

Action plans

Implementation, monitoring and evaluation

Key issues

- Political engagement/recognition/ownership
- Resources (financial and staff)
- Legal
- Scheduling
- Stakeholder engagement
- Communication
- Monitoring and evaluation
- Review and refocus if needed

Political engagement

- Government or industry-led action plan?
- If government-led, what is industry role?
 - Passive recipient?
 - Delivery partner?
 - Leadership of some work programmes?
- If industry-led, what is government role?
 - Facilitating – enabling actions to progress?
 - Funding (specific parts, or match-funding?)
 - Positive support in communications?

Financial and staff resources

(see section 5 of template)

- Sufficient to deliver objectives?
- Financial contribution from stakeholders?
- Tendering procedures?
- Contract administration – financial, legal, admin?
- Co-ordination team – able to keep strong focus on plan?
- Delegated tasks – specialists, agencies, stakeholders (self-help, participatory)

Legal issues

- Which regulations impact on planned actions?
 - Funding (e.g. RDP)
 - Organic, geographical origin
 - Permitted inputs (production, processing)
 - Marketing (e.g. procurement)
 - State aid rules
 - Education standards
- Do plans need to be adapted to meet regulations?
- Do exemptions need to be applied for?

Scheduling

- Identify key deliverables, milestones
- Set out time plan (e.g. Gantt chart), identifying critical stages that need to be completed before next stage can be initiated
- Be aware of time lags
 - preparing actions for tender
 - application deadlines
 - proposal reviews
 - contract negotiation
 - conversion periods to reach organic status

Example: New degree in OF

- Scheme development 6 months?
- Approval process 6 months?
 - May be critical deadline (annual procedure)?
- Promotion/advertising of degree
- Applications
 - Again may be critical annual deadline
 - Financial grant applications?
- Could be 2-3 year process to get first students enrolled, then three years or more before completion

Stakeholder engagement

(see manual and toolbox)

- Overall steering group to initiate actions, monitor progress, review priorities if necessary, address resource deficiencies
- Specialist working groups for individual actions or groups of actions
- Ensure key stakeholders represented and INVOLVED, balance dominant actors
- May require financial support to secure continued engagement

Example: organic market platform

- Look for existing logistical structures that could be built on
- Create working group with stakeholders with a high interest and know-how in this topic
- Conduct needs analysis among suppliers and traders on whether they are interested in a commonly organized logistical structure
- Thorough calculation of financial and other implications for platform

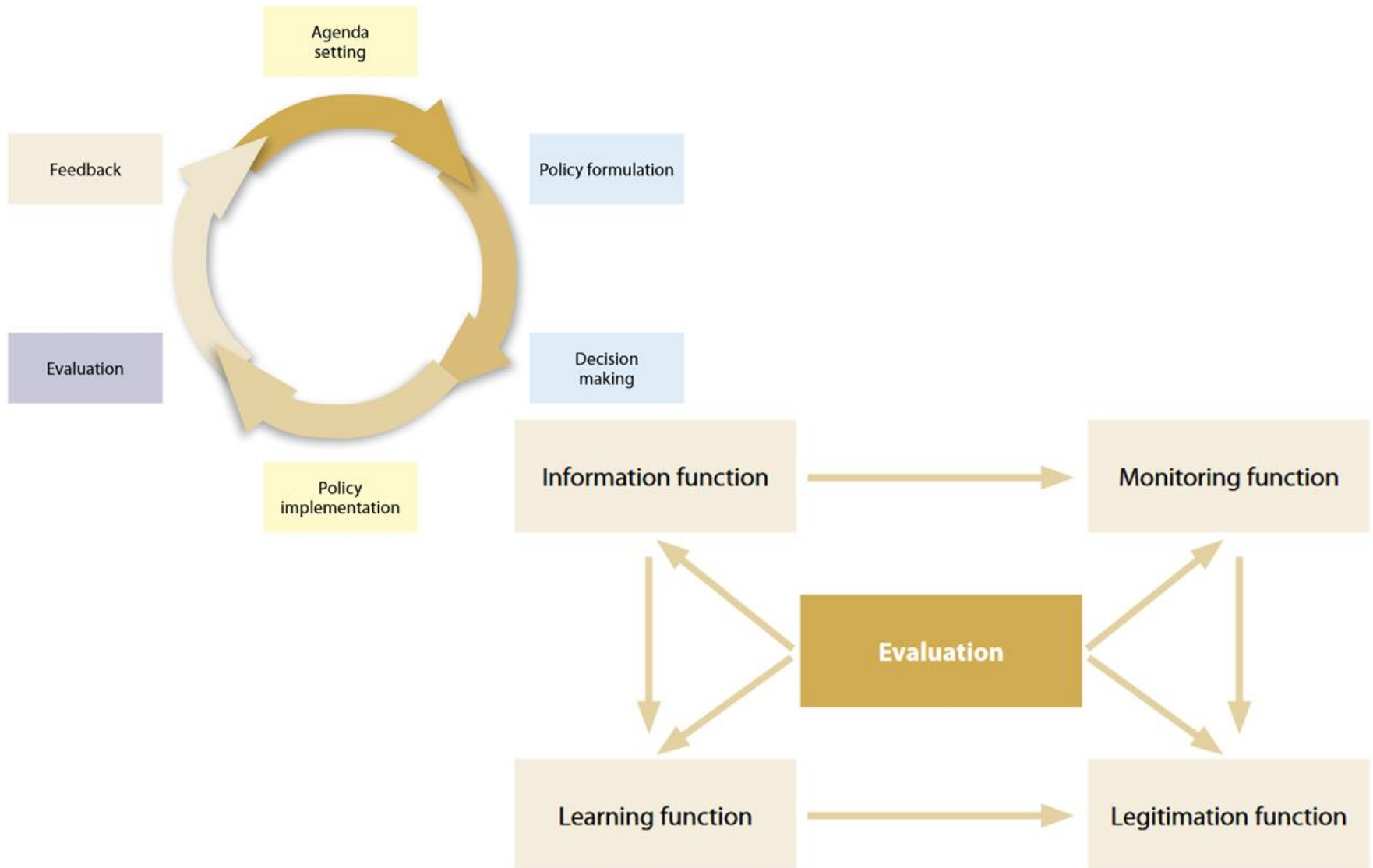
Communication

- Essential to make stakeholders and beneficiaries aware of action plan – highlight opportunities and benefits
- Ensure wide range of potential applicants aware of calls for proposals
- Use of dedicated website, social media and existing platforms/networks
- Possible link with promotion actions

Example: awareness campaigns

- Which audiences?
 - All citizens? Not a homogenous group
 - Selected groups – based on income, education, age?
 - Current or future potential – students have low income but lifetime potential engagement
- Key messages
 - Raise concerns – might have negative impact
 - Encourage consumption – short-term impact if not well grounded
 - Explain requirements of organic production
 - Inform about benefits
 - How to identify, where to purchase

Monitoring and evaluation



Two types

- Formative (mid-term): to learn lessons during implementation so that improvements can be made - may also precede development of second action plan
- Summative (ex post): to identify impacts following completion

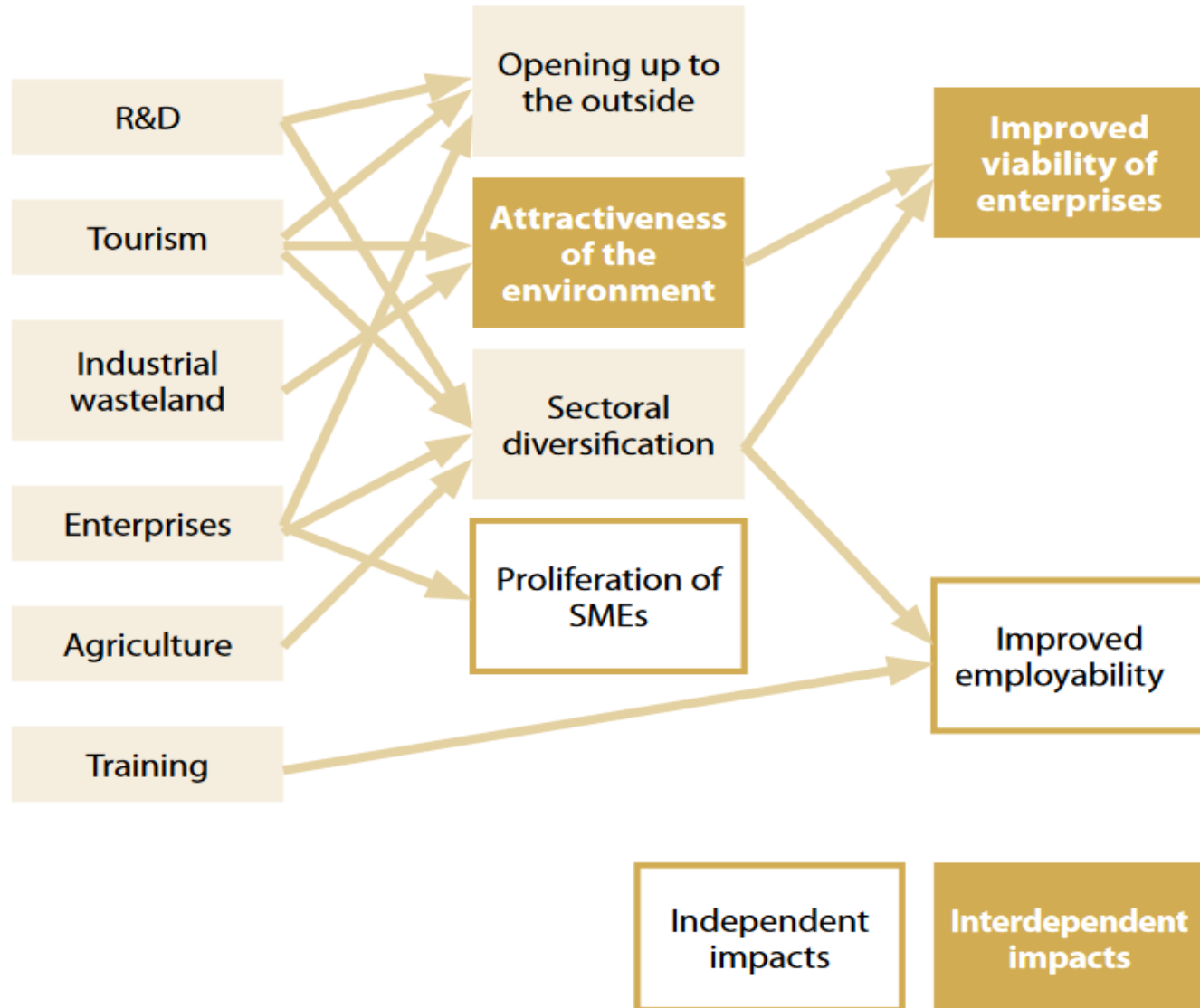
Start at the beginning

- Evaluations often commissioned at the end of a project
- Baseline data no longer available
- May be lack of clarity about original objectives
- Better to develop evaluation questions closely linked to specification of objectives and action points (see template)
- Ensure sufficient resources are available to collect data (monitoring)
- Ensure data focus is clear – avoid unnecessary collection
- Action plan may need to include an action to collect key market and other data not available at outset
- Possibility of including organic identifiers in existing data collection systems, but possible time lags

Evaluation questions may be linked to

- Process
 - Stakeholder engagement
 - Efficiency of project management (timeliness, resources)
- Outcomes
 - Outputs (no. of projects, beneficiaries, resources allocated)
 - Results (effect on target beneficiaries, e.g. improved profitability, incomes)
 - Impacts (effect on public policy objectives, society, economy, environment)

Effects diagrams/impact statements



Synergies/conflicts

– cross-impact matrix

| Organic Action Plan Name | Action 1 e.g. Ensure producer support with direct payments | Action 2 Information campaign for consumers | Action 3 | Action 4 | Etc. |
|---|--|---|----------|----------|------|
| Action 1: e.g. Ensure producer support with direct payments | - | ++ + 0 - -- | | | |
| Action 2 Information campaign for consumers | ++ + 0 - -- | | | | |
| Action 3 | | | | | |
| Action 4 | | | | | |
| Etc. | | | | | |

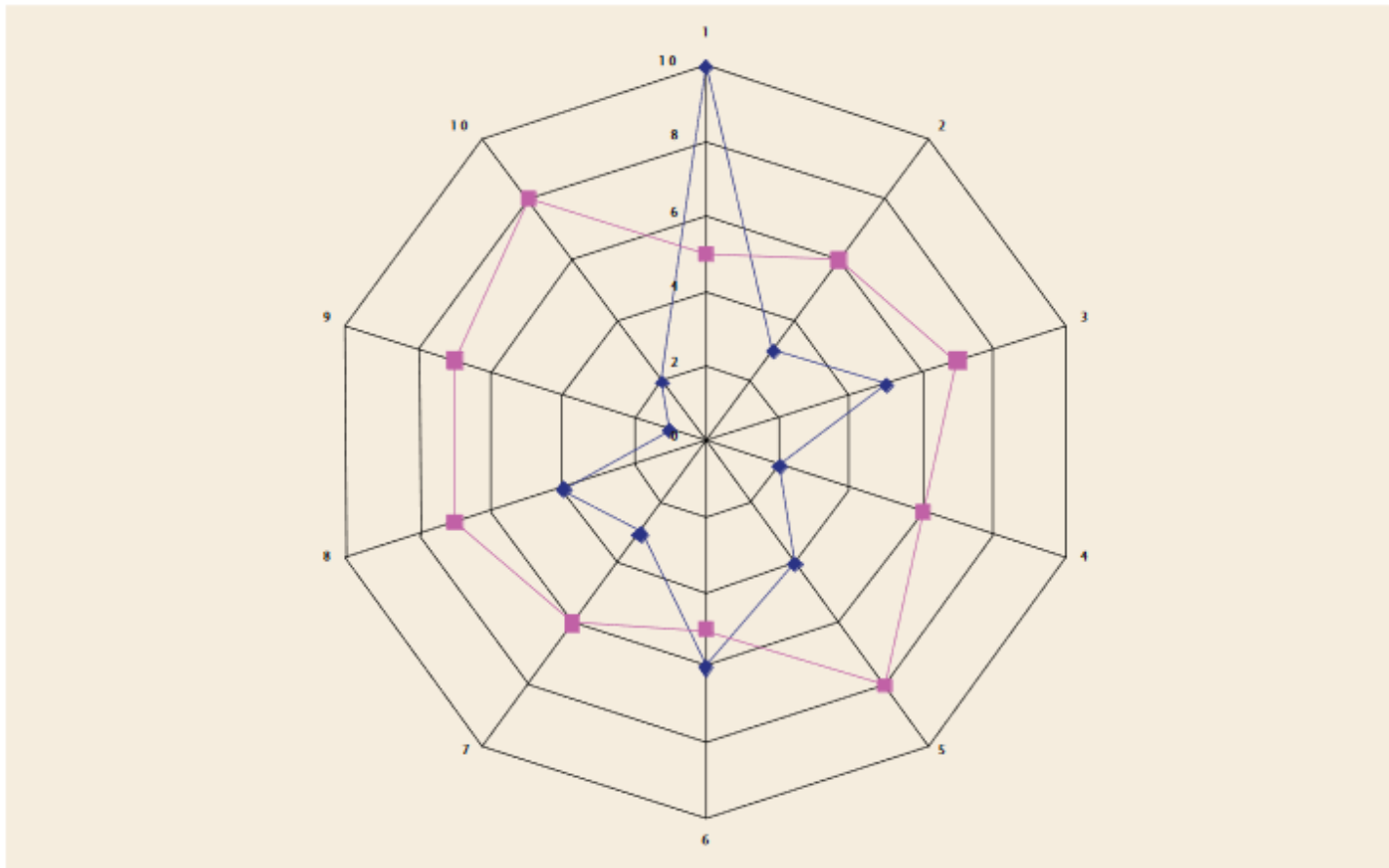
Implementation failures

| Cause | Effect |
|--|--|
| <ul style="list-style-type: none">• Lack of stakeholder involvement• Inadequate information and promotion• Lack of information• Weak lobbying for OF• Research not developed enough• Conventional interests against organic lobby• Different priorities among MS• Different interests between EU and MS | <ul style="list-style-type: none">• Lack of capacity building• Lack of knowledge/awareness on OF• Lack of political interest to support OF• Insufficient importance given to OF• Lack of financial resources• General implementation problems• Inadequate rules/procedures |

Indicators

- Be selective – simplify if possible
- Trade off between accuracy and cost -
- Relevant to objective?
- Clear criteria to judge how good a result is?
- ORGAPET includes examples of several potentially relevant indicators and how to measure them
- Synthesise results from multiple indicators

Visual interpretation – radar/cobweb diagrams



More formal techniques

- Multi-criteria analysis
- Cost-benefit analysis
- Expert panels
 - Unstructured/voting
 - Delphi analysis – iterative questionnaires
 - Nominal Group Technique

What to do with the results?

- File them?
- Learn and change things
- Share/communicate them!