Strategic framework monitoring system

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Contents

1. Introduction

The project "Smart and Slow Tourism Supporting Adriatic Heritage for Tomorrow", with the acronym "TAKE IT SLOW", is a strategic project of the Cross-border Cooperation Programme Italy-Croatia 2014- 2020. The project is being conducted by the Dubrovnik-Neretva County (as the lead partner) with the following partners: Public Institution RERA SD for Coordination and Development of Split-Dalmatia County, Public Institution Development Agency of Šibenik-Knin County, University of Zadar, Istria County, Friuli Venezia Giulia Autonomous Region, Veneto Region, Emilia-Romagna Region, SVIM - Sviluppo Marche s.r.l., Abruzzo Region, Molise Region, Apulian Public Theatre - Regional Consortium for Arts and Culture, and associated partner, the Puglia Region. The total budget of the project is 3,764,695.71 EUR, of which 85 percent are funds from the European Regional Development Fund. The project is implemented from June 1, 2020 to December 31, 2022. The aim of the project is to manage and promote the Adriatic as a green, smart, sustainable, accessible cross-border tourist destination for slow tourism.

Expert activities to date have included in-depth analysis of Strategic and other documents at the international, national and regional levels relevant to the Take it Slow project, and the definition of five (existing) policy instruments for the encouragement of research, development and innovation in the process of advancement and/or creation of tourism products based on natural and cultural heritage. Policy instruments should respond to the needs of local communities on the islands, the coast or the inland along the Adriatic coast (delivery 4.1.6). Also, an in-depth analysis and assessment of the state of natural and cultural heritage, of actors, products and services, and of target project groups was prepared (delivery D4.1.4.).

Within this report, as delivery D4.1.7., a strategic framework monitoring system at the cross-border and regional project level has been designed. Relevant indicators, starting and planned values, responsible actors and monitoring period dynamics have been defined. Also, the report contains the evaluation methodology and the proposed model for the application of the evaluation conclusions.

The report also contains a form for the strategic framework implementation monitoring system with indicators for the implementation monitoring of the proposed strategic framework and policy interventions.

2. Summary of previous research findings

The development of an integrated strategic framework is based on the concept of smart specialization for the establishment, development, management, marketing and promotion of the Adriatic as a smart, green, sustainable, resilient cross-border tourist destination for slow tourism. The key objectives are the development of tourism products based on natural and cultural heritage and the involvement of actors who contribute to the research, preservation, management, valorisation, interpretation and promotion of natural and cultural heritage and create and market heritage-based products in the cross-border project area.

Five Croatian and seven Italian regions/counties are characterized by rich cultural and natural heritage, but also by a substantial, unused potential for making use of that rich heritage in tourism. The analysed region is rich in natural and cultural heritage with more than 20 sites and seven examples of intangible cultural heritage on the UNESCO World Heritage List, 14 national parks, and a large area of Natura 2000, which still fails to maintain a balance between tourism demand and the impact of tourism on natural and cultural resources of the local community. Assessment of natural, cultural and intangible cultural heritage showed that legal regulations, management, human resources and state of art, visibility and inclusion in tourism are at low or moderate levels.

SWOT analysis of tourism in the cross-border region

SUSTAINABLE TOURISM	
STRENGTHS	**WEAKNESSES**
• Sustainable (green) competitive economic potential • Tourism as one of the fastest growing economic activities in the region and main GDP contributor • Regional weather and climate • Rich cultural, historical, archaeological and natural heritage • Functional areas with joint characteristics • Knowledge of innovative tourism products and services such as cultural/creative industries • Critical mass of niches of excellence • Strong potential of nautical sector • Slow tourism potential	• Rich natural, cultural, historic and archaeological heritage but not exploited in a sustainable and responsible way or not exploited at all • Inadequate knowledge and skills of sustainable tourism • Inadequate level of quality in tourism offer • Low level of stakeholders' involvement (local population, visitors) • Lack of common branding strategies of macro regional tourism potentials • Insufficient entrepreneurial and managerial skills • Low innovation capacity
OPPORTUNITIES	**THREATS**
• Increase in cross-border cooperation • Infrastructure improvement • EU funding for sustainable tourism cross-border cooperation • Evolution towards "experience" economy • Development of information and communication technology (ICT) • Cooperation in efficiency and effective cooperation of tourism and R&D sector, innovation networks • Improving employment and education in tourism	• Strong dependency on the EU as a source market • Changing demography • Low level of integrated development initiatives and good governance policies • Tourism as a vulnerable activity • Climate change • COVID 19 • Area of heightened earthquake risk

Rich cultural, historical, archaeological and natural heritage provides a strong basis for sustainable tourism development. The region is also identified as a functional area with joint characteristics. Other strengths of sustainable tourism in the Adriatic region are knowledge of innovative tourism products and services such as creative/cultural industries, critical mass of niches of excellence such as UNESCO sites, Roman archaeological sites, unique natural heritage sites and security of tourist destinations. In addition, sustainable tourism brings vitality to the local economy. Yet, there is still a lot of improvement necessary in order to develop sustainable tourism equally in all parts of the region. Additionally, tourism development is at a moderate level and there is a lot of room to improve the tourism, accommodation and gastronomic offer in selected (micro)sites. However, in the project area existing and potential value chains are present that will become more important in the coming period.

The analysis of the strategic documents and plans at the EU, national and regional levels regarding sustainable tourism and smart tourism based on cultural and natural heritage (46 documents) showed that most of the documents have some priorities, objectives and/or measures related to sustainable and smart tourism based on cultural and natural heritage. E.g. the Zadar County Tourism Development Plan 2013-2023 includes some priorities related to the introduction of knowledge, new technologies and innovations in tourism.

Based on the analysis of natural and cultural heritage in the project area, the following key priorities, goals, policies and measures arise that can contribute to the development of sustainable tourism based on cultural and natural heritage in the cross-border project area.

The development of the sustainable and responsible tourism potential of the Adriatic region, through innovative and quality tourism products and services, aims to promote responsible tourism behaviour of all stakeholders (the wider public, local, regional and national private and public stakeholders, tourists/visitors) throughout the region. Among the key priorities there are: the improvement of research related to smart specialization and innovation in sustainable tourism, valorization and interpretation of cultural and natural heritage in the project area; and sustainable and responsible management of the valuable cultural and natural sites through protection and sustainable usage of cultural and natural heritage for new innovative smart and slow tourism products and services.

The objectives of each individual priority and measure for achieving the set goals are described below.

Priority 1: Improvement of research, valorization and interpretation of cultural and natural heritage in the project area

The main goal of this priority is to raise the understanding for the value of existing resources (natural, cultural, social, etc.) through a strong involvement of stakeholders who contribute research related to smart specialization and innovation in sustainable tourism, preservation, management, valorization, interpretation, and promotion of natural and cultural heritage, and who create and market heritage- based products in the cross-border project area.

Key measures are:

1.1. Improvement of research related to smart specialization and innovation in sustainable tourism

1.2. Strengthening the valorization of cultural and natural heritage in the project area as a framework for interpretation and new models of visitor management

Priority 2: Sustainable and responsible management of the valuable cultural and natural sites through protection and stainable usage of cultural and natural heritage for new innovative smart and slow tourism products and services

The main goal is to increase skills and knowledge in management (revenue management, site management, human resource management, entrepreneurial skills), innovation and innovation management, as well as the use of digital technologies. It would be useful to learn from others, from the good practice examples.

Key measures are:

2.1. Diversification of tourism products and services of the cross-border region, along with addressing the seasonality of demand for inland, coastal and maritime tourism.

2.2. Access to finances for new innovative tourism offers.

2.3. Training of managerial and entrepreneurial skills in tourism. The topics of such educational programmes should include not only basic knowledge, but also teach specific methods of site management, strategic planning, revenue management, innovation, new technology in tourism etc.

2.4. Improvement of the quality and innovation in the tourist offer.

Priority 3: Strengthening the strategic and legislative framework related to tourism

The main goal of this priority is to strengthen the legislative framework and national development programmes and projects in such a way to include development priorities and projects based on innovation as well as smart and slow tourism products and services based on cultural and natural heritage in the cross-border region.

Key measures are:

3.1. Improvement of the legal framework by, for example, an innovative system of subsidies, tax relief including the innovation, cultural industries, smart specialization, and slow tourism category

3.2. Reduction of slowness and bureaucracy of the public administration system in the cross-border area

3.3. Continuous commitment to participatory planning in the creation of strategic development documents at national, regional, and local levels which encourage research, preservation, management, valorization, interpretation and promotion of natural and cultural heritage and encourage the creation and marketing of new innovative products and services based on natural and cultural heritage in the cross-border project area.

Priority 4: Networking for sustainable tourism based on cultural and natural resources in the cross- border area

The main goal for this priority is to strengthen cooperation and exchange of experience in both countries and on regional and local levels through intensive involvement of stakeholders who contribute to research, preservation, management, valorization, interpretation and promotion of natural and cultural heritage and who create and market heritage-based products in the cross-border project area. In this way, through connecting, involvement and collaboration, multiplicative effects of tourism are achieved.

Key measures are:

4.1. Involvement of different stakeholders which in the tourism sector, but also in business, culture, nature protection and other areas, allows for open communication and new networks. It is, however, also important to strengthen cooperation at the level of individual countries - Croatia and Italy.

4.2. Strengthening the networking in sustainable tourism. Diverse teams imply the private, civil and public sectors, but also teams from different fields (not just tourism). This includes initiating and continuing work on existing cross-border projects that have a strong component of cultural and natural heritage in sustainable tourism development.

4.3. Promotion of the cross-border region on world markets as an integrated destination to reduce the seasonality of tourism, inequality in the development of e.g. rural and coastal parts, as well as too much emphasis on the economic component of tourism while the cultural, natural and social component is neglected.

3. Proposal of a strategic framework monitoring system at the cross-border and regional project level through the definition of relevant indicators

Monitoring is the process of systematic, continuous observation and documentation of progress in the use of individual policy instruments for the implementation of the proposed measures, which ultimately lead to the achievement of planned goals and priorities for the strategic framework in the cross-border project area. The previously proposed strategic framework can be achieved by strengthening cross-border cooperation, a vivid exchange of knowledge and experiences in the field of sustainable tourism based on cultural and natural heritage, using new knowledge, cultural and creative industries and innovation. Therefore, within the Project "Smart and Slow Tourism Supporting Adriatic Heritage for Tomorrow", with the acronym "TAKE IT SLOW", a proposal was prepared of 5 policy instruments which are relevant for interventions within the specific priorities of the project.

- Economic instruments
  - Revenue management
- Policies and administrative instruments
  - Policy planning
  - Collaborative and participatory approaches
- Soft management approaches
  - Site specific visitor strategies
  - Monitoring and adaptive management

The selected policy instruments were found relevant because they are applicable to cross-border cooperation and can influence the research, preservation, management, interpretation, marketing and promotion of cultural and natural heritage for the development of sustainable tourism.

Policy instruments	Documents on which policy instruments are based	Coverage of the policy instrument	Holder	Possibility of funding	Proposed indicators	Time of indicator measurement
Revenue management	Local development strategies	Local coverage, specific for every single location	Public or private institution - site managers	Public and private sources	1. Average revenue per site	Once a year
Policy planning	Operational programmes, national, regional and local development strategies	The whole cross-border project area	Local decision-makers (counties, towns)	EU-funded project or local budgets	2. Policy plan developed	Once in the planning period
Collaborative and participatory approaches	Regional and local development strategies	The whole cross-border project area	Local stakeholders	EU-funded projects, national, regional or local budgets	3. Number of stakeholder meetings 4. Number of stakeholders involved in policy planning	Per year
Site specific visitor strategies	Local development strategies	Local coverage, specific for every single location	Public or private institution - site managers	Public and private sources	5. Number of visitors	Per year

Monitoring and adaptive management	Local development strategies	The whole cross-border project area	Institution/ site managers	EU-funded project, national, regional or local budgets	6. Monitoring report produced 7. Number of adaptive management actions applied	Per year

3.1. Definition of relevant indicators

The main goal of monitoring the implementation of measures defined in the strategic framework is the identification of positive developments as well as problems that occur in the course of the achievement of the set goals and the implementation of measures, and the facilitation of a timely reaction by the implementation bodies to correct activities of the strategy implementation.

The ultimate purpose of monitoring the implementation of the strategic framework is enhanced management. A continuous monitoring of the implementation increases the probability that all planned measures will be carried out and that the defined goals will be achieved. Monitoring is also used as a framework for learning, recording of good practices, and sharing experiences with others.

The basic preconditions for monitoring the development strategy are **clearly defined results indicators**. Indicators are measurable or tangible signs determined according to the so-called SMART principles.

Indicators should be:

- Specific (easy to understand)
- Measurable (may be expressed by a number)
- Achievable (reasonably assessed possibility of being reached)
- Relevant (mutually harmonized and harmonized with trends in the environment)
- Time bound (they have a clear deadline).

In total, **seven measurable indicators** are proposed to measure the monitoring of the implementation of measures defined within the strategic framework through the achievement of the five proposed policy instruments. For the indicators, the unit of measurement, the dynamics of verification and the entity responsible for conducting measurements and monitoring execution are defined. Indicators of the achievement of policy instruments are designed so that they can be checked relatively easily and cheaply, and most of them are a result of the monitoring on the basis of a one-year dynamic.

The seven measurable indicators proposed for the Take It Slow project are described in the following tables:

Indicator Name	Direct tourism contribution to GDP
Definition	The indicator 'tourism contribution to Gross Domestic Product (TGDP)' shows the share of touristic activities of the total GDP (Gross Domestic Product) in percent. TGDP is the sum of the value-added generated by all industries in response to internal tourism consumption and the amount of net taxes on products and imports included within the value of this expenditure. The GDP indicates the economic output of a country or region. It shows the total value of all goods and services produced on a certain territory.
Unit	%
Related priority	2. Sustainable and responsible management of the valuable cultural and natural sites through protection and sustainable usage of cultural and natural heritage for new innovative smart and slow tourism products and services
Related measure	2.1. Diversification of tourism products and services of the project region, along with addressing the seasonality of demand for inland, coastal and maritime tourism 2.2. Access to finances for new innovative tourism offers 2.4. Improvement of the quality and innovation in the tourist offer
Related policy instrument	Revenue management
Source	MRS.ESPON
Link	https://mrs.espon.eu/EUSAIR/objectives/reports.html?id=152412

Indicator Name	Jobs in tourism industries
Definition	Employment in tourism is based on data from several areas of official statistics, in particular structural business statistics, the labour force survey (LFS), the structure of earnings survey (SES) and the labour cost survey (LCS). Economic activities related to tourism, but not necessarily relying only on tourism, employ over 13 million people in the European Union.
Unit	%
Related priority	2. Sustainable and responsible management of the valuable cultural and natural sites through protection and stainable usage of cultural and natural heritage for new innovative smart and slow tourism products and services
Related measure	2.3. Training in managerial and entrepreneurial skills in tourism
Related policy instrument	Revenue management
Source	MRS.ESPON
Link	https://mrs.espon.eu/EUSAIR/objectives/reports.html?id=152413

Indicator Name	Supported cross-border cooperation networks
Definition	The indicator counts supported cross-border cooperation networks, which represent a systematic establishment and management of internal and external links (communication, interaction, and co-ordination) between people, teams or organizations with a long-term perspective in order to improve performance. The aim of the networks is to exchange information, knowledge and resources.
Unit	Number
Related priority	4. Network of sustainable tourism businesses and clusters
Related measure	4.1. Develop and strengthen cooperation at the cross-border level of two countries 4.2. Networking on the topic of sustainable tourism
Related policy instrument	Collaborative and participatory approaches
Sources	Ministries and national, regional and local tourism organizations/agencies
Measurement and Reporting Frequency	Annually

Indicator Name	Innovation
Definition	The indicator measures the number of projects implemented under priority axes/objectives/measures that include innovation in all programmes and financial sources.
Unit	Number of projects
Related priority	1. Improvement of research, valorization and interpretation of cultural and natural heritage in the project area
Related measure	1.1. Improvement of research
Related policy instrument	Monitoring and appropriate management
Sources	Ministries and national tourism organizations/agencies
Measurement and Reporting Frequency	Annually

Indicator Name	Number of visitors
Definition	An arrival is defined as a person (tourist) who arrives at a tourist accommodation establishment and checks in or arrives at non-rented accommodation.
Unit	Number
Related priority	1. Improvement of research, valorization and interpretation of cultural and natural heritage in the project area
Related measure	1.2. Strengthening the valorization of cultural and natural heritage in the project area as a framework for interpretation and new models of visitor management
Related policy instrument	Site specific visitor strategies
Sources	Eurostat
Measurement and Reporting Frequency	Annually

Indicator Name	Strategies and action plans developed in the field of natural and cultural heritage and tourism
Definition	The indicator measures the number of strategies and action plans developed in the field of natural and cultural heritage and tourism in all EUSAIR countries, regions and at the international level.
Unit	Number
Related priority	3. Strengthening the strategic and legislative framework related to tourism
Related measure	3.3. Continuous commitment to participatory planning in the creation of strategic development documents
Related policy instrument	Policy planning

Sources	Ministries and national, regional and local public authorities

Measurement and Reporting Frequency	Annually

Indicator Name	Number of stakeholder in the meetings
Definition	The indicator counts the number of persons participating in each policy planning meeting. All participants are counted, e.g. representatives of the public administrations, entrepreneurs, tourism workers, etc.
Unit	Number of persons
Related priority	3. Strengthening the strategic and legislative framework related to tourism
Related measure	3.1. Improvement of the legal framework 3.2. Reduction of slowness and bureaucracy of the public administration system in the cross-border area
Related policy instrument	Collaborative and participatory approaches
Sources	Ministries and national, regional and local public authorities
Measurement and Reporting Frequency	Annually

The policy instruments and their measurable indicators will serve to support development of action plans for each of the specific areas within the framework of the „TAKE IT SLOW" project.

4. Evaluation methodology and models for the application of evaluation conclusions

Evaluation can be defined as a procedure by which the progress towards the achievement of results is systematically and objectively assessed. It focuses on both expected and unexpected achievements, and is primarily focused on determining the relevance, efficiency, effectiveness of impact and sustainability of interventions.

When conducting evaluations, the following are the basic key principles:

- Transparency - means that the information / findings / recommendations obtained through the evaluation process need to be shared with the stakeholders directly affected by the expected results of the planning document, as well as with groups that can learn something new based on the results of the evaluation process.

- Clear methodology - the evaluation must follow a clear methodology, designed in a way that allows the collection of all relevant data for the evaluation of the success of the strategic plan. A combination of quantitative and qualitative methods is most often used.

- Evaluation planning - means that each evaluation is planned, including the obligation to prepare a job description for its implementation and the determination of the resources, the time required for the implementation of the evaluation, etc.

- Impartiality and independence - impartiality contributes to the credibility of the evaluation, while independence gives legitimacy to the decision-makers and limits possible conflicts of interest in the event that decision-makers and planners are simultaneously responsible for the evaluation of their own activities.

Visibility and dissemination of results - visibility is a feature that ensures that the evaluation results are visible to all stakeholders.

The following three types of evaluation are common:

A. **Ex-ante evaluation:** carried out in parallel with the process of preparation of the strategic framework / smart action plan and answering the questions:
- Will we invest financial resources in a way that ensures the achievement of set goals?

- Is everything planned feasible?

B. **Mid-term evaluation ("Interim"):** carried out during the implementation of the strategic framework/ smart action plan, mainly aimed at checking whether all preconditions for achieving the goals have been met and answering the questions:

- Are we investing financial and other resources wisely?
- What progress has been made?

C. **Ex-post evaluation:** carried out several years after the completion of the implementation of the strategic plan, when it is possible to measure its actual effects and answering the questions:

- Did we spend the money wisely?
- What impact did it have?
- What results have been achieved?

During the implementation of the evaluation procedure, a number of criteria are used, the purpose of which is to provide basic information and insight necessary to understand the situation and determine further action. The criteria are interdependent and not mutually exclusive, serving as basis for the formulation of the evaluation questions.

Common criteria for ex-ante evaluation are as follows:

- **Relevance** - considers whether the goals and priorities are based on real needs and development potentials, i.e. to what extent they are justified in relation to the needs.
- **Complementarity** - the level at which the intervention / measures support other public policies or measures within the same strategic framework / smart action plan (horizontal consideration - allows for and mutually reinforces action, i.e. synergy of measures).

- **Compatibility (coherence)** - includes the internal and external compatibility of the strategic framework / smart action plan, i.e. the logic of the strategy, its "vertical connection".

- **Usefulness** - assesses whether expected or unexpected impacts are globally satisfactory from the point of view of indirect or direct users. The criterion considers the impacts of the strategic framework / smart action plan in relation to broader socio-economic needs.

- **Sustainability** - assesses the extent to which the implementation of the intervention will have long-term effects after the financing of the plan's implementation is completed, i.e. the extent to which the results achieved through the implementation of the strategic framework / action plan will become self-sustainable in the future.

- **Equality** - assesses the extent to which the effects are evenly distributed in relation to different stakeholders, regions, gender, etc.

The following criteria are used specifically for mid-term and ex-post evaluation:

- **Relevance** - determines whether the intervention was appropriate for the socio-economic (and other) issues it addressed.

- **Usefulness** - assess the impacts in relation to broader social, economic (and other) needs.

- **Effectiveness** - compares what has been achieved in relation to what was planned (to what extent the goals have been achieved and to what extent they are expected to be achieved).

- **Efficiency** - indicates the achievement of the desired result with minimal costs, i.e. considers the possibility of maximizing the results in relation to the given level of resources.

- **Sustainability** - assesses the extent to which it is evident that the effects of the intervention will last after its completion, i.e. considers whether the results, including institutional changes, are lasting and whether it can be assumed that they will be lasting.

- **Impact** - are development impacts likely and, if so, what are they?

Ex-post evaluation is carried out upon completion of the implementation of the strategic framework / smart action plan. It summarizes and assesses the overall impact / effect of the strategic framework / smart action plan, i.e. its effectiveness and efficiency. The emphasis is on

efficiency, sustainability and impact. As can be seen, the criteria are the same, only here the dimension of time is important, i.e. a distance in time is necessary in order to facilitate an objective assessment of the sustainability of the impact. This type of evaluation is the least commonly implemented in Croatia, which certainly represents a limitation for further necessary improvements of development policies, which benefit most from this type of evaluation.

For all three evaluation procedures, the duration of this exercise depends on the complexity of the project, programme or strategic framework being evaluated. Some simpler evaluations may take around three months, while more complex evaluation procedures will take up to a year or two. For each evaluation, the initial activities are related to the establishment of an evaluation team and the development of an evaluation plan with a clear time plan for each step.

The evaluation steps and the associated tools and techniques used to carry out the evaluation are presented in the table below.

Step No	Name	Description
1.	Peer review analysis	Peer review analysis (PRA) is a tool presenting the evaluation of the work done so far to create awareness of standards and quality of performance of activities or documents that are being evaluated.
2.	Interviews with key stakeholders	It is structured as an informal discussion with the main team members and other professionals, to exchange knowledge and experience. The discussion should ensure that specific issues, both positive and negative, are revealed. Other stakeholders can also be involved in the process and provide useful information. The discussion questions are: What was the expected result? What is the actual result? What could have been done better? What are possible improvements? Interviews combined with desk analysis may provide useful inputs for a comprehensive evaluation and deeper analysis.
3.	Focus group	If doubts and ambiguities remain and a clear conclusion and evaluation message is missing, the organization of a focus group and brainstorming is recommended. These methods by which a group of people work together generate new views and approaches. The participants use their judgment in such a way that they evaluate what is good and then what is missing and is relevant for the future. Conclusions agreed by consensus provide the basis for future action - either in the form of a revision of the strategic framework or in the development of new strategic plans.
4.	Formulation of recommendations and conclusions	The formulation of recommendations and conclusions of the evaluation process is a separate task of collection, validation, consolidation and finally documentation of experiences, developments, hints, mistakes and risks found during a project or programme. The concrete result of this step 4 is usually some form of recipe, a guideline, a procedure for the future.
5.	Presentation of evaluation results and discussion	The essence of the evaluation as a learning process and an instrument for change is a public presentation of the evaluation results and the recommendation for improvement to the stakeholders. It enables people to work together, reflect upon and draw conclusions about the further usage of the evaluation findings.

4.1. Models for the application of evaluation conclusions

Evaluation primarily supports effective and timely management, decision-making, stakeholders' education, and responsibility for the use of resource and the delivery of results. It is a significant source of evidence of attained results and overall achievements, which facilitates the implementation of strategic plans, but also the process of learning from previous successful, as well as unsuccessful, experiences.

One of the main goals of the evaluation of strategic plans is the improvement of existing and development of better future strategic frameworks through continuous information, discussion and agreement about either their modifications and amendments, or ideas and recommendations for some new strategic documents in the future. Evaluation is, in fact, a management tool relevant for the improvement of existing and/or the development of new strategic frameworks.

Evaluation follows the entire process of all phases of the development and implementation of a strategic framework, helping decision-makers to achieve visible and relevant priorities and goals in the most efficient and effective manner, and to ensure the sustainability of results.

The conclusions of the conducted evaluation may be used in different ways and with different levels of stakeholders' involvement. Some of the possible models are listed in the table below.

Models for the application of the evaluation conclusions		
	Description	**Methods**
Informing stakeholders	Information-giving process underpins all levels of participation and may be appropriate on its own in some circumstances.	• Printed leaflets, newsletters, etc. • Presentations at meetings • Briefing the media through press releases and press conferences
Consultation and decision-making process with stakeholders	Consultation is appropriate to raise knowledge and interest for the results of an evaluation and as opportunity for the creation of new ideas for improvements in the next planning period. Some key decisions for future actions can be developed and agreed.	• Consultative meetings • Cost/effectiveness analysis • Brainstorming • Surveys to develop some options • Decision-making processes
Acting together	Acting together may involve short-term collaboration or forming partnerships that are more permanent and very important for future reactions.	• Information giving methods to start the process • Methods for deciding together to create a shared vision and goals • Team-building exercises • Revision of existing strategic documents based on the working parties and decision-making processes. • Creation of longer-term

		structures through which people can work together
Supporting local initiatives	This is the most 'empowering' model while people may choose as a result of the evaluation process. The process has to be owned and run by participants - although funders and owners may set goals and deadlines.	• Grants, advice and support - some commitment to the other interests involved • Workshops for helping community groups create a shared vision and plan their action • Workshops on design, fund-raising and publicity • Interim structures like working parties and steering groups as a focus for decision-making and accountability • Longer-term structures controlled by community interests

5. Form for the strategic framework implementation monitoring system with indicators for the monitoring of the implementation and impact of policy instruments and smart action plans

Measure	Related policy instrument	Indicator	Unit	Source	Time of indicator measurement	Attained value (Baseline 2019)
Priority 1:1. Improvement of research, valorization and interpretation of cultural and natural heritage in the project area						
1.1. Improvement of research	Monitoring and appropriate management	Innovation	Number of projects	Ministries and national / regional / local tourism organizations	Once a year	
1.2. Strengthening the valorization and interpretation	Site specific visitor strategies	Number of visitors	Number	Eurostat	Once a year	
2. Sustainable and responsible management of the valuable cultural and natural sites through protection and sustainable usage of cultural and natural heritage for tourism						
2.1. Diversification of tourism products and services	Revenue management	Direct tourism contribution to GDP	%	MRS.ESPON	Once a year	
2.2. Access to finance for new innovative tourism offers	Revenue management	Direct tourism contribution to GDP	%	MRS.ESPON	Once a year	
2.3. Training in managerial and entrepreneurial skills in tourism.	Revenue management	Jobs in tourism industries	%	MRS.ESPON	Once a year	
2.4. Improvement of the quality and innovation in the tourist offer.	Revenue management	Direct tourism contribution to GDP	%	MRS.ESPON	Once a year	

3. Strengthening the strategic and legislative framework related to tourism

3.1. Improvement of legislative framework	Collaborative and participatory approaches	Number of stakeholder meetings	Number of persons	Ministries and national, regional and local public authorities	Once a year	
3.2. Reduction of slowness and bureaucracy	Collaborative and participatory approaches	Number of stakeholder meetings	Number of persons	Ministries and national, regional and local public authorities	Once a year	
3.3. Participative planning in development of strategic plans and programmes	Policy planning	Strategies and action plans developed in the field of natural and cultural heritage and tourism	Number	Ministries and national, regional and local public authorities	Once in planning period	

4. Network of sustainable tourism businesses and clusters

4.1. Involvement of different stakeholders	Collaborative and participatory approaches	Supported cross border cooperation networks	Number	Ministries and national, regional and local public authorities	Per year	
4.2. Strengthening the networking in sustainable tourism	Collaborative and participatory approaches	Supported cross border cooperation networks	Number	Ministries and national, regional and local public authorities	Per year	
4.3. Promotion of the cross-border region	Collaborative and participatory approaches	Supported cross border cooperation networks	Number	Ministries and national, regional and local public authorities	Per year	