

# Policy Analysis and Results Framework recap 06-07 May 2026



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# Problem analysis

**Always start with the problem analysis:**

- Identify the core problem (can be overall/broad/national or narrow/regional/subsectorial)
- Identify direct causes (roots) and causes of causes
- Identify effects (branches)

**Remember:**

- Be specific (avoid buzzwords, general statements)
- Relate to evidence
- Carefully check the cause-effect relationships

Effects

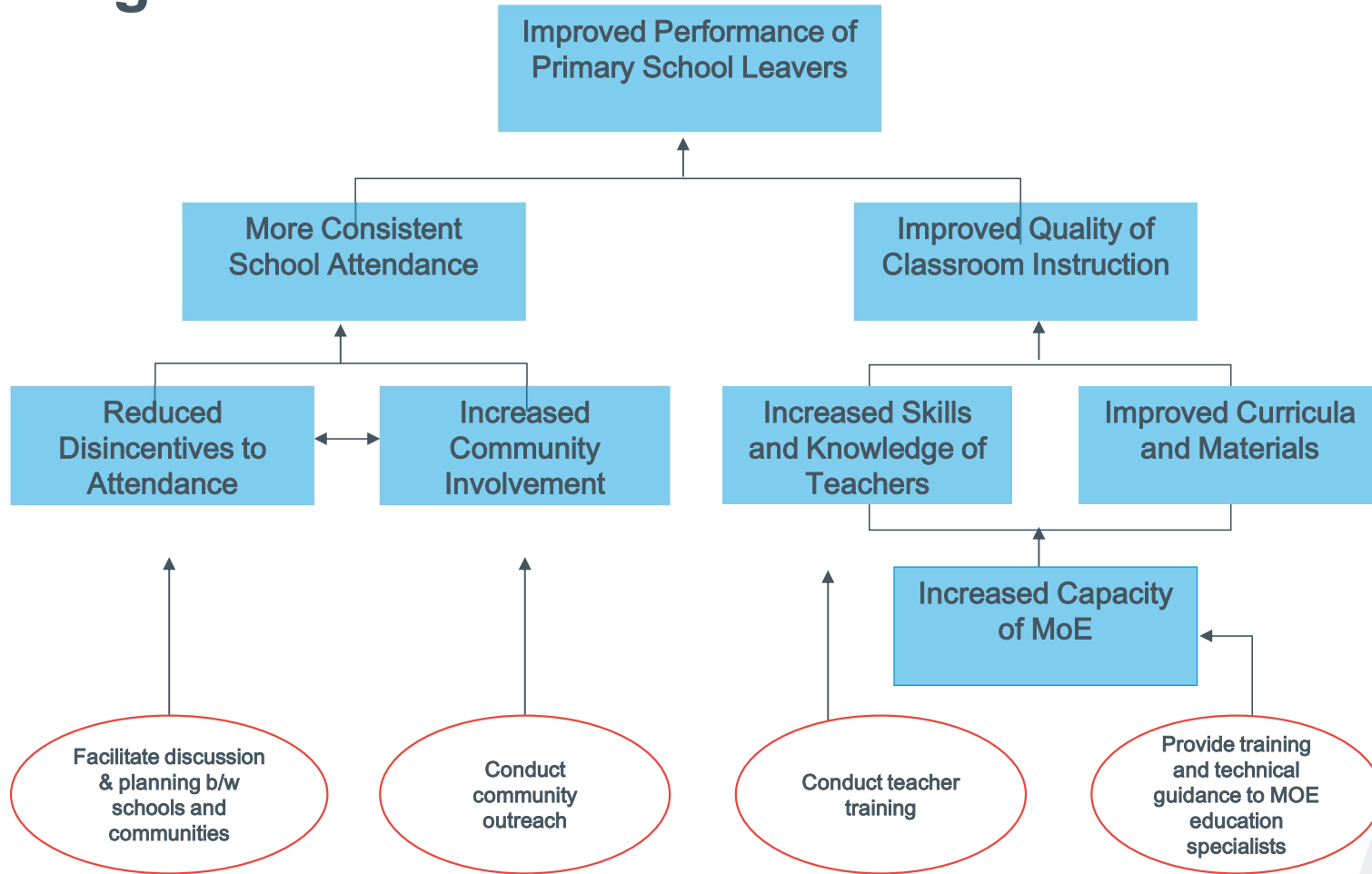
Problem

Causes



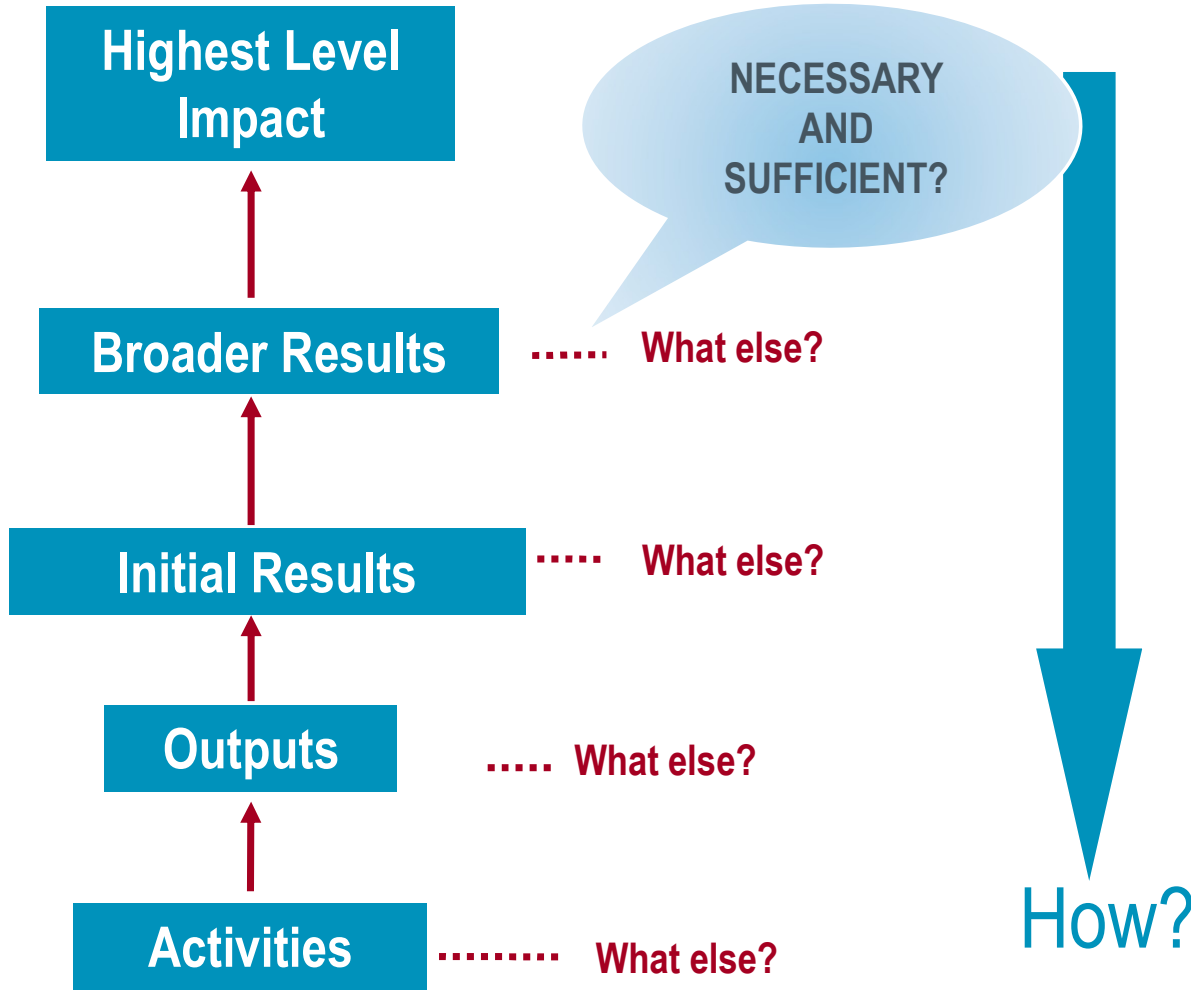
# Use of Logic Models

**RESULTS**

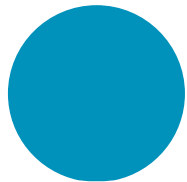


**ACTIVITIES**

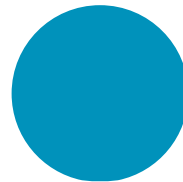
Why?



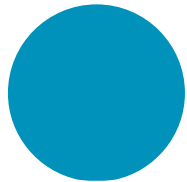
# Criteria for results formulation



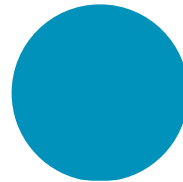
**Statements of outcomes or results:** what will have been achieved, not what processes we will undertake or complete



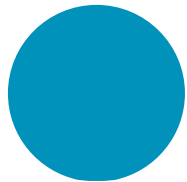
**Precise:** Don't force the reader to look to the indicators to see what is intended by the result



**Uni-dimensional:** One element per result statement, unless the elements are closely related to one another



**Measurable and Objectively Verifiable**  
If we can't measure it how can we manage to achieve it or know when we have or have not succeeded?



**Uni-level:** No "if-then" statements embedded in a single objective

# Results Frameworks

## DOs

- **Base the RF on sound research and analysis**
- **Start at the top and work down**
- **State DOs, IRs, etc. as results, not processes**
- **Results should be clear, precise, uni-dimensional, and measurable**
- **Check your logic-- linkages should be causal**
- **Ensure IR's are necessary & sufficient**
- **Identify critical assumptions**

## DON'Ts

- **Have only one or two people develop the RF**
- **Define overly broad results**
- **Forget critical assumptions**
- **Accept “killer” assumptions**
- **Use categorical or definitional logic**

## Performance Indicators

An observable or measurable characteristic that shows, or “indicates,” the extent to which an intended result is being achieved.

A performance indicator answers the question, “How will we know achievement when we see it?”

## Performance Indicators:

- ✓ Focus is on management value at the program and project level (e.g. what do front line managers need to know?)
- ✓ Must address criteria for strong indicators to ensure management value and effectiveness

## Criteria for High Quality Performance Indicators

- **Objective** - unambiguous about what is being measured
- **Practical** - data can be collected at a reasonable cost
- **Useful for Management** - provides a meaningful measure of change over time for management decision-making
- **Direct** - clearly measures the intended result
- **Attributable** - can be plausibly associated with interventions
- **Timely** - up-to-date and available frequently enough to be useful for decision making
- **Adequate**- *taken as a group, should be sufficient to measure the stated result*

# Topics for discussion

- What are the most important thing you learned during the previous workshop
- What is the recent experience with policy analysis and developing results framework / strategic document? What did you find most difficult / challenging
- What are the plans for strategic planning? Do you see potential in adopting results-based approach?

**ETF Core team for any  
additional information:**

[Piotr.Stronkowski@etf.europa.eu](mailto:Piotr.Stronkowski@etf.europa.eu)

[Tamar.Kitiashvili@etf.europa.eu](mailto:Tamar.Kitiashvili@etf.europa.eu)

[Janet.Johnson@etf.europa.eu](mailto:Janet.Johnson@etf.europa.eu)



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