

Nota bene: The following illustrates the list of indicators that the applicants will have to include, where appropriate, to estimate the project's contribution to the programme's objectives. Applicants should confine the choice of indicators in their operation to the list provided below and add exceptionally some other indicators that could be necessary under their operation.

Thematic priority 5: Tourism and cultural and natural heritage		
Specific objective (Outcome): 1.2. To upgrade the competitiveness of service providers/SMEs in the tourism sector		
Result (Output): 1.2.1. Capacities of tourist entrepreneurs to provide competitive and innovative services enhanced		
Code	Description of indicators	Clarifications and additional information
	indicators described in this column should be used in the logical framework matrices of project proposals or grant contracts, if relevant	This column contains a series of hints for clarification purposes only, that is, they are not intended for use in the logical framework matrices
	<p>Output indicators: short-term effects of implemented activities</p> <p>Outcome indicators: medium-term effects of implemented activities (at the level of specific objective of the project)</p> <p>Impact indicators: long-term effects of implemented activities (at the level of the overall objective of the project)</p>	<p>Common types of organisations are: local government units, regional or canton-level government units, entity-level government units, national government units (ministries, agencies, offices), non-governmental organisations (NGOs, CSOs, associations, particularly women's associations), business (particularly tour operators), regional development agencies, educational institutions, health institutions, cultural institutions, public institutions (particularly public enterprises), public utility companies, public services, national employment agencies, social welfare organisations, local employment offices, tourism organisations, local tourism organisations, regional tourism organisations, national tourism organisations, local communities, chambers of economy, management organisations of protected areas, national (nature) parks, research institutions, protection and rescue (emergency) services, other (please specify)</p> <p>Common vulnerable groups are: people with disabilities, youth, long-term unemployed, ethnic minorities, elderly people, people from rural areas, other (to be specified).</p> <p>Disaggregation by gender: it is necessary to do this kind of disaggregation in every group of participants, intermediary or final beneficiaries, e.g. people with disabilities: x men and y women, etc...</p>
	Output indicators	Clarification
31002	Number of organisations directly involved in the implementation of this type of projects (to be disaggregated by type of organisation)*	Includes all project partners that implement the project, stakeholders involved in project activities and organisations targeted by the project. Does not include those organisations from which individual participants in events come, unless they participated in the event in their capacity as official representative of the organisation.
31003	Number of inter-sectoral (local authorities-CSOs-private sector-public agencies-research and educational institutions) partnerships implementing this type of projects	One inter-sectoral partnership includes several organisations representing different types of sectors (private or public).
31004	Number of information/promotion campaigns implemented	A campaign encompasses a series of activities (organisation of various events, media coverage, distribution of promotion materials) that are systematically organised in order to inform a general or particular audience about one or more topics, or to promote these topics. One project can implement more than 1 campaign, e.g. if several non-related topics are covered independently.
31005	Number of information/promotion events organised	Events organised within the promotion campaigns. This indicator is mandatory if the campaign includes the organisation of such events.
31006	Number of participants in information/promotion events, particularly in visibility and communication events organized to promote newly developed tourism products (to be disaggregated by gender)	Disaggregation by gender and age is applicable only for the events where the participants were registered and relevant information collected. For events in which the participation is open, this is not possible; in this case an estimation on the number of participants as well as on the share of men and women should be made.
31007	Number of copies of promotion materials produced and distributed/published/broadcasted (to be disaggregated by type of promotional material)	
31008	Number of people reached by information/promotion campaigns	This indicator is used to calculate the value of indicator 31095 and is mandatory if 31095 is selected. Also, it is interrelated with indicator 31094 - if one indicator is selected, the other must be selected too. Attention to the sources and means of verification. This is particularly important for campaigns using mass media (TV, radio) since the number of spectators or listeners is hard to measure.
31009	Number of capacity building events organised (to be disaggregated by type of event: joint (cross-border) events, individual events)	This indicator is interrelated with indicator 31010; if one indicator is selected, the other one needs to be selected too.
31009.01	No of joint capacity building events delivered	
31010	Number of participants in capacity building events organised (to be disaggregated by type of event and gender)	This includes participants in all capacity building events organised, including internal capacity building that do not include primary target groups. The number should include project staff as well as trainers, facilitators and/or moderators.
31010.321	Number of participants in training and capacity building schemes interested in creating a tourism business or developing a tourism product	Attention to the sources and means of verification. Some kind of a survey has to be completed by the participants counted under 31010 in order to determine the exact value of this indicator.
31010.325	Number of participants in training and capacity building schemes related to the management and provision of tourism services and products	Includes only participants in these particular topics and is generally narrower than the one on the total number of participants. Note that this number should be included in the total number of participants too.
31011	Number of training curricula/courses developed	
31012	Number of studies developed (e.g. baseline, (pre)feasibility, research studies, etc.)	
31013	Number of digital platforms (information systems) developed	This indicator is interrelated with indicator 31R02; if one indicator is selected, the other one needs to be selected too.
31014	Number of websites operational	
31015	Number of sets of equipment purchased and made available to target groups	What is a "set of equipment"? It may consist of one or several pieces of equipment that combined provide certain functionality. E.g. one fully functional computer (computer tower, monitor, keyboard and mouse), clothes and personal equipment for a mountain rescuer (jacket, shirt, trousers, shoes, belts, buckles, flashlight, knife...), inflatable boat with rows and life-vests for rafting, etc...
31016	Number of cross-border networks/partnerships formed*	Related to the networks/partnerships that are formed in addition to the formal partnership that had been made to apply for the grant in the first place. In principle, one CBC project can create 1 additional network/partnership. Only in exceptional cases, the number can be more than 1, but this would mean that these networks/partnerships have nothing in common, except for the CBC project under which they were formed.

31O17	Number of organisations participating in cross-border networks/partnerships formed (to be disaggregated by type of organisation)*	This indicator is interrelated with indicator 31O16; if one indicator is selected, the other one needs to be selected too.
31O18	Number of cross-border cooperation agreements signed	
31O19	Number of plans developed (e.g. strategic, investments, business plans, etc.)	This indicator is interrelated with indicator 31R03; if one indicator is selected, the other one needs to be selected too.
31O20	Number of new/improved services/thematic products (to be disaggregated by new or improved, and services or thematic products)	Automatically calculated based on values of the indicators 31O21 and 31O28.03.
31O21	Number of new/improved joint cross-border services developed/introduced in the programme area (to be disaggregated: new services, improved services)	This indicator is interrelated with indicator 31R04; if one of indicators is applicable, the other one needs to be selected too.
31O21.01.01	Number of new innovative and qualitative services produced	
31O22	Number of facilities newly constructed or enhanced (to be disaggregated: new facilities, improved facilities)	
31O23	Number of manuals, guidelines, handbooks developed	
31O24	Number of study visits organised	This indicator is interrelated with indicator 31O25; if one indicator is selected, the other one needs to be selected too.
31O25	Number of participants in study visits (to be disaggregated by gender)	Mandatory if indicator 31O24 is applicable.
31O26	Number of new joint tourism offers developed/introduced in the programme area	For the purpose of this monitoring system, "tourism offer" is a synonym of "tourism product", as defined under indicator 31O28.
31O27	Number of new/improved tourism sites developed (to be disaggregated: new, improved)	
31O28	Number of new/improved products developed (to be disaggregated: new products, improved products)	A tourism product is a unit created with the aim of its commercialisation that cannot be broken-down further without losing its commercial potential (parts either cannot be sold separately, or this would not be logical and/or effective). It is a combination of destinations, sites, facilities and services designed to meet the needs of tourists.
31O29	Number of new/improved ideas developed	In most cases ideas will be related to the development of new sites, offers and products, as defined in indicators 31O26-28
31O30	Number of new local products with tourism potential developed (organic food, wood products, souvenirs)	
31O31	Number of tourism providers benefiting from trainings and mentorship	The number should include these tourism providers whose representatives attended capacity building events (counted under 31O10) and were involved in mentorship programmes.
31O32	Number of joint projects to restore, protect and promote cultural heritage sites	
31O33	% of tourists using new and improved products and services	
31O34	Number of innovative solutions created (digital tours online, mapping, etc)	
31O35	No of new models for tourism actors/SMEs promoting local products	
31O36	Number of local bio/products and services that were branded	
31O37	No of local bio/products developed	
31O38	No of tourism providers that received support	
31O39	Number of touristic maps and integrated touristic offers introduced for the areas with tourism potential on both sides of the border	Touristic maps and integrated touristic offers should include tourism offers from both sides of the border.
31O40	Number of tourism enterprises from the eligible areas participating in supported VET programmes related to tourism	
31O41	Number of local farmers involved in project activities in the field of agriculture (disaggregated by gender and age)	
31O42	Number of people with increased capacity (to be disaggregated by gender)	Attention to the sources and means of verification. Not all the people that participate in capacity building events succeed to increase their capacities. The increase of capacities has to be verified, directly (testing before and after) or indirectly (improved performance related to the topic that was addressed by the capacity building).
31O43	No of sub-granting schemes launched for tourism operators/actors/new ones to increase accommodation and catering capacities and quality	
31O44	Number of fairs visited	Domestic or international fairs that are not organised under the project, but by a third party and are attended by members of the project team and/or target groups of the project. This indicator is interrelated with indicator 31O56; if one indicator is selected, the other one needs to be selected, too.
31O45	Number of new or improved/rehabilitated tourism trails or routes (to be disaggregated: new, rehabilitated, and biking, hiking, other trails or routes)	
31O46	Length of new or improved/rehabilitated tourism trails or routes (to be disaggregated: new, rehabilitated, and biking, hiking, other trails or routes)	This indicator is interrelated with indicator 31O93, as it is used for calculating its value. It is mandatory if indicator 31O93 was selected
31O47	Increase in the number of mountain lodges	Attention to the baseline value. It needs to be established before the start of the implementation period, or immediately after.
31O48	Number of women associations created	
31O49	Number of members of the women associations	
31O50	Number of people receiving mentoring support (to be disaggregated by gender)	This indicator is mandatory if indicator 31O67 was selected.
31O51	Number of cross-border networks and/or connections supported	
31O52	Number of hotels and other hospitality facilities included in activities aiming to assurance of standards of international quality (to be disaggregated by type of facility: hotel, motel, hostel, private accommodation)	

31O53	Number of beneficiaries targeted by self-employment initiatives in tourism (to be disaggregated by gender)	
31O54	Number of sites with higher safety standards	
31O55	Number of small scale investments in tourist infrastructure carried out	
31O56	Number of participants in fairs visited (to be disaggregated by gender)	Mandatory if indicator 31O44 is applicable.
31O57	Number of potential entrepreneurs included in the target group	
31O58	Number of unemployed who went through an internship in host tourism enterprises (to be disaggregated by gender)	
31O59	Number of tourism sites mapped	
31O60	Number of visitors of the tourism web portal	
31O63	Number of tourism offers/products generated by the CBC initiatives adopted by tourist operators active in the area	This indicator is mandatory if offers/products were developed (indicators 31O26 and 31O28) and is interrelated with indicators 31R09/31R12 as well as 31R15.
31O67	Number of mentoring programmes implemented	This indicator is mandatory if indicator 31O68 was selected.
31O68	Number of mentoring sessions organised	
31O77	Number of tourism assets mapped in project target area	
31O79	Number of itineraries developed	
31O80	Number of entities that are linked by the itineraries developed	Entities encompass providers of relevant tourism services related to the itineraries.
31O82	Number of tourism operators that offer new itineraries	
31O88	Number of tourist friendly maps with marked sites and services produced	
31O89	Number of non-commercial (unpaid) reports published on project activities and results (press and electronic clipping)	
31O90	Number of databases created	
31O93	Percentage of increase in the length of new or upgraded/rehabilitated tourism trails or routes (to be disaggregated: new, rehabilitated and biking, hiking, other trails or routes)	This indicator is calculated based on the value of indicator 31O46.
31O94	Percentage of the population covered by the project reached by awareness raising campaign	
31O95	Local population (number of inhabitants) in the area covered by the project	This indicator is used to calculate the value of indicator 31O95 and is mandatory if 31O95 is selected. Also, it is interrelated with indicator 31O08 - if one indicator is selected, the other must be selected too.
	<i>Outcome indicators</i>	
31R01	Number of organisations/institutions with increased capacities/competences (to be disaggregated by type of organisation, special mention of existing tourism providers)*	As with any other indicator related to increased capacities, one has to think about sources and means of verification: it is not sufficient that capacity building was provided for an organisation; there has to be a verification that their capacity has actually improved. There are two obvious methods of verification: a) testing the knowledge and skills of those benefiting from capacity building before and after the capacity building delivery OR b) assess the performance of the same target group after benefiting from capacity building.
31R02	Number of users of digital platforms	This indicator is mandatory if digital platforms are developed (indicator 31O13)
31R03	Number of plans implemented or under implementation	This indicator is mandatory if plans are developed (indicator 31O19)
31R04	Number of new services commercialised	This indicator is mandatory if services are developed (indicator 31O21) and is interrelated with indicator 31I04; if one of indicators is selected, the other one needs to be selected too.
31R04.01	No of new innovative and qualitative services from actors operating in the tourism sector commercialised	
31R05	Level of satisfaction of users/clients with new services	The level of satisfaction needs to be measured using a standard scale. The recommended scale ranges from 1 to 5, where 1 is the lowest. A questionnaire for users/clients should consist of closed questions with the following choice of replies: 1 (very unsatisfied), 2 (rather unsatisfied), 3 (neither satisfied nor unsatisfied), 4 (rather satisfied), 5 (very satisfied).
31R06	Level of satisfaction of trainees with new training courses	It is strongly recommended to have this indicator if new training courses are developed (indicator 31O11). The level of satisfaction needs to be measured using a standard scale. The recommended scale ranges from 1 to 5, where 1 is the lowest. A questionnaire for users/clients should consist of closed questions with the following choice of replies: 1 (very unsatisfied), 2 (rather unsatisfied), 3 (neither satisfied nor unsatisfied), 4 (rather satisfied), 5 (very satisfied).
31R07	Number of new businesses established as a result of the operation (to be disaggregated by gender of the entrepreneur)*	This indicator is mandatory if the project is targeting potential entrepreneurs, regardless of whether a donation of start-up packs is envisaged or not. It is interrelated with indicator 31I03; if one of indicators is selected, the other one needs to be selected too.
31R08	Number of people utilising the increased capacities in sustainable tourism	
31R09	Number of new offers commercialised	This indicator is mandatory if new offers were developed (indicator 31O26).
31R10	Number of cross-border partnerships formalised and operational beyond project completion	If this indicators is selected, indicator 31O16 needs to be selected, too.
31R11	Number of training curricula/courses recognised/certified	By a relevant authority in the country(ies) where the project is implemented. Attention to the means of verification. If this indicator is selected indicator 31O11 needs to be selected too.

31R12	Number of new/improved joint tourism products commercialised (to be disaggregated: new, improved)	This indicator is mandatory if new products were developed (indicator 31O28).
31R13	Number of new sites commercialised	This indicator is mandatory if new/improved sites were developed (indicator 31O27).
31R14	Number of historical, cultural and natural sites and buildings newly open to public visits (to be disaggregated: historical sites and buildings, cultural sites and buildings, natural sites)	
31R15	Percentage of tourism offers/products generated by the CBC initiatives adopted by tourist operators active in the area	This indicator is mandatory if offers/products were developed (indicators 31O26 and 31O28) and, consequently adopted by tourist operators (indicator 31O63) and is automatically calculated on the basis of their values
31R16	Number of qualified tourism workers available in the labour market (to be disaggregated by gender)	
31R17	Number of new destinations integrated in the tourism offer	
31R18	Number of upgraded natural and cultural assets integrated in tourism offers	
31R19	Number of local bio/products and services that were placed in the international market	
31R20	Number of tourists using new/improved products/services/offers/ideas	This indicator is mandatory if any new/improved products, services, offers or ideas were developed, i.e. if any of the following indicators were selected: 31O21, 31O26, 31O27, 31O28, 31O29.
31R20.04	Number of visitors (men and women) to natural and cultural sites supported by the programme	Mandatory if 31R21 was selected, since it is used for its calculation.
31R21	Increase in the percentage of visitors after opening or upgrading of cultural and natural heritage sites	Automatically calculated based on the indicator 31R20.04.
31R24	Number of tourism operators active in the area	This indicator is interrelated with indicator 31I18, as it is used for calculating its value. It is mandatory if indicator 31I18 was selected and vice-versa
31R25	Number of tourism operators active in the area that adopted the touristic offer generated through the project	This indicator is interrelated with indicator 31I18, as it is used for calculating its value. It is mandatory if indicator 31I18 was selected and vice-versa
31R28	Number of training curricula/programmes matching the needs of the labour market in the tourism sector adopted by education institutions (including VET institutions)	
31R34	Number of digital platforms operational	This indicator is mandatory if digital platforms are developed (indicator 31O13)
31R40	Number of guides certified (to be disaggregated by gender)	
31R42	Number of new tourism products promoted as part of the new tourist offer in the CB project area	
	<i>Impact indicators</i>	
31I01	Number of direct beneficiaries involved (to be disaggregated by gender and type of vulnerable group)*	"Direct beneficiaries" are to be understood as target groups, or all people that are directly positively addressed by project activities. In practical terms, all participants that are directly involved in any of the project activities should be counted here, including the participants of all of the events organised.
31I02	Number of new jobs resulting from programme activities (to be disaggregated by gender)*	Number of people newly employed by the businesses/companies which were targeted by the project, or in newly established businesses/companies (counted under indicator 31R07), during the project implementation period.
31I03	Number of businesses still active after two years of their establishment (to be disaggregated by gender of the entrepreneur)	This indicator is obligatory if indicator 31R07 was selected. Should the grant beneficiaries not be in the position to report after 2 years (e.g. the organisation cease to exist) it is the JTS's task to validate by contacting the businesses/companies that were established. Therefore, the grant beneficiary needs to provide all contact details of newly established businesses/companies that were counted under indicator 31R07.
31I04	Number of new services/products/offers available in the market one year after project ends	This refers to the services/products/offers counted under indicators 31R04, 31R10 and 31R12 and is obligatory if any of these indicators have been selected.
31I05	Percentage of target groups of self-employment initiatives establishing new business initiatives in tourism and hospitality (to be disaggregated by gender)	This indicator is mandatory if the project is addressing the issue of self-employment in tourism. It is automatically calculated on the basis of indicators 31O53 and 31R07
31I11	Percentage of increase in the number of visitors to the cross-border area	This indicator is automatically calculated on the basis of the value of indicator 31I30.
31I30	Number of visitors to the cross-border area	<i>This indicator is interrelated with indicator 31I11 and is required for its calculation. If one indicator is selected the other needs to be selected, too. Attention to the baseline value. It needs to be established before the start of the implementation period, or immediately after.</i>
31I13	Average length of tourist stay increased (overnights)	This indicator is used for calculating indicator 31I34 and is mandatory if 31I34 was selected. Attention to the baseline value. It needs to be established before the start of the implementation period, or immediately after.
31I17	Percentage of increase in the number of clients in outdoors active tourism services and products	Attention to the baseline value. It needs to be established before the start of the implementation period, or immediately after.
31I18	Percentage of tourism operators active in the area that adopt tourism offers generated by the CBC initiatives	Value of this indicator is calculated with values of indicators 31R24 and 31R25. Therefore, if any of the three indicators have been selected, all of them have to be included.
31I31	Number of and proceeds from visitors/users of joint rural and natural protected areas	
31I34	Percentage of increase of average length of tourist stay (overnight)	This indicator is automatically calculated on the basis of the value of indicator 31I13.
31I36	Number of clients in outdoors active tourism services and products	
31I37	Number of overnights made per year	This indicator is used for calculating indicator 31I45 and is mandatory if 31I45 was selected.
31I42	Increased amount of financial income from tourism attractions (in EUR, yearly)	
31I43	Percentage (%) of increase in revenue from tourism in the municipalities covered by the project	This indicator is automatically calculated on the basis of the value of indicator 31I44.
31I44	Revenue from tourism in the municipalities covered by the project	This indicator is automatically calculated on the basis of the value of indicator 31I43.
31I45	Percentage of increase in the number of overnights made per year	This indicator is automatically calculated on the basis of the value of indicator 31I37.

* Programme indicators. Must be contained in the logical framework matrix if they are relevant to the project