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BEAM Evaluability Conclusions and Recommendations

This document is a summary of the main findings of the Evaluability Analysis, which has been conducted as part of the Developmental Evaluation of BEAM. The summary highlights the main issues that have been raised during the evaluation, as well as those questions that still remain to be properly addressed by the programme management. At the end of document, key conclusions and subsequent recommendations are listed.

Purpose and focus of the Evaluability Analysis

The purpose of the Evaluability Analysis of BEAM is to ensure that the programme has put in place a sufficient and well-functioning monitoring and evaluation framework and related practices, which allow the programme management to direct the programme towards its intended objectives. Hence, the Evaluability Analysis does not assess the relevance, objectives or strategy of the programme, but whether the programme design and implementation has all the necessary elements and processes in place to ensure, monitor and evaluate its progress towards these goals and anticipated impact.

The Evaluability Analysis of BEAM[1] consists of three integral parts. The first two parts of the exercise have focused first on understanding the theoretical approach of developmental evaluation and its applicability to a programme such as BEAM (i.e. state-of-the-art analysis) and second, on analysing the various contextual and operational issues that are important to take into account when the BEAM programme is being launched and ramped up (i.e. analysis of the ramp up phase). The third part of the analysis was focusing on a practical framework for the monitoring and evaluation of BEAM programme. The conclusions and recommendations from these analyses are presented in the following sections.

Programme strategy and set up

The immediate objective of BEAM, as stated in the programme proposal[2] is that participating private sector partners, education and research organisations and civil society organisations in developing countries and in Finland create new innovations, new knowledge and knowhow.

BEAM aims to improve innovation capacities in developing countries by increasing the knowledge and skills of participating actors and individuals'. On the basis of evaluation, it is not clear whether these impact mechanisms been further considered, for example, what is the process in practice, or are there other anticipated impact mechanisms, etc.

BEAM does not have sector specific objectives, while the anticipated impact areas include three specific themes or aspects: a) economic, b) environmental and c) social impact. It is however not clear how these three thematic impact aspects are built into the programme (e.g. focus of calls and cooperation areas, selection of projects and partners, etc.), and how they are monitored.

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[1] Evaluability Analysis of the BEAM Programme, 18.3.2016
[2] Hanke-esitys, 3 December 2014; UH2014-015356
[3] Suunnitelma, 26 November, 2014; DM1346581
[4] Hanke-esitys, 3 December 2014; UH2014-015356
[a] The BEAM Evaluation Steering Group consists of Riitta Oksanen from MFA and Pekka Pesonen from Tekes. Further to them, Christopher Palmberg from Tekes and Aki Enkenberg from MFA

Programme operationalisation and ramp-up

The intended direct beneficiaries of the BEAM-programme are Finnish companies and other actors (e.g. NGOs), as well as their partners in developing countries. Secondary or final beneficiaries of the BEAM-programme are the people living in developing countries; rural small farmers, ethnic minorities, disabled people, women, men, children, elderly people etc. Clarification is still needed on the necessary preconditions and assumptions for the impact of BEAM. For example, what conditions and factors have been taken into consideration? What are the baselines for these? Have these been systematically analysed or tested?

According to the BEAM programme planning document[3] the human rights impacts are taken into consideration in the funding application process in accordance to the Human rights – based approach in MFA development assistance. The programme proposition[4] however rejects this requirement and states that detailed human rights reviews would not bring added value. Instead, participating actors must comply with the principles of Corporate Social Responsibility and promote the implementation of human rights. The programme offers Finnish participants education on corporate social responsibility and human rights. Clarification is still needed with regard to following: *Will the compliance of the Corporate Social Responsibility be monitored? How will the education on Corporate Social Responsibility and human rights be organised?*
Increasing equality is one of the long-term aims of the BEAM-programme. *If it has not been taken into consideration during the implementation of the projects, how will it be measured?*
MFA's ODA funding represents half of the (public) funding of the BEAM. It is however not quite clear what kind of criteria and process is used for the ODA funding and its monitoring.

Programme management structures

The BEAM management organisation is somewhat complex. Instead of one funding and overseeing organisation, it has two with their own set of rules and practices. MFA has allocated its share of BEAM funds to Tekes, which then implements the programme. BEAM programme is organised and managed much as a typical Tekes programme, but it is steered by both organisations.

Programme Steering Group: The Steering Group is a strategic advisory body that is not making the funding decisions – exceptions are the targeted research calls, for which the Steering Group can set the alignments. The composition of the Steering Group reflects the wide group of BEAM stakeholders. There are two representatives from the MFA. Steering Group meets 2-3 times per year.

Management Team: The Management Team is an operative body that prepares programme's annual plans, aligns the programme implementation and combines the funding applications from the project teams for the next recommended projects. In practice this is the last phase before project applications are to be processed by Tekes, who makes the funding decisions. One or two representatives of MFA are invited to the Management Team. Management team meets 1-2 times per month.

Coordination Team: This is an outsourced consultant team (Spinverse Oy) that is responsible for the practical coordination of the BEAM-programme for Tekes and the MFA. The coordination team is not involved in making the funding decisions. The coordinator reports to Tekes and the Management Team on the progress of the assigned tasks.

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[3] Suunnitelma, 26 November, 2014; DM1346581
[4] Hanke-esitys, 3 December 2014; UH2014-015356

Project Teams: A project team is setup for each project of the BEAM-programme. Teams are flexible formations that assess projects, including their relevance regarding the development policy, their impact and follow-up. A representative from the MFA is appointed for each project team.
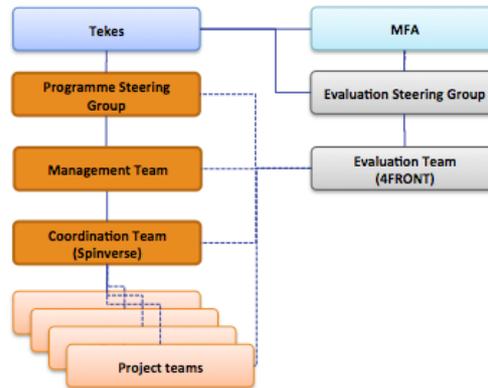

Figure 1. Management structure of the BEAM programme

The developmental evaluation has its own **Evaluation Team** and **Evaluation Steering Group**. Some members of the Evaluation Steering Group[5] are also part of the BEAM Management Team.

The *Programme Steering Group* is experienced, but does not have much executive powers to make definitive decisions regarding the use of budgets at programme or project level. Its main contribution is steering the programme at thematic and strategic levels. For the specific purpose of BEAM, a reasonably large *Management Team* has been formed with a broad experience and representation. This may be practical for solving new issues, but may also increase organisational bureaucracy of management.

The *Programme Coordination Team* operates mainly in Finland and only occasionally on site within partnering countries. This is typical to Tekes programmes, but differs from the typical Technical Assistance of MFA / Development projects, which are located on partner countries for a large part. This is a functionality issue to be monitored during the course of the programme.

Organisation of funding streams

According to the agreement between Tekes and the MFA[6], MFA's share of funding is delegated to Tekes on annual basis, and Tekes delivers these funds based on the mutually agreed funding criteria.

Hence, BEAM utilises the 'true common pot' approach for organising joint programme funding.[7] This means basically that both sources of funding are pooled into a common funding pot, which is utilised to fund projects that meet all common criteria. This approach is

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[5] The BEAM Evaluation Steering Group consists of Riitta Oksanen from MFA and Pekka Pesonen from Tekes. Further to them, Christopher Palmberg from Tekes and Aki Enkenberg from MFA participate as invited experts.
[6] Ulkoasiainministeriön ja innovaatiokeskus Tekesin välinen sopimus koskien Ulkoasiainministeriön kehitysyhteistyövarojen (momentti 24.30.66) käyttöä ja käytön seurantaa, 10.3.2015
[7] As compared to 'virtual common pot' or 'mixed mode' approaches that are typically utilised in EU ERA Net joint programmes. Only 3% of EU ERA Nets decided to utilise the true common approach due to its inherent challenges (i.e. harmonisation, commitment, bureaucracy). See for example: https://ec.europa.eu/research/era/pdf/era-net-statistics-2012-report_en.pdf

rare (only 3% of ERA Nets decided to utilise this approach) as it often turns out to be more rigorous, but also more selective, heavy and rigid in terms of its administration, as compared to other approaches.
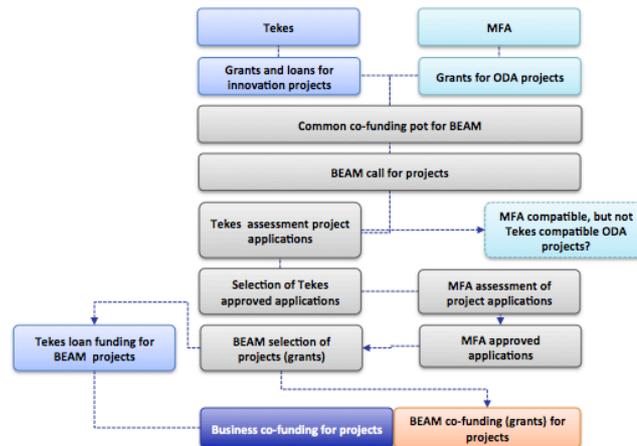

Figure 2. Selection and funding process for BEAM

Funding criterion is divided into Tekes' general conditions and BEAM-programme's own specific conditions. Based on these conditions projects receive either grants or so called soft loans. Projects funded by the MFA funding must meet the criteria for official development assistance (ODA).

Already now, Tekes is co-funding a number of projects (without MFA contribution) with loans, as MFA can only use grant funding in ODA projects. Similarly there is likely to be a number of complementary projects that would be MFA compatible, but would not necessarily meet Tekes innovation project criteria, which could be funded by other MFA instruments such as Finnpartnership. The funding situation is presented in Annex 2.

Project portfolio

BEAM has in principle three types of projects: Company projects, Ecosystem projects and Research projects.

On the basis of evaluation, it is evident that further and more systematically analysed information is still needed on the BEAM calls, on their selection criteria and on the 'mapping' of the selected projects, as well as on how BEAM programme is implemented within the Team Finland network, and what activities are covered by the Finpro Growth programme and what are its practical linkage points with BEAM.

Schedule

Only a rough schedule for the BEAM activities exists. The aim in the initial phase of the programme is to identify the existing platforms and ecosystems that fit the programme objectives and to start linking Finnish growth companies with them.

Opportunities for Finnish companies to get involved in international projects funded by the World Bank, United Nations and other major donors will be created during the second phase of the programme.

Possibilities of an Impact Fund to function in Finland will be assessed during the programme. The aim is to make private investors committed to the programme from the beginning.

A more precise and clearly phased schedule for the various programme activities could be elaborated, even if the schedule is subject to change as the programme evolves. This should be an important element for programme monitoring as well.

Monitoring, Evaluation and Learning (MEL)

The theoretical approach applied by both MFA (based on OECD /DAC guidelines) and Tekes in their programme impact evaluations follows in general the principles of the Theory of change, applied to a well-defined and targeted public policy intervention. The overall concept and its application are well known and generally approved.
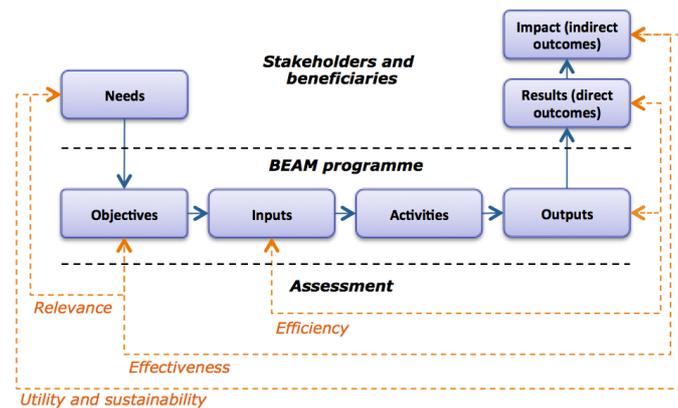

Figure 3. General analytical framework of the evaluation, based on the Theory of change - approach (EC 1997, adapted).

The evaluation of the BEAM programme is unique and more challenging than typical Tekes and MFA programmes for several reasons:

- *BEAM is the first programme designed for, and implemented under, the joint Team Finland – umbrella, for which there are common evaluation practices under development.*

- *Although Tekes and MFA have, at large, similar approaches for programme evaluations, they both have different, although mutually complementary objectives, stakeholders and practices for evaluations. This makes the set of objectives and considerations far more broad and complex than typical programme evaluations of either organisation.*

- *By and far, BEAM is the first programme for Tekes and MFA, for which the principles of developmental / on-going evaluation are truly to be applied. Both organisations are familiar with using life-cycle management and result-based management approaches as part of their programme design and implementation, but the full integration of evaluation support to the on-going programme management has not been applied before. This will mean developing and testing new practices for the general programme steering and management as well.*

In general, the BEAM logic model is consistent with other Tekes programmes. It provides a good general framework for observing the programme impact. At the same time, it has some important limitations for DE purposes.

- *First, the model is not detailed enough to allow specifying the key activities, results or impacts in more detail.*

- *Second, the different inputs, activities, results etc are loose, not indicating which activity is leading to which results, for example, and therefore not allowing impact mechanisms to be clearly specified.*

For the above reasons, the BEAM impact model serves merely as a general framework, and for MEL –purposes, a more detailed logic model or framework with specific indicators needs to be developed. However, it should be noted that MFA and Tekes evaluation practices and requirements differ to some extent. The programme documents mention, that systematic

monitoring and evaluation practices and processes have been established for the BEAM programme. This is not yet the situation.

The description of BEAM programme evaluation largely follows the standard practices of Tekes programmes (mid-term, final and ex-post). This part of the programme documentation does not particularly mention the Developmental Evaluation launched aside the programme. It is our interpretation that the DE approach was added at a later stage of programme design, which would explain this.

A new, simplified impact model was proposed for BEAM by its new Programme Director. Such model had been used earlier for the Innovative Cities Programme (INKA) of Tekes. The model was adopted and adjusted for BEAM, and is presented below.

INPUT ➔	ACTIVITIES ➔	RESULTS ➔	IMPACT
Resources available for BEAM Other mobilised resources which support BEAM objectives (e.g. Finnpartnership, WB)	Activation, initiation and definition ↓	Engagement of partners and stakeholders New concepts for products, solutions and working models	Wider community of engaged partners New knowledge, intangible assets and networks
	Joint projects, piloting and demonstration ↓	Proof of concepts that have been validated by users and key stakeholders	Proven concepts, tools and processes Experience on the applicability of these concepts
	Project results and their utilisation ↓	Utilisation of new concepts Investments into solutions First product or service deliveries	Impact on partners and stakeholders; on the quality, availability or impact on products, services
	Dissemination and expansion	Broader utilisation amongst other stakeholders	Impact on wider communities, environment, business ecosystems, etc Sustainability

Figure 4. Suggested impact model for BEAM (adapted from Tekes INKA/VTT)

The above impact model emphasises the changing nature of programme activities and outputs during the life cycle of a programme. In the first phases, emphasis is put on the activation and programme initiation, the second stage on the launch of projects, pilots and demonstrations. The next stage and its assessment focuses more on the projects results and their utilisation, while at the end, the programme focus should be more on the dissemination and expansion issues. For each of these phases of the programme life cycle there are different kinds of result and outcomes to be anticipated.

From the evaluability point of view, measurable overall programme targets for BEAM still need to be defined. These targets should take into account: a) The overall performance, success and impact of the programme within its prime focus, and in the wider context of different stakeholders, b) The piloting nature of BEAM as a Team Finland programme combining innovation and development programmes, and c) ensuring the objectives and legitimacy of the different sources of funding, especially the ODA funding.

In the initial work plans of BEAM, programme activities were grouped into four work packages (WPs). On the basis of the evaluability analysis, these work packages are suggested to be regrouped into four programme components, to better reflect anticipated programme impacts, even if the actual programme activities remain unchanged. For each impact component, anticipated results, suggested change indicators and targets should be presented.
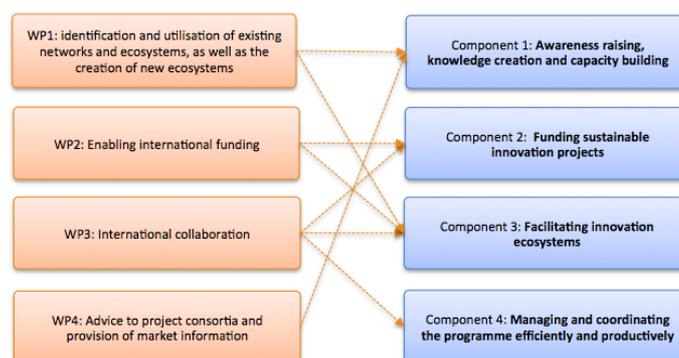
Figure 5. The relation between initial BEAM Work Packages and Components

The suggested components, indicators and targets have been elaborated, to a certain extent, according to the feedback received at the evaluation workshop and during the course of the evaluability analysis. *The suggested components, indicators and targets below represent the evaluation team's interpretation of BEAM documents and consultations with the Management Team, while these have not yet been completed, nor formally approved or adopted by the BEAM Management.*

The table below summarises BEAM performance indicators and their targets, reflecting shortly their baselines (when possible) and sources of verification. For defining a baseline for Component 1, a survey (Baseline report) is suggested.

Table 1. Performance indicators, targets, sources of verification and baselines

KPIs	Targets	SoV	Baselines
Strengthening knowledge creation and capacity building (Component 1)			
A. Market intelligence	Qualitative	Annual reporting	Baseline report
B. Engaged organisations	tbd	Annual reporting	Baseline report
C. Collaborating partners	tbd	Annual reporting	Baseline report
Funding sustainable innovation projects (Component 2)			
A. Ecosystem projects	25+	Funded projects	0
B. Demonstration projects	15+	Funded projects	0
C. Business projects	25+	Funded projects	0
D. Research projects	25+	Funded projects	0
Raising awareness and building ecosystems (Component 3)			
A. Reverse innovation processes	tbd	Annual reporting	Baseline report
B. Impact Fund established and operational	tbd	Annual reporting	Not existent
C. International co-funding	tbd	Annual reporting	Not existent
Managing and coordinating the programme efficiently and productively (Component 4)			
A. Coordination	Qualitative	Annual reporting	Baseline report
B. Communications	Qualitative	Annual reporting	Baseline report
C. Monitoring and evaluation	Qualitative	Annual reporting	Evaluability Report

The first tasks of the DE (Evaluability Analysis) were to ascertain that BEAM has a sufficient monitoring and evaluation framework and practices in place. The following description builds on the standard Tekes monitoring practices and proposes some updates to BEAM in line with the planned DE functions. Furthermore, specific aspects in monitoring of MFA and ODA funding should be included.

Table 2. Regular monitoring and reporting tasks of BEAM (suggestion)

Who?	What is monitored?	How often?	Reports to whom?
1. Project administration at Tekes	Progress of different types of projects (ecosystem projects, demo projects etc), trends in project portfolios and big picture	Monthly status check from Tekes information system. Alerts on deviations, delays and decisions.	Programme Manager
2. Programme Manager and Programme Coordinator	Progress of programme implementation (activation, coordination, funding decisions, administration,…)	Weekly meetings	Programme Director and Programme Steering Group
2. Programme Management Team as a whole	Progress and performance, with a particular focus on ensuring a good balance between stakeholder aspects (including ODA criteria).	Monthly meetings	Programme Manager (advice) and to own organisations.
3. Programme Steering Group and Programme Director	Overall progress towards strategic objectives. Programme performance.	Quarterly meetings, or as needed.	Programme funders: MFA & Tekes

Precise progress and performance monitoring practices have not been agreed for BEAM. It is a suggestion of the evaluation team that such practices are elaborated for each monitoring level (see above Table) on the basis of change indicators and targets defined for the whole programme and its components.

It is a suggestion of the evaluation team that the monitoring targets within each programme component are broken down to annual targets, taking into account the evolution and changing nature of the BEAM programme during its life cycle. A particular aspect is to ensure the use of MFA originated funding is monitored appropriately in BEAM.

Role and tasks of developmental evaluation

The general role and approach of developmental evaluation (DE) for BEAM programme has already been presented in detail in the state-of-the-art analysis along with a risk analysis specifically related to the DE approach. However, the evaluation workshop highlighted some further viewpoints, expectations and practices, as well as possible roles and responsibilities for the developmental evaluation of BEAM. These included:

- *The prime responsibility of the evaluation team is to ensure the evaluability of the BEAM programme, and to assist the programme team in finding a functioning monitoring system that provides information to the evaluation and overall learnings.*

- *Developmental evaluation should provide the necessary information for continuous development of the programme.*

- *A clear distinction should be made between monitoring, evaluation and learning objectives and practices following the Monitoring, Evaluation and Learning (MEL) -framework.*

- *In order to reach also those that were interested, but not selected to BEAM, a feedback survey should be send to all who have applied for BEAM funding.*

- *A schedule for providing formal feedback to the BEAM Steering Group should be developed.*

On the basis of the above, the following synthesis has been developed. It aims to present the most important monitoring and evaluation needs and aspects of the BEAM programme, as well as the relevant stakeholders who would benefit from that information.

Table 3. Elaboration of the possible roles of developmental evaluation in BEAM

Information needs for the Developmental Evaluation of BEAM	Example questions	Tekes	MFA	BEAM Steering Group	BEAM Management	ESG	General public
1. Programme setup, structure and resources	How appropriate is the programme setup and programme organisation? Is it sufficiently resourced?	X	X	X		X	
2. Market intelligence & strategy	How well is the programme utilising Team Finland knowledge and liaising with its programmes?			X	X		
3. Programme evaluability & MEL framework and practices	How well has the programme MEL been defined and operationalised?				X	X	
4. Design, establishment and operation of the Impact Fund	Is the approach, design and resourcing appropriate?	X	X	X	X		
5. Design, launch and analysis of calls for proposals	How well were the calls able to attract the right kind of partners and proposals? How well does the project portfolio meet programme anticipations?			X	X		
6. Selection of proposals. Suitability of funding instruments	How well did the selection criteria work for the purpose of programme? Could the process be improved?	X	X		X		
7. Evaluation of programme & project progress and performance	Is the programme, and its projects, progressing in the anticipated direction and with good speed?	X	X	X	X	X	
8. Monitoring/evaluation of meeting specific criteria (ODA, etc)	Is there shown evidence of meeting the ODA criteria?	X	X				
9. Analysis of project results	Are the projects performing and delivering results? What kind of results?	X	X	X	X		
10. Enhancement of ecosystems and international partnerships	Has the programme been able to enhance new ecosystems? What are the lessons to that end?	X	X	X		X	X
11. Generation of sustainable impact in anticipated aspects.	Has the programme been able to generate e.g environmental, economic and social impact in target areas?			X		X	X
12. General lessons and learning from the programme	What are the overall lessons from this kind of programme?	X	X			X	X

The Developmental Evaluation has been assigned to deliver a number of Specific Evaluation Reports, which will support the evaluation needs of BEAM. These reports are presented in the Table below.

Table 4. Planned BEAM Evaluation Reports

	Report focus	For whom?	When?
1. Evaluability Analysis	Analysis of the evaluability of BEAM, with a particular look at the monitoring and evaluation framework, related indicators and reporting practices, etc.	Programme management and Steering Group. Programme owners.	March 2016
2. Bi-annual Reviews (2 +5)	This is to be decided on the basis of BEAM focus and current needs at each point.	Programme management and Steering Group.	One report roughly every six months, as agreed by the ESG
3. Mid-term Review of BEAM		Programme management and Steering Group. Programme owners.	June 2017
Final Evaluation Report (optional)	Summary (descriptive and summative evaluation) of all above reports.	Programme management and Steering Group. Programme owners. General public.	2019

The *bi-annual evaluation reviews* of BEAM can be flexibly implemented to respond to the information needs of BEAM. The total number of reports (seven in total, of which five are optional), their precise timing, their thematic focus and precise methodology can be adjusted according to the needs of the programme and as seen appropriate by the Evaluation Steering Group. In terms of resourcing, a mission has been planned for each review.

It is the suggestion of the evaluation team that a tentative plan for the timing, focus and methodological approach of the bi-annual reviews is prepared well in advance of fall 2016 to provide a general methodological frame for reviews, to identify current priority issues or challenges of the programme and to propose how they are to be addressed or approached. The plan should be approved by the Evaluation Steering Group.

All the seven bi-annual reviews will eventually be synthesised into a *Final Report*, which will summarise previous reports, reflect the changes made during the course of the programme, as well as analyse the generated impacts. This report is part of the option for DE work.

As a standard practice, all Tekes MFA programmes are subject to *ex post evaluation*, focusing on their overall success, impact, sustainability and lessons. These are commissioned to external evaluation experts some 3-5 years after the completion of the programme. The decisions for ex post evaluations are made once the programme has been closed.

Besides anticipated and pre-planned evaluation tasks, the DE team should also be able to support BEAM management in various unforeseen evaluation needs. Such needs can be, for example:

- *Quick risk assessments and anticipated impact of different decisions*

- *Quick portfolio analyses for anticipated impact: application area aspects (e.g. health, environment impacts), thematic or geographical aspects (e.g. opportunities in India vs Vietnam)*

- *Support to process and methodological development (e.g. selection process and criteria, systemic impacts)*

Overall conclusions

The overall setup of BEAM is in many ways unique and innovative. The programme is piloting in new domains, approaches and instruments, which inherently includes some risk and learning components. At the same time, there are high interests and variable expectations towards the programme from its funders, beneficiaries, stakeholders and from the general public. There are all the reasons for paying particular emphasis on good monitoring and evaluation of the programme.

To date, the BEAM programme has been running for roughly a year. It is still too early to assess its success or anticipated impact. The analysis has therefore focused more on the programme setup, its planning, implementation and in particular on its monitoring mechanisms, to ensure the programme has all the elements for success. The Evaluability Analysis has not assessed the need, relevance or strategy of the programme.

Due to its novelty and uniqueness, BEAM is very much a learning process. Documenting, assessing and transferring the lessons learned throughout the BEAM programme will be valuable particularly for the programme funders (MFA and Tekes). Lessons and practices related to the Developmental Evaluation are equally important, as both funding organisations are currently considering enhancing developmental evaluation in their programmes.

The Developmental Evaluation approach has already proved useful for early identification of issues, which if left unaddressed, would hinder a good implementation of the programme. Some of these are related to the programme structures and set up of collaboration, others largely in the precise definition of programme means and their monitoring. Addressing these issues early on, before the normal mid-term review after two years of implementation, should allow the programme to be developed and adjusted more quickly. These issues were presented in the chapters before, and are listed in the following summary tables (Annex 1 & 2).

Annex 1. Evaluability Summary Table

Evaluability issue (ToR)	Findings	Conclusions	Recommendations	Responsible	Priority
1. Objectives are clearly defined at the different levels (impact, outcome/output, activities)?	The initial programme objectives were broken down to four work packages, which were considered partially overlapping and incoherent.	It was not evident how the initial work packages were to be operationalised. A reorganisation of programme objectives from work packages to components has been elaborated during the evaluability analysis at the programme inception phase.	It is suggested that a revised impact model for BEAM is adopted by the Steering Group as a basis for measuring, monitoring and performance and anticipating the impact of BEAM. In line with the above, it is suggested that prioritisation of activities is conducted amongst all planned BEAM activities to ensure anticipated impact and efficient use of resources. It is suggested that the programme activities are reorganised (in line with the impact model) according to clear impact mechanisms.	Management Team	High priority
2. Objectives describe what will change?	BEAM has specific objectives towards economic, environmental and social impacts. Some objectives are taken into account in calls for and selection of projects, while this has not yet been clearly shown in the project portfolio.	It has not been clearly defined how these are to be reached and changes measured.	Once there is a common agreement and understanding of the programme impact model, this should be further elaborated. The impact model should allow to elaborate where and how BEAM's specific objectives are to be reached (i.e. what are the impact mechanisms). Change indicators should be established at different phases of the impact model (input, activities, outputs, etc).	Management Team	High priority
3. Indicators, baselines and target values are defined for all objectives?	Clear (input) indicators, target values and baselines are defined for innovation projects only. Other key areas (e.g. knowledge creation, impact fund, ecosystems) lack good indicators.	The current status of performance indicators, targets and baselines is presented in Table 1. Several areas need further elaboration.	It is suggested that change indicators are further elaborated in accordance with the approved impact model and a synthesis table for programme monitoring (as in Table 1) is developed.	Management Team	Medium priority
4. Indicators serve all set purposes from managements needs to impact evaluation?	Clear (input) indicators, target values and baselines are defined for innovation projects only.	Current set of indicators monitor mainly input and progress, less outcomes and impact. This needs to be worked out. As there are new methods, indicators and assessments are also needed regarding how different types of projects, themes, collaboration modes, etc work for BEAM purposes.	It is suggested that overall impact indicators are defined for BEAM. More and better indicators are needed for the performance of BEAM, its thematic direction (i.e. its ability to reach and engage right kind of partners) as well as its progress and results towards anticipated impact areas.	Management Team	Medium priority

5. Is required baseline information available at the outset or will it be produced during the ramp-up phase of the implementation?	It is available for a large part, but not all.	There is a need to collect and analyse the programme data (calls, project portfolio) at this point, to see how the programme has been initiated and to which direction it is progressing.	Some baselines will need to be better defined. It is suggested that the current level of competence is assessed with e.g. a survey, which can be repeated at the later stage of the programme to measure the change.	Management Team	Medium priority
6. Baseline data and indicators ensure that longer-term impact evaluation is possible?	For a large part, but not all	An evident challenge is in assessing the baseline levels of wider stakeholder groups and the thematic impacts, particularly in other countries.	It is suggested that long-term impact indicators include also qualitative indicators and allow the recognition of unforeseen impacts.	Management Team	Low priority
7. Has regular, indicator-based monitoring and reporting system in place, producing systematic information of the achievement of the objectives against the set indicators. The monitoring and reporting system has clearly defined roles and responsibilities with clear scheduling and resourcing?	This has been partially planned, but is not yet in place, nor are practices fully defined.	The programme monitoring follows the line of Tekes programme practices. For the purpose of BEAM, this may not be enough. There are particular aspects (specific impact areas) and many new experiments (such as ecosystem projects, impact fund) that will require particular attention.	More precise plan should be elaborated on what kind of monitoring information is provided to the programme management and in which intervals, as proposed in Table 2.\n\nDevelopmental evaluation can support the programme in many ways, while its precise role needs to be agreed with programme management, and resources allocated accordingly.	Management Team	High priority
8. Provision of information of the BEAM as a cooperation modality in supporting inclusive development innovations?	This is the task of Developmental Evaluation in BEAM.	It is in place, while many modalities are still experimented.	It is suggested that BEAM mid-term review pays particular emphasis on these cooperation modalities.	Developmental Evaluation and ESG	Medium priority

Annex 2. Further elaboration needs of the BEAM programme plan

Programme aspect	Evaluation findings	Recommendations for further elaboration
Programme strategy and set up	BEAM aims to improve innovation capacities in developing countries by increasing the knowledge and skills of participating actors and individuals'. On the basis of evaluation, it is not clear whether these impact mechanisms been further considered, for example, what is the process in practice, or are there other anticipated impact mechanisms, etc.	*Rec 1. The anticipated impact mechanisms and practical processes for improving innovation capacities in developing countries should be documented and approved.*
	The anticipated impact areas include three specific themes or aspects: a) economic, b) environmental and c) social impact. It is not clear how these impact aspects are built into the programme (e.g. focus of calls and cooperation areas, selection of projects and partners, etc.), and how are they monitored?	*Rec 2. Economic, environmental and social impact aspects should be more precisely built in to the programme implementation plan. This includes possible focus of calls, selection of projects and partners, etc.*
		Rec 3. Monitoring of economic, environmental and social impact needs to be planned and implemented.
Programme operationalisation and ramp-up	Secondary beneficiaries of BEAM: It is not clear what conditions and factors have been taken into consideration, or what are the baselines for these. Have these been systematically analysed?	*Rec 4. Baselines for secondary beneficiaries of BEAM should be analysed and documented for each project. Reporting against these baselines should be included in project reporting requirements.*
	It is not clear how or if the compliance of the Corporate Social Responsibility is monitored, nor how will the education on Corporate Social Responsibility and human rights be organised.	*Rec 5. Monitoring of compliance of Corporate Social Responsibility should be planned and implemented into BEAM monitoring.*
		Rec 6. Education on Corporate Social Responsibility and human rights for Finnish participants should be planned and implemented.
	Increasing equality is one of the long-term aims of the BEAM-programme. It is not clear how it will be measured,	*Rec 7. Baseline, indicators and measuring of "Increasing equality" should be planned and implemented on project level.*
Organisation of funding streams	BEAM utilises the 'true common pot' approach for organising joint programme funding. This means basically that both sources of funding are pooled into a common funding pot, which is utilised to fund projects that meet all common criteria.	*Rec 8. The experience from current BEAM funding structures should be discussed between Tekes and MFA, and other complementary funding models should be considered to increase the potential impact of BEAM.*
Project portfolio	There is a lack of sufficiently analysed and up-to-date progress and performance information of BEAM projects for good management decisions.	*Rec 9. Systematically analysed information on BEAM calls, their selection criteria, mapping of the selected projects, how BEAM is implemented within Team Finland network and what activities are complemented by other Team Finland activities (e.g. Finpro Growth programmes) should be documented and shared with the steering group, as well as with the evaluation team*
Schedule	Only a rough schedule for the BEAM activities exists. The aim in the initial phase of the programme is to identify the existing platforms and ecosystems that fit the programme objectives and to start linking Finnish growth companies with them.	*Rec 10. Clearly phased schedule for the various programme activities should be documented and updated as it evolves*
Monitoring, evaluation and learning	The MEL framework and its activities is outdated and needs further elaboration.	*Rec 11. Description of the BEAM evaluation should be updated and formally approved on the basis of the Evaluability Analysis and its findings.*
	The baselines for measuring indicators are not all defined.	*Rec 12. A baseline report/survey should be carried out and documented to support the reporting of the KPI's.*
	Precise progress and performance monitoring and reporting practices have not been agreed for BEAM.	*Rec 13. Monitoring plan should be finalised and implemented.*
		Rec 14. Monitoring targets within each programme component should be broken down to annual targets
	A particular aspect is to ensure the use of MFA originated funding is monitored appropriately in BEAM.	*Rec 15. Monitoring indicators for MFA ODA funding should be included in the BEAM monitoring plan*

Annex 3. Risks assessment table

Type of risk	Possible reasons	Potential consequences	Mitigation measures (DE perspective)
Rationale: Unclear, missing or ill-founded programme strategy. Unclear needs for programme intervention.	Lack of pre-programme analysis, bad reasoning, bad planning, lack of strategic processing & vision. Political compromises.	Inconsistent / random programme results. Unlikely programme success.	Properly studied programme context, sufficient analysis of stakeholder and beneficiary needs and rights, well-thought programme strategy, elaborated programme plan.
Resourcing: Insufficient volume or type of resourcing for the programme requirements.	Shortcomings in programme planning and preparation. Inability to assess the amount & type of resources needed. Too high expectations / ambitions for available resources.	Programme shortcomings in some or all areas. Inability to meet set expectations.	Realistic programming. Scoping and focusing the programme activities only in areas, which can be sufficiently resourced. Reserving resources for programme contingency. On-going assessment of programme efficiency and anticipated impacts of choices.
Organisation: Inappropriate or weak programme organisation, leadership.	Shortcomings in programme planning and preparation. Lack of needed coordination / TA –resources + experts when needed. Unavailability of experience. Lack of good programme governance (Steering and monitoring). Lack of resources devoted to programme organisation.	Inability to understand, assess and make substance-related decisions. Inability to operate efficiently. Inability to execute programme activities in complex situations. In ability to foresee risks and adjustment needs. Inability to make corrective actions and to change programme direction.	On-going assessment of the functioning of the programme team and the Steering Group. Advance planning of specific programme tasks and assignments for possible outsourcing of competence. Preparation for substitutions and ad hoc needs.
Reach and engagement: Inability to reach and engage anticipated stakeholders and beneficiaries.	Shortcomings in programme planning, preparation and organisation. Inappropriate identification and analysis of target groups and stakeholders, and their needs and motivations. Lack of engagement mechanisms. Unclear or insufficient foreseen added value for potential programme stakeholders and beneficiaries.	Inability to carry through activities with anticipated volume and quality, as partners cannot be engaged. Typically shows in lack of participants to events, lack of applications for calls, lack of commitment from programme partners.	Ensuring continuous assessment and feedback from target groups, beneficiaries and stakeholders. Ensuring evidence-based decision-making, as much as possible. Rational and elaborated process for project selections. Continuous portfolio management with foreseen impact assessment.
Implementation: Difficulties (i.e. delays, diversions) in carrying through planned activities.	Shortcomings in programme planning, preparation and organisation. Any or all above reasons behind + inability of the programme organisation to operationalize and deliver activities. Often many practical reasons caused by a new culture and operating environment (language, practices, unforeseen bureaucracy, politics,..). Sudden changes in the operating context, for which the programme is not prepared.	Delays, diversions, rising costs, shortcomings in activities. Slow progress, serious delays or shortcomings. Low participation or low success of events. Diversions from original plans in order to cover for bad planning or to adapt to new situations.	On-site assessment of programme implementation. Direct and immediate feedback mechanism from partners, stakeholders and beneficiaries. Well-thought progress and performance indicators. Process for quick adjustments as needed.
Outputs and outcomes: Inability to deliver results in sufficient volume and quality.	Shortcomings in programme planning, preparation, implementation and particularly in monitoring. Inappropriate /ill-functioning monitoring and evaluation. Programme is focusing too much on activities and on the development work, instead of on the delivery of outputs and generation of outcomes. The activities conducted are not of sufficient quality and practical relevance in order to generate real added value to beneficiaries.	Disconnection between planned activities and desired outcomes. Programme impact remains narrow and benefits focus only to those closely involved and directly participating. No wider impacts, no big changes in the system or new operating practices adopted by the wider community. Programme value remains limited.	Clear definition of anticipated impacts, their target groups and mechanisms delivering the impact.
Sustainability: Inability for the programme results to remain and lessons to be passed over.	Shortcomings in programme planning, preparation and implementation. Learning component missing in monitoring and evaluation. Lack of 'exit plan'. No, or too late planning for programme hand over or continuation mechanisms & process. Programme planning and steering dominated by the donor / one interest partner. Insufficient buy-in from stakeholders and local partners.	Lack of increased capabilities with local partners. Lack of structural changes with beneficiaries. Lack or short of sustainability of the generated impact. No or only partial continuation / hand over. Programme value remains short (in time).	Ensuring programme is designed for delivering structural changes / sustainable benefits. Ensuring stakeholder buy-in and engagement from early on. Agreed plan for gradual handover. Agreed exit / continuation plan.