

Indicators in action/3

Daniela Minichberger, Besiana Ninka, Phil Heaton Interact | 22-23.10. 2023

Interact



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Interreg

Agenda/ day two

01

Warm-up

02

Discussion of
the
programme
specific
indicators

03

Relationships
between
output (RCO)
and result
(RCR)
indicators

04

Outline of
draft final
report of
group with
key messages

05

Wrap up and
next steps

Group work

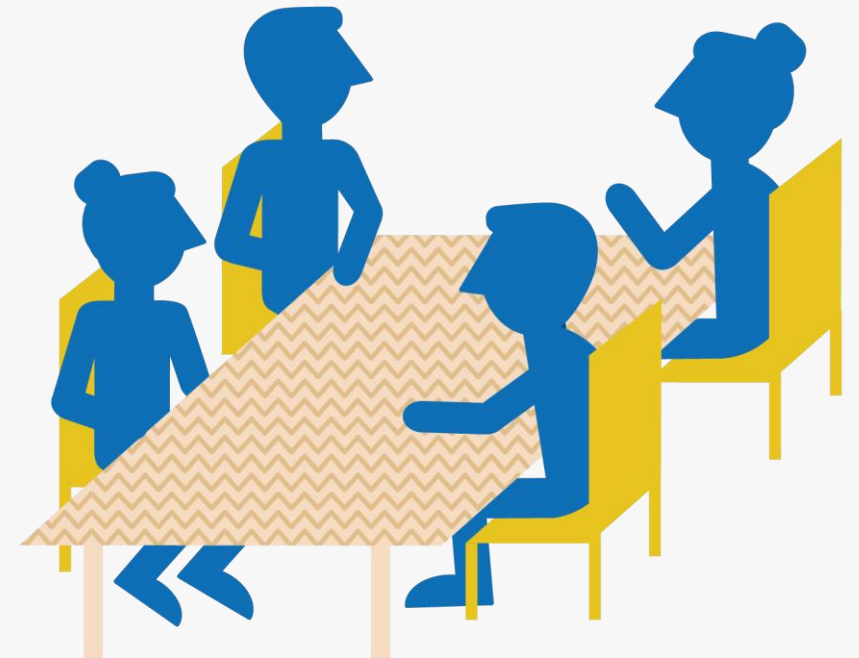
Do you agree with the statement?

Why? Why not?

Table discussion (Vienna) / Break-out room (online)

Agree on 3 main points per table/room

Short feedback (one rapporteur)



Potential to use evaluations as tool to increase the flexibility and adaptability

Evaluations, feedback, learning loops and adapting are being recognised as the **driving force for the adaptability and flexibility** according the theory of the adaptive programme management.

Yet it was noted by some interviewed programmes that evaluations (both internal and external, operational and impact) are not currently serving as tools for flexibility and adaptability in the Interreg and there is space for the improvement.



Discussion of the programme specific indicators



Programme specific indicators proposed by you...

- **Organisations with increased institutional capacities due to their participation in cooperation activities across borders**
- Policy instruments addressed
- People with increased capacity due to their participation in the Platform activities
- Tools implemented for mitigating pollution
- Good practices identified
- Policy instruments improved thanks to the projects
- Funds influenced
- Population benefiting from protection measures against climate related natural disaster
- Investments in education, training and life-long learning services
- Population living within the area covered by the tools implemented for mitigating pollution

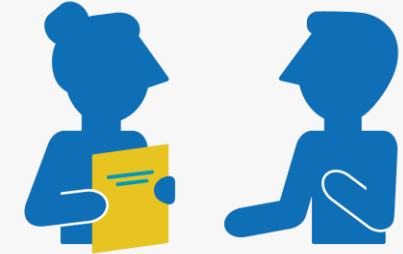
PSI: Organisations with increased institutional capacities due to their participation in cooperation activities across borders 1/5

Programming	In use for (5 out of 22): SOs 1.1, 1.2, 1.4, 2.1, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 3.1, 3.2, ISO6.6, All SOs except SO 4,1, Priority 4
Definition & interpretation issues	<ul style="list-style-type: none"> • The indicator was developed by several transnational programmes and was further adjusted to address programme needs. • No difficulties /easy to understand • The indicator is linked to both RCO87 and RCO84
Calculation approach	<ul style="list-style-type: none"> • Assumptions on qualitative and quantitative analysis based on data from previous programming period • Linked to targets for RCO 118 (1)
Guidance to applicants	<ul style="list-style-type: none"> • No difficulties up to now (3); • Factsheets were prepared and additional guidance was provided to the project partners (2)
Calculation	<ul style="list-style-type: none"> • No or minor difficulties (3) • Projects either set high values or did not count external organisations (1) • Difficulties to understand the link between Output and Result (1)
Contracting	<ul style="list-style-type: none"> • No particular challenges or minor ones (5)
Project monitoring	<ul style="list-style-type: none"> • Indicator reporting module and/or specific survey within the partnership on follow-up for applicants provided (2) • No practical implementation yet (3)
Validation	<ul style="list-style-type: none"> • Quite a firm validation system put in place (3) • To be created soon (2)

PSI: Organisations with increased institutional capacities due to their participation in cooperation activities across borders 2/5

Counting	<ul style="list-style-type: none"> • There is a risk of double counting at programme level, especially in the case of large organisations as for example universities, different departments are "hiding" behind the organisation's name. However those departments increase their institutional capacity within different contexts. How to decide at which level not to count organisations appearing more than once on the list? (2) • No difficulties encountered (1) • Not started yet (2)
Communication on results	<ul style="list-style-type: none"> • Aggregated at programme level and used in communication activities/social media channels (3) • Promote achievements in a thematic session of the programme website (1) • Project stories (2) • A dedicated section on the landing page of the project websites showing the target values for all indicators per project (1) • No experience yet (1)
Any proposed amendments	<ul style="list-style-type: none"> • It is still too early to take conclusions (1) • No (1)
Additional comments	<ul style="list-style-type: none"> • There was no common indicator that could capture the dimension of increased institutional capacity.
Conclusion	

PSI: Organisations with increased institutional capacities due to their participation in cooperation activities across borders 3/5



Main discussion points

- The PSI indicator is well-defined, with a clear understanding of what it measures and what it does not.
- It is highly suitable for interregional and transnational programmes. CBC programmes?
- No common indicator fully captures the increase in institutional capacity.
- As PSI is a relatively new indicator, it is too early to assess its overall effectiveness.

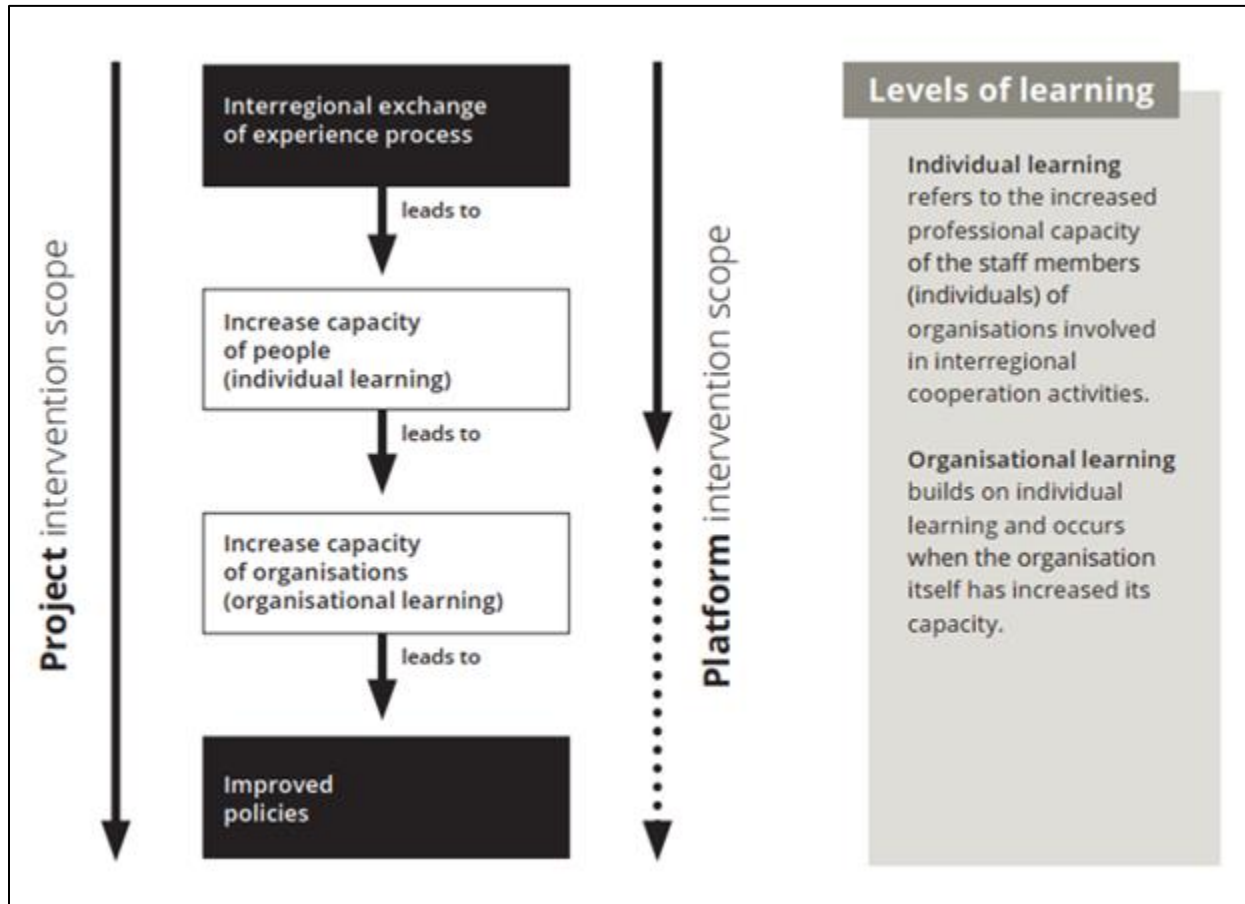
PSI: Organisations with increased institutional capacities due to their participation in cooperation activities across borders 4/5



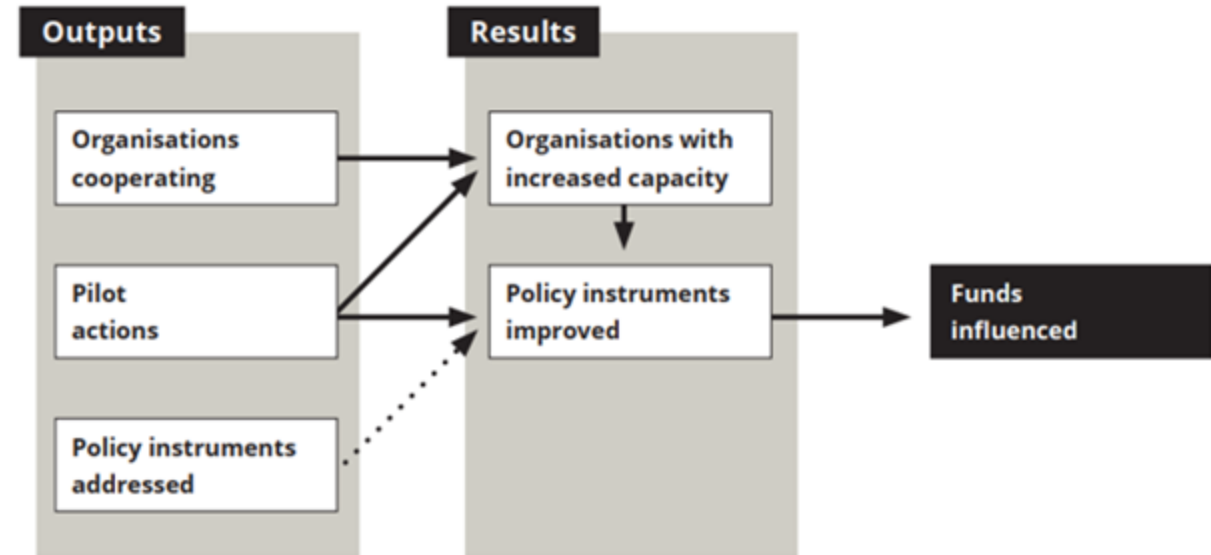
Conclusion and further actions

- Created by several transnational programmes and tailored to specific needs, PSI is easy to understand and apply.
- Connected to RCO87 Pilot actions developed & implemented jointly and RCO84 Organisations cooperating across borders enhancing its relevance.
- Future focus: Programmes agree on the benefits of making PSI a common Interreg indicator, despite survey challenges. **Do you agree?**
- **Next steps:** Standardise PSI across programmes to increase its effectiveness and utility as a common Interreg indicator. **Do you agree? What about CBC programmes?**

Interreg Europe intervention logic



Project indicators



Progress report - result section

Only in last
progress
report

Organisations with increased capacity due to their participation in interregional cooperation

Please indicate in the table below all organisations that were involved in the project as well as the result of their questionnaire on 'organisations with increased capacity' (see appendix 2 of the manual)

Name of the organisation	Role in the project	Increased capacity	Upload questionnaire
LP01 University of Aveiro	Partner	YES / NO	
PP02 Fundão Municipality	Partner		
Centro Regional Coordination and Development Commission – <i>Remove</i>	APA		
Institute of Mobility and Transport <i>Remove</i>	Stakeholder		
Portugal Digital <i>Remove</i>	Stakeholder		
Association of Logistics Operators <i>Remove</i>	Stakeholder		
Mobility and Transport Authority <i>Remove</i>	Stakeholder		
<i>Add new organisation</i>			
	TOTAL		
	TOTAL YES		

Already prefilled
but editable

Please indicate any further comments on the outcomes of the survey (i.e. organisational learning achieved within the project)?

[2,000 characters]

Organisations with increased capacity

Guidance on monitoring “organisations with increased capacity”

Survey context and guidance

A survey is to be used to collect data for the programme-specific result indicator ‘*Organisations with increased professional capacity due to their participation in interregional cooperation*’.

The sample survey template below was developed to ensure consistency across projects and platform in monitoring this indicator. It was designed to be as simple as possible to serve the purpose stated in the paragraph above.

The programme shall provide this survey to project lead partners and platform beneficiaries (i.e., beneficiaries of PLP peer reviews). For projects, the indicator needs to be completed in the last progress report and the survey should therefore be launched in the final semester of the project implementation. For PLP, the survey should be included in the ‘follow-up’ measures of the event.

For projects, lead partners are responsible for disseminating the survey to their project partners, which shall then collect survey responses from organisations both within and outside of the project partnership that participated in project activities (i.e., including stakeholders). The lead partner is responsible for collating the responses in an overview table that it provides to the programme.

The number of respondents answering Yes to question 2 is the value of the indicator. Projects shall report this value to the programme along with their final report, i.e. by project completion.

During the application phase, the programme shall provide lead applicants with information about data collection for this indicator to help them in setting a realistic target.

The project may decide on the format of the survey and how to send it out. The project may decide to translate the survey into local languages.

Survey template – sample only

[Preamble]

1. Identification

- a. Your name and surname: _____
- b. E-mail address: _____
- c. Organisation name: _____
- d. Country: _____
- e. Status in project:
 - partner
 - stakeholder

2. Did the capacity of your organisation increase as a result of involvement in this project?

- Yes
- No / Not sure

3. If this is the case, how was this reflected within your organisation? *Select all that apply*

- It uses new knowledge or skills

Please describe: _____

- It adopted new internal tools, new procedure or workflows

Please describe: _____

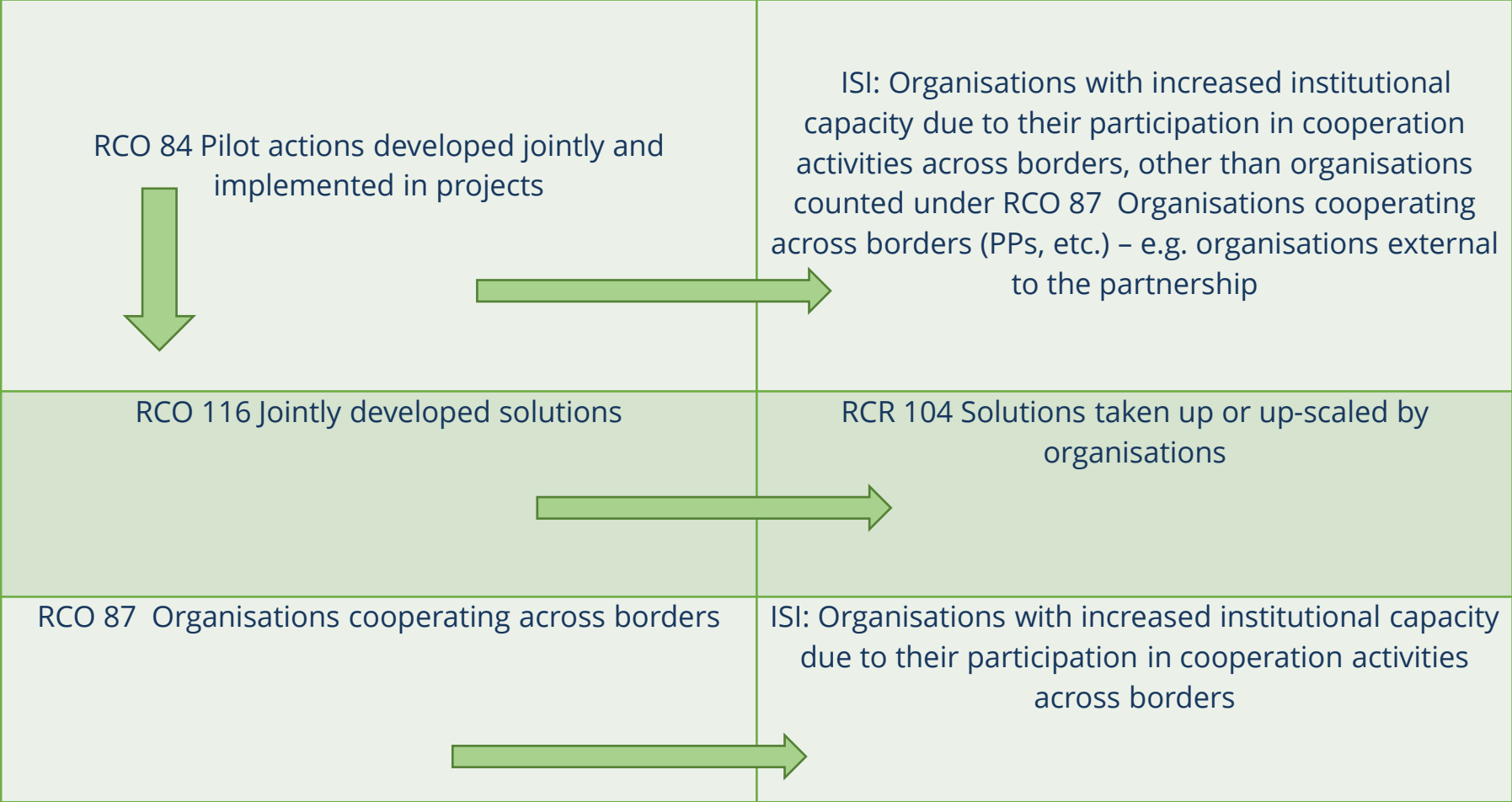
- It changed its organisational structure

Please describe: _____

- It has improved a policy instrument it is in charge of†

Please describe: _____

Danube Region Programme – ISI



Interreg
Baltic Sea Region



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Reporting on PSR1 (increased institutional capacities) achievements



Ligazzolo Laura, Charis Loupasi, IBSR Programme Managers and Project Officers

Vienna | Interact WG on indicators meeting | 22-23 October 2024

Interact WG on indicators meeting | 22-23 October 2024

Guidance to applicants/projects



Online webinars
when call is open

Contracting phase

Written reminders and inline
guidance/ fact sheet



Consultations after
PIF submission

LP seminars



Increased institutional capacities...

- New knowledge and skills
- New tools
- New procedures or workflows
- Organisational structure

...through active involvement

- input to workshops: experiences, opinions, needs etc.
- involvement in the development of deliverables/ outputs
- use of the solution(s)/output(s) to improve their daily operation



Reporting

Steps to be followed

Get in contact with all actively involved organisations to request for their input to the survey

Fill in the overview table that will help them analyse the answers

- Report the achieved value
- Fill in the summary of the survey + deviations
- Send the overview table via the messaging center when submitting the final progress report



Collect all answers in due time considering the volume of expected answers

Prepare the overview of the survey based on BAMOS+ requirements



Survey

Did the institutional capacity of your organisation increase as a result of involvement in this project?

No, not sure

Why?

Yes

How?

**new knowledge
or skills**

new tools

**new procedures
or workflows**

**organisational
structure**



Indicators	Total target value in number	Measurement unit	Reported value in number Guide	Achievement ratio	Increased institutional capacity	
PSR 1 - Organisations with increased institutional capacity due to their participation in cooperation activities across borders	30	Number of organisations	32	106.67%	Project partners and associated organisations	<i>Information taken from the application form</i>
					Other organisations	

Summary of the survey (achievements/deviations) [Guide](#)

0 / 3,000 characters



On BAMOS+



Manually report the number of organisations with increased institutional capacity based on the survey

Indicators	Total target value in number	Measurement unit	Reported value in number Guide	Achievement ratio	Increased institutional capacity	
PSR 1 - Organisations with increased institutional capacity due to their participation in cooperation activities across borders	30	Number of organisations	32	106.67%	Project partners and associated organisations	<i>Information taken from the application form</i>
					Other organisations	

Summary of the survey (achievements/deviations) [Guide](#)

- Number, origin and type of organisations, response rate
- Types of organisations that were mostly affected
- How has the institutional capacity of these organisations been increased?
- Improvements in their daily activities
- * Explanation on any deviations from the estimated target value.



Experience so far

- Not enough evidence (only 3 reports submitted)
- PSR1 captures in the best way possible what transnational cooperation is good at
- Dimensions of institutional capacity → to keep
- Burden of survey vs the gain of this documentation
- Proposals for simplification



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youtube.com/user/BSRprogramme

The Programme is managed by **Investitionsbank Schleswig-Holstein (IB.SH)** in Kiel, Germany.

Investitionsbank Schleswig-Holstein

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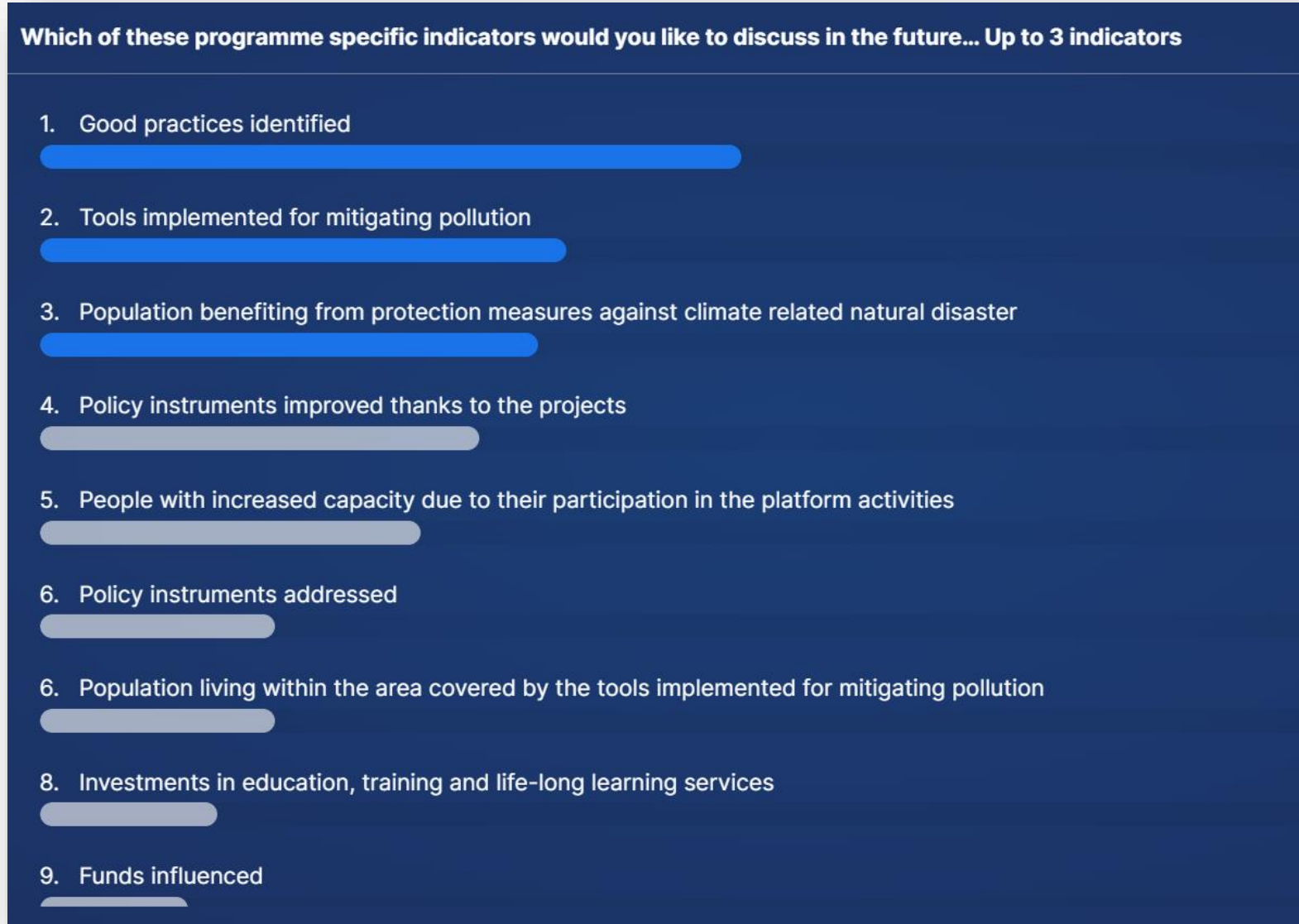


Which of these programme specific indicators would you like to discuss in future...

Slido
Select up to
three
indicators

- Policy instruments addressed
- People with increased capacity due to their participation in the Platform activities
- Tools implemented for mitigating pollution
- Interregional policy learning events organised
- Good practices identified
- Policy instruments improved thanks to the projects
- Funds influenced
- Population benefiting from protection measures against climate related natural disaster
- Investments in education, training and life-long learning services
- Population living within the area covered by the tools implemented for mitigating pollution

Which of these programme specific indicators would you like to discuss in future... The results of the Slido voting



Interreg



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Alpine Space

Indicators in action

22-23 October 2024

Annika Zulauf



Our indicator system

		PRIORITY 1		PRIORITY 2		PRIORITY 3		PRIORITY 4
INDICATOR		Climate Change SO iv	Biodiversity SO vii	Energy SO vi	Circular economy SO vi	R&I SO i	Digitization SOii	ISO 1
OUTPUT	RCO84 Pilots	●	●	●	●	●	●	●
	RCO116 Solutions	●	●	●	●	●	●	●
	RCO118 Organisations							●
RESULT	RCR104 Solutions	●	●	●	●	●	●	●
	PSR1 Organisations							●

Source: Programme Manual

Our indicator system



Table 2 - Output indicators

Priority	Specific objective	ID	Indicator	Measurement unit	Milestone (2024)	Target (2029)
4	ISO6.4	RCO116	Jointly developed solutions	solutions	1	6
4	ISO6.4	RCO118	Organisations cooperating for the multi-level governance of macroregional strategies	organisations	13	42

Source: Interreg Alpine Space Programme 2021-2027

Our indicator system

Table 3 - Result indicators

Priority	Specific objective	ID	Indicator	Measurement unit	Base line	Reference year	Final target 2029	Source of data	Comments
4	ISO6.4	PSR 1	Organisations with increased institutional capacities due to their participation in cooperation activities across borders	organisations	0.00	2021	21.00	Survey	
4	ISO6.4	RCR 104	Solutions taken up or up-scaled by organisations	solutions	0.00	2021	3.00	JEMS	

Source: Interreg Alpine Space Programme 2021-2027



Relationships between output (RCO) and result (RCR) indicators

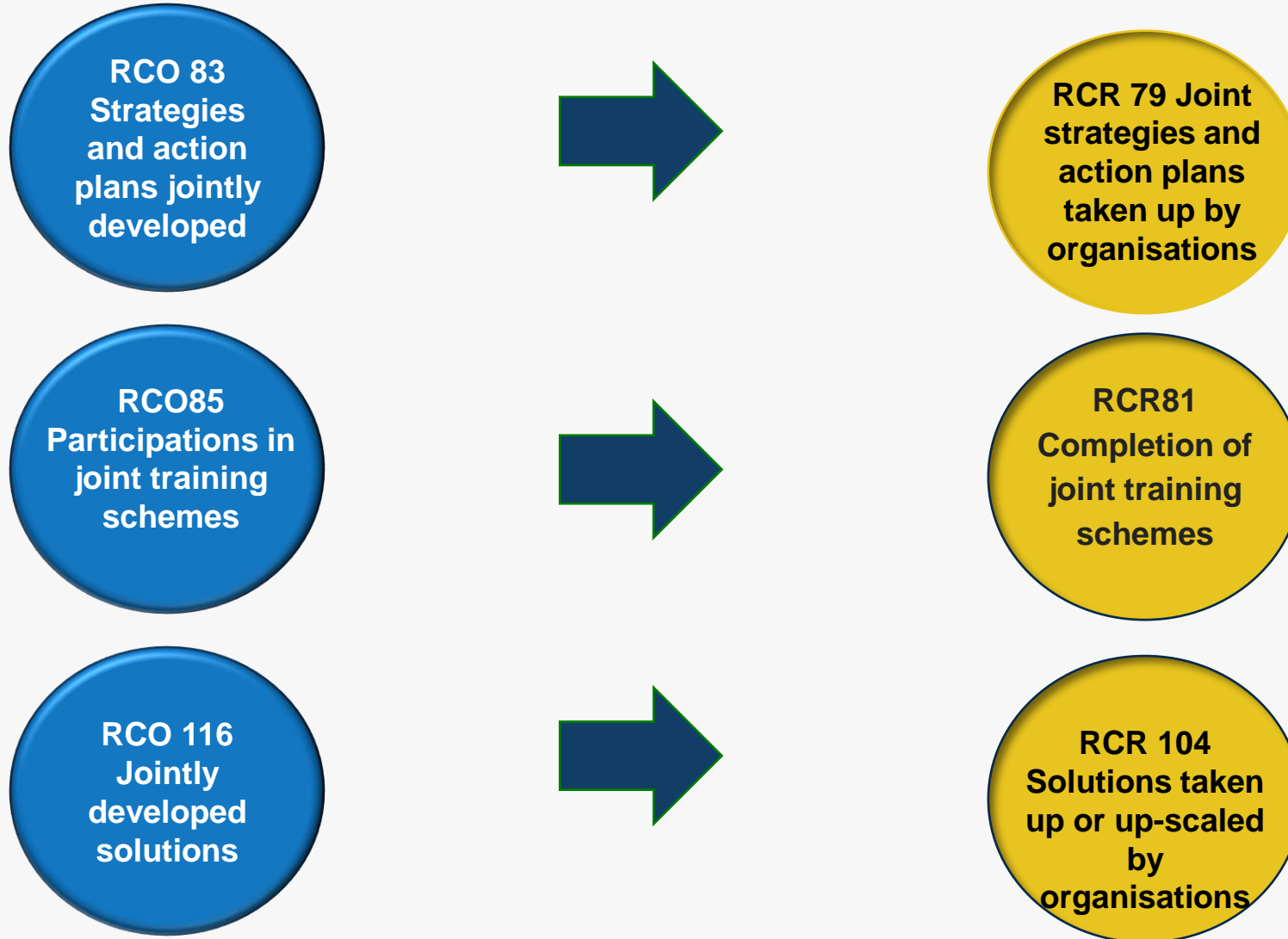


Key findings of the survey: Indicators where it was easy to come up with pairs - and why (1/4)

Mixed experiences

- Many respondents found it **easy to pair output (RCO) and result (RCR) indicators** due to clear connections in their names or content (e.g., RCO83-RCR79, RCO85-RCR81, RCO116-RCR104).
- The **logical link** between certain pairs of output (RCO) and result (RCR) indicators was a key factor in making the pairing **process intuitive** for many respondents, e.g. RCO116 (Jointly developed solutions) and RCR104 (Solutions taken up or upscaled by organizations)
- While many found the process logical, a few noted it wasn't always easy to identify pairs, and some **encountered issues when the result indicator didn't have a strong quantitative link to its output counterpart.**

Easy to pair output (RCO) and result (RCR) indicators (2/4)



Key findings of the survey: Indicators where it was easy to come up with pairs - and why (3/4)

Challenges

- For some indicators, e.g. RCO84: Pilot actions developed & implemented jointly the **absence of clear result indicators was noted.**

Programme-specific indicators

- A few programmes mentioned that specific result indicators are directly tied to output indicators, making the pairing process straightforward.

Documentation

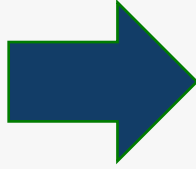
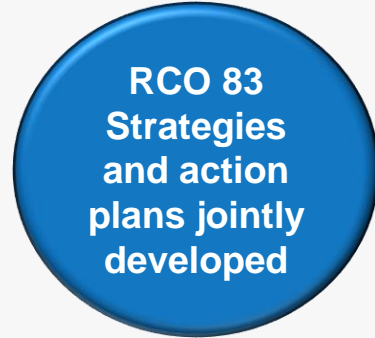
- **Clear documentation** helped beneficiaries to understand the logical link between indicators, especially for indicators like RCO85 (joint training schemes) and RCR81 (completion of training schemes).

Key findings of the survey: Indicators where it was easy to come up with pairs - and why (4/4)

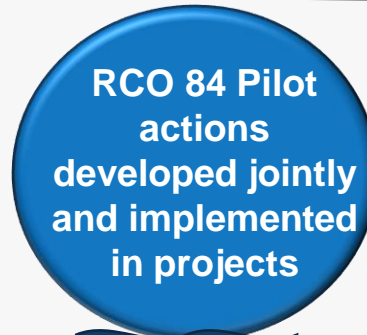
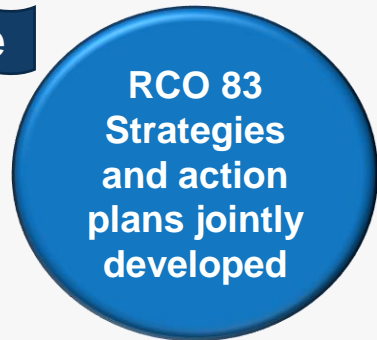
Suggestions for improvement

- Simplify the current distinction between output (RCO) and result (RCR) indicators:
- Output-result distinction: separation can be artificial in certain cases, particularly when the output and result indicators are so closely related that they essentially measure different stages of the same activity
- Mismatch in counted values: counted values for certain result (RCR) indicators often do not correlate well with their corresponding output (RCO) indicators
- Clear documentation
- Post-project measurement issues

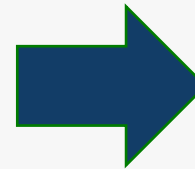
Linkages between output and result indicator (Fiche)



In case



and/or

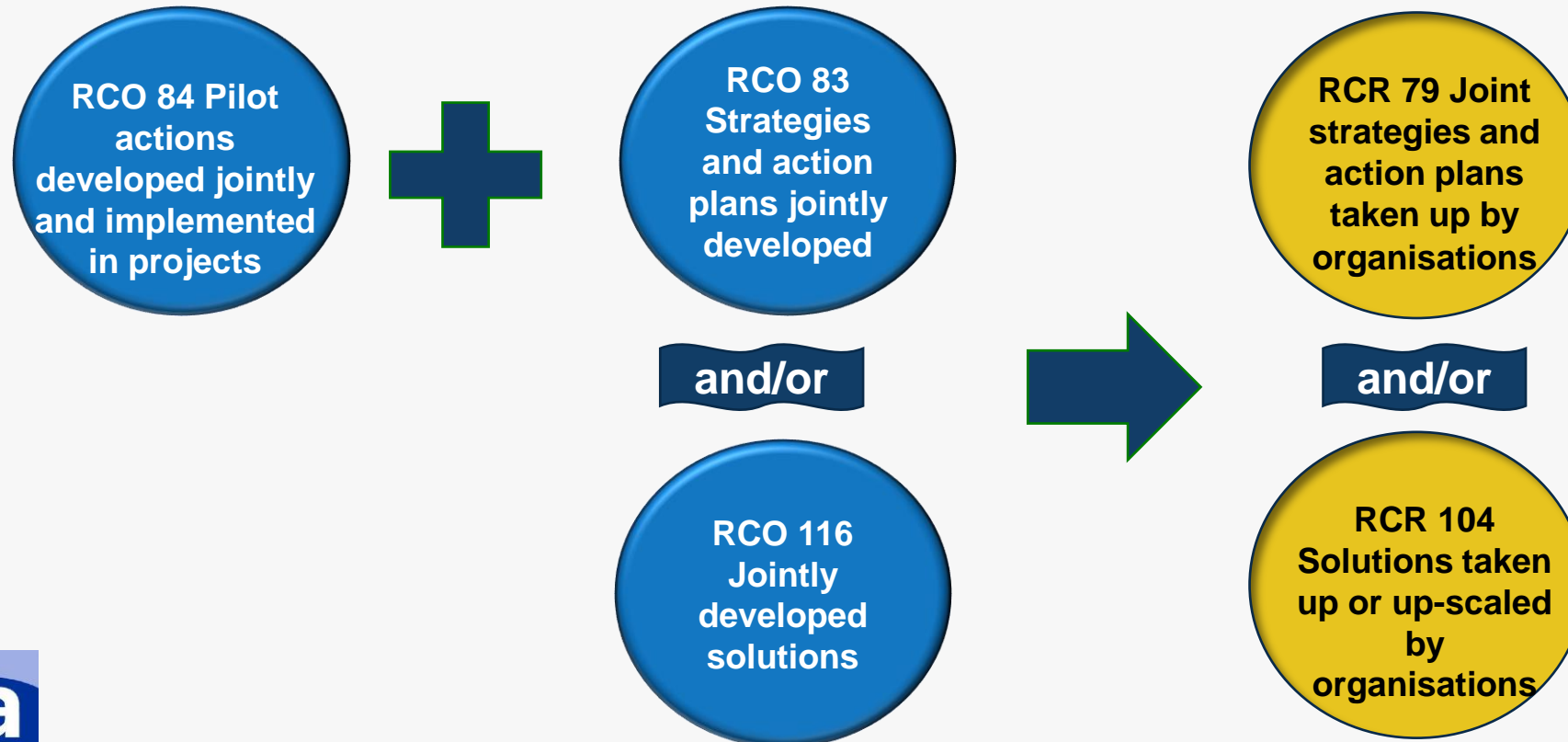


and/or



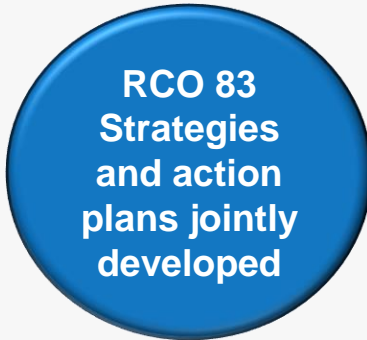
Linkages between output and result indicator (Fiche)

In case

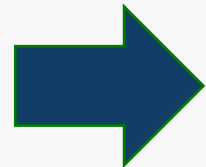


Linkages between output and result indicator (Fiche)

In case



and/or



and/or





Outline of draft final report of the group with key messages



Outline

- Introduction/Overview
- Consultation approach
- What is working?
- What is missing and/or what needs to be repaired?
- Key messages

- Annex:
 - Main discussion points and conclusion and further actions of the most popular 7 indicators
 - Programme specific indicators
 - Fiche (excel file: feedback of programmes)
 - Survey
 - Presentations of event



What is missing and/or what needs to be repaired?

Key suggestions for improving the current common indicators from the survey responses:

- Clearer guidance and definitions
- Improved numbering system
- Clarification of indicator measurement
- Flexibility for programme-specific indicators
- Elimination of double counting
- Review of timeframes particularly post-project
- Simplifying and improving relevance
- Platform for exchange

Draft Outline of WG report 1/3

- 1. Introduction and context**
- 2. WG method and surveys**
- 3. Use of Interreg Common Indicators (Stats from programming)**
- 4. Synthesis of Working group and programme survey:**
Overall assessment of 21-27 Interreg common outputs and results (i.e. RACER Criteria) and qualitative assessment by WG
- 5. Conclusions :**
Key lessons, challenges

Draft Outline of WG report 2/3

ANNEXES

- 1. Use of Interreg Common Indicators (Stats from programming)**
- 2. Assessments fiche: One per 20 common indicators**
- 3. Synthesis of Working group and programme surveys:**
Overall assessment of 21-27 Interreg common outputs and results (RACER Criteria) and qualitative assessment
- 4. Working Group membership by strand/programme**
Lessons, challenges

Draft Outline of WG report 3/3

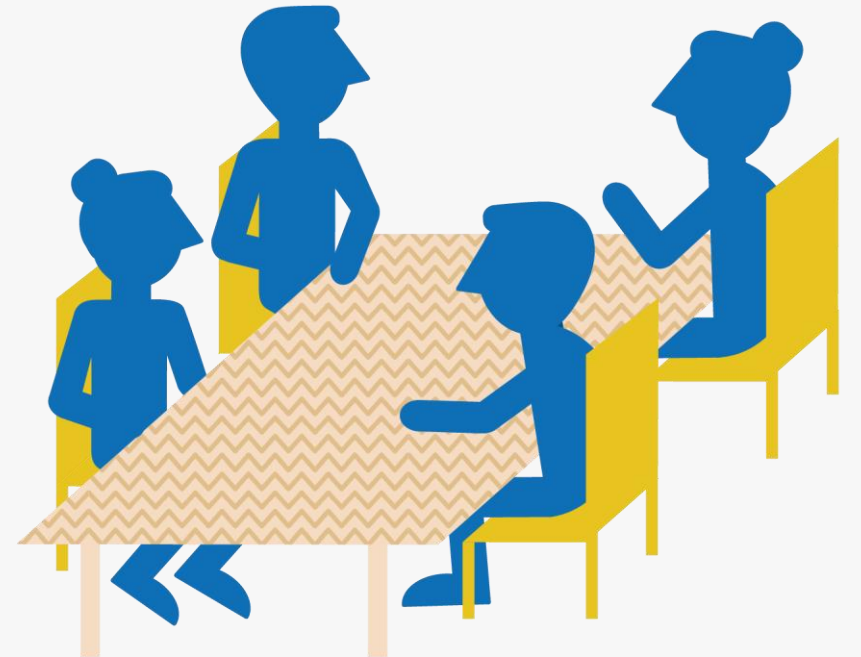
Key messages for non experts

- Characterise change since 2014-2020?
- Relevance of 21-27 Common indicators? Which to keep? Which to drop / amend?
- Is something important missing? Can it be monitored?
- Identify potential improvements to definitions, target setting, collection methods, validation/ documentation

Group work

Please collaborate to identify **key messages** related to the indicators system for the draft final report.

Focus on key insights we've discussed regarding indicators, including their definitions, implementation, target setting, data collection, interpretation, and any other relevant aspects.





Wrap up and next steps



Indicator exchange next steps

Oct/Nov

Share report for comments

Share the **indicator report** with Interreg programmes and ask for comments

25-26 November

Meeting, Brussels

Harvesting event, present the findings from the survey and results of previous discussions

2025

Online meetings

Exchange on indicators to be continued, especially focus on 2027+

Thank you for being here!

Your opinion matters to us.

Please take a few minutes to provide us with feedback to help us improve our services.



Cooperation works

All materials will be available on:

[Interact library](#)