

Measures in Interreg & intervention logic

Interact, Brussels, 05.-06.05.2026

Interact



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Interreg

Objectives of this meeting

Define measures

Develop and refine relevant measures for Interreg 2028–2034 programmes, including targets, units, baselines, milestones, and timelines.

Link intervention logic

Explore how programme and project intervention logic connect in practice, including for different project types such as SPF.

Explore indicators

Discuss proposed Annex I indicators, including needed revisions, missing indicators, and remaining uncertainties.

Agenda/ day one

01

**Introduction
and
objectives**

02

**Measure
design**

03

**Linking
programme
and project
intervention
logic**

04

Wrap up

Known vs unknown

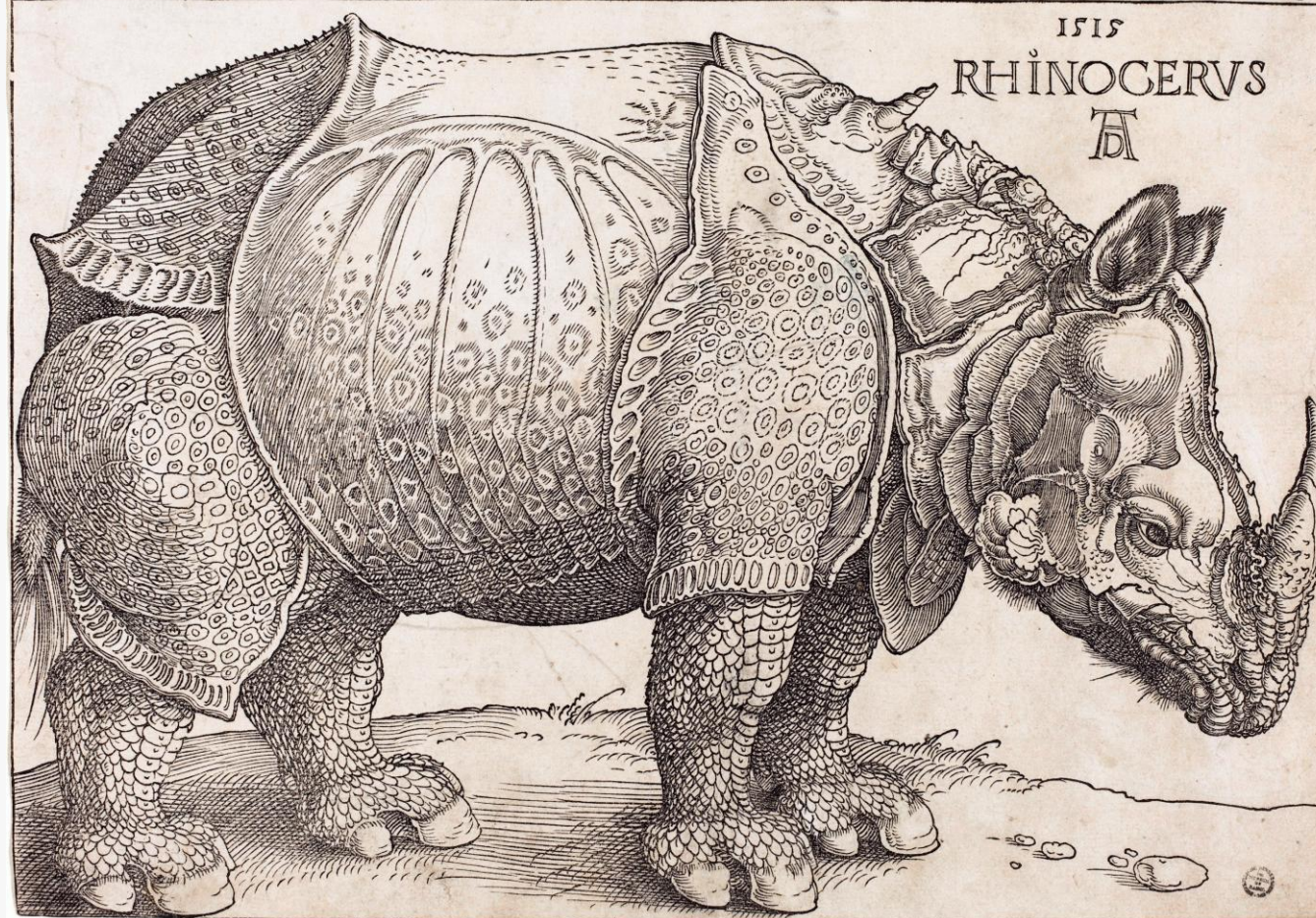
Known

- ✓ The basic rules
- ✓ Some examples – from non-Interreg context

Unknown

- How to apply them in practice
- Opportunities and consequences
- Challenges and how to mitigate them

Nach Christus gepurt. 1513. Jar. 26. 7. May. Hat man dem großmichtigen König von Portugall Emannel gen Lysabona pracht auß India ein sollich lebendig Thier. Das nennen sie Rhinocerus. Das ist hie mit aller sünner gest. alt 26. 10. dertset. Es hat ein farb wie ein gespieckelte Schildkrot. Vnd ist vñ dicken Schalen vberlegt fast fest. Vnd ist in der groß als der Selsfande Aber nyderrechter von paynen/ vnd fast weh. afftig. Es hat ein scharff starck Horn vorn auff der nase/ Das begynde es alweg zu wegen wo es bey steynen ist. Das dösige Thier ist des Selsf fang todt seynde. Der Selsfande surcht es fast vbel/ dann wo es In ankumbe/ so laufft In das Thier mit dem kopff zwischen dyc fordem payn/ vnd reyst den Selsfande vnden am pauch auff vñ erwürgt In/ des mag er sich nit eruern. Dann das Thier ist also gewapent/ das In der Selsfande nichts kan thun. Sie sagen auch das der Rhynocerus Schnell/ Fraydig vnd Listig sey.



The "Droghake"

The "Droghake"

- Part duck
- Part frog
- Part horse
- Part snake

Step 1:

From intervention strategy to measure

- What is the **main need** or challenge that the programme should focus on?
 - Why have you chosen this?
- **What change** is the programme trying to achieve in response to this need?
 - What will be different at the end of the programme compared to the beginning?
 - Is the change **realistic** and **measurable**?
- **How** will this change be achieved?
 - Who will deliver it?
 - Through which activities?
 - **A rule**: more than one project



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 area can realistically be influenced by your programme and what should be changed. Ensure there is a sound rationale for addressing specific problems and clear agreement of what successful change looks like.

Define measures

Based on the assessment and strategic decisions, design concrete actions for how this change will be achieved. Where necessary, involve external expertise to ensure the plan is feasible and of high quality.

Intervention logic 28-34



Decide what you want to achieve. Make it realistic and measurable



Measure...

What we know

- ✓ Measures defined differently in PbA (broader scope) and NRP regulation (narrower scope)
- ✓ Main building block of the intervention logic
- ✓ **Defined by programmes**
- ✓ Is a reform or investment
- ✓ **No fixed number of measures** required by regulation
- ✓ 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]

Open questions

- What is a reform or what is an investment (definitions)
- How to calculate reforms?
- What is a typical measure in Interreg (catalogue of measures)

2028-2034 MFF:

Working Party on Structural Measures and Outermost Regions

Interreg examples Q&A

Directorate-General
Regional and Urban Policy
21 April 2026

Reforms and investments for Interreg

- No legal definition of reforms and investments in the NRP Regulation
- Reforms are changes that go beyond investment measures, covering regulatory, administrative or institutional changes, with an aim of improving how institutions, services or administrations function in a cross-border or transnational context
- An Interreg chapter can contain only investments or investments and reforms to address the identified challenges or needs
- No legal obligation to have reforms in Interreg. Including reforms is encouraged where they enhance the effectiveness of the Interreg Plan chapter
- Reforms can be used to solve border obstacles identified in the cooperation area and are complementary to other available tools such as BridgeforEU

What is a reform - investment in the Recovery & Resilience Facility(RRF)?

(COMMISSION STAFF WORKING DOCUMENT GUIDANCE TO MEMBER STATES RECOVERY AND RESILIENCE PLANS p. 14-15)

A reform is “an action or process of making changes and improvements with significant impact and long-lasting effects” on how a market, policy, institution, or administration functions, or on progress toward policy objectives such as growth, jobs, resilience, and the green and digital transitions. The aim is to **structurally change parameters, remove obstacles, or improve framework conditions.**

An investment is understood as an expenditure on an activity, project, or other action under the RRF that is expected to bring **beneficial results to society, the economy and/or the environment.** The guidance says RRF investments should help produce **structural change** and have a **lasting impact** on resilience, sustainability, competitiveness, and employment. It uses a **broad concept of investment**, covering not only fixed capital like infrastructure and buildings, but also **human capital** and **natural capital**, as well as some **intangible assets** such as R&D, data, intellectual property, and skills.

Do you agree? In Interreg:

What is a reform

An Interreg reform could have these features:

- it **changes a rule, procedure, governance arrangement, or public-service model;**

Reform = a lasting CBC/TN/IR change to governance, rules, procedures, institutions, or service organisation.

What is an investment

An **investment** would more naturally be the spending side:

- vehicles,
- infrastructure,
- IT systems,
- pilot equipment,
- facilities, or other funded assets and implementation costs attached to a measure.

Investment = spending on assets, systems, infrastructure, equipment, or implementation needed to deliver cooperation results.

What did you develop: A reform or an investment?

Break

Step 2:

From intervention strategy to measure

- What concrete measure should be developed to put the intervention strategy into practice?
- What is the specific objective of this measure?
- Which intervention field best fits the measure?
- Which output indicator could be used to measure what is delivered?
- Which result indicator(s) could be used to measure the change created?



Intervention logic 28-34



Decide what you want to achieve. Make it realistic and measurable

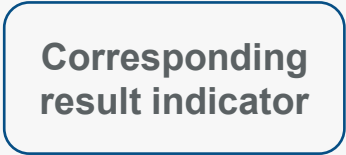
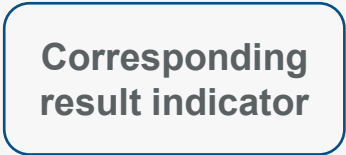
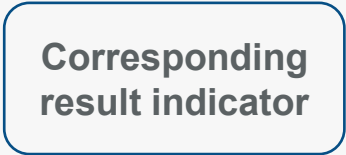
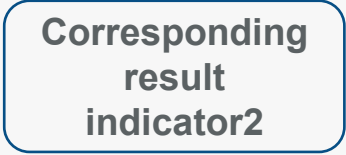
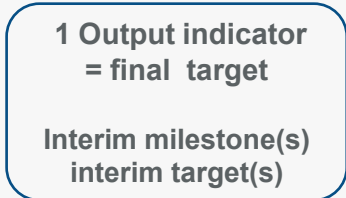
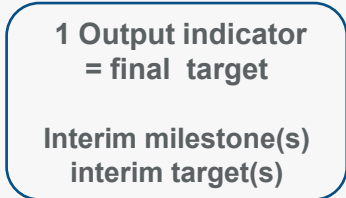
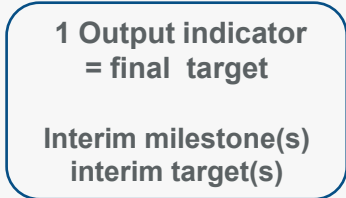


Intervention field 1

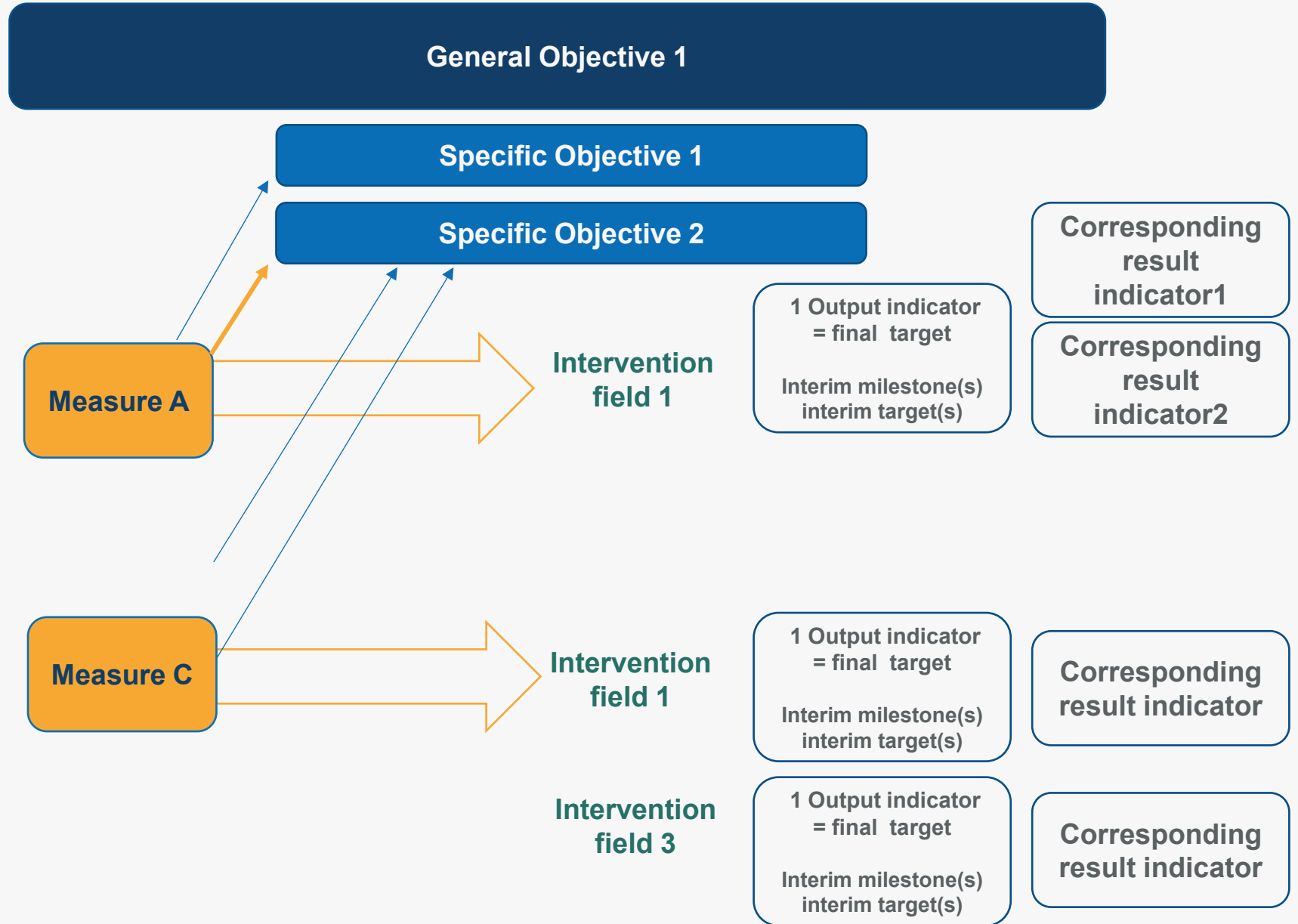
Intervention field 2

Intervention field 1

Intervention field 3



Intervention logic 28-34



Intervention field

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

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%	<ul style="list-style-type: none"> • Number of farmers; • Number of cooperation projects; • Number of funding agreements; • Number of smallholders in third countries; 	<ul style="list-style-type: none"> • Number of new young farmers and other new entrants in agriculture supported – by gender;

Specific Objective

- A measure can contribute **to one or more Specific Objectives**.
- 16 Specific Objectives under the NRP (Article 3(a)(c) NRP) + 3 Interreg-specific objectives Article 7(4) 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.

Output indicator

Output indicators [Article 2(8) Performance Regulation] tell us **what the programme delivers** directly:

- what we fund
- what is produced
- what is completed

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.

Result indicator

Result indicators [Article 2(9) Performance Regulation] tell us **what changes because of those outputs, how**

- behaviour
- Performance, or
- conditions

improve for people, services or systems.

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)

Article 14/2/a

Implementation through plans by Member States – performance monitoring and reporting

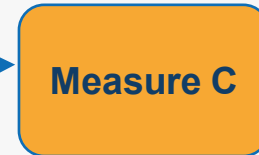
Each plan submitted by a Member State, and any amendment thereof, shall include for each measure the proposed assignment of at least one intervention field from Annex I and, for each intervention field assigned to that measure, the following performance indicators as appropriate, which shall be subject to the agreement by the Commission:

(a) one output indicator defining the final milestone or target for that measure and selected from Annex I corresponding either to the assigned intervention field or, where appropriate, to a different intervention field, or in duly justified cases and in agreement with the Commission an output indicator not included in Annex I;

Intervention logic 28-34



Decide what you want to achieve. Make it realistic and measurable



Hands-on exercise

**From measure
to
result indicator**



Lunch Break

Roadmap for implementing your measure

- Define the total time needed for your measure.
- Think about the key achievements for each 6-month period
- Consider both programme and project level progress

Step 3:

Milestones and interim targets: creating a menu

What are the key stepping stones for the delivery of the measure's final outputs?



Milestones or targets?

Milestones

- **Milestones are qualitative achievements** used to monitor progress toward a measure's goal, such as the signature of contracts with beneficiaries or the adoption of selection criteria->milestones provide qualitative evidence of progress
- They are generally assessed in a **binary manner** - either achieved or not achieved

Targets

- Targets are **quantitative** achievements based on pre-defined output indicators from Annex I of the Performance Regulation.
- Targets measure the specific volume of outputs produced, such as the number of joint strategies developed or participants supported – nr of total

Milestones and interim targets...

- Defined by programmes
- Dual function:
 1. show progress en route to delivery of measures' final target/milestone
 2. additional payment triggers to provide necessary cash-flow
- **Interim targets:** stepping stone to the final target (quantitative - i.e. more than one)
- **Milestone:** (qualitative – i.e. only one), e.g. launch of a call, procurement

Final target/ final milestone...

- Represents the final target of a measure and final payment trigger
- Is selected from Annex 1 of the draft Performance Regulation (unless justified)
- One investment field: one final target = quantitative (investment) **or**
final milestone = qualitative (reform)

Article 14(2): for each measure of the NRP Plan [*and Interreg Plan chapter ed.*], Member States shall assign at least one intervention field (Annex I) and, for each intervention field, one output indicator defining the final milestone or target, and one or more result indicators. Only **output indicators are used to define the final milestones and targets** that trigger the last payments.

Hands-on exercise

**Review your
examples and
distil your long list
into a focused
short list**

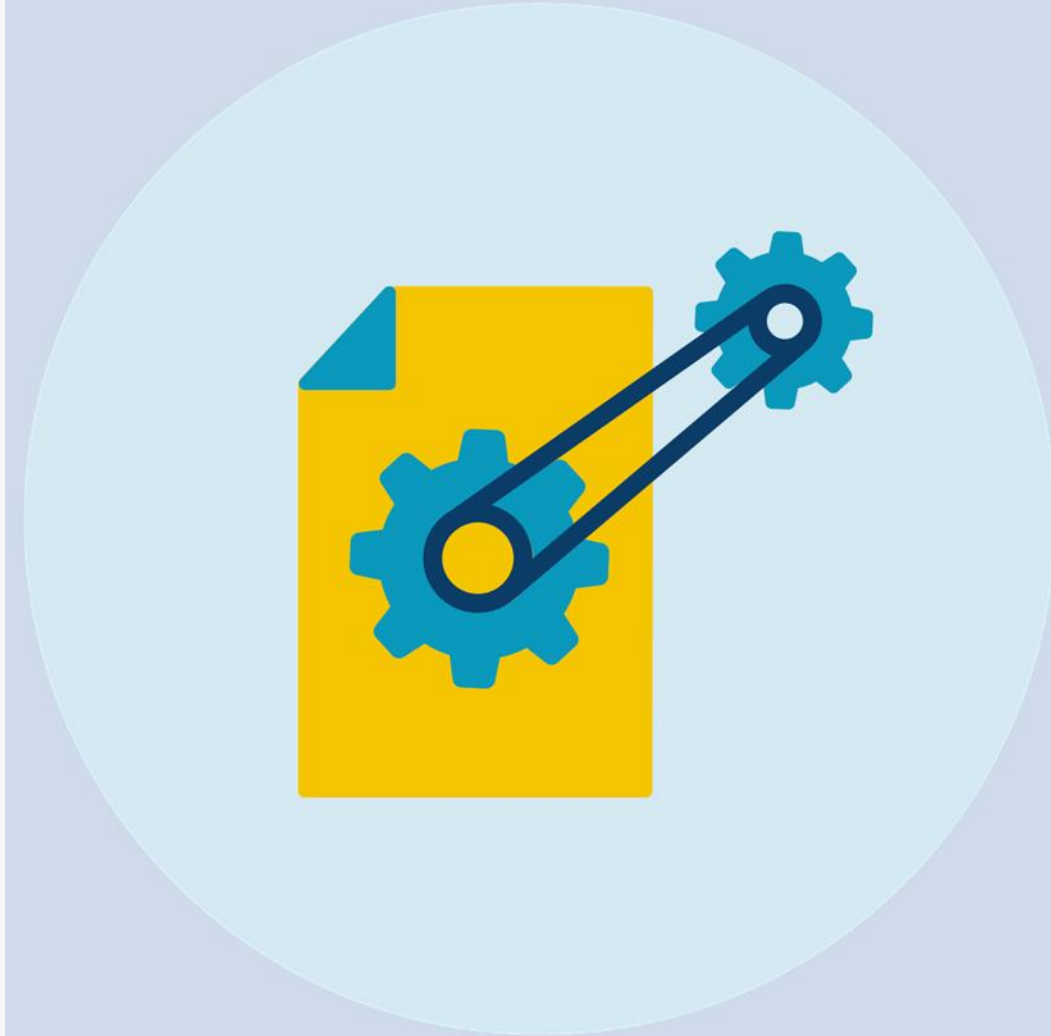


Break

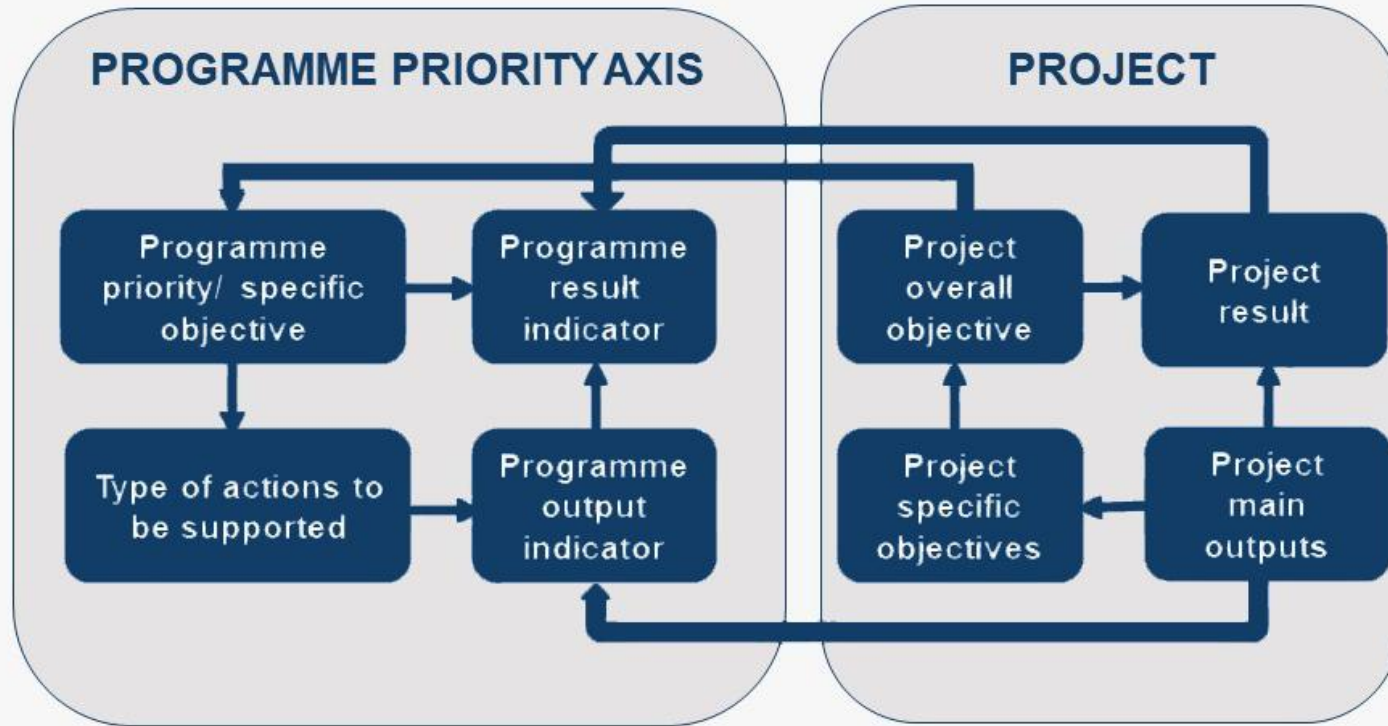
Step 4:

Lower-level intervention logic

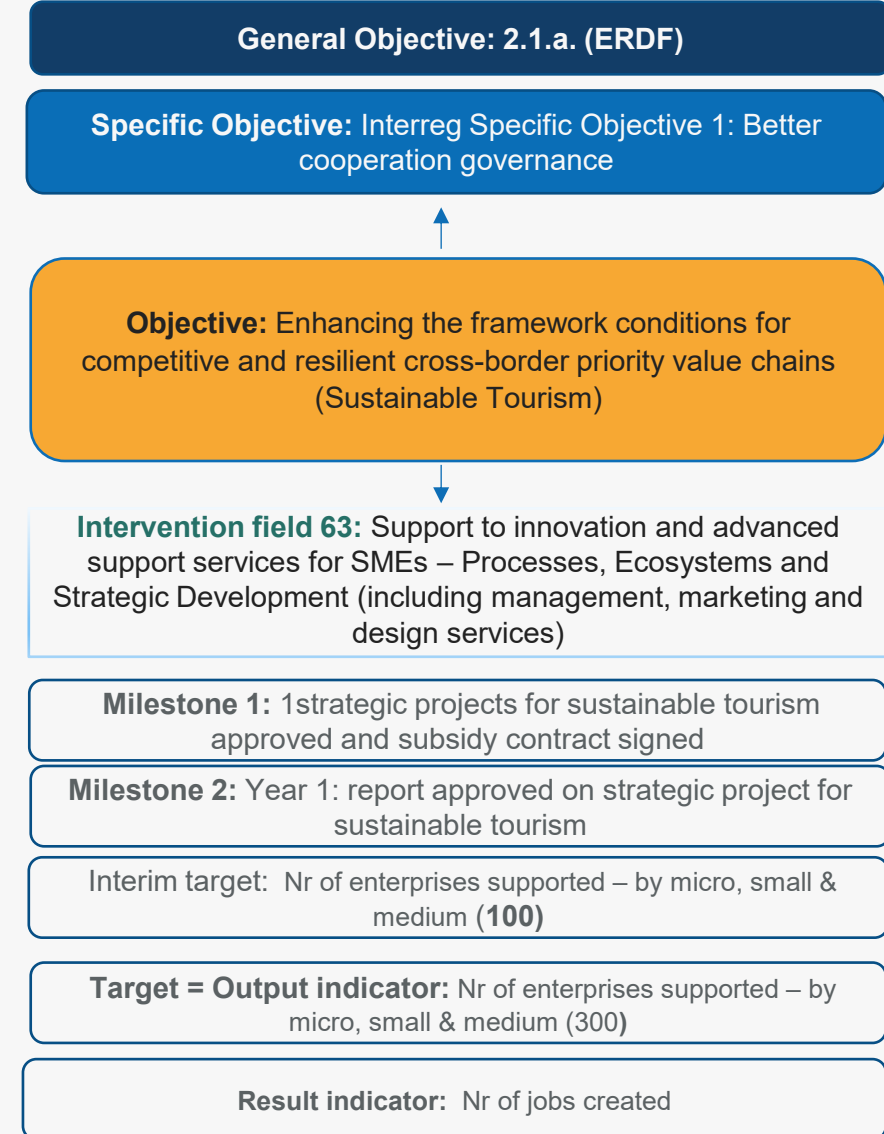
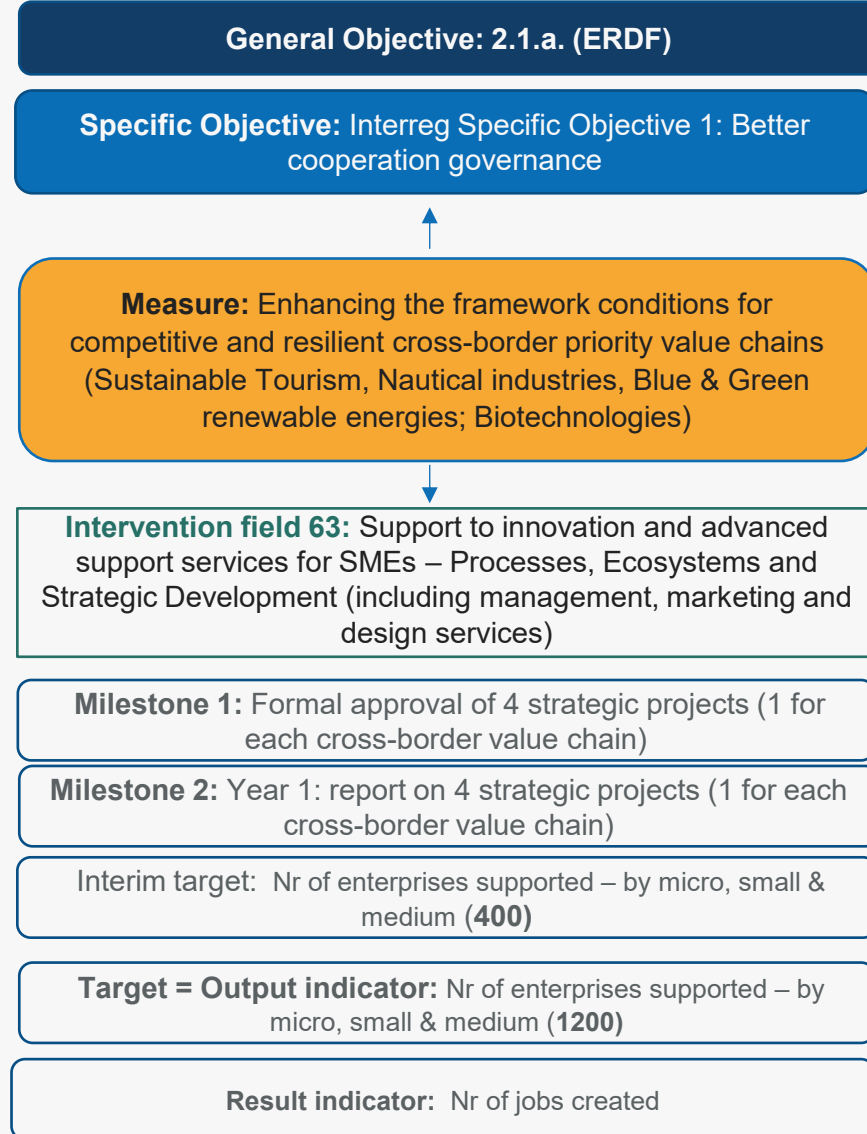
- What option do we have?
- How a performance-based approach shapes lower-level project design?
- How project outputs and delivery steps contribute to programme milestones and targets?



Programme and project intervention logic links 21-27



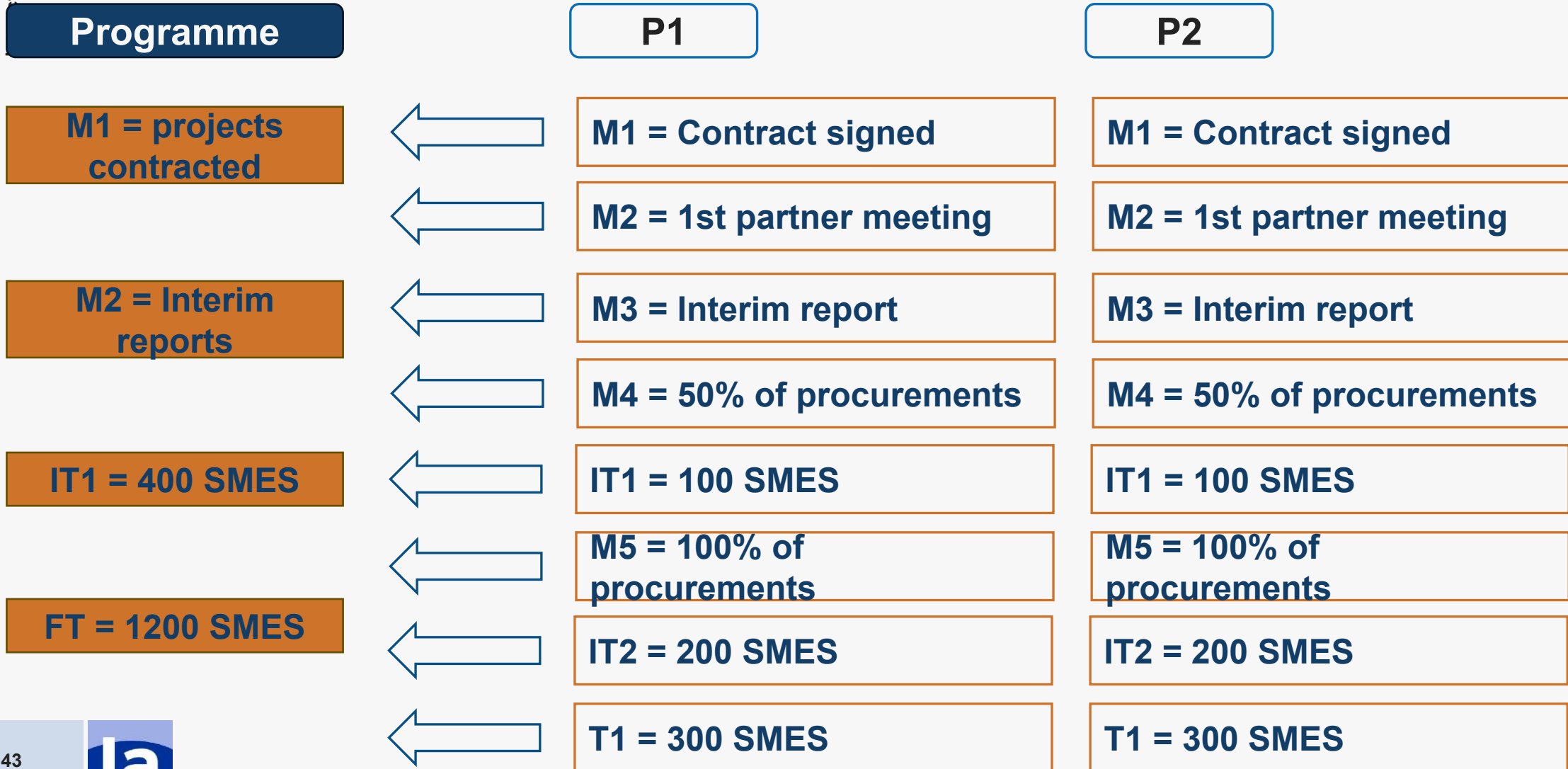
An example



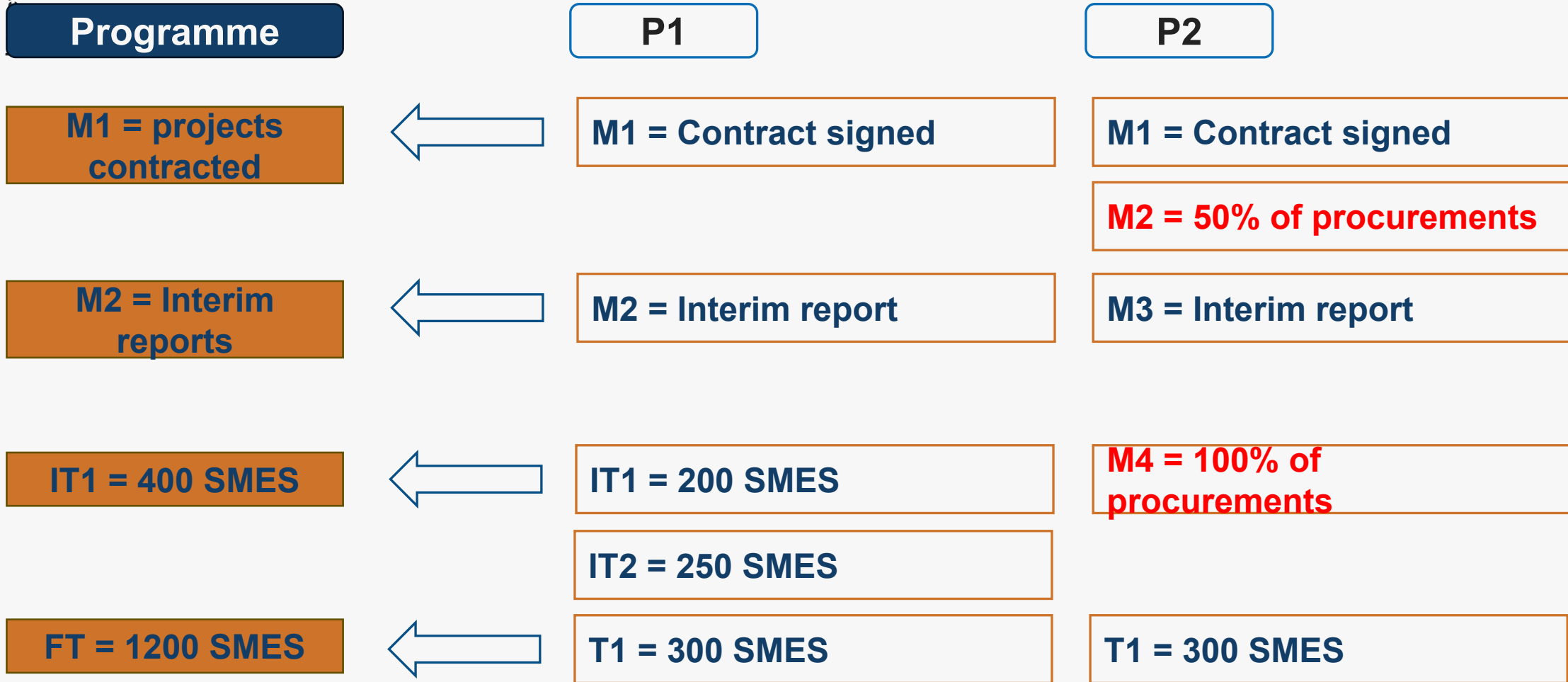
Lower level options: example a (P-BA)

Programme		P1	P2	P3	P4	P5
Measure 1 P-BA	←	P1 Obj	P2 Obj	P4 Obj	P4 Obj	P5 Obj
M1 = projects contracted	←	M1 = 1	M1 = 2	M1 = 1	M1 = 1	M1 = 1
M2 = Interim reports	←	M2 = 1	M2 = 2	M2 = 1	M2 = 1	
IT1 = 400 SMES	←	IT1 = 100	IT1 = 150	IT1 = 50		IT1 = 100
FT = 1200 SMES	←	FT1 = 300	FT1 = 450	FT1 = 150		FT1 = 300
Result Indicator	←	RI	RI	RI		RI

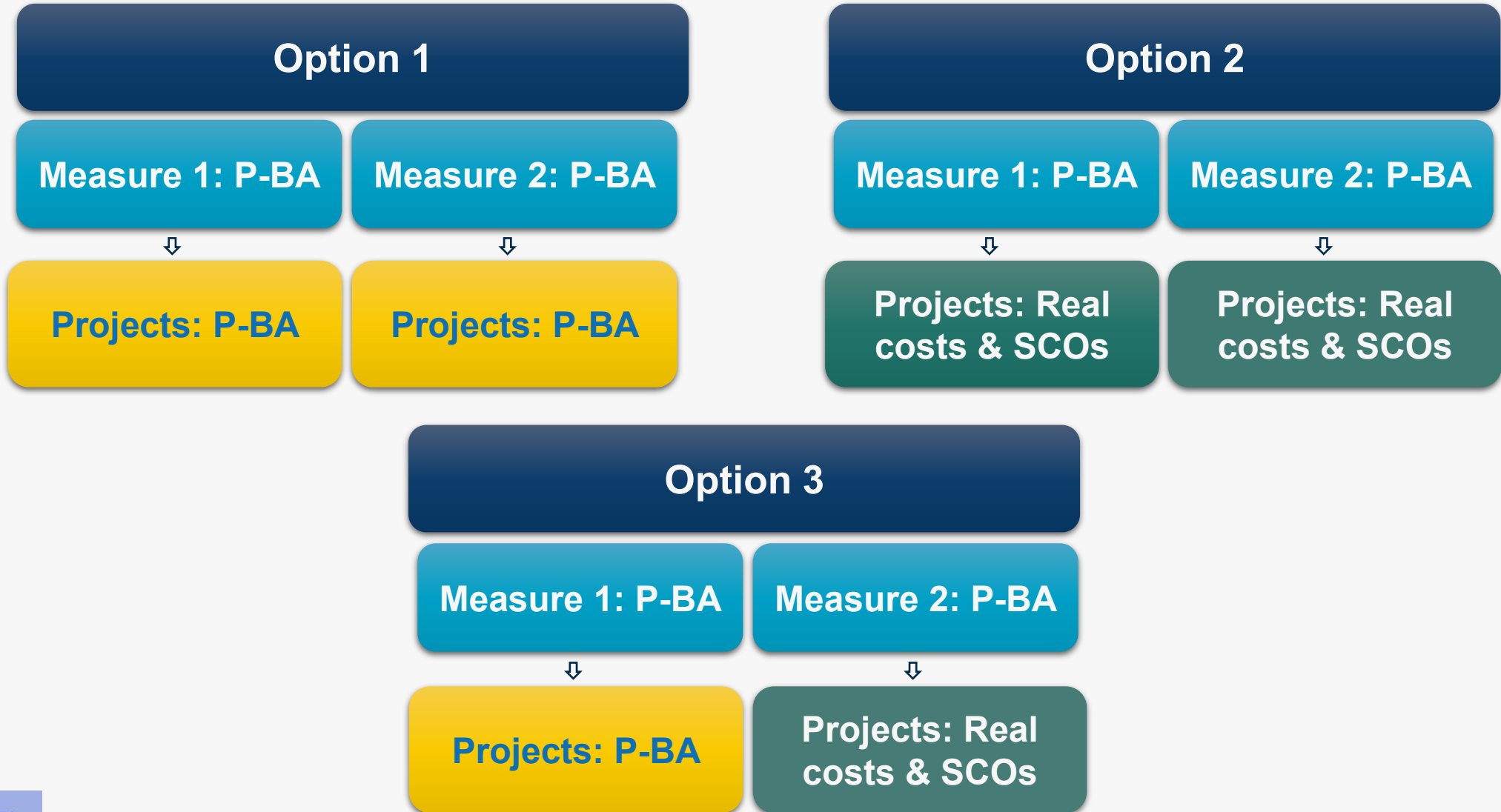
Lower level options: example b (P-BA)



Lower level options: example c (P-BA)



Lower-level options for P-BA



Hands-on exercise

Develop your measure's intervention logic at the lower level

Use the following examples:

Example B-> CBC group

Example C-> TN group



Different types of projects

different links in the programme IL ?

Strand related

Regular projects

Small-scale projects

SPF projects

?

?

Former PO5 projects

Strategic projects

Agenda/ day two

01

**Welcome &
Day 2
Introduction**

02

**Measure
review**

03

**Indicator
reflection**

04

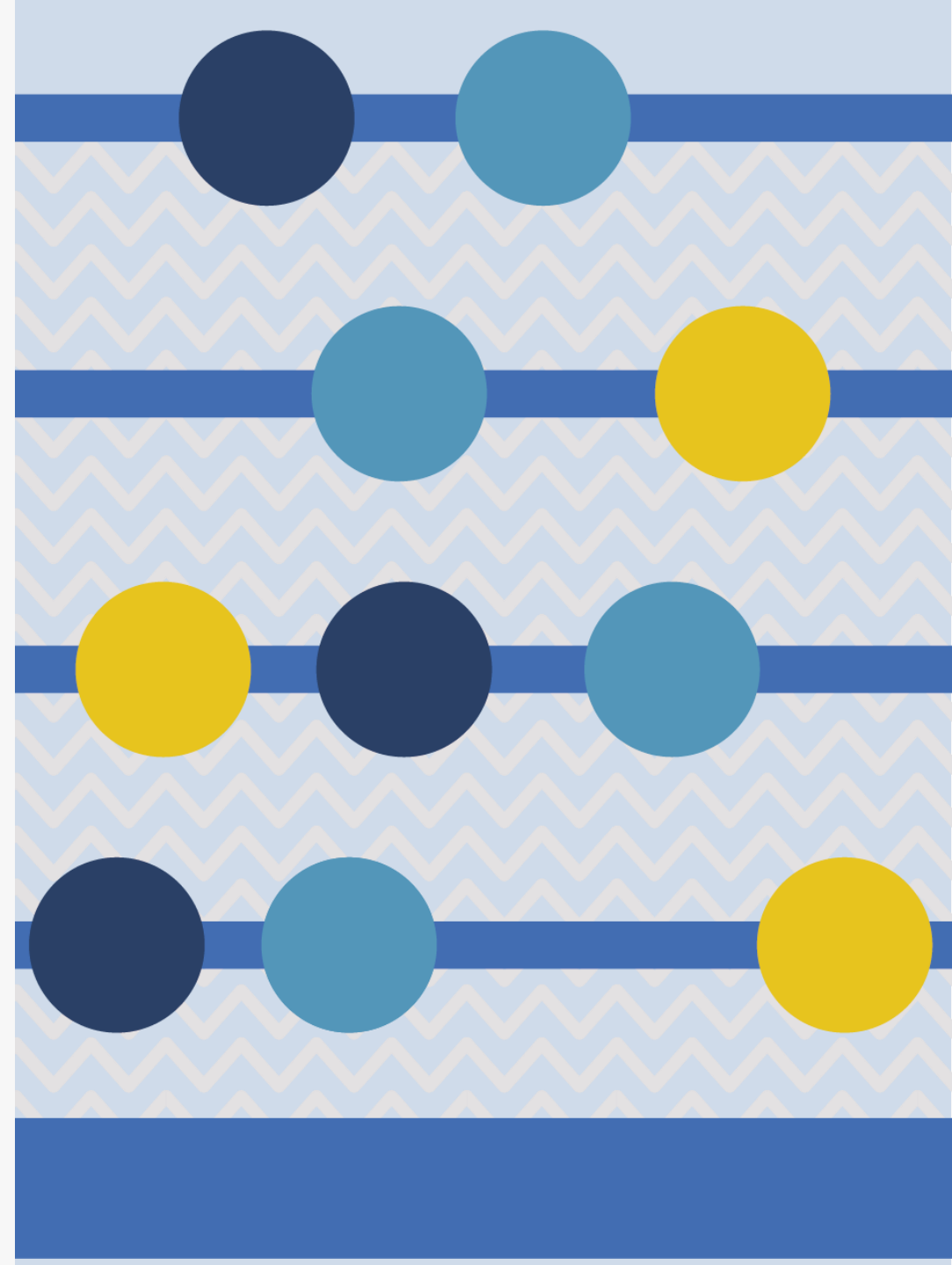
**Wrap up and
next steps**

Break

Indicator reflection

Annex I, performance regulation

- Which indicators, in your view, should still be revised or adjusted?
- Which indicators are currently missing?
- What uncertainties or open questions do you still have regarding the indicators?



Open questions



- Have you already discussed which common indicators you plan to use for the 2028–2034 period?
- What challenges or uncertainties have you identified so far?
- Where could Interact provide support to help you prepare for the next programming period?

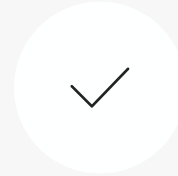
NEXT STEPS

Upcoming events and next activities

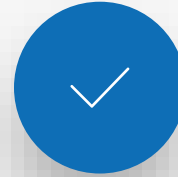


Discussions in the different themes on P-BA

and everyone is welcome to contribute :)



Intervention Logic & Programme Design - **DANI**



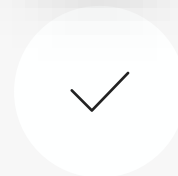
Programme & Project Life Cycle - **PHIL**



Programme Financial Management (Upper Level) - **GREG**



Control and Audits - **JASMINA**



Matching Upper & Lower Levels - **MACIEJ**

Intervention Logic (IL)

Update on the current intervention logic:

- Feedback on changes to the IL due to the regulation
- Practical implementation of IL
- Link between programme and project IL

Work on indicators:

- Development of measures including indicators etc.
- Discussion of future indicators and related indicators' fiches

Intervention Logic (IL) - upcoming events

7 July, online	Introduction to the HIT Intervention Logic (IL) process, kick of meeting
17 September, online	Let's discuss HIT Intervention Logic (IL)
27-28 October, Budapest	Let's agree HIT Intervention Logic (IL) + Application Form (AF)
10 November, online	Let's agree HIT Intervention Logic (IL)
20-21 January, (tbd)	Finalise HIT Intervention Logic (IL) + Application Form (AF)

Upcoming events and trainings related to evaluation

27 May

Developing impact pathways to demonstrate the added value of Interreg, **Ljubljana (SI)**

3 June

Developing impact pathways to demonstrate the added value of Interreg, **online**

5.11-3.12.2026

Discuss indicator fiches for the period 2028-2034

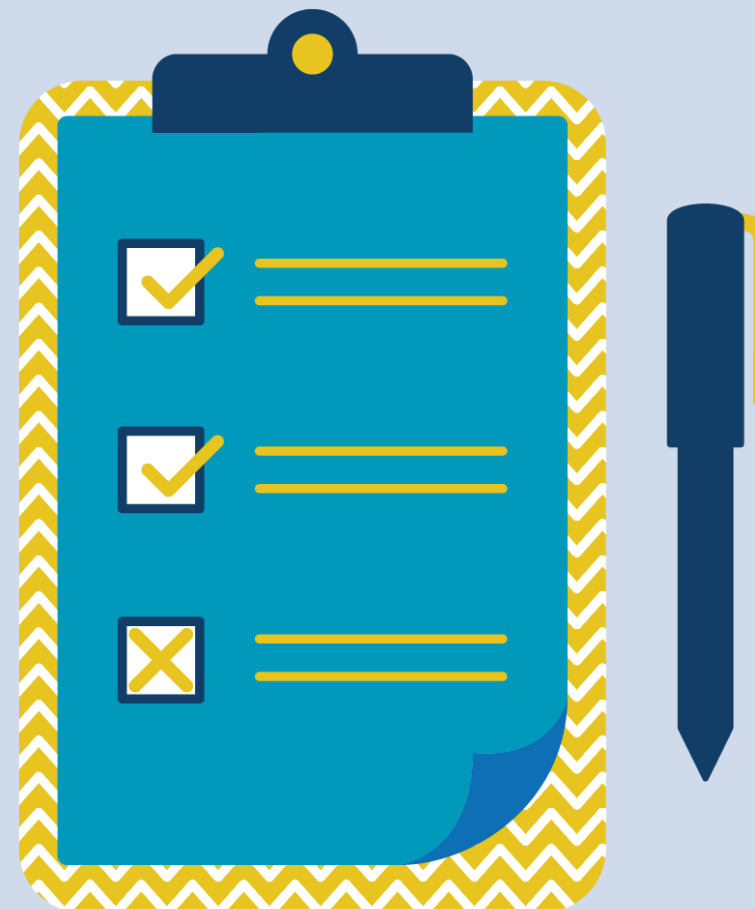
Certified training: Evaluation practitioners, (final meeting), **Germany**

Other upcoming P-BA events

12 May, online	P-BA How to...? Set up pay-out values for milestones and targets
27 May, Talinn	InterFIN 2026
01 June, online	P-BA in Interreg: the basics #4
11 June, online (TBA)	Presentation of first P-BA models

Please leave us your feedback

Measures in Interreg & intervention logic 5-6 May 2026 | Brussels



Cooperation works

All materials will be available on:
Interact.eu/Library

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Primary knowledge area

Evaluation and indicators

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