TESIM

Lessons on intervention logic and indicators

Programmes about their strategy
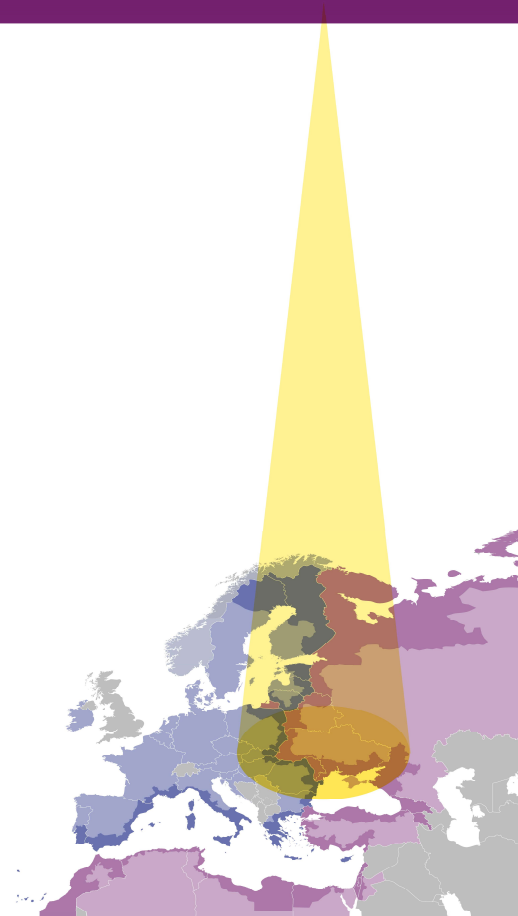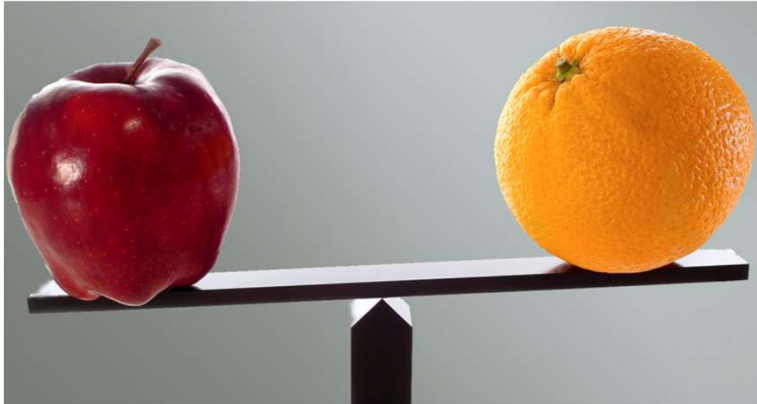
- **To a large extent programme priorities were specific enough**
- **Best projects were selected by the programmes from the submitted applications,**

- **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

Lessons on the strategy design
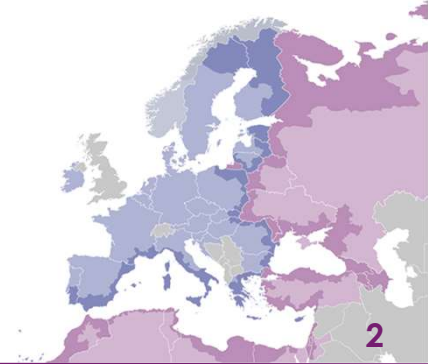
- **People to people cooperation** as a separate priority rather than a horizontal modality

- **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**
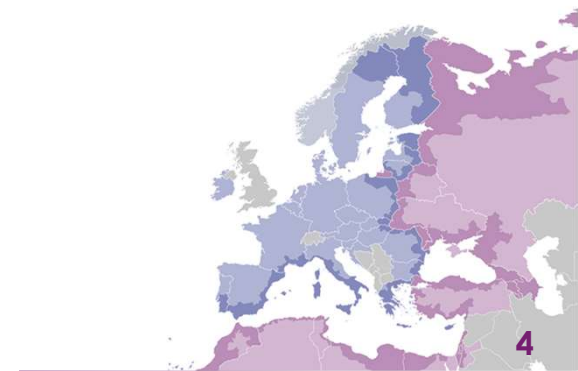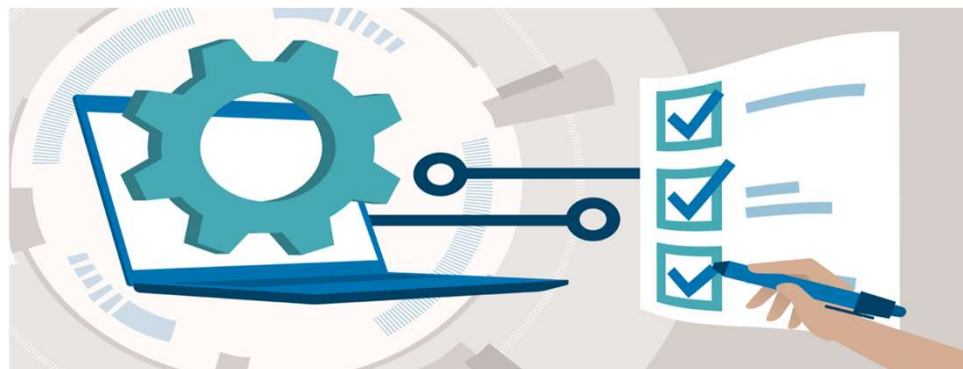
Chain of decisions

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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**

Conclusions on programme indicators
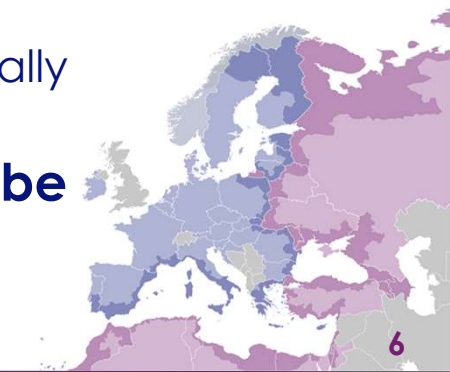
- **Risk of overlapping for some indicators, e.g. those measuring "population covered" or "areas covered"**

- **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**

On project level

- 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

Indicator dilemma
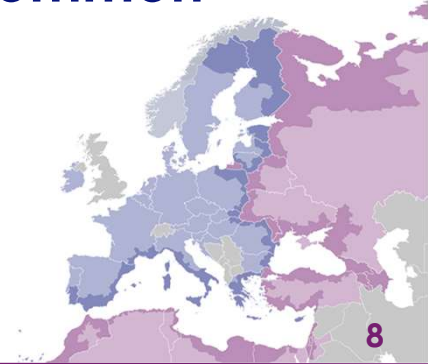
- **Common indicators cover only a small part of what the programmes and projects do**

- **Defining indicators that serve the purpose of monitoring and/or tell the programme/ project story**
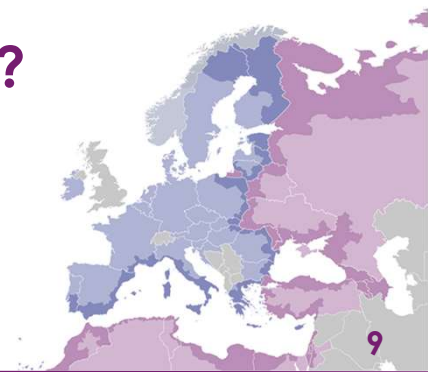
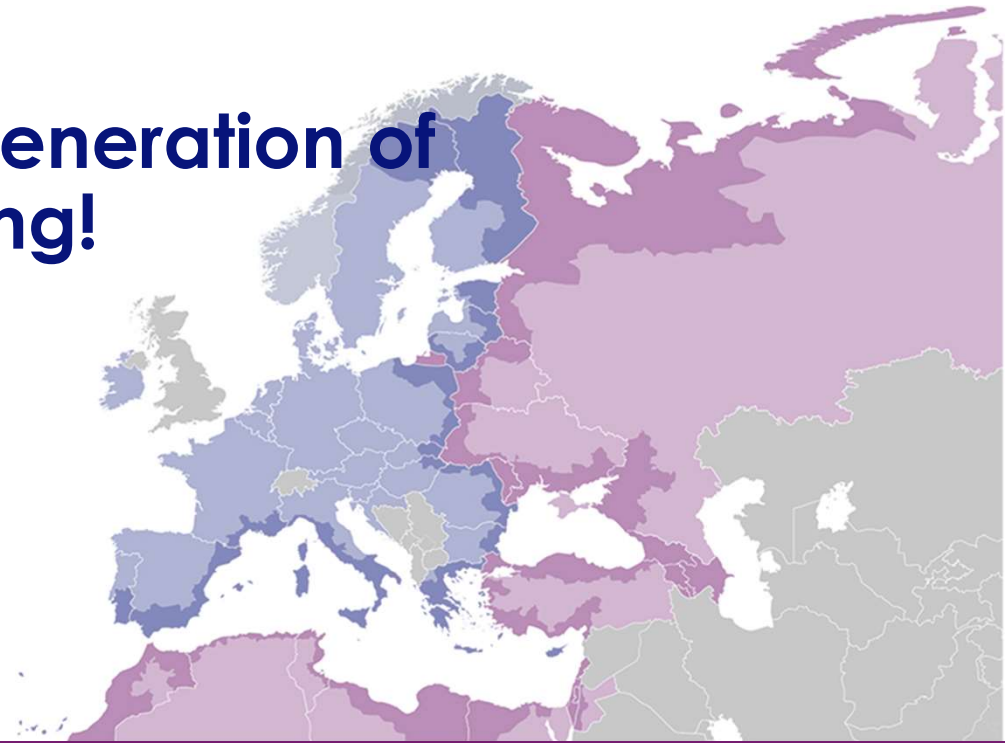 ➢ **Combination of common and programme specific indicators?**

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