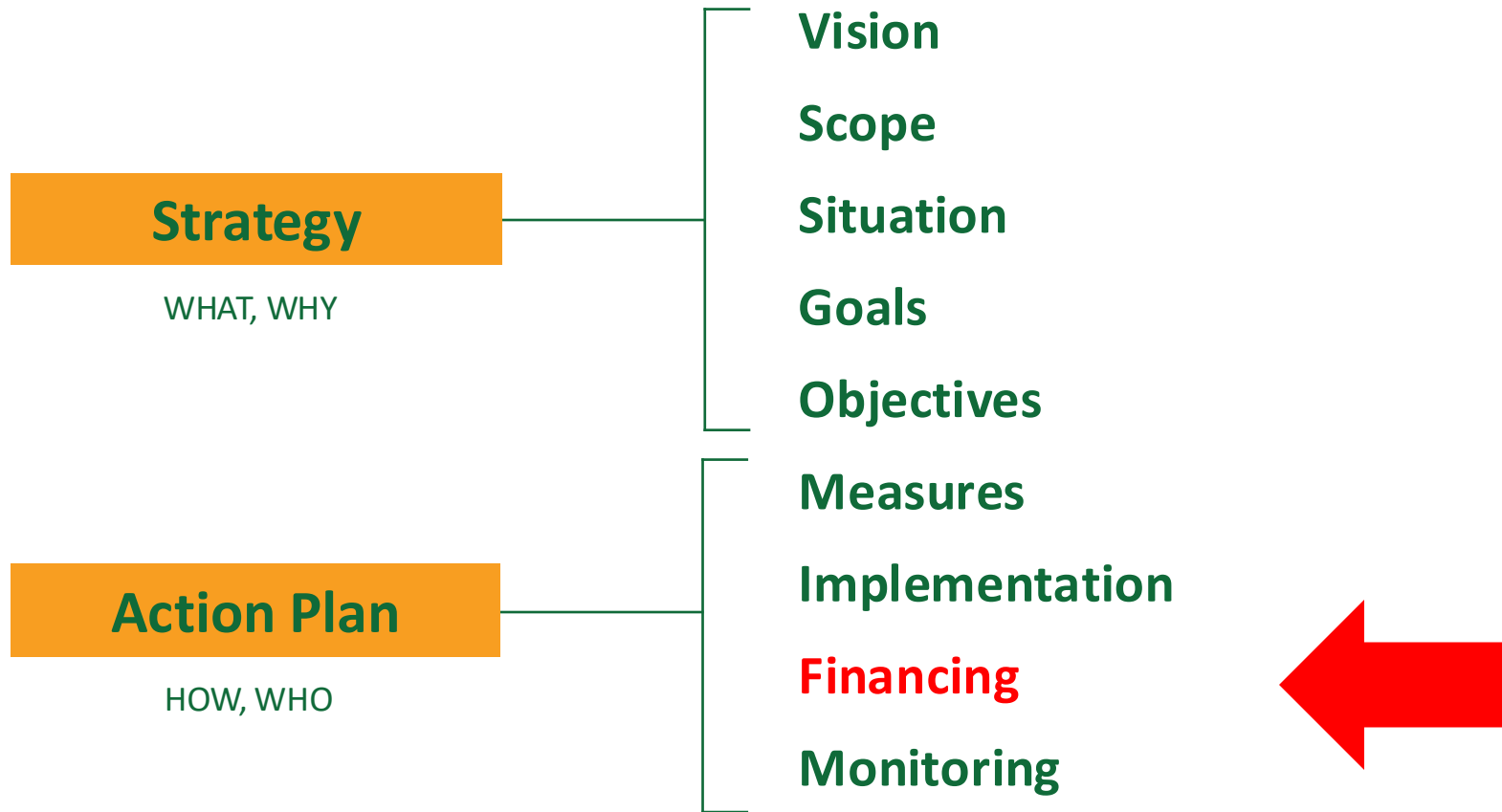
From Aspirational to Operational

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- Vision** → long-term aspirational statement
 - Scope** → what is covered and how bioeconomy is defined
 - Situation** → current baseline, SWOT, challenges
 - Goals** → typically 4–6 broad strategic goals
 - Objectives** → Specific, Measurable, Achievable, Relevant, Time-bound (to KPIs)
 - Measures** → actions to be implemented
 - Implementation** → who does what and when
 - Financing** → resources needed and funding sources
 - Monitoring** → KPIs and evaluation

Typical Demarcation Lines (simplified)



And the Biggest Challenge Is...





How We Handled It

It was politically favorable situation, but unfavorable timing (between EU programming periods)

Our solution:

- We prepared a "food menu" – a list of conceptual measures without financial appropriations
- When opportunities open in other documents, stakeholders are ready to put measures in – the "cuckoo principle"



Summary

- An action plan without a strategy loses direction
- Action plans can vary significantly in scope and detail
- Consider whether one size fits all for BioEast countries
- Meaningful stakeholder involvement creates ownership
- When conditions are not ideal – be creative to move forward



Thank you