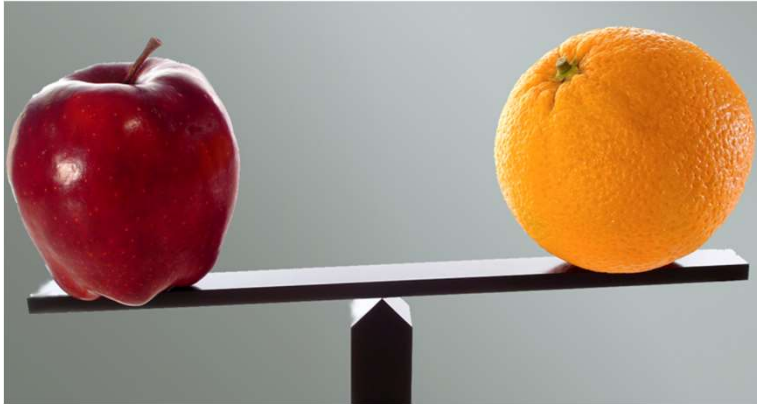
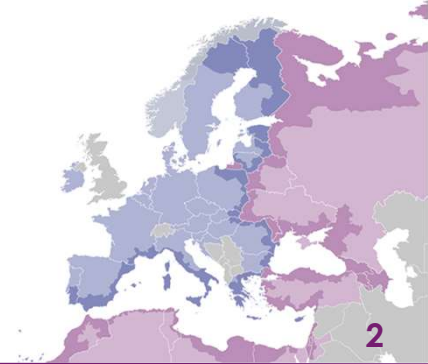


Lessons on intervention logic and indicators





- To a large extent programme priorities were specific enough
 - Best projects were selected by the programmes from the submitted applications,
-
- However, each single project does not always contribute to the programme strategy in full
 - Priorities too wide
 - Buffers for activities that do not directly contribute to the programme strategy
 - The smaller the programme the more concentrated it is



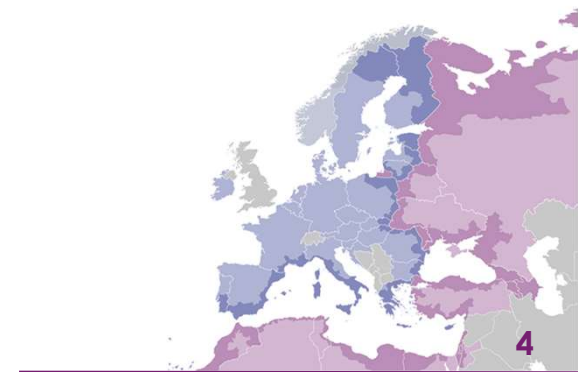
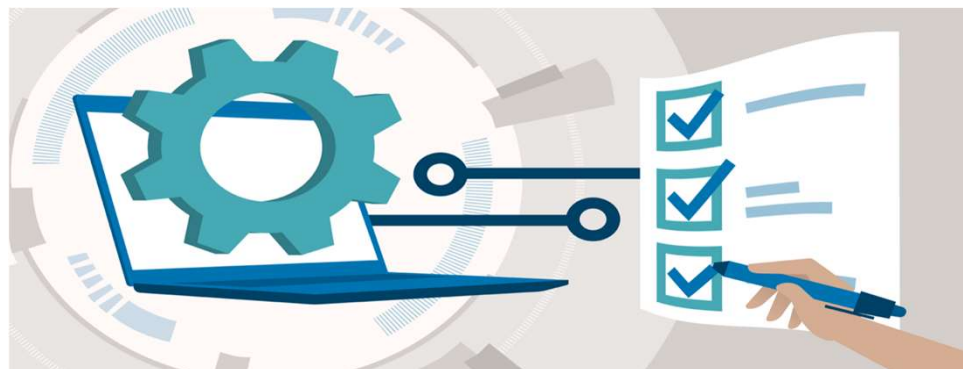


- **People to people cooperation** as a separate priority rather than a horizontal modality
- Involvement of **new target groups** has to be carefully planned (their interest, capacities and needs)
- No separate priorities for **infrastructure and soft activities**, rather a combination of both
- Careful with the **combination of different size and capacity players** into the same priority



Takeaways for the future

- Concentration is needed to focus the programme
- Flexibility in the programme strategy to adjust to the changing needs
- Possibility to experiment
- Indicators have to strongly relate to the programme priorities and types of action



Chain of decisions

Identifying the need for something to be changed
(problem identification)

Choosing a **suitable frame** of addressing this
challenge (selecting appropriate PO/SO)

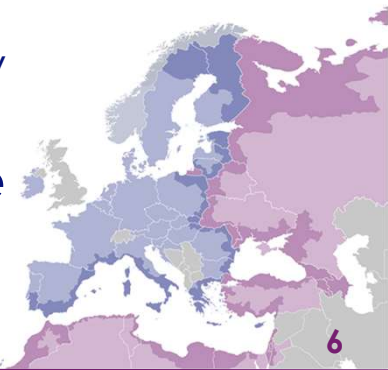
Prioritising within these objectives (defining
programme priorities)

Defining specific results for each chosen priority(SO)
(what specifically needs to be changed)

Selecting **the practical way** in which these results
could be achieved (types of activities)

Programme reflections on their indicators

- **Quality of indicators compared to ENPI period is much better**
- **To a large extent output indicators will be achieved**
- **Still there is space for improvement**
 - Output indicators provide more meaningful data on what the programmes achieve, especially combination of common and programme-specific indicators
 - Result indicators too “far” from what programmes can realistically deliver (rather on impact level)
- **Difficulties for projects to understand what exactly has to be counted, as there is room for interpretation**



- Risk of **overlapping** for some indicators, e.g. those measuring “population covered” or “areas covered”
- Risk of **double counting** for indicators that are similar
- Indicators not always fully in line with the priority/ output that they are supposed to measure

Too general

Too focused

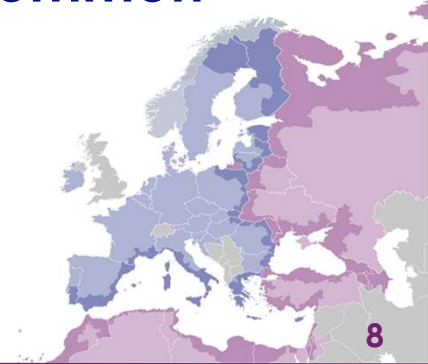
Too different

- Logical sequence of outputs contributing to the achievement of results not always works in the programmes/ projects

- If too general, indicators are not useful for project progress monitoring

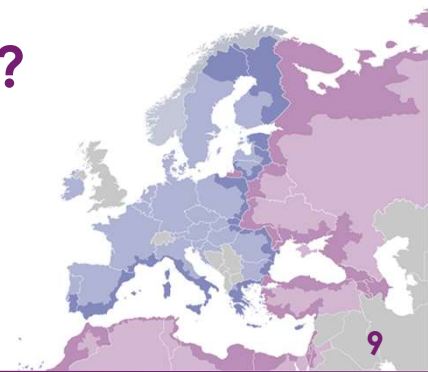


- Project specific indicators tell story much better than the common ones
- Specific indicators too different for the aggregation





- Common indicators cover only a small part of what the programmes and projects do
- Defining indicators that serve the purpose of monitoring and/or tell the programme/project story
 - Combination of common and programme specific indicators?

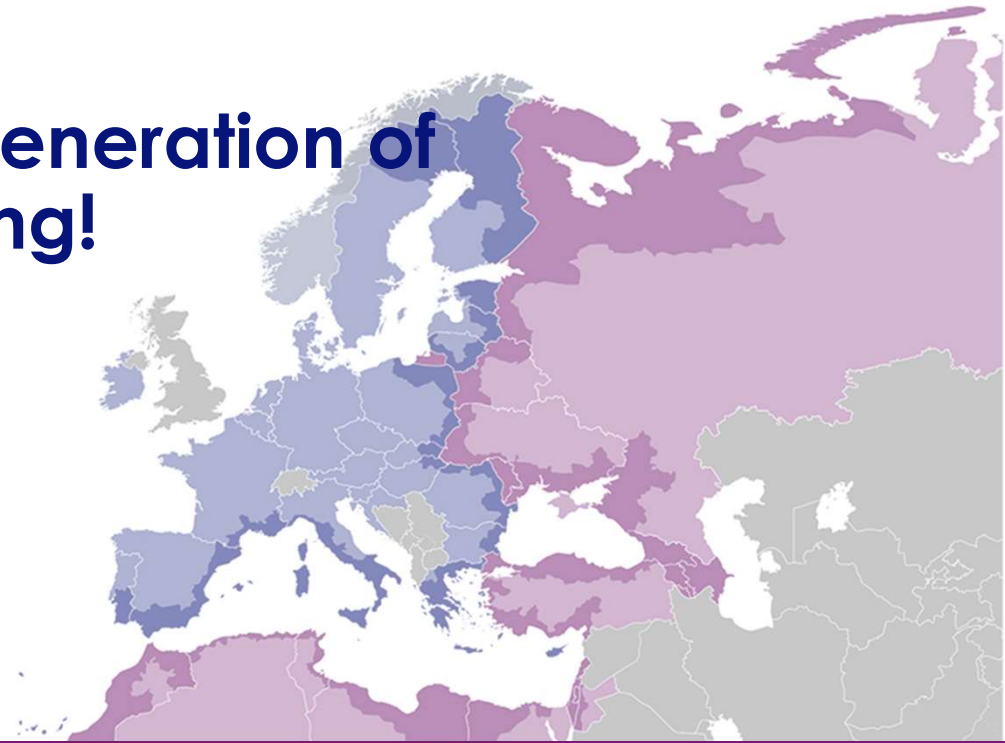




TESIM

Technical support to the implementation
and management of ENI CBC programmes

**Let us see what the NEXT generation of
indicators will bring!**



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