Indicators: now & for the future

Daniela Minichberger, Besiana Ninka, Phil Heaton |Interact, Munich, 10-11.2.2026

Interact

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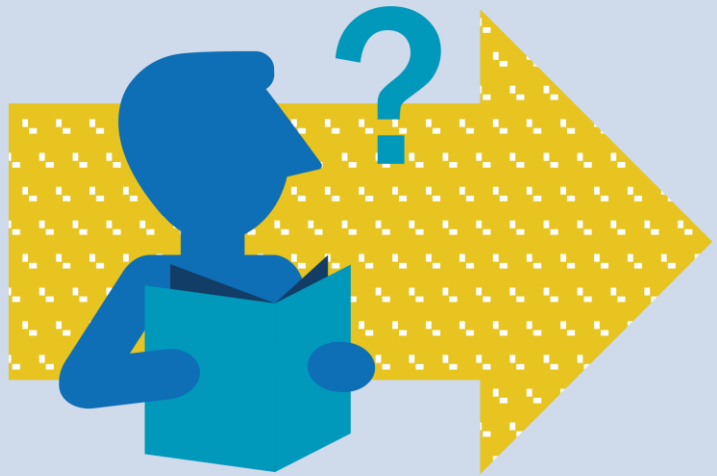
Interreg

Agenda/ 11/2/2026

Day 2	Day 2	Day 2
09:00 - 09:15	09:15 - 12:30	12:30 - 13:30
Introduction	Post-2027 intervention logic – building blocks	Lunch

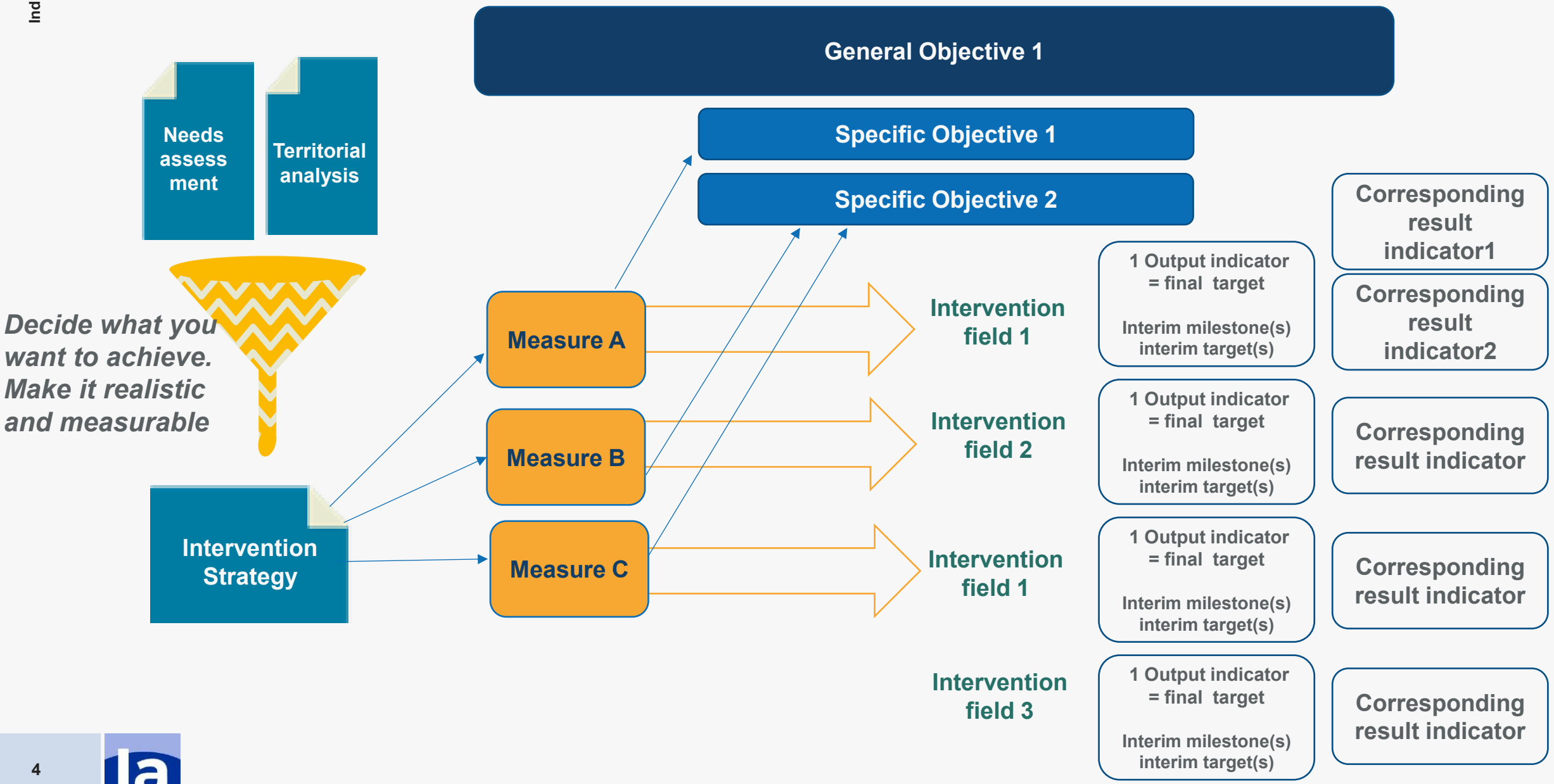
Objectives

- Recap what we know related to the intervention logic
- Start developing exemplary measures fit for Interreg programmes
- An attempt: how to link programme and project intervention logics?
- Clarify any open questions



Indicators

Intervention logic 28-34



Questions from registration

- Are measures defined at programme level? **Yes**
- Will we no longer work with priorities? **There will no longer be priorities**
- Are milestones and targets defined at measure level only, or also at output level? **"Final milestone or target" must be an output indicator selected from Annex 1 of Performance Reg (unless justified). The same output indicator can be used as the final target/milestone for more than one measure. "Interim milestones/targets" are defined by programmes. They should relate to progress in the achievement of the measure's final target/milestone, but no reason why different measures can't have the same interim milestones/target (e.g. launch of call).**
- How do the general objective and specific objectives feed into the overall flow?
- Should programmes define the measure first or the specific objective? **Once a measure is defined, programmes should choose the general/specific objective it contributes to.**

Intervention strategy
[Article 8(3)(b) ERDF]

Scope:
High-level plan: **what the programme aims to achieve and how**.

Interreg Plan chapter

Refers to the overall plan and strategic approach of an Interreg Plan chapter

Needs assessment

Based on analysis of territorial needs, challenges and gaps and the strategic choices of the programmes

Identifies measures

Identifies measures for cooperation, including any measures for territorial or local development

Explains how measures contribute to:

General and specific objectives (including Interreg-specific objectives) and the climate neutrality transition.

General Objectives

- General Objectives **guide the specific funding framework**. [Article 2 NRP]
- Interreg programmes may select **any of the five General Objectives**, of *Article 2 of the NRP*, and are **not limited to Objective 2(1)a (ERDF and Cohesion Fund)**.
- Programmes may **pursue more than one** General Objective, where relevant to their programmes.
- A General Objective can be pursued by **one or more** Specific Objectives (Art(3) NRP).

Specific Objective

- **More detailed and harmonised** framework, offering **greater flexibility** than in 2021 - 2027.
- Defined in: *Article 3(a)(c) NRP* and *Article 7(4) ERDF*.
- **16 Specific Objectives** under the NRP **+ 3 Interreg-specific objectives** under the ERDF:
  - Better cooperation governance
  - A safer and more secure Europe
  - More resilient regions bordering Russia, Belarus, and Ukraine
- **No thematic concentration requirements**.
- **No limitation** on the number of Specific Objectives a programme may select.
- A measure can contribute to one or more Specific Objectives.

Measure: definition

measure' means a reform, an investment or another intervention at national or subnational level supported under the NRP Plan or the Interreg Plan; [Article 4(10) NRP]

'measure' means a reform, an investment or any other intervention included in plans drawn up by Member States or third countries, which may consist of one or more activities; [Article 2(3) Performance Regulation]

Why two different definitions?

- Performance Regulation covers the entire EU budget - broader scope.
- NRP excludes e.g. outermost regions - narrower scope.

Therefore, the definition of "measures" is broader under Performance Regulation than NRP.

Measure: what we know

- Defined in NRP (Art. 4(10).
- Is a reform or investment.
- No fixed number of measures required by regulation.
- Building blocks of the intervention strategy.
- Linked to general and specific objectives, indicators, costs, and milestones/targets.
- For each measure the proposed assignment shall include of **at least one intervention field from Annex I in the Performance Regulation** [Article 14(2) Performance Regulation]
- Interreg Plan requirement (Art. 8(3)(c) ERDF): Provide a list and description of measures, their objectives, milestones, targets, and indicative completion dates.

Intervention field

- **Intervention field** = a standardized EU categories used to classify supported activities. (Annex I, Performance Regulation)
- Ensures consistency in budget tracking and performance monitoring.
- Each measure assigned to an intervention field (e.g. health infrastructure).
- Linked to EU coefficients (0%, 40%, 100%) for climate, biodiversity, social goals.
- Provides basis for 1 output indicator and corresponding result indicator(s). It can be more than one result indicator but only one out indicator

ANNEX I
Intervention fields and indicators

CCM: climate change mitigation
CCA: climate change adaptation and resilience
ENV: environment
SOC: social

Policy area (level 1)	Policy area (level 2)	#	Intervention field	CCM	CCA	ENV	SOC	Output indicator	Result indicator
Agriculture and fisheries	Agriculture	1	**Promote generational renewal of farmers**	0%	0%	0%	0%	• Number of farmers; • Number of cooperation projects; • Number of funding agreements; • Number of smallholders in third countries;	• Number of new young farmers and other new entrants in agriculture supported – by gender;

Output indicator

- **Definition: 'output indicator'** means a quantitative performance indicator that monitors what is directly produced or supported by the implementation of an activity [Article 2(8) Performance Regulation];
- **Use harmonised EU indicators** (Annex I to the Performance Regulation: Intervention fields, output and corresponding result indicators)
- **You must select one output indicator per intervention field.** In duly justified cases and with the Commission's agreement, an output indicator not included in Annex I may be used.
- **The output indicator selected** defines the final *milestone or target* for the intervention field assigned to the measure.

Target/milestones

- Both are **“stepping stones”** on way to delivering measure
- **Definition ‘milestone**’ means a qualitative achievement used to measure progress towards the achievement of a measure; [Article 4(11) NRP]
- **Definition ‘target’** means a quantitative achievement used to measure progress towards the achievement of a measure; [Article 4(12) NRP]
- **Final target = output indicator**

Result indicator

- **Definition** '**result indicator**' means a quantitative performance indicator that monitors the direct effects of supported activities; [Article 2(9) Performance Regulation]
- You must assign **one or more result indicators** corresponding to the intervention field of the measure as provided under Annex I, if available. (If "greenhouse gas emissions avoided" is assigned as the result indicator, a second result indicator from the same intervention field (if available) must also be assigned)

Pay-out value

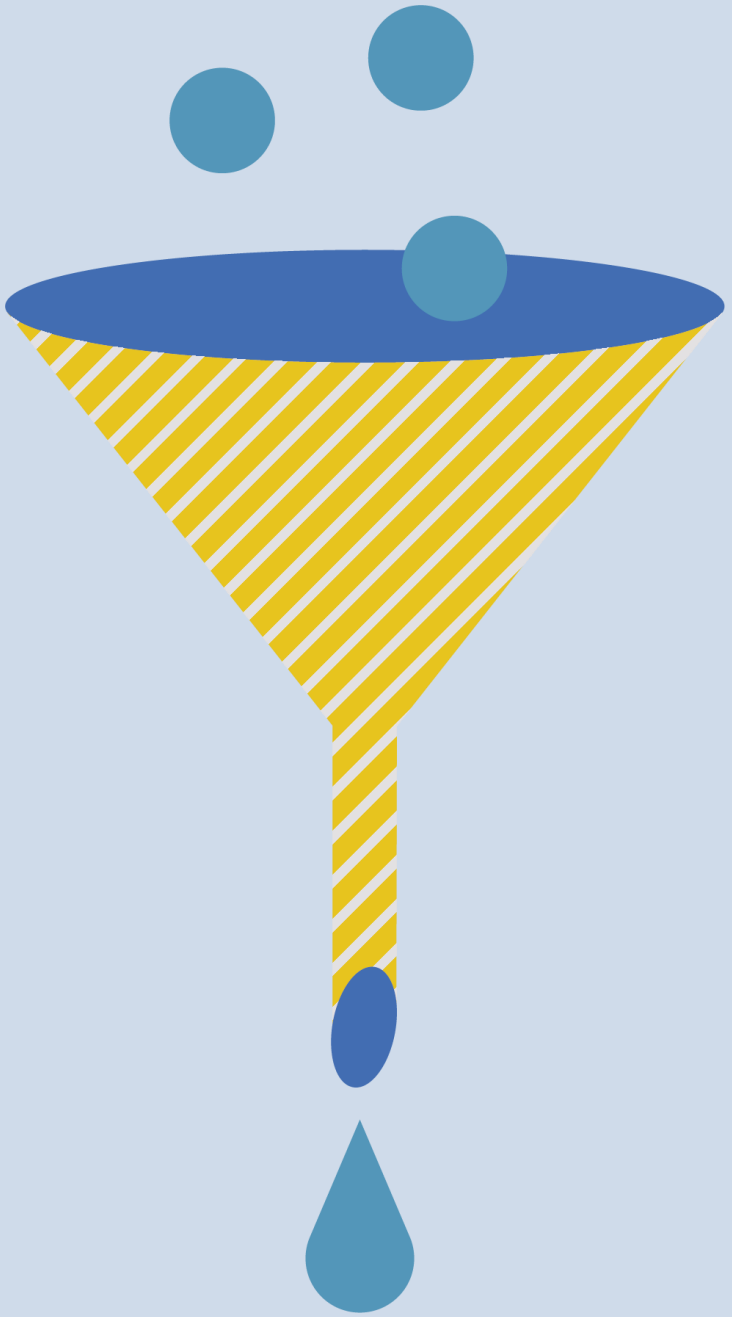
- **Definition:**‘**pay-out value**’ means the amount to be paid by the Commission to the Member State for the progress achieved in the implementation of the measures of the Plan, taking into account the amounts set aside for reforms; [Article 4(13) NRP]
- Both milestones and targets have assigned payout values

This means:

- Amount defined ex ante
- Paid upon achievement of milestone/target, as included in payment applications

Group work:

Develop meaningful measures to fit Interreg



How to get started?
From needs assessment to the development of measures

Honest assessment of the programme challenges	Begin with an open and honest discussion within the programme team to identify recurring issues in the programme area. Focus on understanding the root causes of problems that are within your control to address.
Strategic decision on what to change	Decide which aspects of the programme can realistically be influenced and what should be changed. Define clear priorities and ensure there is a sound rationale for addressing specific problems.
Define measures	All strategic decisions should be translated into relevant measures. Based on the assessment and strategic decisions, design concrete actions and define key milestones such as an action plan. Where necessary, involve external expertise to ensure the plan is feasible and of high quality.

Group work:

- Think about your programme area and its needs
- Write them down on the flipchart
- Discuss them with your peers and identify the most common ones (1, 2, 3 or more)
- Start develop any relevant measure to address the identified need
- Use the template we provided, in case it helps ☺ You can develop 1, 2, 3 or even more measures
- Finally, be prepared to present them in the plenary

Example 1: Development and promotion activities of joint Cross-border (CB) tourism products

Need: CB regions A&B contain many scattered local gems that are not well-discovered, resulting in short visitor stays and a missed opportunity to present the full historical context;

Intervention Strategy: Mapping local attractions, identifying the target audience, clustering attractions into cross-border products, organizing pilot activities, and launching information and promotion campaigns and putting in place a strategy

Component	Content
Measure	Development of a joint cross border strategy (incl tourism products and promotion activities) in the CB regions A&B in order to make tourism more accessible.
General objective	To reduce regional imbalances in the Union and promote European territorial cooperation. (Programmes may select any of the five General Objectives).
Specific objective	Support for tourism, including sustainability (Article 3(a)(ix)). (The programmes must choose the specific objective to which the measure contributes primarily)
Key costing elements (Estimated total cost, Union contribution, and number of milestones/targets (M/T).)	The programmes must fill in estimated total cost, (including Union contribution and number of Milestones/Targets (M/T))
Example of methodology of estimating costs	Past experience and similar activities
Intervention field (IF) (nr.)	93) Protection, development and promotion of cultural heritage and tourism services (excluding infrastructures) or 142) Member States cooperation and networks
Output indicator (OI)	93. Number of promotion activities of cultural heritage as well as targeting audience engagement or 142 Number of strategies and action plans jointly developed;
Result indicators (RI)	93 Number of people reached (including digital audience); or 142 Number of joint strategies and action plans taken up by organisations;

Milestones and targets for performance-based payments

Element	Detail (example)	Unit / value	Indicative timeline	Pay-out value
Baseline	0 (Output indicator baselines must be set at zero)	Number of activities	n/a	n/a
Interim milestones	Cross-border steering committee of tourism/heritage partners established, and **mapping of local attractions** formally adopted	Formal adoption/establishment	Q2, year 2	EUR xx
Interim targets	3 joint promotion activities launched across the participating regions.	3	Q4, year 3	EUR yy
Milestone or target (final)	Achievement of the target value for joint promotion activities and audience engagement.	10	Q4, year 4	EUR zz
Pay-out value for the M/T	The amount to be paid by the Commission upon the satisfactory achievement of the milestone or target	Defined ex ante amount	Upon achievement Q4, year 4	EUR aa

Indicators

Measure	General objective	Specific objective

Key costing elements:

- Estimated total cost
- Union contribution
- Number of M/T

Example of methodology of estimating costs:

Intervention field (nr.)	Milestone or target (nr.)	Unit of measurement	Baseline	Interim milestone(s) (one or more)	Interim target(s)	Indicative timeline for achievement	Pay-out value for the milestone or target	Output indicator	Result indicator(s)
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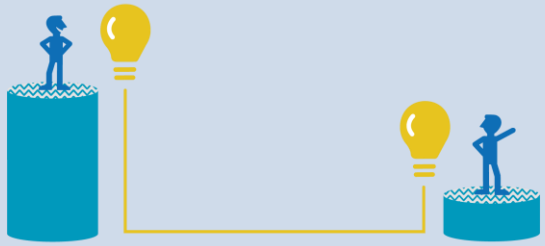
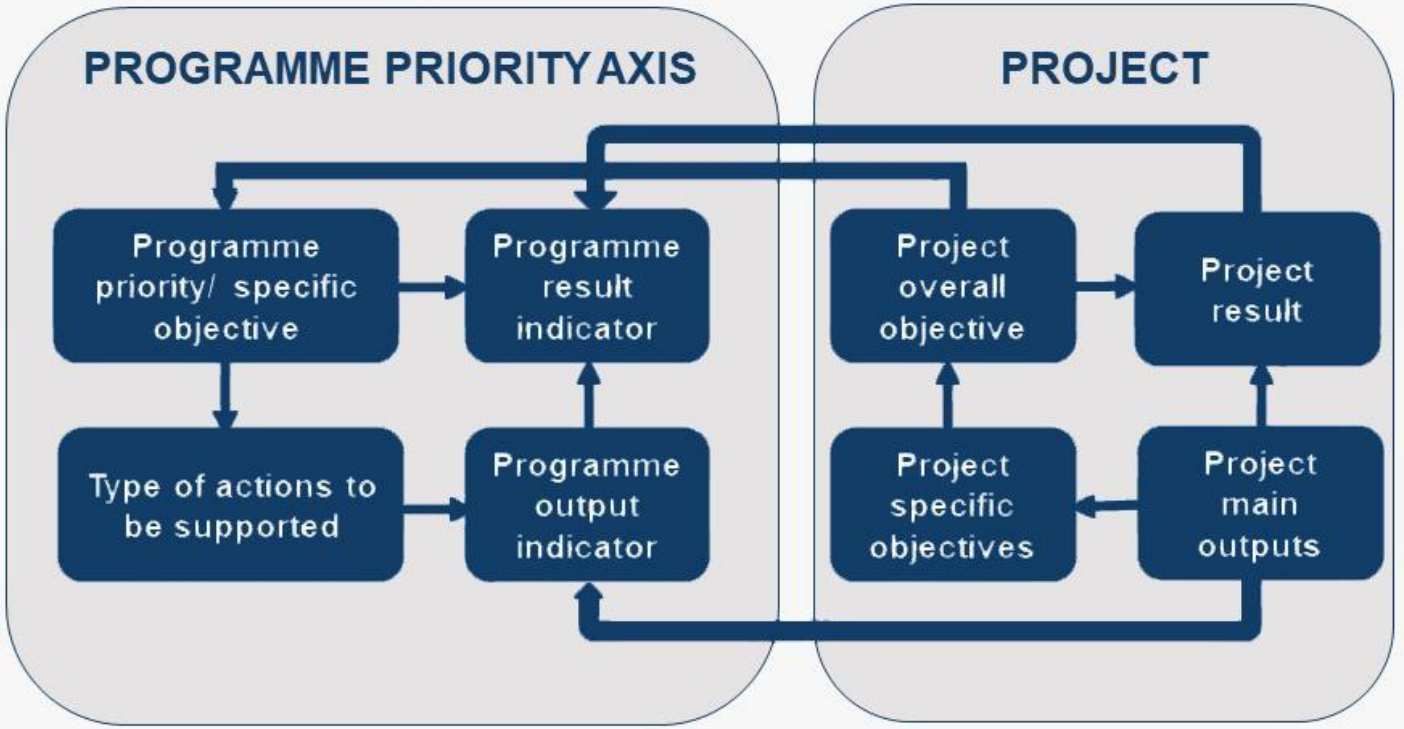


How to link programme and project intervention logics?

Programme and project intervention logic links 21-27



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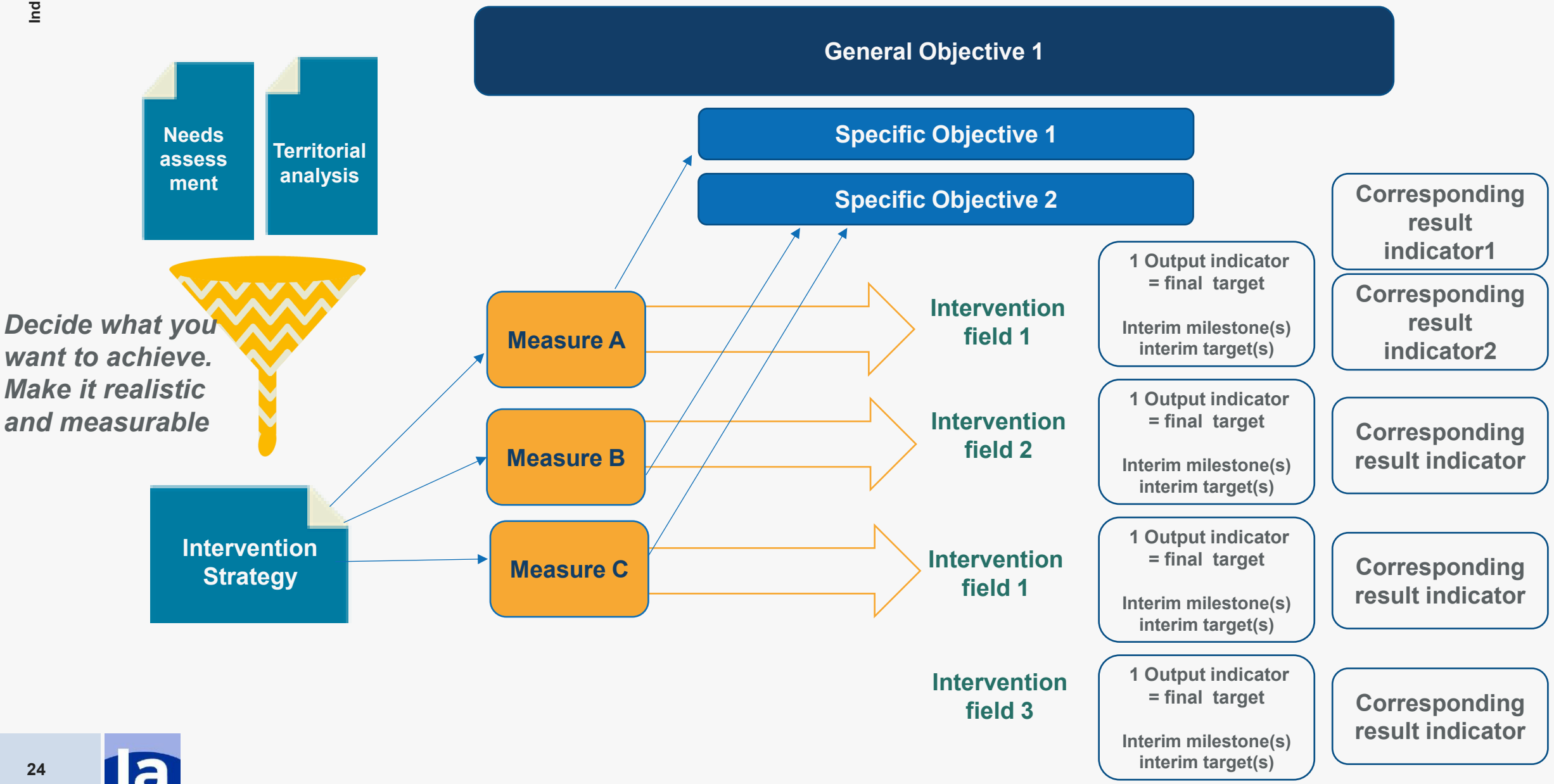
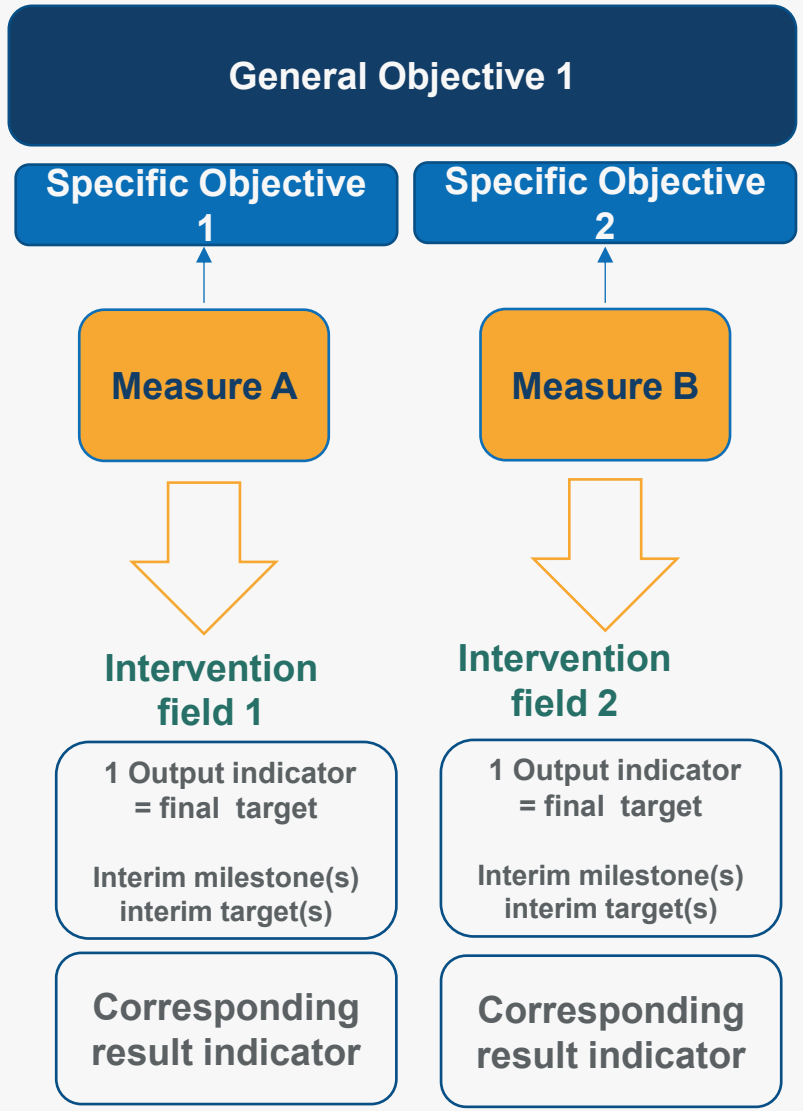


Indicators

An attempt

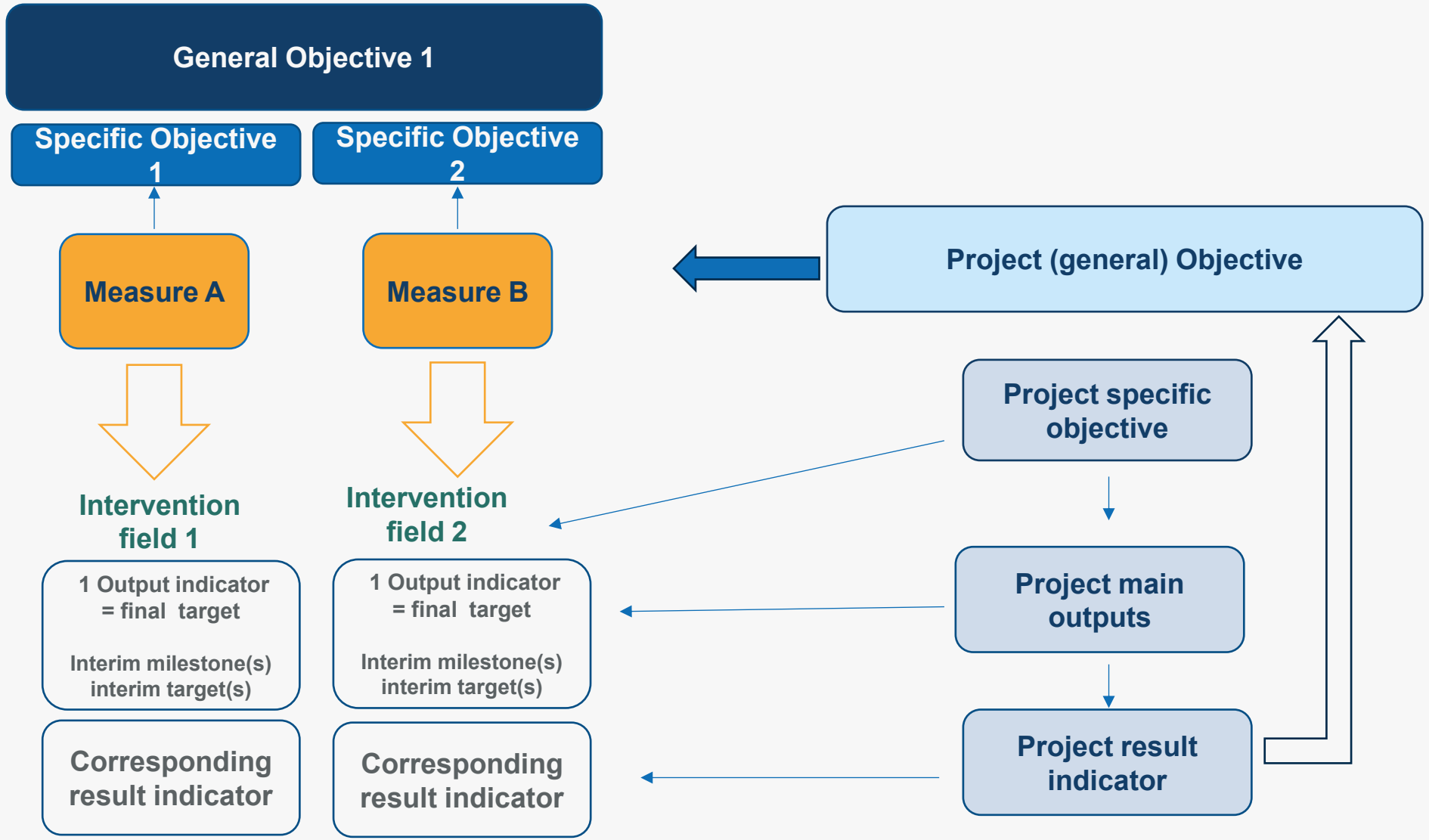
PROGRAMME IL



PROJECT IL

An attempt…

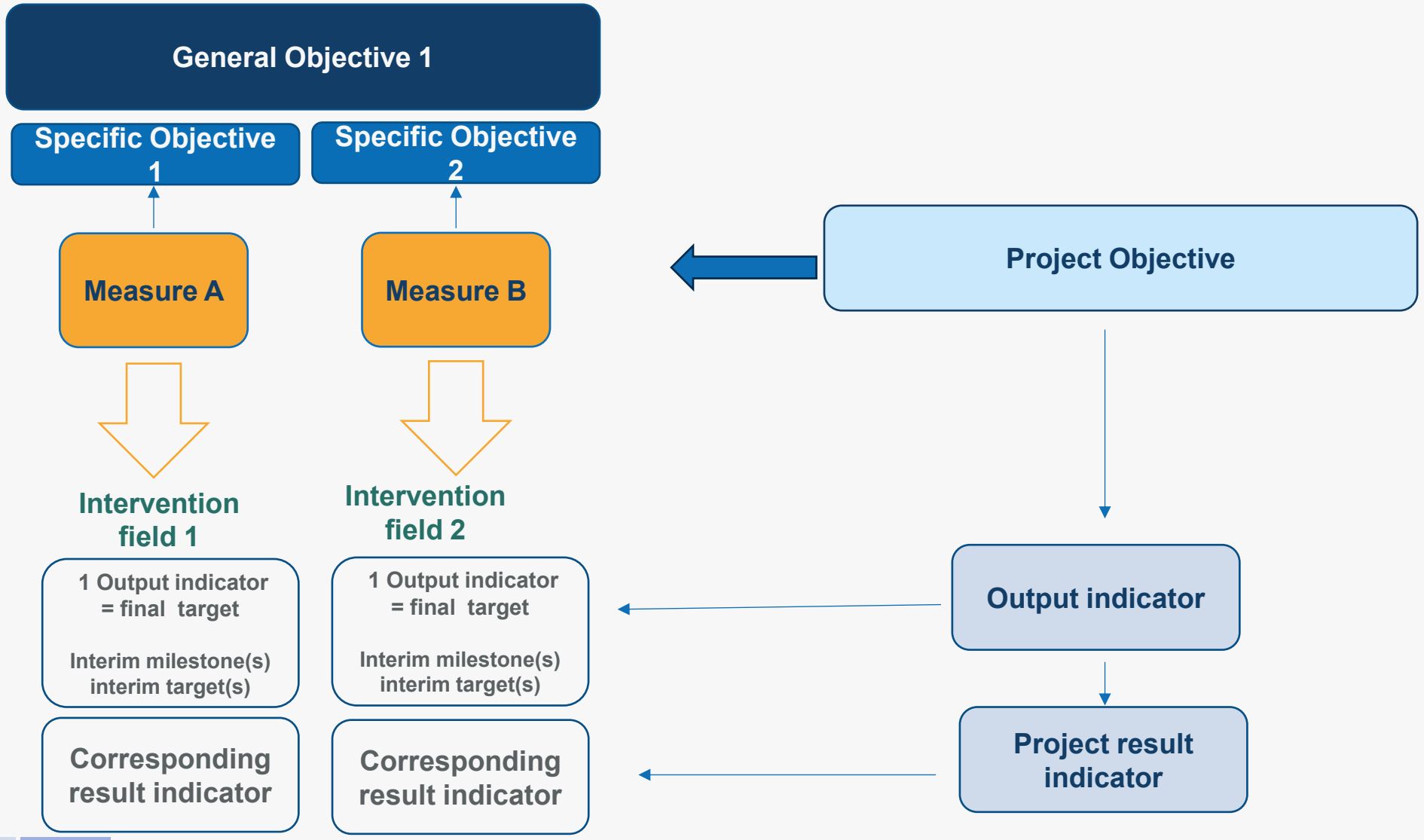
PROGRAMME IL



PROJECT IL

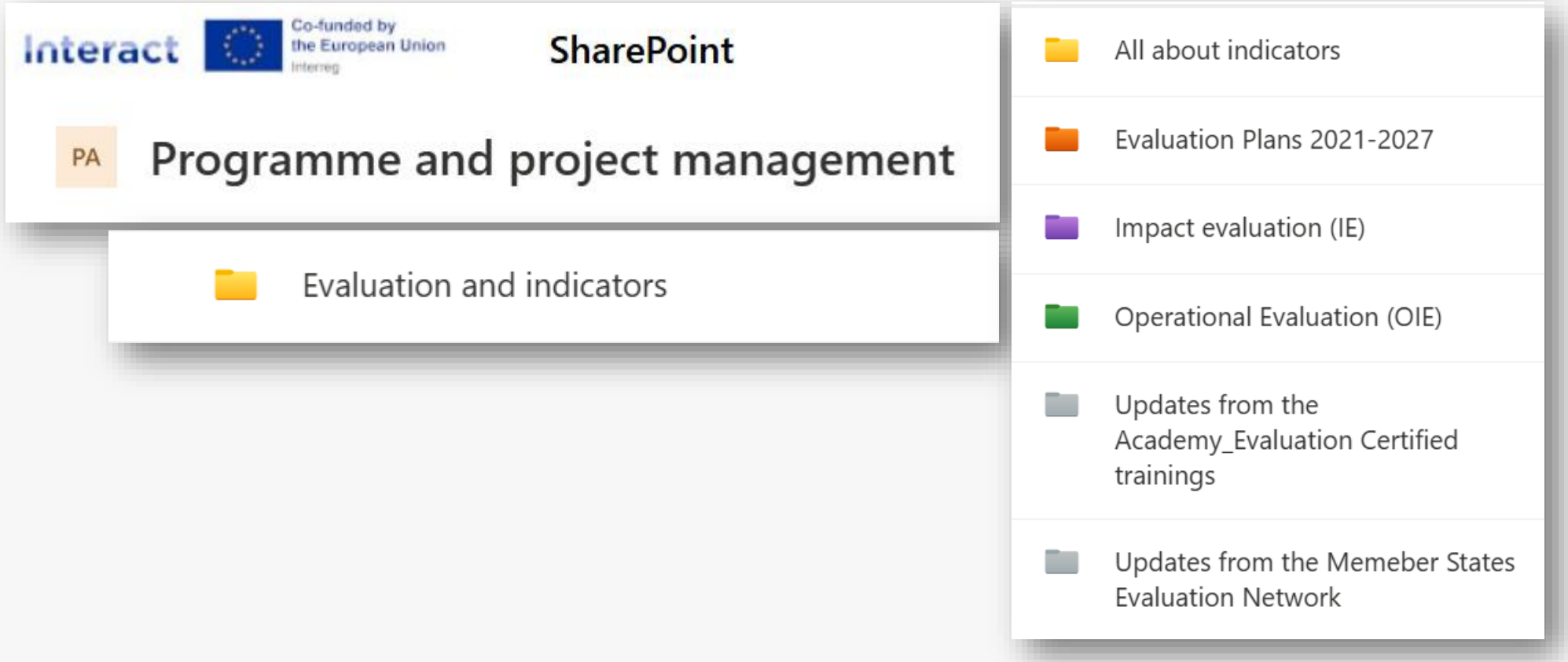
An attempt…

PROGRAMME IL



PROJECT IL

Share Point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Programme and project management
Evaluation and indicators
All about indicators
Evaluation Plans 2021-2027
Impact evaluation (IE)
Operational Evaluation (OIE)
Updates from the Academy_Evaluation Certified trainings
Updates from the Memeber States Evaluation Network

Upcoming events 1/2

20 February	4 March	5 March	17-18 March
Performance in progress: the P-BA journey so far and what's next, **online**	EVAL - CAP: Evaluating the present, shaping the future, **Marseille (FR)**	Preparation of Terms of Reference (ToR) for impact evaluations, **Marseille (FR)**	Navigating Project Monitoring: practices, challenges, and new perspectives, **Helsinki (FI)**

Upcoming events

2/2

27 May	3 June	TBD	June
Harmonized approach to capture & highlight the added value of Interreg, **Ljubljana (SI)**	Harmonized approach to capture & highlight the added value of Interreg, **online**	Discuss indicator fiches for the period 2028-2034	PbA and indicators for the future, **online**

Upcoming trainings

25.2 – 25.3.2026	Mid/end March	5.11-3.12.2026
Certified training: Evaluation foundation, **online**	**P-BA for beginners – first edition**	Certified training: Evaluation practitioners, (final meeting), **Germany**

Indicators: now & for the future 10-11 February, 2026 | Munich, Germany

https://forms.office.com/e/xJzRpGb6yD

Cooperation works

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