



Improving the system of indicators used in monitoring and evaluation

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Ministry of Public Finance
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Improving the system of indicators used in monitoring and evaluation

Activity 1.1 Analysis of the system of indicators used in monitoring and evaluation

SOP Human Resources Development

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OPERATIONAL PROGRAMME HUMAN RESOURCES DEVELOPMENT

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1. NEEDS ASSESSMENT

The “Needs assessment questionnaire” was distributed to SOP HRD Managing Authority and Intermediate Bodies and completed by 7 experts – 2 from the Managing Authority and 5 representing IBs at central and regional level. The opinions expressed by the respondents provide a useful image as concerns the main features and weaknesses of the SOP HRD system of indicators as well as the deficiencies in relation to their use by different stakeholders, in the monitoring and reporting process.

As presented in the Methodology chapter, stakeholder views are deliberately reported as received. This section does not comment on their accuracy, validity or feasibility. However, it does provide (in text boxes) a “consultants’ perspective” in the form of preliminary conclusions deriving from the views of the stakeholders.

Findings are presented in two sub-sections: (1) general design of the indicators, which includes observations for individual indicators and (2) institutional set-up, including references to resources, SMIS usage and communication.

The opinions expressed through the questionnaires and the outcomes of the analysis exercise (as presented in the next chapters) were the starting points in formulating the conclusions and recommendations concerning the SOP HRD system of indicators.

1.1. GENERAL DESIGN OF THE INDICATORS SYSTEM

In respect to relevance all responses show that, most SOP HRD indicators are considered relevant both at PA level and for the overall Programme, with few exceptions (e.g. “*Number of participants – ESF women*” which was marked very low by two respondents or indicator “*Number of pupils involved in active citizenship and entrepreneurship education*” for which the target established in FDI is considered as not realistic) - see answers to Q 2.1 presented in Annex 1 of the questionnaire.

Regarding other indicators considered as necessary for ensuring a proper system, there was only one respondent (see answer to Q 2.2) who suggested for KAI 3.2 *Training and support for enterprises and employees to promote adaptability* two output indicators, namely: i) „*number of trainees (training courses beneficiaries) that found a new job in another organisation, within 6 months from the finalisation of the training course*” and ii) „*number of trainees that found a new job in the same organisation by the end of project implementation*”.

The same respondent suggested for KAI 5.1 *Developing and implementing Active Employment Measures*, two supplementary output indicators, namely: i) „*number of people that benefited from integrated programmes – labour market access*” and ii) „*number of training participants, young unemployed - labour market access*”.

As concerns the appropriateness of the individual indicators, the respondents signalled various aspects, (see answers to Q 2.3 and Q 2.4), amongst which the most important could be summarised as follows:

- Difficulty in collecting, measuring or using indicators which measure an achievement over a precise period of time, specified in the name of indicator. For instance, supplementary result indicator “*Number of participants that found a workplace within 6 months - labour market access*” might be redundant if the project implementation is finalised before the period referred to in the indicator, elapses.

- Percentage indicators - are not necessary to be included distinctive as they could be calculated based on absolute values of related indicators. Moreover some respondents stated that this type of indicators (it was given as example the indicator “*Percentage of certified long term unemployed, benefiting from integrated programmes*”), create confusion among applicants in terms of reflecting them in the Project Applications, correctly, in percentages and not in numbers. It was suggested that percentage indicators to be used for reporting purposes only by IBs and MA.
- Indicators which are horizontally collected/gathered at the level of each KAI, according to Annex XXIII of the Commission Regulation (EC) NO. 1828/2006 are not necessary to be collected separately;
- Indicators which can be found both as supplementary and programme indicators within the same KAI – should be reconsidered in order to avoid doubling within the KAI. A respondent gave as example the indicators related to KAI 2.1 *Transition from school to active life*, where output supplementary indicator “*Number of people that benefit from counselling/ orientation - transition from school to active life*” can be found in the output programme indicator “*Number of beneficiaries of career counselling services*”;
- Need to redefine/rename some indicators. There were two examples given in this respect.

One concerned the result supplementary indicator “*Number of participants that found a workplace within 6 months - labour market access*” for which one respondent suggested this indicator to be considered/ moved as an impact indicator, providing the beneficiary reports on it after the project implementation finished.

Another suggestion referred to result supplementary indicator “*Share/percentage of people that found a workplace within 6 months after taking part in integrated programs (%)– labour market access*” to be modified and renamed “*Share/percentage of people taking part in integrated programs that found a workplace within the finalisation of the non-reimbursable project implementation (%)– labour market access*”

-need to reanalyse and restructure the supplementary indicators into larger categories defined subject to horizontal themes, specific operations for target groups, type of activities, as many of them cannot be quantified in the FDI, at present.

Regarding the balance between the different types of indicators, the answers varies, some respondents confirmed there was a reasonable balance between the indicators, others underlined that impact and context indicators are insufficiently or at all represented (see answers to Q 2.5). It is worth mentioning that for the whole SOP HRD there is only one impact indicator identified for KAI 7.2 as supplementary indicator named “*Level of population awareness*” (%) and no context indicator at all.

In relation to the ESF list of indicators, included in Annex XXIII of the Commission Regulation (EC) No 1828/2006, the general opinion was that they were reasonably covered by the existing system of indicators. The respondents marked either all indicators (three respondents), or some of them (three respondents). Also, out of 7 respondents only one respondent marked 2 ERDF and Cohesion Fund core indicators (no. 81 Number of projects which promote business development, entrepreneurship and new technologies and nr.82 – Number of projects ensuring condition for providing services which promote equal opportunities and social inclusion of minors and youngsters).

As concerns the connection between the existing system indicator and the EU directives, the answers received from the respondents confirm there is such a connection, in addition to this, one respondent underlined that EU Integrated Directives regarding growth and employment

(2005-2008) were observed when the Human Resources Strategy was elaborated (see answers to Q 2.7).

Preliminary conclusions

Based on the opinions expressed by the MA and IBs' stakeholders, in the case of SOP HRD, there is a reasonable level of awareness and practice as concerns the use of existing system of indicators. However, the general opinion is that although most existing output and result indicators continue to be relevant, the entire system need to be reconsidered in terms of overall adequacy to the SOP HRD, as practice demonstrated that the existing structure is either difficult to be used at project level, inefficient as concerns resources required or inappropriate for monitoring and reporting purposes.

In respect to the opinions received related to the individual indicators, there is a need to reduce the number of indicators, to review the result indicators and define more suitable ones, to reclassify them where appropriate into impact indicators, to re-analyse the form in which indicators are measured (e.g. numbers or proportion), and to define context indicators for the programme.

Starting with the suggestions made by the respondents, there is a need to select and test each individual indicator through a multi-criteria analysis, that will take into account both the need to have a complete and accurate image of the progress of the implementation (relevance, sensitivity) and the need not to add too much costs and administrative burden (cost, availability). This analysis will be thoroughly presented in Section 3 and its related Annex II of this document.

1.2. INSTITUTIONAL SET-UP

In terms of collecting, processing, reporting, measurement of the indicators the majority of respondents stated unitary that the Internal Operational Procedure for Monitoring and Reporting applies for the collecting/ reporting/ measurement of the indicators. The procedure is developed by the departments/ services¹ responsible for monitoring and reporting within the IBs and applied following the prior approval of the Director of IB and notice from MA SOP HRD. As regards the elaboration of the indicators, this responsibility is fulfilled by the Programming Compartment. Along the implementation of the SOPHRD, the Operational Procedure for Monitoring and Reporting suffered changes/ revisions but not necessarily affecting the indicators systems as specified by the respondents. (See answers to Q3.1)

In terms of the assessment of the degree of difficulty/ effort needed for accomplishment of different operations related to the indicators, the answers provided by the respondents are mixed. By considering the answers received, it might be considered as an unanimous answers of high level of difficulty in defining the indicators but in regards to the collecting/ processing/ monitoring/ reporting there are heterogeneous opinions. As regards the communication of indicators again there is a majority of respondents mentioning that the procedure has a low level of difficulty. (See answers to Q3.2)

Different issues were reported by the respondents as identified needs or deficiencies related to indicators that might affect the activities and consequently undermine the efficiency and effectiveness of their work. The most part of the reported difficulties address the processes of defining and reporting the indicators, starting from opinion that the indicators are not clear

¹ Funded Projects Verification

defined ending up with major difficulties in reporting the indicators. There were also respondents that specified no deficiencies affecting their activity in relation to indicators. (*See answers to Q3.3*)

As regards the communication between the different components of the system, the present institutional arrangements are assessed by the respondents as good (by applying an average to the answers received). (*See answers to Q3.4*)

In terms of the most important deficiencies that affect the communication between institutions involved the comments received vary from particular deficiencies reported up to no deficiencies identified or reported by the respondents. The specific deficiencies reported address the complexity of the reporting formats² and lack of common instructions for filling-in that lead to a time-consuming elaboration process and consequently undermines the efficiency of this process. Also, other issues like excessive workload versus number of employees and lack of joint methodology in the field are reported as deficiencies that affect the communication between the institutions involved. (*See answers to Q3.5*)

As regards the most important deficiencies that affect the internal communication between different departments/ services, the most part of the respondents have not reported deficiencies that affect the internal communication at the level of their institution; nevertheless there are also respondents that reported deficient internal communication between departments with responsibilities as regards the indicators (ex. between the officers in charge with defining the indicators and those involved in collecting/ processing the indicators). For the second time along the needs assessment questionnaire as deficient aspect encountered but that might affect the internal communication is mentioned excessive workload versus number of employees. (*See answers to Q3.6*)

In terms of required improvements of SMIS as regards the processing/ collecting the indicators, out of questionnaires received the most part of the respondents either preferred *no comment* answer or no indication of necessary improvements of SMIS. Nevertheless it was flagged the lack of correspondence between SMIS indicators and FDI that makes difficult the proper monitoring of the project indicators. Also as an identified improvement was mentioned the need of input of a dedicated module for ESF projects that could provide for proper managing the information that fall under the Annex 23 of Regulation 1828/2006. (*See answers to Q3.7*)

In respect to the availability of resources (human, financial) the most part of the respondents indicated that there are not adequate resources to ensure good efficiency and effectiveness for assuring a good efficiency and effectiveness of the collecting and processing the indicators. According to the opinions expressed in the questionnaires there is an unbalanced report between the tasks related with analysis of the indicators and number of staff available. Also, particular comment addressed the issue of non-efficiency of the tools used in collecting the indicators and the insufficient training of human resources involved in the work with indicators. (*See answers to Q4.1-4.5*)

The changes indicated by the respondents as regards the indicators' system and individual indicators used in monitoring and evaluation refer mainly to:

- A better/ clearer definition of indicators in FDI, especially as regards the indicators defined in percentage
- Assuring the correspondence in between the project proposals indicators and indicators from FDI)
- To be provided more detailed information for applicants (within the guidelines for Applicants) in regards of indicators (defining, relevance, necessity etc)

² Particularly the annexes of the Bi-Annual (Semester Reports) and of the Annual Implementation Report

- Remove from list of indicators the irrelevant ones
- Facilitation of daily monitoring of the project progress by MA SOPHRD/ IB SOPHRD, by setting up an integrated monitoring system and avoiding the double counting of the same indicator by applying correct monitoring tools
- Unitary training for all the staff involved in working with the indicators system

Preliminary conclusions

- a) The existence of the Internal Operational Procedure for Monitoring and Reporting that applies for the collecting/ reporting/ measurement of the indicators assure good prospects for an unitary basis for analysis/ monitoring and reporting of the indicators providing that in practice, the procedure is homogenous applied by all the parties involved; although the revisions made to the procedure have not affected significantly the indicators, common information/training sessions whenever significant changes are made would be welcome. The dedicated periodical training sessions on indicators system would foster the collecting/ processing/ monitoring/ reporting of the indicators at all levels required.
- b) The increase of level of appropriateness in defining the indicators would positively affect the practical work with the indicators and specifically the reporting process, so that the revision of individual indicators is a valid current need.
- c) In terms of communication between different parties involved, the present structure of the system allows for a generally accepted good communication, by considering the respondents opinions; a more thorough opinion on the system is to be formulated as result of the analysis on the system of indicators. An improvement of the communication might be brought by the availability of commonly used instructions for the reporting and simplification of the reporting requirements.
- d) A thorough assessment on the type and number of human resources that work with the indicators system at different levels would be welcome for a correct appreciation of the need of staff versus the workload required. In parallel an objective analysis on the efficiency and effectiveness of work might provide valuable information as regards the need of human resources to be dedicated to the work with the indicators system.
- e) The securing of the correspondence between SMIS indicators and FDI represents a prerequisite for a reliable monitoring system. The input in SMIS of a dedicated module for ESF projects that could provide for proper managing the information that fall under the Annex 23 represent an actual need to be further assessed.



2. ANALYSIS OF THE INDICATORS SYSTEM

2.1. COVERAGE OF THE INDICATORS SYSTEM

2.1.1. SOCIO-ECONOMIC ENVIRONMENT

First three chapters of the SOPHRD present an accurate overview of the priorities and needs related to the Romanian labour market, educational system and social inclusion, which can be found in the main areas concerned by the SOP HRD (education, employment, social inclusion and health).

The needs were identified as a result of a thorough socio-economic and SWOT analysis done during the programming period. The main recommendations made by the ex-ante evaluators related directly to the programme design and indirectly to the indicators, referred to updating of statistics, better quantification of the main programme objective, improved explanations of the results for the main key areas of intervention.

According to EC Working Document no.2, Context indicators should reflect the structure of the socio-economic analysis of the programme.

Although not defined as context indicator, various indicators (macro-economic indicators, statistic indicators used at both national and EU level) were used in the programming phase in order to identify and quantify the needs of the sector. They offer important information on the driving forces influencing the sector, reflect significant trends and could be considered to be contextual for the development of the SOP-HRD. In the implementation phase they can provide useful information on the overall development in relevant areas of the sector outside of the programme interventions.

When reviewing the first chapters of SOP HRD (socio-economic analysis and SWOT analysis) as well as the content of the National Reform Programme, several potential specific context indicators were identified.

These indicators were listed in the table below as potential context indicators and were further analysed against other context indicators used by Member States as well as in relation to the objectives and indicators of Europe 2020 Strategy.

Following the analysis of the human resources related OPs from other Member States³, it can be noticed that no context indicators were defined as such in any of the sector related operational programmes, but Slovakia (see table no 1). They were mapped against the 3 main themes (fields) considered as key for the SOPHRD in Romania in the comparative table presented in the following pages.

³ OPs in full text were consulted for the following MS: Bulgaria, Czech Republic, Hungary, Slovakia, Estonia, Lithuania, Latvia, Spain, Portugal and Ireland

TABLE 1 INTERNATIONAL BENCHMARK OF CONTEXT INDICATORS FOR SOP HRD

Fields targeted by the SOP HRD	Potential context indicators resulting from the SOP HRD analysis	Context indicators targeted by the OP - Lithuania	Context indicators targeted by the SOP HRD - Spain	Context indicators targeted by the OP Environment - Slovakia
1. Education and continuous professional training	<ul style="list-style-type: none"> - Share of the population aged 18-24 with at most lower secondary education and not in further education or training - Share of adult population aged 25-64 participating in education and training (National Reform Programme) - Share of Early leavers from education and training by gender (Europe 2020 Strategy headline target) - Share of population aged 30-34 having completed tertiary educational (Europe 2020 Strategy headline target) 	- No context indicators established	- No context indicators established	<ul style="list-style-type: none"> - No. of graduates from the tertiary level of higher education (PhD students) in 1000 aged 20 – 29 - Population percentage aged 20 – 24 which has achieved at least secondary education or completed post-maturita studies (EU benchmark) - Population percentage (aged 18 – 24) with lower secondary education (primary or secondary education without maturita – ISCED 0, 1, 2, 3C), not receiving any further education – early school leavers (EU benchmark)
2. Employment and labour market	<ul style="list-style-type: none"> - Share of employment of people aged 55-64 - Employment rates, by age, gender & education levels (Europe 2020 headline target) - Long term unemployment rate, by sex and key age groups (Europe 2020 headline target) 	- No context indicators established	- No context indicators established	<ul style="list-style-type: none"> - Share of employed people of the 15 – 64 age group within the whole population of the same age category - Share of employed people of the 55 – 64 age group within the whole population of the same age category - Share of unemployed people within the overall number of economically active individuals - Share of long-term unemployed people (12 months and more) within the total number of economically active individuals
3. Social Inclusion	<ul style="list-style-type: none"> - Share of Population at risk-of-poverty or exclusion, by gender (Europe 2020 Strategy – Headline target) - Share of population at risk-of-poverty after social transfers, by gender (Europe 2020 Strategy – Headline target) 		-	<ul style="list-style-type: none"> - Share of persons with equivalent available income less than 60% of the median of the national equivalent income classified pursuant to age (0-15; 16+; 16-64; 65+) and gender (anchored in 2004) - Difference of average gross income per hour between men and women.

Preliminary Conclusions:

- The monitoring system of the SOP HRD in Romania does not formally include any context indicators, which hinders the proper contextualisation of the programme interventions;
- The absence of context indicators does not enable the monitoring of a constantly evolving general context of the programme and limits the possibility for a continuous check on the relevance of identified needs and on the implementation of interventions financed from the OP;
- Strategic reporting at the programme level (annual implementation reports) although is done taking into account the 4 country specific recommendations⁴ of the Commission in relation to the National Reform Plan implementation, is missing an important source of useful information

Therefore, it would be advisable to consider the formal inclusion in the monitoring system of a number of context indicators linked to the identified thematic fields addressed by the programme.

When proposing context indicators for SOPHRD, the following issues were considered:

- 1) Potential context indicators resulting from the analysis of the SOPHRD were determined through:
 - a) Screening the “Analysis of the current situation” chapter, which provided information on the most important sectoral context indicators, history and perspectives;
 - b) Screening of the SWOT analysis; all four sub-section (strengths, opportunities, weaknesses and threats) offer a clear picture of the issues that have to be maximised or, on the contrary, alleviated, as well as of the ones that have to be taken into account or risk prevented;
 - c) Analysing result indicators which may have been wrongfully assigned
 - d) Analysing of the National Reform Plan 2007-2010, Chapters related to Macroeconomy, Labour market, Annexes 4 (Structural indicators) and 5 (Evolution and Prognosis of some structural indicators in Romania) and of the Human Resource Strategy
- 2) Context indicators revealed by the international benchmarking analysis to be relevant for the Romanian SOPHRD strategic objectives were taken into account.
- 3) The objectives and indicators (including headline indicators⁵) included in the Europe 2020 Strategy designed as the successor to the Lisbon Strategy.
- 4) Priorities established within the Community Strategic Guidelines on Cohesion 2007-2013

The following table encompasses the context indicators that were considered relevant, and their relation with the result indicators within the SOP HRD, SWOT analysis but also their connection with the above-mentioned strategies.

⁴ reducing early school abandonment, increasing participation in education and training of adults, transforming subsistence agriculture in a sustainable activity and accelerating the education reforms to better meet the labour market requirements

⁵ The headline indicators measure the progress made by the EU and the Member States towards achieving the 5 headline targets of the strategy- on employment, innovation, education, social inclusion and climate/energy.

TABLE 2 PROPOSED LIST OF CONTEXT INDICATORS FOR SOPHRD

Context indicators suggested for the SOP HRD Romania	Rationale	
	SWOT analysis	specific objective (SO) of the Programme
Share of Early leavers from education and training by gender (Europe 2020 Strategy headline target)(percentage)	[W] ...High levels of school drop-out, qualifications and competences to the labour market needs, low integration of vulnerable groups in education, training and on the formal labour market; [O] Restructuring of the education system;	[SO1] Promoting quality initial and continuous education and training, including higher education and research [SO 3] Facilitating the young people insertion in the labour market
Share of adult population aged 25-64 participating in education and training	[W] ...High levels of qualifications and competences to the labour market needs, low integration of vulnerable groups in education, training and on the formal labour market, low level of participation to CVT; [O] Increased participation in post-graduation education;	[SO 3]Facilitating the young people insertion in the labour market [SO 4] Developing a modern, flexible, inclusive labour market
Share of population aged 30-34 having completed tertiary educational (Europe 2020 Strategy headline target)	[W]...Insufficient adequacy of qualifications and competences to the labour market needs, limited capacity of schools and universities to offer continuous education and vocational training, low adaptation of the pre-service and in-service education and training offer;	[SO 1] Promoting quality initial and continuous education and training, including higher education and research [SO 2] Promoting entrepreneurial culture and improving quality and productivity at work
Employment rates, by age, gender & education levels (Europe 2020 headline targets)	[W]reduced level of youth unemployment rate and long-term unemployment rate, high participation rate in agriculture, high number of people working in informal economy, limited entrepreneurial culture, poor quality of services provided by PES, etc. [T] The external migration of skilled workers or/and workers with high educational levels;	[SO 2] Promoting entrepreneurial culture and improving quality and productivity at work [SO 5] Promoting (re)insertion in the labour market of inactive people, including in rural areas [SO 6] Improving public employment services
Long term unemployment rate, by sex and key age groups	[S] ...Reduced labour costs as compared to the EU; [W]...insufficient adequacy of qualifications and competences to the labour market needs, high number of people working in	[SO 7] Facilitating access to education and to the labour market of the vulnerable groups

Context indicators suggested for the SOP HRD Romania	Rationale	
	SWOT analysis	specific objective (SO) of the Programme
	informal economy, insufficient development of community services able to address the needs of the persons belonging to vulnerable groups.	
Share of Population at risk of poverty or exclusion (Europe 2020 Strategy – Headline target)	<p>[S] Existing national programmes aiming to support the categories of vulnerable persons</p> <p>[W] ...insufficient adequacy of qualifications and competences to the labour market needs, limited capacity of schools and universities to offer continuous education and vocational training, insufficient development of community services able to address the needs of the persons belonging to vulnerable groups, etc.</p> <p>[T]... Low management capacity of educational and local administration authorities to promote and support reforms, better regulation and good governance;</p>	[S07] Facilitating access to education and to the labour market of the vulnerable groups

2.1.2. OBJECTIVES COVERED

In order to see the consistency of the indicators at system level, the correlation between indicators and objectives at different levels was analysed. The purpose was to identify:

- 1) Indicators that remain “outside” objectives;
- 2) Indicators that were inappropriately assigned to a certain PA/KAI/Operation;
- 3) Objectives that cannot be measured for lack of indicators;
- 4) Indicators that overlap

The analysis consisted in outlining the objectives of SOP HRD as well as the breakdown from global, to specific and operational objectives (at PA/KAI level).

According to the objectives tree of SOPHRD, the general objective of the SOP is “The development of human capital and increasing competitiveness, by linking education and lifelong learning with the labour market and ensuring increased opportunities for a future participation on a modern, flexible and inclusive labour market of 1,650,000 people”.

This is further broken down into seven specific objectives, as presented in the table below. For each KAI, the specific indicative operations were also examined (as detailed in SOP HRD, Framework Document of Implementation, version June 2010). Another purpose of the table was to map the link between the objectives and output and resulting indicators, so as to provide answer to the four topics of analysis set out in the beginning of this subsection.

TABLE 3 OBJECTIVES COVERED FOR SOP HRD

Fig. 1 Coverage of Operational Objectives SOP HRD (P=programme, S=supplementary)

INTERVENTIONS/INDICATIVE OPERATIONS	OUTPUT INDICATORS	OPERATIONAL OBJECTIVES
KAI 1.1		
<p>Developing and implementing tools and mechanisms to improve the pre-university education, including innovative and trans-national actions, support for providers and staff development</p>	<ul style="list-style-type: none"> - (P) Number of schools supported - (P) Staff in education and training trained/ retrained** <p>** refers to persons in the target group (other than teaching staff), that are trained and retrained</p>	<ul style="list-style-type: none"> - improving and restructuring pre-university education system, including the staff development and promoting innovation; - improving the school's and initial VET providers' management and their capacity to provide relevant qualifications according to the labour market needs;
<p>Developing and implementing a quality assurance system in pre-university education, including staff development and innovative actions</p>	<ul style="list-style-type: none"> - (S) Assisted training suppliers - pre-university education - (S) Number of training participants - pre-university education 	<ul style="list-style-type: none"> - developing mechanisms and tools for ensuring the access to quality education, as well as key and professional competencies for all; - developing guidance and counselling school mediation, alternative services and tools supporting an increased participation and an advanced educational attainment
<p>Support for the development of guidance and counselling in order to increase educational performance and transition rates towards higher education levels</p>	<ul style="list-style-type: none"> - (S) Number of ESF participants-women - (S) Number of students that benefit from orientation/ counselling services-pre-university education 	<ul style="list-style-type: none"> - developing guidance and counselling school mediation, alternative services and tools supporting an increased participation and an advanced educational attainment
<p>Support for the development and diversification of education and initial VET supply</p>	<ul style="list-style-type: none"> - (S) Number of pupils involved in active citizenship and entrepreneurial educational programs- post-doctoral research 	<ul style="list-style-type: none"> - promoting entrepreneurial culture and active citizenship education process
<p>Support for innovation and development of tools and mechanisms to improve access to education and initial VET for all</p>		
<p>Support for development of education for entrepreneurship and active citizenship</p>		
KAI 1.2		
<p>Developing and implementing tools and mechanisms, including support for developing the qualifications system in higher education and innovative actions and support for providers</p>	<ul style="list-style-type: none"> (P) Numbers of supported universities - (S) Number of developed/ updated qualifications - university education - (S) Number of training participants - university education 	<ul style="list-style-type: none"> - developing and implementing the national qualifications system in higher education; - improving the university management and capacity to provide relevant higher qualifications for meeting the demands of a changing labour market;
<p>Developing and implementing quality assurance system in universities, including staff development</p>	<ul style="list-style-type: none"> - (S) Number of bachelor/ master programs developed/adapted according to CNCIS- university education 	<ul style="list-style-type: none"> - improving bachelor and master programmes in line with NQF in higher education; - expanding learning opportunities and promoting innovation in higher education;
<p>Increasing the access to university education</p>		
<p>Developing competence based university education (bachelor and master programmes)</p>		
<p>Supporting networking of universities, research institutes and enterprises for developing university education, entrepreneurship, continuing training of researchers,</p>		

PA 1. Education and training in support for growth and development of knowledge based society

incentives and career development in research

KAI 1.3

Initial and continuous training of teachers and other human resources in education and initial VET, including training in partnership with companies

Training and retraining of training teachers and trainers in CVT

Support for integrated programs for teachers' mobility and reconversion towards non teaching activities

Support for career start and development of education career

(P) Education and training personnel trained/ retrained

- (S) Number of certified participants – continuous professional training
- (S) Number of ESF participants – women
- (S) Number of ESF participants from rural areas
- (S) Teaching staff supported for career start - continuous professional training
- (S) Number of ESF participants – women
- (S) Number of ESF participants from rural areas

- the improvement of teachers' and trainers' qualifications and those of other professionals in education and training;
- the career development and support for teachers, in order to guarantee a high level qualification of the teaching staff.

KAI 1.4

Development and implementation of NQF, including support for Sectoral Committees

Implementing of quality assurance and management systems in CVT at system and provider level according to the European Framework for Quality Assurance

Development the capacity building of institutions involved in validation of prior learning

Elaboration of studies, analyses and research in order to provide good quality information and relevant data for supporting CVT and exchange of good practices

Networking and partnership for promoting learning conducive work environments and "learning regions"

- (P) Number of CPT suppliers supported for the introduction of the quality assurance standards

- (P) Number of developed professional qualifications developed within CPT
- (S) Number of supported training suppliers- CPT
- (S) Number of training participants – CPT
- (S) Number of ESF participants- women
- (S) Number of updated/ developed qualifications – CPT
- (S) Number of studies, analyses, reports, strategies – CPT

- Developing and implementing the NQF;
- Developing and implementing the quality assurance systems in CVT;
- Supporting the introduction of life cycle approach in education and training.

KAI 1.5

Strengthening the national doctoral and post-doctoral system, including support for networking universities, research centres and enterprises

Supporting doctoral and post-doctoral programmes by innovating the contents, including the development of researchers managerial skills to promote the valorisation of research outputs in economic activities

Support for doctoral candidates and researchers to participate to doctoral programmes and post-doctoral research positions, including trans-

- (P) Number of supported PhDs
- (S) Number of financially supported doctoral schools – doctoral programs
- (S) Number of financially assisted researchers

- supporting the development of human resources in RDI, through better training and programs for doctoral candidates;
- improving the participation, increasing the attractiveness and motivation for the research career development by the support to the doctoral candidates and the improvement of post-doctoral research positions;
- improving doctoral and postdoctoral programs, schools and networks;
- supporting the development of the university-research-business cooperation.



national co-operation and learning mobility

INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

OPERATIONAL OBJECTIVES

KAI 2.1

Supporting on the work place training programmes for pupils and students

Supporting school/university/enterprise partnerships initiatives

Developing and providing guidance, counselling and orientation in support for transition from school to active life

Monitoring the insertion of graduates on the labour market

Developing innovative actions in view of improving transition from school to working life

- (P) Number of supported people in the transition from school to active life
 - (P) Number of beneficiaries of career counselling services
 - (S) Number of training suppliers-transition from school to active life
 - (S) Number of people that benefit from counselling/ orientation - transition from school to active life
 - (S) Number of studies, analyses, reports, strategies - transition from school to active life
 - (S) Number of concluded partnerships for experience exchanges and best practices - transition from school to active life*
 *including internships agreements, other types of partnerships

- Increasing employability of future graduates from both secondary and tertiary education, apprentices as well as increasing their adaptability in the early stage of their first significant job;
 - Improving the career guidance and counselling services;
 - Promotion and development of partnerships among schools, universities, enterprises and other institutions in view of facilitating transition from school to active life;
 - Monitoring of graduates' insertion on the labour market (pursuance/tracer studies).

KAI 2.2

Supporting and developing programs for maintaining pupils in education and preventing early school leaving

Developing integrated programs for increasing access and participation in primary and secondary education for persons belonging to vulnerable groups, including financial support for their families

Promoting integrated services and alternative solutions for preschool education

Implementing "School after school" type activities, assisted learning and remedial education

Reintegrating early school leavers in education (including "Second chance education" programs)

Providing integrated guidance and counselling for persons with early school leaving

- (P) Number of participants in "second chance " educational programs, out of which: - women
 - (S) Number of people that benefitted from counselling- counselling - preventive measures against early school abandonment
 - (S) Number of training participants - corrective measures against early school abandonment
 - (S) Number of participants in "second chance " educational programs
 - (S) Number of ESF participants - women

- preventing early school leaving, in particular for Roma people, persons with disabilities and rural population, as well as other categories of vulnerable groups;
 - providing basic competences and personal development skills for early school leavers.

KAI 2.3

Providing training and retraining employees courses

(P) Number of CPT programs participants (qualification and re-qualification) out of which:- women

-supporting enterprises to facilitate their employees' participation in CVT, for qualification and

PA 2. Linking life-long learning and labour market



<p>Providing support and incentives for employees to access CVT</p> <p>Supporting employees to validate prior learning</p> <p>Supporting CVT providers to develop and diversify CVT offers</p> <p>Providing facilities for “hard to reach” individuals (unskilled or low skilled adult persons)</p> <p>Supporting employers to encourage CVT participation, also through incentives</p> <p>Supporting raising-awareness and information campaigns and career counselling services</p> <p>Developing innovation in view of CVT access, participation and further competences achievement</p>	<ul style="list-style-type: none"> - (S) Number of financially-assisted enterprises for employee participation in training - continuous professional training - (S) Number of supported people for the validation of previous knowledge-continuous professional training - (S) Number of people that benefit from counselling/ orientation - (S) Number of ESF participants- women 	<p>requalification - promoting the access to CVT programmes of employees for their complete qualification achievement;</p> <p>- promoting CVT advantages among employees, enterprises and other interested groups.</p>
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INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

OPERATIONAL OBJECTIVES

<p>PA 3. Increasing adaptability of workers and enterprises</p>	<p>KAI 3.1</p>		
	<p>Increasing awareness and promoting positive attitudes towards entrepreneurial culture</p>	<ul style="list-style-type: none"> - (P) Number of participants trained to start up a business, out of which: - women - (S) Number of people that benefited from actions for the development of the entrepreneurial culture and for setting up businesses - (S) Number of people that took part in actions for managerial skills development - (S) Number of training participants - continuous professional training - (S) Number of ESF participants- women 	<p>-to develop entrepreneurial and managerial competences in order to improve current performance and vocational training for individuals to foster the entrepreneurial spirit and generate an increased number of businesses</p>
	<p>Implementing programs and innovative services for encouraging entrepreneurship and development of entrepreneurial culture</p>		
	<p>Management skills training, especially for micro-enterprises and SMEs</p>		
	<p>Encouraging entrepreneurship through support services for businesses start-up</p>		
	<p>KAI 3.2</p>		
	<p>Supporting innovative methods for flexible work organisation, including new working practices and improved conditions</p>	<ul style="list-style-type: none"> (P) Number of participants in management and organization of work, out of which: - women - (P) Number of participants for updating and improving their skills, out of which:-doctors;- nurses - (S) Number of training participants - 	<p>-Increasing the degree of the employees' adaptability and mobility, promoting flexible working practices, specific vocational training and improving health and safety at work.</p>
	<p>Providing skills training for employees to improve quality and productivity in the workplace</p>		

Supporting activities and measures for occupational diseases prevention, health and safety at work, as well as for a friendly work environment and for the reconciliation of work and family life

Promoting and supporting training of health management and medical staff

Information and awareness campaigns addressed to change social attitudes and stereotypes towards vulnerable groups in the working environment

Promoting vocational training in new technologies, including ICT, environment and controlling pollution

Promoting trans-national exchanges of experience in increasing adaptability

Award/quality certification for enterprises promoting flexible organization at work and services aimed at facilitating their employees' reconciliation of work and family life

KAI 3.3

Assistance and support to drawing up action plans for encouraging and developing partnerships

Identifying and implementing paths towards boosting the interest of employers and other stakeholders in increasing investments in human resources and increasing the Corporate Social Responsibility

Developing social partners' internal capacity to build human resources development capability, emphasizing standards and certification

Strengthening NGOs organizational capacity to support co-operation with local and national public authorities in order to promote joint social inclusion initiatives including development of voluntary services and charities

Improving capacity to support initiatives for shaping civic responsibility, through participation in public debates and to facilitate the access to public information

Developing initiatives to encourage

continuous professional training

- (S) Number of ESF participants – women
- (S) Number of communication and promotion events - continuous professional training
- (S) Number of continuous professional training courses financed, out of which:
 - In ITC
 - On environment issues
 - On health & security issues

No indicator for monitoring trans-national exchanges of experience

-(P) Number of supported social partners and NGOs

-Developing jointly undertaken initiatives of relevant actors and strengthening the capacity of social partners and civil society organization to promote sustainable development, support job creation and social cohesion at local, regional and national levels;



networking at the national level and EU level

Development of counselling services for NGOs and for initiatives that promote employment and social inclusion, including social partners who activate on the labour market

Raising awareness campaigns and support for local and social partnerships to transform informal work in formal employment

INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

OPERATIONAL OBJECTIVES

KAI 4.1

PA 4. Modernisation of Public Employment Service

Developing and implementing innovative and trans-national actions in support for the PES modernisation

Developing tailored assistance service and individual approach for unemployed with difficulties in integration/reintegration on the labour market

Development of a "self-service" type services

Developing solutions to tackle unregistered unemployment, especially in rural areas and for vulnerable groups

Developing databases related to services provided, vacancies and employers;

Drawing up analyses, studies, researches and forecasts regarding the labour market, including the overall status of the undeclared work or informal employment

Broadening of quality management system;

Improving the system of providing vocational training services for labour force (e.g. adult vocational training centres)

Elaborating and implementing adequate tools for monitoring and evaluation of the real impact of active measures on the labour market

Development of actions aiming at better visibility of the PES and provided services

- (P) Number of supported employment agencies
- (P) Number of analyses and forecasts regarding the labour market
- (S) Number of national communication and promotion events – Public Employment Service
- (S) Number of county- communication and promotion events– Public Employment Service
- (S) Number of studies, analyses, reports, strategies - Public Employment Service



- Improving and increasing the range of employment services provided for PES clients;
- Improving the monitoring and evaluation process of the real impact of the active employment measures;
- Improving the PES forecasting capacity on labour market trends

KAI 4.2

Improving the PES staff vocational training system, including training programme models

Training of PES staff to provide employment and assistance services, including services to people with special needs (Roma people, persons with disabilities, young people over 18 leaving the state childcare system, other categories of persons at risk)

Training of the PES staff to promote a mainstreaming approach on gender equality and vulnerable groups' specific needs

Training in extensive use of modern information and communication technologies

Training and innovative and trans-national actions to support new forms of organization and management

Developing vocational competences of staff in order to perform analyses and forecasts on labour market, planning, work with special groups etc.

- (P) Number of trained personnel
- (S) Number of studies, analyses, reports, strategies – Public Employment Service

-Increasing the level of vocational competences of the PES staff

INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

OPERATIONAL OBJECTIVES

KAI 5.1

Supporting all activities related to active employment measures

Elaboration and implementation of tailor-made action plans, providing job search assistance, guidance services and training for young and long-term unemployed, older workers, jobseekers re-entering on the labour market after a period of absence

Developing and implementing measures and trans-national actions for promotion of occupational and geographical mobility

Measures for a better correlation between the individual skills, education and work potential and labour market opportunities (balance and work diagnostics)

-(P)Number of long term unemployed taking part in integrated programs, out of which:
- women;- young people
- (S)Number of people that benefitted from counselling/ orientation – labour market access
- (S) Number of training participants – labour market access
- (S) Number of training participants, long term unemployed – labour market access

- to attract and retain as many persons as possible on the labour market in order to achieve full employment, with special emphasis on the disadvantaged groups on the labour market;
- to reduce long-term unemployment through preventive and corrective actions;
- to improve the employability of job seekers, unemployed, in particular long term unemployed and inactive persons.

PA 5. Promoting active employment measures



Elaboration and implementation of innovative methods for the promotion of the employment of the young and long-term unemployed people

Promoting dual systems of financing the employment of young people, combining training in vocational schools and internships in enterprises

KAI 5.2

Developing integrated programmes for training, employment and other supporting measures for people in rural areas, aimed at reducing subsistence agriculture

Measures for promoting occupational and geographical mobility of rural labour force in order to take up all existing employment opportunities and increase the regional cohesion

Measures for improving the environment in rural areas and the health condition of the rural population, aiming at increasing their motivation, availability and opportunity to participate on the labour market

Supporting dependent family members, assistance services and other associated activities that enable the individual to participate in the labour market

Promoting programmes that support and encourage business start-up in non-agricultural activities

- (P) Number of participants from rural areas in integrated programs
- **No indicator for monitoring the set-up of non-agri business activities (start-ups)**
- (S) Number of training participants – sustainability of rural areas
- (S) Number of ESF participants from rural areas
- (S) Number of ESF participants- women
- (S) Number of people that benefit from counselling/ orientation - sustainability of rural areas
- (S) Number of participants from rural areas, out of which: people engaged in subsistence agriculture
- (S) Number of participants in
 - information and awareness campaigns
 - training programs
 - activities evaluating prior learning
 - support programmes for dependent family members

- improving the quality of human resources in rural areas, in order to facilitate the access to employment in non-agricultural activities;
- ensuring long-term sustainability in rural areas by creating conditions for the development of profitable non-agricultural enterprises;
- facilitating a sustainable integration on the labour market by providing support and assistance services for family dependent members in rural areas;
- increasing employment opportunities, by providing support for the creation of new jobs/new forms of employment for independent workers in the rural areas and promoting the entrepreneurial culture in rural areas

INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

OPERATIONAL OBJECTIVES

KAI 6.1

Developing the necessary tools and mechanisms to fully implement the concept of a social economy

Promoting employability and adaptability of the low skilled people, the disabled and people at risk of social exclusion in the social economy entities

Supporting partnerships between all the stakeholders involved in community development (trade

- (P) Number of set up structures of the social economy
- (P) Number of participants in training programs dedicated to social inclusion specialists.
- **No indicator for monitoring the elaboration of tools and mechanisms to fully implement the concept of a social economy**
- (S) Number of jobs maintained by the structures of social economy
- (S) Number of people that benefit from orientation/ counselling - social economy

- development of social economy structures - promoting and developing generating revenue activities and services to help social excluded people or those at risk of exclusion to find a job or to return to work either in the social economy enterprises and/or in the formal economy;
- promotion of social economy (cooperatives, social enterprises, foundations, associations, etc.,

PA 6. Promoting Social Inclusion

unions, public institutions, employers' organizations, workers, non-governmental sector, enterprises, business environment, other associations etc.)

Sensitive actions, promotion of counselling and information services and exchange of experience in the social economy field

Developing adequate tools and methods for delivering social services; providing, developing and establishing flexible and alternative services to look after children and/or other dependent family members during the day

Developing training programmes for professionals involved in the social services sector (social workers, personal assistants, community nurses, family mediators, sanitary mediators, maternal assistants, care assistants, staff from residential institutions)

- (S) Number of training participants – social economy
- (S) Number of ESF participants – women
- (S) Number of ESF participants– Roma ethnics
- (S) Number of ESF participants – people with disabilities
- (S) Number of ESF participants – other vulnerable groups
- (S) Communication and promotion events – social economy

voluntary organizations and other non-profit making organizations) as a flexible and sustainable tool for the economic development and job creation at regional and local levels;

- enhancing the capacity, competences, knowledge and self esteem for vulnerable groups by setting up of public/private partnerships in the social economy;
- enhancing capacity of social economy operators as well as fostering cooperation between organizations.

KAI 6.2

Developing specific programmes, including incentives for employers, devoted to the (re)integration on the labour market of vulnerable groups, particularly for Roma population, disabled persons and young over 18 years old who leave the state child protection system

Training programmes for development of the basic skills and qualifications for vulnerable groups

Accompanying measures to identify and maintain employment (support for dependent family members, assistance services and other associated activities that enable the individual to participate in the labour market)

Special support for the development of new sheltered jobs in enterprises

- (P) Number of participants in qualification / requalification programmes for vulnerable groups, out of which:
 - Roma ethnics
 - People with disabilities
 - Young people that leave the state child protection system
- (P) Number of supported dependants
- (S) Number of training participants – labour market access
- (S) Number of people benefitting from counselling/ orientation - labour market access
- (S) Number of ESF participants – women
- (S) Number of ESF participants – people with disabilities
- (S) Number of ESF participants – Roma ethnics
- (S) Number of new workplaces* created-labour market access
- * the indicator refers to protected workplaces
- (S)Number of maintained workplaces
-

-to facilitate access to education and to (re)integrate vulnerable persons on the labour market.

KAI 6.3

Training and retraining programmes to increase women's skills and qualifications;

- (P) Number of female participants in qualification/ requalification programs
- (S) Number of training participants -

- Enforcing the principle of equal opportunities for all on the labour market with the aim of increasing



	<p>Specific programmes addressed to women interested in advancing in career, including support for business start-up;</p> <p>Raising awareness campaigns and exchange of good practices in schools and enterprises for combating gender stereotypes, including campaigns for women, especially for those in rural areas and those belonging to groups with special needs</p> <p>Supporting programmes focused on eliminating gender stereotypes in society especially by mass-media;</p> <p>Providing support and raising awareness campaigns on promoting health culture, fighting human trafficking, domestic violence, etc.</p>	<p>labour market access</p> <ul style="list-style-type: none"> - (S) Number of communication and promotion events - labour market access - (S) Number of people that started an independent activity - women - labour market access 	<p>the opportunities of employment for women and people belonging to vulnerable groups;</p> <ul style="list-style-type: none"> - Rising awareness on the principle of equal opportunity and gender equality in civil society, including all staff, professionals, entrepreneurs, etc.; - Rising awareness on sexual harassment at the workplace; - Equal access to work and career paths, to create a fully inclusive workforce; - Preventing the practice of domestic violence and trafficking in human beings.
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KAI 6.4

	<p>Supporting trans-national initiatives and partnerships at European level aiming to develop human resources and create an inclusive labour market</p> <p>Developing joint programmes for promoting employment</p> <p>Developing new methods for combating discrimination and inequalities on the labour market</p> <p>Setting-up partnerships for sharing experiences on adaptation of vocational training to new technologies</p> <p>Promoting transfer of expertise on inclusion and employment of the long-term unemployed</p> <p>Trans-national exchanges of experience and good practices for Managing Authority and Intermediate Bodies</p> <p>Developing comparative trans-national studies</p>	<p>(P) Number of supported transnational initiatives and partnership</p> <ul style="list-style-type: none"> - (S) Number of common programs developed for promoting employment and social inclusion - (S) Number of studies, analyses, reports, strategies - labour market access - (S) Number of events aimed at experience exchanges regarding the implementation of the funds and thematic aspects - labour market access 	<ul style="list-style-type: none"> -Development of a more permissive, flexible and inclusive labour market;
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INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

OPERATIONAL OBJECTIVES

KAI 7.1

<p>7. PA Technical Assistance</p>	<p>Elaborating reports, background studies and research relevant to the programme's implementation and for the preparation of the next programming exercise</p>	<ul style="list-style-type: none"> - (P) Number of studies, enquires - (P) Number of Monitoring Committee meetings - (S) Number of reunions of the relevant committees and working groups 	<ul style="list-style-type: none"> - to enable the MA and IBs to achieve the best possible administrative support for programme implementation and management
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Support the SOPHRD implementation (including project preparation and development), monitoring and control, evaluation (ex-ante, on-going, ex-post, strategic, thematic)

Support to SOPHRD Monitoring Committee, mainly for organization and logistics

Vocational training provided for the MASOPHRD and IBs staff related to the specific activities

Expenditures on salaries of staff and experts involved in tasks connected to elaboration, selection, appraisal, monitoring, control and audit of the programme

Strengthening and improving the technical resources and the equipment used by the staff involved in tasks connected with preparation, selection, appraisal, monitoring, control and audit of the programme

Procurement, maintenance and installation of IT (other than SMIS) and office equipment required for the management and implementation of the programme

Support to MASOPHRD and IBs for the integration and simplification of the systems

- (S) Number of studies, analyses, reports and strategies
- (S) Number of training courses
- (S) Number of training participants
- (S) Number of developed/ acquired computer applications
- (S) Participant training days- beneficiary
- (S) Participant training days
-

KAI 7.2

Communication and information: elaboration of the Communication Plan, setting up a website, issuing and distribution of information

Elaboration and dissemination of educational and promotional materials related to SOP HRD, organizing conferences, training sessions, road-shows, working groups particularly on good practices, for the general public as well as for the social partners, civil society and potential beneficiaries

- (P) Number of promotion campaigns
- (P) Average annual website visits
- (P) Number of published brochures
- (S) Number of communication and promotion events
- (S) Number of printed information and publicity materials
- (S) Number of broadcasted TV/ radio spots

-promotion of SOP HRD objectives and operations and ESF interventions in Romania

Fig. 4 Coverage of Specific Objectives SOP HRD (P=programme, S=supplementary)

INTERVENTIONS/INDICATIVE OPERATIONS	RESULT INDICATORS	SPECIFIC OBJECTIVES
KAI 1.1		
<p>Developing and implementing tools and mechanisms to improve the pre-university education, including innovative and trans-national actions, support for providers and staff development</p>	<ul style="list-style-type: none"> - (P) Share of schools supported that received accreditation according to the new quality assurance standards (%) - (P) Share of trained staff in education and training that received certification (%) 	<p>Promoting quality initial and continuous education and training, including higher education and research</p>
<p>Developing and implementing a quality assurance system in pre-university education, including staff development and innovative actions</p>	<ul style="list-style-type: none"> - (S) Number of training providers certified according to quality standards- pre -university education - (S) Number of certified training participants - pre -university education 	
<p>Support for the development of guidance and counselling in order to increase educational performance and transition rates towards higher education levels</p>	<ul style="list-style-type: none"> - (S) Number of validated/ implemented standards and procedures - pre -university education 	<p>Facilitating the insertion on labour market of young people and long-term unemployed</p>
<p>Support for the development and diversification of education and initial VET supply</p>	<ul style="list-style-type: none"> - (S) Share of pupils that improved their school performance as a result of the orientation/ counselling services - pre -university education (%) - (S) Number of schools certified according to quality standards- pre -university education 	
<p>Support for innovation and development of tools and mechanisms to improve access to education and initial VET for all</p>	<ul style="list-style-type: none"> - (S) Transnational partners involved in the project - pre -university education 	
<p>Support for development of education for entrepreneurship and active citizenship</p>		
KAI 1.2		
<p>Developing and implementing tools and mechanisms, including support for developing the qualifications system in higher education and innovative actions and support for providers</p>	<ul style="list-style-type: none"> - (P) Share of supported universities that received certification for the new quality assurance standards (%) - (S) Number of validated qualifications 	<p>Promoting quality initial and continuous education and training, including higher education and research</p>
<p>Developing and implementing quality assurance system in universities, including staff development</p>	<ul style="list-style-type: none"> - (S) Share of study programs that took place according to CNCIS (%) - (S) Number of students that benefitted from the operations financed at the level of the university education institutions 	
<p>Increasing the access to university education</p>	<ul style="list-style-type: none"> - (S) Number of bachelor/ master 	<p>Facilitating the insertion on labour market of young people and long-term unemployed</p>

PA 1. Education and training in support for growth and development of knowledge based society

Developing competence based university education (bachelor and master programmes)
Supporting networking of universities, research institutes and enterprises for developing university education, entrepreneurship, continuing training of researchers, incentives and career development in research

KAI 1.3

Initial and continuous training of teachers and other human resources in education and initial VET, including training in partnership with companies

Training and retraining of training teachers and trainers in CVT

Support for integrated programs for teachers' mobility and reconversion towards non teaching activities

Support for career start and development of education career

KAI 1.4

Development and implementation of NQF, including support for Sectoral Committees

Implementing of quality assurance and management systems in CVT at system and provider level according to the European Framework for Quality Assurance

Development the capacity building of institutions involved in validation of prior learning

Elaboration of studies, analyses and research in order to provide good quality information and relevant data for supporting CVT and exchange of good practices

Networking and partnership for promoting learning conducive work environments and "learning regions"

KAI 1.5

Strengthening the national doctoral and post-doctoral system, including support for networking universities, research centres and enterprises

programmes implemented according to CNCIS – university education

- (S) Number of universities certified according to quality standards – university education

- (S) Transnational partners involved in the project -university education

- (P) Share of certified education and training personnel (%)

- (S) Number of certified training participants- continuous professional training, out of which:

- By gender: Women
- By environment: Rural

-(S) Transnational partners involved in the project - continuous professional training

- (P) Share of supported CPT suppliers that were authorised/ certified according to quality assurance standards

- (S) Share of trained and certified people, including the sectoral committees (%), out of which:

- women
- (S) Number of certified training participants – CPT
- (S) Number of training suppliers certified according to quality standards – CPT

- (S) Number of validated qualifications – CPT

- (S) Transnational partners involved in the project - CPT

-(P) Number of supported PhDs that obtained the PhD title (%)

- (S) Number of presented scientific papers – PhD programs

Promoting quality initial and continuous education and training, including higher education and research

Facilitating the insertion on labour market of young people and long-term unemployed

Promoting quality initial and continuous education and training, including higher education and research

Facilitating the insertion on labour market of young people and long-term unemployed

Promoting quality initial and continuous education and training, including higher education and research



Supporting doctoral and post-doctoral programmes by innovating the contents, including the development of researchers managerial skills to promote the valorisation of research outputs in economic activities

Support for doctoral candidates and researchers to participate to doctoral programmes and post-doctoral research positions, including transnational co-operation and learning mobility

- (S) Number of presented scientific papers – post- doctoral research
- (S) Number of published scientific papers- PhD programs
- (S) Number of published scientific papers- post- doctoral research
- (S) Number of PhDs that obtained the PhD title - PhD programs
- (S) Research reports validated by the University Councils - post- doctoral research
- (S) Transnational partners involved in the project - PhD programs/ post-doctoral research

INTERVENTIONS/INDICATIVE OPERATIONS

RESULT INDICATORS

SPECIFIC OBJECTIVES

KAI 2.1

Supporting on the work place training programmes for pupils and students

Supporting school/university/enterprise partnerships initiatives

Developing and providing guidance, counselling and orientation in support for transition from school to active life

Monitoring the insertion of graduates on the labour market

Developing innovative actions in view of improving transition from school to working life

- (P) Share of people supported in the transition from school to active life that obtained a workplace or that actively took part in subsequent courses
- (S) Number of people that benefitted from counselling/ orientation and found a workplace - transition from school to active life
- (S) People that benefitted from counselling/ orientation and continued their studies - transition from school to active life
- (S) Transnational partners involved in the project - transition from school to active life

Promoting quality initial and continuous education and training, including higher education and research

Developing a modern, flexible and inclusive labour market

KAI 2.2

Supporting and developing programs for maintaining pupils in education and preventing early school leaving

Developing integrated programs for increasing access and participation in primary and secondary education for persons belonging to vulnerable groups, including financial support for their families

Promoting integrated services and alternative solutions for preschool education

Implementing "School after school" type activities, assisted learning and remedial education

- (P) Share of graduates of "second chance" education programs (%)
- (S) Number of people that benefitted from counselling/ orientation and continued their studies – preventive measures against early school abandonment
- (S) Number of graduates from "second chance " educational programs – corrective measures against early school abandonment
- (S) Number of certified training participants - corrective measures against early school abandonment
- (S) Transnational partners involved in the project - preventive measures against early school abandonment/ corrective

Promoting quality initial and continuous education and training, including higher education and research

Developing a modern, flexible and inclusive labour market

PA 2. Linking life-long learning and labour market



	<p>Reintegrating early school leavers in education (including “Second chance education” programs)</p>	<p>measures against early school abandonment</p>	
	<p>Providing integrated guidance and counselling for persons with early school leaving</p>		
<p>KAI 2.3</p>			
	<p>Providing training and retraining employees courses</p>	<p>- (P) Share of enterprises that supply CPT for their own personnel (%)</p>	<p>Promoting quality initial and continuous education and training, including higher education and research</p>
	<p>Providing support and incentives for employees to access CVT</p>	<p>- (P) Share of certified CPT participants (%)</p>	
	<p>Supporting employees to validate prior learning</p>	<p>- (S) Number of certified training participants - continuous professional training</p>	<p>Developing a modern, flexible and inclusive labour market</p>
	<p>Supporting CVT providers to develop and diversify CVT offers</p>	<p>- (S) Number of authorised qualification/requalification programs- continuous professional training</p>	
	<p>Providing facilities for “hard to reach” individuals (unskilled or low skilled adult persons)</p>	<p>- (S) Transnational partners involved in the project - continuous professional training</p>	
	<p>Supporting employers to encourage CVT participation, also through incentives</p>		
	<p>Supporting raising-awareness and information campaigns and career counselling services</p>		
	<p>Developing innovation in view of CVT access, participation and further competences achievement</p>		

	<p>INTERVENTIONS/INDICATIVE OPERATIONS</p>	<p>RESULT INDICATORS</p>	<p>SPECIFIC OBJECTIVES</p>
<p>PA 3. Increasing adaptability of workers and enterprises</p>	<p>KAI 3.1</p>		
	<p>Increasing awareness and promoting positive attitudes towards entrepreneurial culture</p>	<p>- (P) Share of training courses beneficiaries that start new businesses (%)</p>	<p>Promoting entrepreneurial culture and improving quality and work productivity</p>
	<p>Implementing programs and innovative services for encouraging entrepreneurship and development of entrepreneurial culture</p>	<p>- (S) Number of people that started an independent business- continuous professional training</p>	<p>Facilitating the insertion on labour market of young people and long-term unemployed</p>
	<p>Management skills training, especially for micro-enterprises and SMEs</p>	<p>- (S) Transnational partners involved in the project - continuous professional training</p>	
	<p>Encouraging entrepreneurship</p>		

through support services for businesses start-up

KAI 3.2

Supporting innovative methods for flexible work organisation, including new working practices and improved conditions

Providing skills training for employees to improve quality and productivity in the workplace

Supporting activities and measures for occupational diseases prevention, health and safety at work, as well as for a friendly work environment and for the reconciliation of work and family life

Promoting and supporting training of health management and medical staff

Information and awareness campaigns addressed to change social attitudes and stereotypes towards vulnerable groups in the working environment

Promoting vocational training in new technologies, including ICT, environment and controlling pollution

Promoting trans-national exchanges of experience in increasing adaptability

Award/quality certification for enterprises promoting flexible organization at work and services aimed at facilitating their employees' reconciliation of work and family life

KAI 3.3

Assistance and support to drawing up action plans for encouraging and developing partnerships

Identifying and implementing paths towards boosting the interest of employers and other stakeholders in increasing investments in human resources and increasing the Corporate Social Responsibility

Developing social partners' internal capacity to build human resources development capability, emphasizing standards and certification

Strengthening NGOs organizational capacity to support co-operation

- (P) Share of certified participants in management and organization of work (%)
- (P) Share of certified participants for the management and improvement of skills
- (S) Number of certified training participants - continuous professional training
- (S) Transnational partners involved in the project - continuous professional training



Promoting entrepreneurial culture and improving quality and work productivity

Facilitating the insertion on labour market of young people and long-term unemployed

- (P) Share of supported social partners and NGOs that offer services to the community (%)
- (S) Number of partners/ NGOs that offer services to the community- developing networks and partnerships with the representatives of the civil society
- (S) Number of partners/ NGOs that offer services to the community- - developing the capacity of the representatives of the civil society
- (S) Transnational partners involved in the project - developing networks and partnerships with the representatives of the civil society/ developing the capacity of the representatives of the civil society



Promoting entrepreneurial culture and improving quality and work productivity

Facilitating the insertion on labour market of young people and long-term unemployed

with local and national public authorities in order to promote joint social inclusion initiatives including development of voluntary services and charities

Improving capacity to support initiatives for shaping civic responsibility, through participation in public debates and to facilitate the access to public information

Developing initiatives to encourage networking at the national level and EU level

Development of counselling services for NGOs and for initiatives that promote employment and social inclusion, including social partners who activate on the labour market

Raising awareness campaigns and support for local and social partnerships to transform informal work in formal employment

INTERVENTIONS/INDICATIVE OPERATIONS

RESULT INDICATORS

SPECIFIC OBJECTIVES

KAI 4.1

Developing and implementing innovative and trans-national actions in support for the PES modernisation

Developing tailored assistance service and individual approach for unemployed with difficulties in integration/reintegration on the labour market

Development of a "self-service" type services

Developing solutions to tackle unregistered unemployment, especially in rural areas and for vulnerable groups

Developing databases related to services provided, vacancies and employers;

Drawing up analyses, studies, researches and forecasts regarding the labour market, including the overall status of the undeclared work or informal employment

Broadening of quality management system;

Improving the system of providing

- (P) Number of employment agencies that supply "self-service" services
- (P) Share of supported employment agencies certified for their quality management system (%)
- (P) Share of unemployed taking part training programs out of the unemployed that benefited from at least one active employment measure
- (S) Share of long term unemployed from rural areas out of the total unemployed that benefited from at least one active employment measure (%)
- (S) Share of unemployed that benefit from "self-service" services out of the total unemployed registered with an agency (%)
- (S) Degree of PES client satisfaction (on a scale from 1 to 10)
- (S) Number of employment agencies certified according to quality standards – Public Employment Service
- (S) Transnational partners involved in the project – Public Employment Service

Improving public employment services

	<p>vocational training services for labour force (e.g. adult vocational training centres)</p> <p>Elaborating and implementing adequate tools for monitoring and evaluation of the real impact of active measures on the labour market</p> <p>Development of actions aiming at better visibility of the PES and provided services</p> <p>KAI 4.2</p> <p>Improving the PES staff vocational training system, including training programme models</p> <p>Training of PES staff to provide employment and assistance services, including services to people with special needs (Roma people, persons with disabilities, young people over 18 leaving the state childcare system, other categories of persons at risk)</p> <p>Training of the PES staff to promote a mainstreaming approach on gender equality and vulnerable groups' specific needs</p> <p>Training in extensive use of modern information and communication technologies</p> <p>Training and innovative and transnational actions to support new forms of organization and management</p> <p>Developing vocational competences of staff in order to perform analyses and forecasts on labour market, planning, work with special groups etc.</p>	<p>- (P) Number of trained personnel with graduation certificates (%)</p> <p>- (S) Number of certified training participants - Public Employment Service</p> <p>- (S) Transnational partners involved in the project - Public Employment Service</p>	<p>Improving public employment services</p>
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	INTERVENTIONS/INDICATIVE OPERATIONS	RESULT INDICATORS	SPECIFIC OBJECTIVES
PA 5. Promoting active employment measures	<p>KAI 5.1</p> <p>Supporting all activities related to active employment measures</p> <p>Elaboration and implementation of tailor-made action plans, providing job search assistance, guidance services and training for young and long-term unemployed, older</p>	<p>- (P) Number of certified long term unemployed that took part in integrated programs (%), out of which:</p> <p>- women</p> <p>- young people</p> <p>- (S) Share of people that found a workplace within 6 months after taking</p>	<p>Promoting insertion/re-insertion on labour market of inactive people, including those in rural areas</p>



workers, jobseekers re-entering on the labour market after a period of absence

Developing and implementing measures and trans-national actions for promotion of occupational and geographical mobility

Measures for a better correlation between the individual skills, education and work potential and labour market opportunities (balance and work diagnostics)

Elaboration and implementation of innovative methods for the promotion of the employment of the young and long-term unemployed people

Promoting dual systems of financing the employment of young people, combining training in vocational schools and internships in enterprises

- part in integrated programs (%)- labour market access
- (S) Share of people that are part of another training form within 6 months after taking part in integrated programs (%)- labour market access
- (S) Number of people that found a workplace within 6 months - labour market access
- (S) Number of participants taking part in another training form - labour market access
- (S) Number of people that started an independent activity - labour market access
- (S) Number of certified training participants, long term unemployed - labour market access
- (S) Number of ESF participants - women
- (S) Number of ESF participants - the 15 - 24 years age group
- (S) Transnational partners involved in the project - labour market access

KAI 5.2

Developing integrated programmes for training, employment and other supporting measures for people in rural areas, aimed at reducing subsistence agriculture

Measures for promoting occupational and geographical mobility of rural labour force in order to take up all existing employment opportunities and increase the regional cohesion

Measures for improving the environment in rural areas and the health condition of the rural population, aiming at increasing their motivation, availability and opportunity to participate on the labour market

Promoting programmes that support and encourage business start-up in non-agricultural activities

- (P) Share of certified participants from rural areas in integrated programs (%), out of which:
 - women
- (P) Share of certified participants from rural areas in integrated programs that found a workplace (%)
- (S) Share of people that either take part in another training form or have found a workplace within 6 month from participating in integrated programs
- (S) Number of participants that found a workplace within 6 months - sustainability of rural areas
- (S) Number of participants taking part in another training form - sustainability of rural areas
- (S) Number of certified training participants - sustainability of rural areas
- (S) Transnational partners involved in the project - sustainability of rural areas

Promoting insertion/re-insertion on labour market of inactive people, including those in rural areas

INTERVENTIONS/INDICATIVE OPERATIONS

RESULT INDICATORS

SPECIFIC OBJECTIVES

KAI 6.1

Promoting Social Inclusion

Developing the necessary tools and mechanisms to fully implement the concept of a social

- (P) Number of workplaces created by the structures of social economy
- (P) Share of certified participants in

Facilitating the access to education and on labour market of disadvantaged and vulnerable

economy

Promoting employability and adaptability of the low skilled people, the disabled and people at risk of social exclusion in the social economy entities

Supporting partnerships between all the stakeholders involved in community development (trade unions, public institutions, employers' organizations, workers, non-governmental sector, enterprises, business environment, other associations etc.)

Sensitive actions, promotion of counselling and information services and exchange of experience in the social economy field

Developing adequate tools and methods for delivering social services; providing, developing and establishing flexible and alternative services to look after children and/or other dependent family members during the day

Developing training programmes for professionals involved in the social services sector (social workers, personal assistants, community nurses, family mediators, sanitary mediators, maternal assistants, care assistants, staff from residential institutions)

KAI 6.2

Developing specific programmes, including incentives for employers, devoted to the (re)integration on the labour market of vulnerable groups, particularly for Roma population, disabled persons and young over 18 years old who leave the state child protection system (KAI 6.2)

Training programmes for development of the basic skills and qualifications for vulnerable groups

Accompanying measures to identify and maintain employment (support for dependent family members, assistance services and other associated activities that enable the individual to participate in the labour market)

Special support for the development of new sheltered jobs in enterprises

training programs for social inclusion specialists (%)

- (S) Certified participants to training programs for social inclusion specialists (%), out of which:
 - women
- (S) Number of certified training participants – social economy
- (S) Transnational partners involved in the project – social economy

groups

-(P) Share of certified training participants in qualification/ requalification programs for vulnerable groups, out of which:-Roma ethnics;-People with disabilities;- Young people that leave the state child protection system

- (S) Share of people that found a workplace within 6 month from participating in integrated programs (%)
- (S) Share of participants taking part in another training form within 6 month from participating in integrated programs (%)
- (S) Number of participants that found a workplace within 6 months - labour market access
- (S) Number of participants taking part in another training form- labour market access
- (S) Number of certified training participants -labour market access
- (S) Transnational partners involved in the project -labour market access

Facilitating the access to education and on labour market of disadvantaged and vulnerable groups

(KAI 6.2)

KAI 6.3

Training and retraining programmes to increase women's skills and qualifications;

Specific programmes addressed to women interested in advancing in career, including support for business start-up;

Raising awareness campaigns and exchange of good practices in schools and enterprises for combating gender stereotypes, including campaigns for women, especially for those in rural areas and those belonging to groups with special needs

Supporting programmes focused on eliminating gender stereotypes in society especially by mass-media;

Providing support and raising awareness campaigns on promoting health culture, fighting human trafficking, domestic violence, etc.

KAI 6.4

Supporting trans-national initiatives and partnerships at European level aiming to develop human resources and create an inclusive labour market

Developing joint programmes for promoting employment

Developing new methods for combating discrimination and inequalities on the labour market

Setting-up partnerships for sharing experiences on adaptation of vocational training to new technologies

Promoting transfer of expertise on inclusion and employment of the long-term unemployed

Trans-national exchanges of experience and good practices for Managing Authority and Intermediate Bodies

Developing comparative trans-national studies

- (P) Share of certified participants in qualification/ requalification programs
- (S) Share of certified women taking part in professional training program (%)
- (S) Share of women support for career development that advanced in their career* (%)
- * One year after project conclusion
- (S) Share of women assisted to initiate a business that started an independent activity (%)
- (S) Number of certified training participants - labour market access
- (S) Number of people that benefitted from counselling/ orientation an which advanced in career within one year - women- labour market access
- (S) Transnational partners involved in the project participants -labour market access

Facilitating the access to education and on labour market of disadvantaged and vulnerable groups.

- (S) Number of concluded partnerships for experience and best practices exchanges - labour market access
- (S) Share of co- financed projects that promote the transfer of expertise regarding the inclusion and employment of long term unemployed (%)
- (S) Transnational partners involved in the project participants -labour market access

Facilitating the access to education and on labour market of disadvantaged and vulnerable groups.

INTERVENTIONS/INDICATIVE OPERATIONS

RESULT INDICATORS

SPECIFIC OBJECTIVES

KAI 7.1

Elaborating reports, background studies and research relevant to the programme's implementation and for the preparation of the next programming exercise

Support the SOPHRD implementation (including project preparation and development), monitoring and control, evaluation (ex-ante, on-going, ex-post, strategic, thematic)

Support to SOPHRD Monitoring Committee, mainly for organization and logistics

Vocational training provided for the MASOPHRD and IBs staff related to the specific activities

Expenditures on salaries of staff and experts involved in tasks connected to elaboration, selection, appraisal, monitoring, control and audit of the programme

Strengthening and improving the technical resources and the equipment used by the staff involved in tasks connected with preparation, selection, appraisal, monitoring, control and audit of the programme

Procurement, maintenance and installation of IT (other than SMIS) and office equipment required for the management and implementation of the programme

Support to MASOPHRD and IBs for the integration and simplification of the systems

No result indicator

Enable the MA and IBs to achieve the best possible administrative support for programme implementation and management.

KAI 7.2

Communication and information: elaboration of the Communication Plan, setting up a website, issuing and distribution of information

- (S) Number of communication and promotion events participants
- (S) Number of information enquiries received at the Information Centre

-Promotion of SOP HRD objectives and operations and ESF interventions in Romania

Elaboration and dissemination of educational and promotional materials related to SOP HRD, organizing conferences, training sessions, road-shows, working groups particularly on good practices, for the general public as well as for the social partners, civil society and potential beneficiaries

PA 7. Technical Assistance

The following preliminary conclusions can be observed from analysing the link between objectives and indicators at the level of SOPHRD:

1. *Indicators that remain “outside” objectives;*

Overall, as seen from the above table, all the indicators currently in use can be associated with one of the objectives of the KAI/PA/SOPHRD and there are no indicators that remain outside objectives. However in few specific cases there is a matter of appropriateness in assignment the indicators to a certain PA/KAI/Indicative Operation, as reflected under the second tier of the analysis.

2. *Indicators that were inappropriately assigned to a certain PA/KAI/Operation*

When analyzing the appropriateness were identified cases/ types of indicators that are situated in three main groups: a) indicators that add no value for measurement of KAI/PA/SOPHRD and b) indicators that cannot be directly associated/ linked/ related to the objectives of the OP/PA/KAI c) indicators that overlap with already other output or result indicators in use.

a) This category applies for the input indicators (supplementary indicators) expressed in most of the cases as “*Number of co-financed projects.....*” or “*Value of financial assistance out of which strategic projects and grants*”; the information required by the indicator does not reflect the nature of the activities being funded or the objectives but only is weighting the list of indicators; however the data provided by the input indicators might be easily accessed from other sources available, part of the monitoring system;

b) This is the particular case of the indicator “*Transnational partners involved in the project*” used as supplementary result indicator for all the KAIs excepting KAIs 7.1 and 7.2;

3. *Objectives that cannot be measured for lack of indicators;*

In respect to this third tier of the analysis, the following findings are considered relevant for the actual system of indicators:

- There is a number of operations that might be considered strategic for the accomplishment of objectives with no indicators assigned to support their measurement; few examples at the level of different KAIs are presented below:
 - o KAI 3.2, transnational activities implemented in increasing adaptability do not have an indicator assigned
 - o KAI 5.2, of the establishment of business start-ups in non agricultural activities do not have a corresponding indicator
 - o KAI 6.1, the elaboration of tools and mechanisms to fully implement the concept of a social economy does not have a corresponding indicator
 - o KAI 7.1, has no result indicators
- The general and specific objectives of the SOPHRD are currently reflected in the system of indicators by input, output and result indicators (programme and supplementary). An exception is made by the KAI 7.2 where there is the only one impact indicator proposed to measure the “*Level of population awareness (%)*”.

4. *Indicators that overlap*

In some cases, supplementary indicators overlap with the programme output and result indicators. This causes an unnecessary load to system of indicators, difficult to be managed by the parties involved. The overlapping of indicators is identified at the level of all PAs so a redefinition of the indicators or removal of part represents a current valid need. Only few examples are presented below:

- KAI 1.4, supplementary indicator “*Number of updated/ developed qualifications - continuous professional training*”, overlaps with programme indicator “*Number of professional qualifications developed within CPT*”
- KAI 2.2, supplementary indicator “*Number of participants in “second chance” educational programs*” overlaps with the programme indicator “*Number of participants in “second chance” educational programs, out of which: women*”
- KAI 2.3, supplementary indicator “*Number of certified training participants - continuous professional training*” overlaps with programme indicator “*Share of certified CPT participants (%)*”

Other significant findings in relation to the coverage of SOP HRD system of indicators refer to the fact that:

- There are no **impact** indicators established for SOP HRD (exception made by the KAI 7.2 where one single impact indicator is proposed, not at OP but at PA level), therefore the general and specific objectives at programme level are currently reflected in the system of indicators only indirectly, through output, result, input indicators. The lack of impact indicators for SOPHRD leads to unclear acknowledging on the final benefits produced by the SOPHRD and specifically makes almost impossible to assess the sizable intended effects of the investment in HRD and particularly in education, employment, training etc).
- There are no **context indicators** assigned for SOP HRD (see previous section related to socio-economic context). Although this issue is not directly related to the objectives covered, their existence would enable a better understanding of the environment in which the SOP is implemented, of its objectives and achievements.

The overall conclusion is that the current system of SOPHRD indicators (over 250 indicators), albeit reflect an enhanced attention for securing coverage with the objectives, proves in the end the need for revision aiming an increased level of definition and increased manageability.

2.1.3. LOGIC OF INTERVENTION

Starting from the strategic level (NSRF) and reaching the operational level (OP), the indicators system should reflect the programme objectives tree (see next figure). This analysis helps to assess whether indicators are appropriate to each level. While the “objectives covered” focuses on the horizontal correspondence between objectives and indicators, the logic of intervention examines the vertical relationship between input, output, result and impact indicators⁶.

The first step of the analysis was to establish the causal link between the input, output and result indicators and to see whether there are indicators that fall outside the logical pattern. At the programming level for the development of an intervention logic and set of objectives (with indicators) the EC External Services Evaluation Unit put forward its assistance and guiding for the elaboration of country strategic papers through five working papers developed for the sectors: roads; water and sanitation; health; education; and agriculture and rural development.

While there is no direct correspondent working paper for the SOPHRD, *the outcome and impact level indicators for education sector* was consulted at the least for the identification of the possible thematic areas of the interventions financed through SOPHRD that are presented below:

1. **Education:** increased quality of initial and continuous education and training
2. **Social Development** - including social inclusion and poverty reduction: development of human capital, equal opportunities, gender quality and non-discrimination

⁶ This section will be reformulated in the final version of the Analysis Report and most of the methodological references will be moved to a separate, cover section, so as to avoid repetition across OPs.



3. **Labour Market:** development of a modern, flexible and inclusive labour market as result of investments in labour force and public employment services
4. **Economic** (including increased competitiveness): increased entrepreneurial culture, improved economic activity as result of investments in human capital, promotion of knowledge based economy
5. **Institutional Capacity:** increased institutional capacity including the benefits of trans-national actions/ partnerships, increased level of performance by staff training, increased awareness, introduction of quality assurance standards

The six thematic areas are often interlinked, as further described. The overall investment in human capital development has direct effects on many sectors being not clear distinction made on the sectors affected. Education and vocational training, promotion of entrepreneurial culture, improvement of employment active measures, promotion of equal opportunities and sustainable development, etc will consequently affect positively and globally social, economic, employment sectors at the same time.

The figures below show the causal link between the input, output and result indicators by trying to identify the most visible areas thematic areas of the interventions financed through SOPHRD:

Table 4 Logic of intervention for SOP HRD (P=programme, S=supplementary)

	INTERVENTIONS/INDICATIVE OPERATIONS	OUTPUT INDICATORS	RESULT INDICATORS
PA 1. Education and training in support for growth and development of knowledge based society	KAI 1.1		
	<p>Developing and implementing tools and mechanisms to improve the pre-university education, including innovative and trans-national actions, support for providers and staff development</p> <p>Developing and implementing a quality assurance system in pre-university education, including staff development and innovative actions</p> <p>Support for the development of guidance and counselling in order to increase educational performance and transition rates towards higher education levels</p> <p>Support for the development and diversification of education and initial VET supply</p> <p>Support for innovation and development of tools and mechanisms to improve access to education and initial VET for all</p> <p>Support for development of education for entrepreneurship and active citizenship</p>	<ul style="list-style-type: none"> - (P) Number of schools supported - (P) Staff in education and training trained/retrained** ** refers to persons in the target group (other than teaching staff), that are trained and retrained - (S) Assisted training suppliers - university education - (S) Number of training participants - pre - university education - (S) Number of ESF participants-women - (S) Number of students that benefit from orientation/ counselling services- pre - university education - (S) Number of updated standards and procedures- pre - university education - (S) Number of pupils involved in active citizenship and entrepreneurial education programs 	<ul style="list-style-type: none"> - (P) Share of schools supported that received accreditation according to the new quality assurance standards (%) - (P) Share of trained staff in education and training that received certification (%) - (S) Number of training providers certified according to quality standards- pre - university education - (S) Number of certified training participants - pre - university education - (S) Number of validated/ implemented standards and procedures - pre - university education - (S) Share of pupils that improved their school performance as a result of the orientation/ counselling services - pre - university education (%) - (S) Number of schools certified according to quality standards- pre - university education - (S) Transnational partners involved in the project - pre - university education <i>No indicator defined</i>
	KAI 1.2		
	<p>Developing and implementing tools and mechanisms, including support for developing the qualifications system in higher education and innovative actions and support for providers</p> <p>Developing and implementing quality assurance system in universities, including staff development</p> <p>Increasing the access to university education</p>	<ul style="list-style-type: none"> (P) Numbers of supported universities - (S) Number of developed/ updated qualifications - university education - (S) Number of training participants - university education - (S) Number of bachelor/ master programs developed/adapted according to CNCIS- university education 	<ul style="list-style-type: none"> - (P) Share of supported universities that received certification for the new quality assurance standards (%) - (S) Number of validated qualifications - (S) Share of study programs that took place according to CNCIS (%) - (S) Number of students that benefitted from the operations financed at the level of the

Developing competence based university education (bachelor and master programmes)
Supporting networking of universities, research institutes and enterprises for developing university education, entrepreneurship, continuing training of researchers, incentives and career development in research

university education institutions
- (S) Number of bachelor/ master programmes implemented according to CNCIS – university education
- (S) Number of universities certified according to quality standards – university education
- (S) Transnational partners involved in the project -university education

KAI 1.3

Initial and continuous training of teachers and other human resources in education and initial VET, including training in partnership with companies

Training and retraining of training teachers and trainers in CVT

Support for integrated programs for teachers' mobility and reconversion towards non teaching activities

Support for career start and development of education career

(P) Education and training personnel trained/ retrained
- (S) Number of certified participants – continuous professional training
- (S) Number of ESF participants – women
- (S) Number of ESF participants from rural areas
- (S) Teaching staff supported for career start - continuous professional training
- (S) Number of ESF participants – women
- (S) Number of ESF participants from rural areas

No indicator defined

- (P) Share of certified education and training personnel (%)
- (S) Number of certified training participants- continuous professional training, out of which:
- By gender: Women
- By environment: Rural

- (S) Transnational partners involved in the project - continuous professional training

KAI 1.4

Development and implementation of NQF, including support for Sectoral Committees

Implementing of quality assurance and management systems in CVT at system and provider level according to the European Framework for Quality Assurance

Development the capacity building of institutions involved in validation of prior learning

Elaboration of studies, analyses and research in order to provide good quality information and relevant data for supporting CVT and exchange of good practices

Networking and partnership for promoting learning conducive work environments and "learning regions"

- (P) Number of CPT suppliers supported for the introduction of the quality assurance standards
- (P) Number of developed professional qualifications developed within CPT
- (S) Number of supported training suppliers- CPT
- (S) Number of training participants – CPT
- (S) Number of ESF participants- women
- (S) Number of updated/ developed qualifications – CPT

- (S) Number of studies, analyses, reports, strategies – CPT

- (P) Share of supported CPT suppliers that were authorised/ certified according to quality assurance standards

- (S) Share of trained and certified people, including the sectoral committees (%), out of which:
- women
- (S) Number of certified training participants – CPT
- (S) Number of training suppliers certified according to quality standards – CPT
- (S) Number of validated qualifications – CPT
- (S) Transnational partners involved in the project - CPT

No indicator defined

KAI 1.5

Strengthening the national doctoral

- (P) Number of supported PhDs

- (P) Number of supported PhDs that



	<p>and post-doctoral system, including support for networking universities, research centres and enterprises</p> <p>Supporting doctoral and post-doctoral programmes by innovating the contents, including the development of researchers managerial skills to promote the valorisation of research outputs in economic activities</p> <p>Support for doctoral candidates and researchers to participate to doctoral programmes and post-doctoral research positions, including transnational co-operation and learning mobility</p>	<ul style="list-style-type: none"> - (S) Number of financially supported doctoral schools – doctoral programs - (S) Number of financially assisted researchers <p><i>No indicator defined</i></p>	<p>obtained the PhD title (%)</p> <ul style="list-style-type: none"> - (S) Number of presented scientific papers – PhD programs - (S) Number of presented scientific papers – post- doctoral research - (S) Number of published scientific papers- PhD programs - (S) Number of published scientific papers- post- doctoral research - (S) Number of PhDs that obtained the PhD title - PhD programs - (S) Research reports validated by the University Councils - post-doctoral research <p>- (S) Transnational partners involved in the project - PhD programs/ post- doctoral research</p>
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INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

RESULT INDICATORS

KAI 2.1

<p>PA 2. Linking life-long learning and labour market</p>	<p>Supporting on the work place training programmes for pupils and students</p> <p>Supporting school/university/enterprise partnerships initiatives</p> <p>Developing and providing guidance, counselling and orientation in support for transition from school to active life</p> <p>Monitoring the insertion of graduates on the labour market</p> <p>Developing innovative actions in view of improving transition from school to working life</p>	<ul style="list-style-type: none"> - (P) Number of supported people in the transition from school to active life - (P) Number of beneficiaries of career counselling services - (S) Number of training suppliers- transition from school to active life - (S) Number of people that benefit from counselling/ orientation - transition from school to active life <p><i>No indicator defined</i></p> <ul style="list-style-type: none"> - (S) Number of studies, analyses, reports, strategies - transition from school to active life - (S) Number of concluded partnerships for experience exchanges and best practices - transition from school to active life* <p>*including internships agreements, other types of partnerships</p>	<ul style="list-style-type: none"> - (P) Share of people supported in the transition from school to active life that obtained a workplace or that actively took part in subsequent courses - (S) Number of people that benefitted from counselling/ orientation and found a workplace - transition from school to active life - (S) People that benefitted from counselling/ orientation and continued their studies - transition from school to active life <p>- (S) Transnational partners involved in the project - transition from school to active life</p> <p><i>No indicator defined</i></p> <p><i>No indicator defined</i></p>
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KAI 2.2

Supporting and developing programs for maintaining pupils in education and preventing early school leaving

Developing integrated programs for increasing access and participation in primary and secondary education for persons belonging to vulnerable groups, including financial support for their families

Promoting integrated services and alternative solutions for preschool education

Implementing "School after school" type activities, assisted learning and remedial education

Reintegrating early school leavers in education (including "Second chance education" programs)

Providing integrated guidance and counselling for persons with early school leaving

- (P) Number of participants in "second chance" educational programs, out of which: - women
- (S) Number of people that benefitted from counselling- counselling - preventive measures against early school abandonment
- (S) Number of training participants - corrective measures against early school abandonment
- (S) Number of participants in "second chance" educational programs
- (S) Number of ESF participants - women

No indicator defined

- (P) Share of graduates of "second chance" education programs (%)
- (S) Number of people that benefitted from counselling/ orientation and continued their studies - preventive measures against early school abandonment
- (S) Number of graduates from "second chance" educational programs - corrective measures against early school abandonment
- (S) Number of certified training participants - corrective measures against early school abandonment
- (S) Transnational partners involved in the project - preventive measures against early school abandonment/ corrective measures against early school abandonment

KAI 2.3

Providing training and retraining employees courses

Providing support and incentives for employees to access CVT

Supporting employees to validate prior learning

Supporting CVT providers to develop and diversify CVT offers

Providing facilities for "hard to reach" individuals (unskilled or low skilled adult persons)

Supporting employers to encourage CVT participation, also through incentives

Supporting raising-awareness and information campaigns and career counselling services

Developing innovation in view of CVT access, participation and further competences achievement

- (P) Number of CPT programs participants (qualification and re-qualification) out of which:- women
- (S) Number of financially-assisted enterprises for employee participation in training - continuous professional training
- (S) Number of supported people for the validation of previous knowledge-continuous professional training
- (S) Number of people that benefit from counselling/ orientation
- (S) Number of ESF participants- women

No indicator defined

- (P) Share of enterprises that supply CPT for their own personnel (%)
- (P) Share of certified CPT participants (%)
- (S) Number of certified training participants - continuous professional training
- (S) Number of authorised qualification/ requalification programs- continuous professional training
- (S) Transnational partners involved in the project - continuous professional training

INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

RESULT INDICATORS

PA 3. Increasing adaptability of workers and enterprises

KAI 3.1

Increasing awareness and promoting positive attitudes towards entrepreneurial culture

Implementing programs and innovative services for encouraging entrepreneurship and development of entrepreneurial culture

Management skills training, especially for micro-enterprises and SMEs

Encouraging entrepreneurship through support services for businesses start-up

- (P) Number of participants trained to start up a business, out of which:
- women
- (S) Number of people that benefited from actions for the development of the entrepreneurial culture and for setting up businesses
- (S) Number of people that took part in actions for managerial skills development
- (S) Number of training participants - continuous professional training
- (S) Number of ESF participants- women

No indicator defined

- (P) Share of training courses beneficiaries that start new businesses (%)
- (S) Number of people that started an independent business- continuous professional training

- (S) Transnational partners involved in the project - continuous professional training

KAI 3.2

Supporting innovative methods for flexible work organisation, including new working practices and improved conditions

Providing skills training for employees to improve quality and productivity in the workplace

Supporting activities and measures for occupational diseases prevention, health and safety at work, as well as for a friendly work environment and for the reconciliation of work and family life

Promoting and supporting training of health management and medical staff

Information and awareness campaigns addressed to change social attitudes and stereotypes towards vulnerable groups in the working environment

Promoting vocational training in new technologies, including ICT, environment and controlling pollution

Promoting trans-national exchanges of experience in increasing adaptability

Award/quality certification for enterprises promoting flexible organization at work and services

(P) Number of participants in management and organization of work, out of which: - women
- (P) Number of participants for updating and improving their skills, out of which: - doctors;- nurses

- (S) Number of training participants - continuous professional training
- (S) Number of ESF participants - women
- (S) Number of communication and promotion events - continuous professional training
- (S) Number of continuous professional training courses financed, out of which:
- In ITC
- On environment issues
- On health & security issues

No indicator defined

No indicator for monitoring trans-national exchanges of experience

- (P) Share of certified participants in management and organization of work (%)
- (P) Share of certified participants for the management and improvement of skills

- (S) Number of certified training participants - continuous professional training

- (S) Transnational partners involved in the project - continuous professional training

aimed at facilitating their employees' reconciliation of work and family life

KAI 3.3

Assistance and support to drawing up action plans for encouraging and developing partnerships

Identifying and implementing paths towards boosting the interest of employers and other stakeholders in increasing investments in human resources and increasing the Corporate Social Responsibility

Developing social partners' internal capacity to build human resources development capability, emphasizing standards and certification

Strengthening NGOs organizational capacity to support co-operation with local and national public authorities in order to promote joint social inclusion initiatives including development of voluntary services and charities

Improving capacity to support initiatives for shaping civic responsibility, through participation in public debates and to facilitate the access to public information

Developing initiatives to encourage networking at the national level and EU level

Development of counselling services for NGOs and for initiatives that promote employment and social inclusion, including social partners who activate on the labour market

Raising awareness campaigns and support for local and social partnerships to transform informal work in formal employment

-(P) Number of supported social partners and NGOs

- (P) Share of supported social partners and NGOs that offer services to the community (%)
- (S) Number of partners/ NGOs that offer services to the community- developing networks and partnerships with the representatives of the civil society
- (S) Number of partners/ NGOs that offer services to the community- - developing the capacity of the representatives of the civil society
- (S) Transnational partners involved in the project - developing networks and partnerships with the representatives of the civil society/ developing the capacity of the representatives of the civil society

INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

RESULT INDICATORS

KAI 4.1

PA 4. Modernisation of Public Employment Service

<p>Developing and implementing innovative and trans-national actions in support for the PES modernisation</p>	<p>- (P) Number of supported employment agencies</p>	<p>- (P) Number of employment agencies that supply "self-service" services</p>
<p>Developing tailored assistance service and individual approach for unemployed with difficulties in integration/reintegration on the labour market</p>		<p>- (P) Share of supported employment agencies certified for their quality management system (%)</p>
<p>Development of a "self-service" type services</p>		<p>- (P) Share of unemployed taking part training programs out of the unemployed that benefited from at least one active employment measure</p>
<p>Developing solutions to tackle unregistered unemployment, especially in rural areas and for vulnerable groups</p>		<p>- (S) Share of long term unemployed from rural areas out of the total unemployed that benefited from at least one active employment measure (%)</p>
<p>Developing databases related to services provided, vacancies and employers;</p>		<p>- (S) Share of unemployed that benefit from "self-service" services out of the total unemployed registered with an agency (%)</p>
<p>Drawing up analyses, studies, researches and forecasts regarding the labour market, including the overall status of the undeclared work or informal employment</p>		<p>- (S) Number of employment agencies certified according to quality standards - Public Employment Service</p>
<p>Broadening of quality management system;</p>		
<p>Improving the system of providing vocational training services for labour force (e.g. adult vocational training centres)</p>	<p><i>No indicator defined</i></p>	<p>- (S) Degree of PES client satisfaction (on a scale from 1 to 10)</p>
<p>Elaborating and implementing adequate tools for monitoring and evaluation of the real impact of active measures on the labour market</p>	<p><i>No indicator defined</i></p>	<p>- (S) Transnational partners involved in the project - Public Employment Service</p>
<p>Development of actions aiming at better visibility of the PES and provided services</p>	<p>- (P) Number of analyses and forecasts regarding the labour market</p>	<p><i>No indicator defined</i></p>
	<p>- (S) Number of national communication and promotion events - Public Employment Service</p>	<p><i>No indicator defined</i></p>
	<p>- (S) Number of county- communication and promotion events- Public Employment Service</p>	<p><i>No indicator defined</i></p>
	<p>- (S) Number of studies, analyses, reports, strategies - Public Employment Service</p>	<p><i>No indicator defined</i></p>

KAI 4.2

<p>Improving the PES staff vocational</p>		
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	<p>training system, including training programme models</p> <p>Training of PES staff to provide employment and assistance services, including services to people with special needs (Roma people, persons with disabilities, young people over 18 leaving the state childcare system, other categories of persons at risk)</p> <p>Training of the PES staff to promote a mainstreaming approach on gender equality and vulnerable groups' specific needs</p> <p>Training in extensive use of modern information and communication technologies</p> <p>Training and innovative and transnational actions to support new forms of organization and management</p> <p>Developing vocational competences of staff in order to perform analyses and forecasts on labour market, planning, work with special groups etc.</p>	<p>- (P) Number of trained personnel</p> <p>- (S) Number of studies, analyses, reports strategies – Public Employment Service</p>	<p>- (P) Number of trained personnel with graduation certificates (%)</p> <p>- (S) Number of certified training participants – Public Employment Service</p> <p>- (S) Transnational partners involved in the project – Public Employment Service</p> <p><i>No indicator defined</i></p>
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INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

RESULT INDICATORS

<p>PA 5. Promoting active employment measures</p>	<p>KAI 5.1</p> <p>Supporting all activities related to active employment measures</p> <p>Elaboration and implementation of tailor-made action plans, providing job search assistance, guidance services and training for young and long-term unemployed, older workers, jobseekers re-entering on the labour market after a period of absence</p> <p>Developing and implementing measures and trans-national actions for promotion of occupational and geographical mobility</p> <p>Measures for a better correlation between the individual skills, education and work potential and labour market opportunities (balance and work diagnostics)</p> <p>Elaboration and implementation of innovative methods for the</p>	<p>-(P)Number of long term unemployed taking part in integrated programs, out of which:</p> <ul style="list-style-type: none"> - women;- young people <p>- (S)Number of people that benefitted from counselling/ orientation – labour market access</p> <p>- (S) Number of training participants – labour market access</p> <p>- (S) Number of training participants, long term unemployed – labour market access</p>	<p>- (P) Number of certified long term unemployed that took part in integrated programs (%), out of which:</p> <ul style="list-style-type: none"> - women - young people <p>(S) Share of people that found a workplace within 6 months after taking part in integrated programs (%)- labour market access</p> <p>-(S) Share of people that are part of another training form within 6 months after taking part in integrated programs (%)- labour market access</p> <p>- (S) Number of people that found a workplace within 6 months – labour market access</p> <p>- (S) Number of participants taking part in another training form – labour market access</p> <p>-(S) Number of people that started</p>
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promotion of the employment of the young and long-term unemployed people

Promoting dual systems of financing the employment of young people, combining training in vocational schools and internships in enterprises

No indicator defined

- an independent activity – labour market access
- (S) Number of certified training participants, long term unemployed – labour market access
- (S) Number of ESF participants – women
- (S) Number of ESF participants – the 15 – 24 years age group

→ (S) Transnational partners involved in the project – labour market access

KAI 5.2

Developing integrated programmes for training, employment and other supporting measures for people in rural areas, aimed at reducing subsistence agriculture

Measures for promoting occupational and geographical mobility of rural labour force in order to take up all existing employment opportunities and increase the regional cohesion

Measures for improving the environment in rural areas and the health condition of the rural population, aiming at increasing their motivation, availability and opportunity to participate on the labour market

Supporting dependent family members, assistance services and other associated activities that enable the individual to participate in the labour market

Promoting programmes that support and encourage business start-up in non-agricultural activities

- (P) Number of participants from rural areas in integrated programs
- (S) Number of training participants – sustainability of rural areas
- (S) Number of ESF participants from rural areas
- (S) Number of ESF participants- women
- (S) Number of people that benefit from counselling/ orientation - sustainability of rural areas
- (S) Number of participants from rural areas, out of which: people engaged in subsistence agriculture
- (S) Number of participants in
 - information and awareness campaigns
 - training programs
 - activities evaluating prior learning
 - support programmes for dependent family members

→ (P) Share of certified participants from rural areas in integrated programs that found a workplace (%)

- (P) Share of certified participants from rural areas in integrated programs (%), out of which:
 - women
- (S) Number of participants that found a workplace within 6 months - sustainability of rural areas
- (S) Number of certified training participants - sustainability of rural areas

No indicator defined

→ (S) Share of people that either take part in another training form or have found a workplace within 6 month from participating in integrated programs

→ (S) Number of participants taking part in another training form - sustainability of rural areas

No indicator defined

→ (S) Transnational partners involved in the project - sustainability of rural areas

- No indicator for monitoring the set-up of non-agri business activities (start-ups)

INTERVENTIONS/INDICATIVE OPERATIONS	OUTPUT INDICATORS	RESULT INDICATORS
KAI 6.1		
<p>Developing the necessary tools and mechanisms to fully implement the concept of a social economy</p> <p>Promoting employability and adaptability of the low skilled people, the disabled and people at risk of social exclusion in the social economy entities</p> <p>Supporting partnerships between all the stakeholders involved in community development (trade unions, public institutions, employers' organizations, workers, non-governmental sector, enterprises, business environment, other associations etc.)</p> <p>Sensitive actions, promotion of counselling and information services and exchange of experience in the social economy field</p> <p>Developing adequate tools and methods for delivering social services; providing, developing and establishing flexible and alternative services to look after children and/or other dependent family members during the day</p> <p>Developing training programmes for professionals involved in the social services sector (social workers, personal assistants, community nurses, family mediators, sanitary mediators, maternal assistants, care assistants, staff from residential institutions)</p>	<ul style="list-style-type: none"> - (P) Number of set up structures of the social economy - (P) Number of participants in training programs dedicated to social inclusion specialists. No indicator for monitoring the elaboration of tools and mechanisms to fully implement the concept of a social economy - (S) Number of jobs maintained by the structures of social economy - (S) Number of people that benefit from orientation/ counselling - social economy - (S) Number of training participants - social economy - (S) Number of ESF participants - women - (S) Number of ESF participants- Roma ethnics - (S) Number of ESF participants - people with disabilities - (S) Number of ESF participants - other vulnerable groups <i>No indicator defined</i> - (S) Communication and promotion events - social economy 	<ul style="list-style-type: none"> - (P) Number of workplaces created by the structures of social economy - (P) Share of certified participants in training programs for social inclusion specialists (%) - (S) Certified participants to training programs for social inclusion specialists (%), out of which: <ul style="list-style-type: none"> - women - (S) Number of certified training participants - social economy - (S) Transnational partners involved in the project - social economy <i>No indicator defined</i>
KAI 6.2		
<p>Developing specific programmes, including incentives for employers, devoted to the (re)integration on the labour market of vulnerable groups, particularly for Roma population, disabled persons and young over 18 years old who leave the state child protection system</p> <p>Training programmes for development of the basic skills and qualifications for vulnerable groups</p> <p>Accompanying measures to identify and maintain employment (support for dependent family members,</p>	<ul style="list-style-type: none"> - (P) Number of participants in qualification / requalification programmes for vulnerable groups, out of which: <ul style="list-style-type: none"> - Roma ethnics - People with disabilities - Young people that leave the state child protection system - (P) Number of supported dependants - (S) Number of training participants - labour market access - (S) Number of people benefitting from counselling/ orientation - labour market access - (S) Number of ESF participants - women - (S) Number of ESF participants - people 	<ul style="list-style-type: none"> - (P) Share of certified training participants in qualification/ requalification programmes for vulnerable groups, out of which: <ul style="list-style-type: none"> - Roma ethnics; - People with disabilities; - Young people that leave the state child protection system - (S) Share of people that found a workplace within 6 month from participating in integrated programs (%) - (S) Number of participants that found a workplace within 6 months

assistance services and other associated activities that enable the individual to participate in the labour market)

Special support for the development of new sheltered jobs in enterprises

with disabilities
- (S) Number of ESF participants – Roma ethnics
- (S) Number of new workplaces* created-labour market access
* the indicator refers to protected workplaces
- (S) Number of maintained workplaces

No indicator defined

No indicator defined

- labour market access
- (S) Number of certified training participants -labour market access

- (S) Share of participants taking part in another training form within 6 month from participating in integrated programs (%)

- (S) Number of participants taking part in another training form-labour market access

- (S) Transnational partners involved in the project -labour market access

KAI 6.3

Training and retraining programmes to increase women's skills and qualifications;

Specific programmes addressed to women interested in advancing in career, including support for business start-up;

Raising awareness campaigns and exchange of good practices in schools and enterprises for combating gender stereotypes, including campaigns for women, especially for those in rural areas and those belonging to groups with special needs

Supporting programmes focused on eliminating gender stereotypes in society especially by mass-media;

Providing support and raising awareness campaigns on promoting health culture, fighting human trafficking, domestic violence, etc.

(P) Number of female participants in qualification/ requalification programs
- (S) Number of training participants -labour market access
- (S) Number of people that started an independent activity – women - labour market access

- (S) Number of communication and promotion events - labour market access

No indicator defined

(P) Share of certified participants in qualification/ requalification programs

- (S) Share of certified women taking part in professional training program (%)

- (S) Share of women support for career development that advanced in their career* (%)

* One year after project conclusion
- (S) Share of women assisted to initiate a business that started an independent activity (%)

- (S) Number of certified training participants – labour market access
- (S) Number of people that benefitted from counselling/ orientation an which advanced in career within one year – women-labour market access

No indicator defined

- (S) Transnational partners involved in the project participants -labour market access

KAI 6.4

Supporting trans-national initiatives and partnerships at European level aiming to develop human resources and create an inclusive labour market

Developing joint programmes for promoting employment

(P) Number of supported transnational initiatives and partnership
- (S) Number of common programs developed for promoting employment and social inclusion
- (S) Number of events aimed at experience exchanges regarding the implementation of

- (S) Number of concluded partnerships for experience and best practices exchanges – labour market access

- (S) Share of co- financed projects that promote the transfer of expertise regarding the inclusion



<p>Developing new methods for combating discrimination and inequalities on the labour market</p> <p>Setting-up partnerships for sharing experiences on adaptation of vocational training to new technologies</p> <p>Promoting transfer of expertise on inclusion and employment of the long-term unemployed</p> <p>Trans-national exchanges of experience and good practices for Managing Authority and Intermediate Bodies</p> <p>Developing comparative trans-national studies</p>	<p>the funds and thematic aspects – labour market access</p> <p>- (S) Number of studies, analyses, reports and strategies – labour market access</p> <p><i>No indicator defined</i></p>	<p>and employment of long term unemployed (%)</p> <p><i>No indicator defined</i></p> <p>- (S) Transnational partners involved in the project participants -labour market access</p>
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INTERVENTIONS/INDICATIVE OPERATIONS

OUTPUT INDICATORS

RESULT INDICATORS

KAI 7.1

<p>Elaborating reports, background studies and research relevant to the programme's implementation and for the preparation of the next programming exercise</p> <p>Support the SOPHRD implementation (including project preparation and development), monitoring and control, evaluation (ex-ante, on-going, ex-post, strategic, thematic)</p> <p>Support to SOPHRD Monitoring Committee, mainly for organization and logistics</p> <p>Vocational training provided for the MASOPHRD and IBs staff related to the specific activities</p> <p>Expenditures on salaries of staff and experts involved in tasks connected to elaboration, selection, appraisal, monitoring, control and audit of the programme</p> <p>Strengthening and improving the technical resources and the equipment used by the staff involved in tasks connected with preparation, selection, appraisal, monitoring, control and audit of the programme</p> <p>Procurement, maintenance and installation of IT (other than SMIS) and office equipment required for the management and</p>	<p>- (P) Number of studies, enquires</p> <p>- (P) Number of Monitoring Committee meetings</p> <p>- (S) Number of reunions of the relevant committees and working groups</p> <p>- (S) Number of studies, analyses, reports and strategies</p> <p>- (S) Number of training courses</p> <p>- (S) Number of training participants</p> <p>- (S) Number of developed/ acquired computer applications</p> <p>- (S) Participant training days- beneficiary</p> <p>- (S) Participant training days</p> <p>-</p>	<p><i>No indicator defined</i></p>
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PA 7. Technical Assistance



implementation of the programme

Support to MASOPHRD and IBs for the integration and simplification of the systems

KAI 7.2

Communication and information: elaboration of the Communication Plan, setting up a website, issuing and distribution of information

Elaboration and dissemination of educational and promotional materials related to SOP HRD, organizing conferences, training sessions, road-shows, working groups particularly on good practices, for the general public as well as for the social partners, civil society and potential beneficiaries

(P) Number of promotion campaigns
(S) Number of communication and promotion events

- (P) Average annual website visits
- (P) Number of published brochures
- - (S) Number of printed information and publicity materials
- (S) Number of broadcasted TV/ radio spots

No indicator defined

- (S) Number of communication and promotion events participants

No indicator defined

- (S) Number of information enquiries received at the Information Centre



- The SOPHRD provides a single impact indicator *level of population awareness* afferent to KAI 7.2; being the only indicator generated by the system, the comments on the causal link with the outputs and results indicators are provided under this section: the causal link between the outputs, results the impact indicator is not very clear defined; out of the two result indicators proposed one is referring to *number of participants to communication and promotion events* and the second one to *number of enquiries received at the level of Information Centre*; the second one do not derive from the output indicators proposed, this resulting in an interrupted causal link.
- The thematic area Institutional Capacity can be directly assigned to the Priority Axis 7 but is also identified at the level of other KAIs (Ex. as 1.4, 4.1, 4.2, and 6.4).
- Not all the output indicators lead to identifiable results indicators and consequently the effects generated cannot be assessed; this is the case for example of the output indicator *Number of studies, analyses, reports, strategies....*, identified at the level of KAIs 1.4, 2.1, 4.1, 4.2, 6.4. The same situation applies for the indicator related to *promotion and communication events* with the exception of the KAI 7.2 where as output indicator this leads to results.
- There are cases when there is no clear causal link between outputs and results indicators which makes difficult the task of identifying the effects. This is for ex. the case of the indicator *transnational partners involved in the project* that also do not make possible to identify the clear benefits in term of generating effects on different sectors; also other example in this respect is provided by KAI 5.1 where result indicators as *Number of participants taking part in another training form – labour market access, Number of people that started an independent activity, Share of people that are part of another training form within 6 months after taking part in integrated programs (%)* do not reflect the causal link with the output indicators as defined.
- The principles of equal opportunities and the sustainable development are governing the whole implementation of SOP HRD being included as horizontal themes that cover each of the Priority Axis, therefore these are not solely drawn as thematic areas; as particular findings in this respect the system of indicators includes the gender issue as the most visible component in respect of equal opportunities.

The effects generated by interventions on each Priority Axis/ Kea area of Intervention are diverse and given by the specificity of operations funded per each PA/KAI. The broad coverage of the SOPHRD in terms of investment in education and training, encouraging of research, labour market including employment new type services social economy type and improvement of the provision of the employment active measures, investment in institutional capacity and partnerships between different stakeholders produce immediate, mid-term and long-terms effects. Although the impact indicators are not assigned and measured in the context of the SOPHRD system of indicators, the main thematic areas are possible to be identified.

As a general conclusion, the system of SOPHRD indicators is perfectible; while there are components that follow the logical pattern there are also components (particularly concerning definition and availability of output and result indicators) that need review.

2.1.4. ESF REPORTING REQUIREMENTS (REG. 1080/2006 - ANNEX XXIII)

TABLE 5 REG. 1080/2006 ANNEX XXIII REPORTING REQUIREMENTS

Annex XXIII- Data on participants in ESF

SOP HRD



<p>operations by priority</p>	
<p>NUMBER OF PARTICIPANTS PER YEAR (people entering, those leaving, carry-over from one year to the next)</p>	
<p>BREAKDOWN OF PARTICIPANTS BY GENDER</p>	<p>(O) Number of ESF participants-women (KAI 1.1, KAI 1.3) (R) Number of certified training participants- continuous professional training, out of which: By gender: women, By environment – rural (KAI 1.3) (R) Share of trained and certified people, including the sectoral committees (%), out of which: women (KAI 1.4) (O) Number of ESF participants-women (KAI 1.4) (O) Number of participants in "second chance" educational programs, out of which: women (KAI 2.2) (O) Number of ESF participants – women (KAI 2.2) (O) Number of ESF participants- women (KAI 2.3) (O) Number of participants trained to start up a business, out of which: - women (KAI 3.1) (O) Number of ESF participants- women (KAI 3.1) (O) Number of participants in management and organization of work, out of which: - women (KAI 3.2) (O) Number of ESF participants – women (KAI 3.2) (R) Number of ESF participants – women (KAI 5.1) (R) Share of certified participants from rural areas in integrated programs (%), out of which: - women (5.2) (O) Number of ESF participants- women, (KAI 5.2) (R) Certified participants to training programs for social inclusion specialists (%), out of which: women (KAI 6.1) (O) Number of ESF participants – women, (KAI 6.1) (O) Number of ESF participants – women (KAI 6.2) (O) Number of ESF participants – people with disabilities (KAI 6.2) (O) Number of ESF participants – Roma ethnics (KAI 6.2)</p>
<p>BREAKDOWN OF PARTICIPANTS ACCORDING TO STATUS IN THE LABOUR MARKET</p> <ul style="list-style-type: none"> - Employed (total number of employed, including self-employed) - Self-employed - Unemployed (total number of unemployed including long-term unemployed) - Long-term unemployed - Inactive persons (total number of inactive persons, including those in education, training or retirement, those having given up business, the permanently disabled, those fulfilling domestic tasks or other) - Inactive persons in education or training 	<p><i>Mostly as included in the definition of the indicator:</i></p> <ul style="list-style-type: none"> - Unemployed - Long-term unemployed
<p>BREAKDOWN OF PARTICIPANTS BY AGE — Young people (15-24 years) — Older workers (55-64 years)</p>	<p>(O) Number of long term unemployed taking part in integrated programs, out of which: - women - young people (KAI 5.1) (R) Number of certified long term unemployed that took part in integrated programs (%), out of which: - women - young people (KAI 5.1) (R)Number of ESF participants - the 15 – 24 years age group, (KAI 5.1)</p>



BREAKDOWN OF PARTICIPANTS BY VULNERABLE GROUPS, IN ACCORDANCE WITH NATIONAL RULES — Minorities — Migrants — Disabled — Other disadvantaged people	(O) Number of ESF participants– Roma ethnics, (KAI 6.1) (O) Number of ESF participants– Roma ethnics, (KAI 6.1) (O) Number of ESF participants – other vulnerable groups, KAI 6.1 (O) Number of participants in qualification/ requalification programmes for vulnerable groups, out of which: <i>Roma ethnics, People with disabilities , Young people that leave the state child protection system (KAI 6.2)</i> (R) Share of certified training participants in qualification/ requalification programs for vulnerable groups, out of which: <i>Roma ethnics, People with disabilities , Young people that leave the state child protection system (KAI 6.2)</i>
BREAKDOWN OF PARTICIPANTS BY EDUCATIONAL ATTAINMENT - Primary or lower secondary education (ISCED 1 and 2) - Upper secondary education (ISCED 3) - Post-secondary non-tertiary education (ISCED 4) - Tertiary education (ISCED 5 and 6)	Available information in SMIS

- Based on the thorough analysis of the responses received within the needs assessment exercise, in relation to the ESF list of indicators, included in Annex XXIII of the Commission Regulation (EC) No. 1828/2006, the general opinion was that they were reasonably covered by the existing system of indicators.
- In addition to this, following the analysis of the indicators both at system and individual level the main findings reflect that a reasonable number of indicators use the breakdown on categories as detailed in Annex XXIII. In this respect the breakdown of participants by gender is the most used one.
- It is welcome the decision of the MA SOP HRD to introduce a new module in Action Web system, dedicated to ESF participants which would allow the users to upload information about the target groups (ESF participants) by using the break down on different categories (gender, educational attainment, status in the labour market etc).

1.2. BALANCE

In order to assess the balance of the indicators system of SOP HRD, two main issues were analysed:

- 1) **Proportionality**
- 2) **Distribution by types of indicators** (input, output, result, impact).

The analysis of proportionality started from the guidelines provided by the EC Working Document No. 27:

“The scale of the Operational Programme should be considered in the context of the indicator

⁷ DG Regional Development, Indicative Guidelines on Evaluation Methods: Monitoring and Evaluating Indicators, Working Document No.2, Aug.2006, p.21 [Note: Methodological details will be removed in the final version and transferred in the overall cover section of the Analysis Report, to avoid duplication]



system proposed. In particular for the measurement of impacts, methodologies used should reflect the size of the interventions.

The indicator systems of complex programmes (e.g., within the Convergence Objective) with a high number of priorities and measures will necessarily be more difficult to manage than the system of a smaller programme. The challenge is to design indicator systems as complex as necessary and as small as possible under the specific circumstances of a specific programme. The aim is not to achieve an equal coverage of all programme and priority objectives. The impact and result indicators should cover priorities or measures which represent the bulk of expenditure or are of strategic importance from the point of view of programme objectives or the information needs of the potential users.”

The following aspects were extracted as being the most relevant for the analysis:

- Result and impact indicators need most care and are not necessary to be assigned to every intervention financed under the programme. Result indicators were given careful consideration and were chosen as the first criterion;
- Complexity of the intervention should be taken into account; in the sense of this analysis, a complex intervention within SOPHRD is one with several possible results and/or with long term or complicated implementation⁸;
- The system of indicators should take into account the scale of the intervention; therefore, financial allocation was one of the criteria for analysis.

The analysis was based both on the quantitative data provided by the next table (number of indicators, financial allocation) and on qualitative information, such as types of interventions (indicative operations and activities) supported by each PA. A summary of these is presented in the *Objectives Covered* sub-section. More details can be found in the Operational Programme and in the Framework Document of Implementation.

Funds ⁹ (EUR)	Categories									Total		
	Input (allocation)	Output			Result			Impact (S)	P	S	Total	
		P	S	Total	P	S	Total					

⁸ Own interpretation, starting from the EC understanding of a complex programme

⁹Based on: Financial plan of the SOPHRD for the whole programming period 2007-2013, giving the amount of the total financial allocation of the Community funding and the national counterpart for each priority axis, Chapter 4 - Financial Plan, SOPHRD, EN version, 2007, p. 124

			Categories							Total		
Axis 1: 991,788,814	24%	7	22	29	6	26	32	-	13	48	61	
Axis 2: 991,397,184	24%	4	12	16	4	10	14	-	8	22	30	
Axis 3: 519,656,411	13%	4	8	12	4	7	11	-	8	15	23	
Axis 4: 235,541,719	6%	3	4	7	4	7	11	-	7	11	18	
Axis 5: 543,356,044	13%	2	9	11	3	14	17	-	5	23	28	
Axis 6: 644,007,986	16%	6	21	27	4	18	22	-	10	39	49	
Axis 7: 163,610,556	4%	5	10	15	0	2	2	1	5	13	18	
Total funds: 4,089,358,714	100% (% of NSRF)								227 + 23 (input indicators) = 250			

Following the analysis of the proportionality of the indicators system based both on the quantitative data provided by the previous table (number of indicators) and on qualitative information, such as number and types of interventions (activities) supported by each PA, it was outlined that:

- Priority Axis 1 has the largest allocation (marked by +) and relatively high number of result indicators (also marked by +). PA 1 is complex (also marked by +), as it supports large educational and professional continuous training projects, which take several years (and sometimes more than one financial perspective) to complete and lead to a significant number of results, in different areas (especially social, but also economic). The number of indicators is balanced – however, a careful analysis is needed in order to assess the quality of the indicators. Any recommendation in this respect must take into account the other criteria for analysis (see the other chapters of the report).
- Priority Axis 2 although at the same level of financial allocation as PA1 (market by +), with a lower complexity of the interventions (market by -), it has a reasonable number of indicators (+). It is not advisable to increase the number of indicators.
- Priority Axis 3 has a large financial allocation (+), a smaller number of indicators (-) and a lower complexity (-). The number of indicators is acceptable and, if necessary, it may be increased.
- Priority Axis 4 has a smaller number of indicators (marked by -). The complexity and financial allocation are also small (marked by -). The number of indicators is balanced – however, a careful analysis is needed in order to assess the quality of the indicators. Any recommendation in this respect must take into account the other criteria for analysis (see the other chapters of the report).
- Priority Axis 5 has a large financial allocation (+), a large number of indicators (+) and a lower complexity (-). The number of indicators is acceptable but it is advisable not to increase the number of indicators.
- Priority Axis 6 has a large number of indicators (market by +), being the second largest after PA1, with a relatively high level of the financial allocation (marked by +) and complexity

(marked by +) giving the type of interventions. The number of indicators is balanced – however, a careful analysis is needed in order to assess the quality of the indicators. Any recommendation in this respect must take into account the other criteria for analysis (see the other chapters of the report).

- Priority Axis 7 has a small number of indicators (marked by -), small complexity and financial allocation (marked by -). The number of indicators is balanced – however, a careful analysis is needed in order to assess the quality of the indicators. Any recommendation in this respect must take into account the other criteria for analysis (see the other chapters of the report).

TABLE 7 BALANCE OF SOP HRD

	PA 1	PA 2	PA 3	PA 4	PA 5	PA 6	PA 7
Number of indicators	+	-	-	-	+	+	-
Complexity	+	-	-	-	-	+	-
Financial allocation	+	+	+	-	+	+	-
Ideal number of indicators	27% (medium high)	13% (small)	10 (small)	8 (small)	12 (small)	22 (medium high)	8 (Small)
Existing number of indicators	26,87%	13,21%	10,13%	7,93%	12,34%	21,59%	7,93%
Conclusions	Proportion seems appropriate	Proportion seems appropriate	Proportion seems appropriate	Proportion seems appropriate	Proportion seems appropriate	Proportion seems appropriate	Proportion seems appropriate

In respect to analyzing the **distribution between the output/result indicators**, the following observations can be made:

- Priority Axis 1 has the highest number of indicators of all PAs (total number of 61 indicators), of which there is approximately the same number of output and result indicators (three more result indicators). This stems from the complexity of the intervention (5 key areas) and, while it should not be regarded in itself as a deficiency, attention should be paid when analysing output and result indicators, so as to avoid situation where no indicator(s) is assigned to support measurement of interventions (see also section 2.1.2 Objectives covered) as well as any unnecessary load.
- Priority Axis 2 has a reasonable number of indicators (total of 30 indicators), well balanced between output and result indicators. To be noticed that although the financial allocation is similar to the one for PA 1, the number of indicators for PA 2 is half of the ones for PA1, but still remain large.
- Priority Axis 3 is well balanced having one more output indicator than the number of result indicators. As presented in previous chapters, attention should be paid to avoid assigning unnecessary supplementary result indicators to measure the accomplishment of the operation which could be done by re-defining these indicators into one result indicator.



- Priority Axis 4 and 5 have a larger number of result indicators than output indicators. Again, attention should be paid when analysing result indicators, so as to avoid any unnecessary load, while ensuring all interventions can be measured by an assigned indicator.
- Priority Axis 6 has the second largest number of indicators (49 indicators) after PA1 with more output than result indicators. Attention should be paid when analysing both output and result indicators as some of the supplementary indicators are either redundant or need to be redefined.
- Priority Axis 7 has the same number of indicators as PA 4 although the financial allocation is less. The number of result indicators (2 indicators) is much less than the output ones (15 indicators) and as presented in previous chapters, there are interventions which cannot be measured as no indicator was defined for it. One characteristic of this PA is that it has an impact indicator defined for it.

The overall conclusion is that SOPHRD system of indicators although has some particular deficiencies in terms of overlapping of indicators at the level of all PAs, it is reasonably balanced with the exception of PA 7.

In interpreting the size of the allocation, comparisons were done within the programme, between the priority axes. If considered at the level of NSRF, all PAs under SOPHRD have a large allocation. However, an intra-programme assessment was considered more appropriate, since the allocation depends, among others, by the nature of the projects (for example, social or education projects, which may be complex, must have larger allocation than administrative capacity development projects).

Out of seven PAs, 3 axes have more result indicators than output, being advisable to reduce their number in order to increase the balance between the output and result indicators within the KAIs, on one hand, and between the indicators assigned to each Priority Axis within the SOP.

For all PAs, attention should be paid to avoid assigning unnecessary supplementary result indicators to measure the accomplishment of the operation which could be done by re-defining these indicators into one result indicator.

Also as concerns the input indicators it is advisable to eliminate them as they do not add any value for the measurement of the PA/KAI objectives.

For the balanced PAs, caution is necessary in adding new indicators. Any recommendation in this respect should be made in relation to the findings and conclusions of all the other chapters of the analysis.

1.3. MANAGEABILITY

2.3.1. OVERVIEW

This section assesses the main processes involved in working with SOP HRD indicators, namely collecting, measuring, processing, monitoring and communicating/reporting. The analysis covers also briefly the institutional context, the procedures and the resources available for running the above mentioned processes, from the specific SOP HRD viewpoint.

In order to support an adequate program management and indicator collection, a complex institutional architecture has been set up, comprising the following institutions:

Managing Authority



The management and implementation framework of SOP HRD was set up according to the provisions of EC Regulation N^o. 1083/ 2006 and 1828/2006. The MA functions within the Ministry of Labour, Family and Social Protection. Apart from the directorates within the MA, other ministry structures are involvement in the SOP HRD management, particularly the Internal Audit Directorate and Human Resources Directorate.

The MA comprises four directorates and four units, which cover a wide range of functions, including programming, monitoring, financial management and lastly ESF Coordination. As far as the later is concerned, the programming documents underline the fact that MA SOP HRD is responsible for overseeing the programs financed from the ESF, so as to avoid any overlaps or double financing¹⁰.

Intermediary Bodies

As previously underlined, SOP HRD is one of the most complex OPs in terms of its structuring in KAIs and operations. Consequently, an extensive institutional framework has been put into place, made up of 13 IBs, which take over various functions from the MA, including those relating to:

- Information and Publicity;
- Preparing the launch of the calls for projects and projects selection;
- Contracting;
- Monitoring;
- Financial Management and control;
- Irregularities.

According to the internal regulations, as well as the juridical acts governing the institutional framework for the coordination, implementation and management of SOP HRD, the appointed IBs and their corresponding PAs are as follows:

Priority Axis	Intermediary Body
Priority Axis 3: Increasing adaptability of workers and enterprises <ul style="list-style-type: none"> • KAI 3.1 Promoting entrepreneurial culture; • KAI 3.2 Training and support for enterprises and employees in order to promote adaptability. Priority Axis 5: Promoting active employment measures <ul style="list-style-type: none"> • KAI 5.1 Developing and implementing active employment measures. Priority Axis 6 Promoting social inclusion <ul style="list-style-type: none"> • KAI 6.2 Improving the access and participation of vulnerable groups to the labour market; • KAI 6.3 Promoting equal opportunities on the labour market. 	8 Regional IBS, under the coordination of the Ministry of Labour, Family and Social Protection: <ul style="list-style-type: none"> • North- East Region IB • South- East Region IB • South Muntenia Region IB • South- West Oltenia Region IB • West Region IB • North- West Region IB • Centre Region IB • Bucharest-Ilfov Region IB
Priority Axis 4 Modernisation of Public Employment Service <ul style="list-style-type: none"> • KAI 4.1 Strengthening the PES capacity to provide employment services • KAI 4.2 Training of the PES staff 	National Agency for Employment IB (NAE IB)
Priority Axis 1: Education and training in	Ministry of Education, Research, Youth and Sports

¹⁰ SOP HRD, page 129



<p>support for growth and development of knowledge based society</p> <ul style="list-style-type: none"> • KAI 1.1 Access to quality education and initial VET • KAI 1.2 Quality in higher education • KAI 1.3 Human resources development in education and training • KAI 1.4 Quality in CVT • KAI 1.5 Doctoral and post-doctoral programmes in support of research <p>Priority Axis 2: Linking lifelong learning and labour market</p> <ul style="list-style-type: none"> • KAI 2.2 Preventing and correcting early school leaving 	<p>(MERYYS IB)</p>
<p>Priority Axis 2: Linking lifelong learning and labour market</p> <ul style="list-style-type: none"> • KAI 2.1 Transition from school to active life • KAI 2.3 Access and participation in CVT 	<p>National Centre for Technical and Vocational Education Development (NCTVED IB)</p>
<p>Priority Axis 3. Increasing adaptability of workers and enterprises</p> <ul style="list-style-type: none"> • KAI 3.3 Development of partnerships and encouraging initiatives for social partners and civil society <p>Priority Axis 5 Promoting active employment measures</p> <ul style="list-style-type: none"> • KAI 5.1 Developing and implementing active employment measures <p>Priority Axis 6 Promoting social inclusion</p> <ul style="list-style-type: none"> • KAI 6.1 Developing social economy 	<p>2 IBs will be designed through tender</p>

In order to ensure an adequate functioning of the SOP HRD as a whole, a detailed set of procedures has been drafted for each institutional level, outlining the roles and attributions assigned to each structure. As is the case with the other OPs, no specific procedures to address indicators issues have been drafted. Nonetheless, references to these are made in other procedures, particularly in those dealing with monitoring, reporting or evaluation activities. From these, one can gain a general overview of the roles played by each institution with respects to indicators.

Institutions ¹¹	Types of indicators	Role ¹²	
		Direct	
Managing Authority for SOP HRD	<ul style="list-style-type: none"> - Financial - Performance 	<ul style="list-style-type: none"> - Defining - Collecting - Processing - Measuring (Analysing) - Monitoring 	

¹¹ See the Description of the Management and Control System of SOP HRD for more details on the institutional set-up

¹² This is a result of the desk research done by the team; as already mentioned, no specific instructions exist in respect to working with indicators; roles and responsibilities were inferred from various procedures and through consultations

Institutions ¹¹	Types of indicators	Role ¹²	
		Direct	
		- Communication	
IBs	- Financial - Performance	- Collecting - Processing - Measuring (Analysing) - Monitoring - Communication	

Institutions

Apart from the Managing Authority, SOP HRD has 11 intermediary bodies. This implies the delegation of MA's tasks related to OP implementation (including evaluation, contracting, monitoring of projects and communication) on the one hand to the NUTS 2 regional IBs and on the other hand, to the specialized bodies (Ministry of Education, National Centre for Technical and Vocational Education Development, National Agency for Employment). This means that the connection with project beneficiaries and consequently the processing of indicators is mainly done through the IBs, while the MA is responsible for defining indicators and for collecting, processing etc. the information received from the IBs.

As for all the OPs implemented through IBs, the functionality of the system is significantly influenced by the performance of the IBs, on the one hand and on the quality of the instructions and guidance received from the MA, on the other hand. Any of the two factors affects the performance in respect to using indicators.

Another factor that may influence the manageability of the system is the relationship between the managing structures (MA/IBs) and beneficiaries. In the case of SOP HRD, these are represented by basically all types of legal persons established according to Romanian law (with notable exceptions of the self-employed or equivalents), from local and central authorities, to education institutions, public institutions, private companies, NGOs etc.

In respect to the allocation of responsibilities and resources, a detailed outlay of the staff allocated for each structure responsible for the management of SOP HRD, including monitoring and evaluation, is presented in their corresponding internal procedures.

2.3.2. DEFINING INDICATORS

Defining indicators is the responsibility of MA SOP HRD. An initial list of programme indicators was defined during the programming exercise, validated through the ex-ante evaluation and approved by the EC as part of the OP. Starting with 2009, an additional number of supplementary indicators were added, based on the consultations between SOP HRD MA and ACIS, so as to correct some deficiencies identified during the implementation and to improve correlation across OPs. These consultations were aimed at simplify the monitoring system, by avoiding the duplication of indicators in the case they apply to more categories of interventions. At the same time, the exercise was meant to bring more clarity and value-added in the way each of the interventions is monitored.

As is the case with all ESF funded projects, defining indicators is also a challenge due to the nature of the activities and target groups envisaged by the OP. Two issues arise as particularly important:



- The need for providing detailed information for the same target group, on a number of levels. For example, in the case of training participants, it is necessary to collect information on their: education level, employment status, gender and if the case, belonging to vulnerable groups, minorities, persons with disabilities etc.
- The challenge of avoiding double counting of final beneficiaries.

Simplifying definitions

The simplification process led to the use of „Action Categories”, which enabled a potential reduction of the number of indicators (for example “*Training participants*” or “ESF participants”).

However, the supplementary indicators and the Action Categories have not been yet recognized as such and included in any official SOP HRD documents by the MA. As a result, the Framework Document for Implementation is combining the indicator names with their respective Action Categories, without explaining the use of intervention categories. Allowing the use of Action Categories would greatly simplify the list of indicators. Also, the current list of Action Categories should not be seen as final, as in some cases, adding more categories may reflect and monitor better the nature of the interventions.

One major limitation in simplifying definitions for ESF (SOP HRD) indicators is the current functioning of SMIS. Although the requirements with respect to the ESF indicators, in basic terms are similar to the ERDF and CF ones, there is one major difference that became apparent with ESF Indicators at a stage that was too late to be taken under consideration during SMIS NSRF development. This relates to the fact that some indicators require a multiple breakdown in the way the *composite indicators* are currently treated within SMIS but to more than one level.

These indicators, either output or result, refer mainly to Participants or Beneficiaries, i.e. individuals that participate or benefiting from ESF funded projects, for which the “*Number of Participants*” could be the main indicator. Due to the need for such an indicator to be broken down in more categories, it is necessary to be defined as a Composite indicator, with compositions that refer to specific criteria such as:

- Gender (Male/Female)
- Minority Group (Yes/No)
- Disabled (Yes/No)
- Migrant (Yes-EU, Yes-non EU, No)
- Employment Status [Employed (excluding self employed), Self-employed, Unemployed (up to one year), Long-term unemployed (over one year), Economically inactive (excluding those in full time education or training), In full time education]
- Existing qualifications (None, Below NQF level 2, At NQF level 2, At NQF level 3, At NQF level 4-6, At NQF level 7-8)
- Age (11-14, 15-24, 25-54, 55-64, 65+)

Within the parenthesis are presented a third level of breaking down the compositions of the Composite indicator that at the moment is not reflected in SMIS. In fact it could be reflected by setting up a Composite Indicator being in this example the *Number of Participants* and the Compositions, the Gender, the Minority, Disabled etc. Then the compositions being simple indicators, it is necessary to be in turn defined as Composite indicators and connect to them Compositions being the third level, e.g. the Composition Indicator “*Age*” to be further defined as a Composite with Compositions the age groups 11-14, 15-24 etc..



Currently, a partial solution for defining indicators was to increase (duplicate) the number of indicators, in the following manner: “*Number of ESF participants – women*”, “*Number of ESF participants – men*”, “*Number of ESF participants – unemployed*”, “*Number of ESF participants – urban areas*” etc.

Clarifying definitions, labels and measurement units

The purpose of adding more clarity was taking into account when a few supplementary indicators were added in order to better assess the result of the planned intervention (e.g. “*Share of supported universities that received certification for the new quality assurance standards (%)*” and “*Number of universities certified according to quality standards – university education*”).

However, the initial programme indicators were not removed, so now both the programme and the supplementary indicators are defined within the monitoring system. This is causing a certain degree of redundancy and should be further simplified.

As regards the measurement unit, there still is a lot of inconsistency. Several indicators have the measurement unit included in the definition, such as “*Number of schools supported*”, while others do not have it specified at all (“*Transnational partners involved in the project - university education*”). Therefore, it is advisable to provide a minimum level of standardization, and place all measurement units at the end of the definitions. Careful attention is also recommended when choosing the measurement units of the indicators, so as not to affect their manageability.

2.3.3. COLLECTING INDICATORS

Once the indicators were defined and included in the Framework Document for Implementation (both initial programme indicators and supplementary ones), their collection became mandatory, based on the SOP HRD procedures.

One of the specificities of SOP HRD indicators is data collection, which rests with the IBs. Most data should be available from beneficiaries, at project level. However, obtaining the necessary data is sometimes a challenge, due to the difficulty of gathering the amount of necessary information about the participants and due to the large number of participants.

However, project level information is not enough to collect all required SOP HRD indicators, which is quite obvious. Only some of the output indicators may be compiled based on direct information from beneficiaries. For result/context indicators, often a more complex analysis is required, which will imply more than information from beneficiaries (e.g. use of national statistics etc.).

For the indicators which cannot be calculated based on input from beneficiaries, there is a need to define in a more clear way the collection procedure. This implies a closer link to official statistics and an enhanced capacity to analyse statistical indicators within the SOP HRD MA. This applies to most of the result indicators.

Moreover, the SOP HRD does not have currently any official context indicators, which is a weakness in terms of its overall monitoring. The proper collection of context indicators is also heavily related to existing of good and reliable statistics in the field of human resources.



2.3.4. PROCESSING AND MEASURING INDICATORS

Vertical aggregation

Connecting project level to programme level indicators is crucial to facilitate proper processing and measuring of SOP HRD indicators. Currently, there is no perfect match between the indicators required in the application process, the ones required in the progress/financial reporting and the programme indicators. The Applicants' Guide and the online application form specify a number of predefined programme indicators (output and result) to be observed by the applicant / beneficiary. At the same time, it allows the introduction of additional indicators, relevant for the project. However, there is no specification that programme indicators should be compulsory (virtually, this may lead to situations where a project only has additional indicators specified and no programme indicator).

Therefore, better coordination is needed in order to harmonize project level indicators with programme level ones. Eliminating additional indicators in the application form would provide the necessary coordination for the beneficiaries and would prevent the arbitrary choice of indicators which cannot be aggregated further at programme level.

In respect to aggregating programme indicators, the limitations of the electronic system have a significant impact on this function, in the sense that the current way of managing ESF indicators requires very complex aggregation mechanisms built within predefined reports. This problem has been encountered also by other Member States such Greece and the solution proposed was eventually very simple.

Since the breakdown for the ESF indicators is evident at the lower levels, those of the project and the contract, in the case of SMIS NSRF, at the level of the Project and Sub-Project Registration Form Functions within the Project Management Module (see Figures 10 & 11), a button could be added through which a table is activated in which the composition indicators are further broken down into their subcategories and the target values can also be registered. The same functionality needs also to be added in the *Sub-project Technical Monitoring Form*, allowing the users to register the progress achieved per each composition indicator sub-category, the Composition indicator in Total and on the whole for the Composite Indicators.

This information can subsequently be aggregated automatically by the system to the level of the Project and in particular in the *Project Monitoring Form Function* and further to that to the rest of the levels of the OP.

Horizontal aggregation

Processing and measuring some of SOP HRD interventions cannot be done completely independent from other OPs. In order to achieve this, a coherent, common approach would highly improve the quality and the added value of the information obtained through aggregating indicators. Consequently, in order to allow aggregation at NSRF level, there should be a match between the definition/label of the SOP HRD and other programmes.

This is the case of ESF specific indicators (EC Reg. 1080/2006 – Annex XXIII) and of the TA indicators (see also OPTA analysis).

2.3.5. PROGRESS MONITORING

Through an addendum to the Delegation Agreement, MA SOP HRD delegated to IBs tasks related to contracts' monitoring. As stated earlier, the quality of the monitoring is heavily influenced by the performance of the IBs and by the guidance provided by the MA.



One specific feature of SOP HRD is the existence of three types of projects – grants (regional), strategic (national) and sectoral projects. This means that progress monitoring conveys data at regional level for the 8 development regions, at national level and, in theory¹³, by sector.

At the same time, monitoring can present progress on small scale projects (grants, up to 500.000 euro) as opposed to larger projects (strategic, between 500.000 and 5.000.000 euro).

Given the nature of the projects (“soft” interventions such as training, counselling, awareness, support etc.), progress (in terms of outputs) can be observed during the implementation of the project and immediately after. However, in terms of results, progress is more difficult to monitor and assess, or even to relate to the intervention, because investments in human capital are by definition long – term (this lead to difficulties in setting result indicators for some interventions: for example the indicator “*Number of people that found a workplace within 6 months – labour market access*” may be influenced heavily by the economic context; likewise the indicator “*Share of pupils that improved their school performance as a result of the orientation/ counselling services - pre -university education (%)*” is difficult to assess).

2.3.6. COMMUNICATION

In terms of communication and reporting, the specific of the programme is reflected in the variety of target groups and of indicators for which information must be provided. On the other hand, the shorter duration of projects enables for more updates and more accurate data on real progress.

Given the large number of NGO applicants/beneficiaries, particular interest is expected from the civil society in respect not only to the progress of SOP HRD but also to the overall implementation and performing of tasks.

2.4. PRELIMINARY CONCLUSIONS AND RECOMMENDATIONS ON THE SYSTEM, AFFECTING THE ANALYSIS OF INDIVIDUAL INDICATORS

Based on the findings from the analysis of the system of indicators, a number of preliminary conclusion and recommendations can be drawn in respect to the existing individual indicators:

- Some indicators which are very similar in terms of label and purpose for collection. This is the case for example of the indicator *ESF participants* which is break down in several supplementary indicators which measure different ESF categories (gender, age, environment geographical criteria etc). For example, for this particular case a revision is required consisting in keeping the main indicator *ESF participants* and use the break down according to Annex 23 of EC Regulation 1828/2006 for the reporting purpose
- There are numerous indicators that overlap affecting the balance of the existing system of indicators and its manageability in terms of resources needed for collecting, measuring and reporting. This is the case of supplementary indicators that overlap with program indicators. In order to avoid this situation is necessary to keep the most relevant one and eliminate the redundant one aiming the increase of the manageability of the system. (see table 7)
- The input indicators (supplementary indicators) expressed in most of the cases as *number of co-financed projects.....or value of financial assistance* do not reflect the nature of the activities being

¹³ So far there SOP HRD has not issued any report at sectoral level.



funded or the objectives but only is weighting the list of indicators; moreover they do not observe the requirements on input indicators as specified in the EC Working Document no.2

- Indicators as *people that benefitted from counselling/ orientation and continued their studies - transition from school to active life (KAI 2.1) or number of maintained jobs (KAI 6.2), share of women support for career development that advanced in their career* (one year after project conclusion) (KAI 6.3)* are difficult to be measured and might create confusion, this leading to possible errors in reporting. The replacement or the re-definition of such indicators will improve the manageability.
- A significant part of the indicators (result indicators) have percentage as measurement unit instead of numbers that overburden the task of monitoring and reporting. The re-label of this type of indicator will increase the availability and allow the aggregation beyond project level.

There are indicators that were inappropriately assigned to PAs as for example *transnational partners involved in the project*- this type of indicator measuring the number of transnational partners involved but not directly the accomplishment of the objectives

Based on the findings from the analysis of the system of indicator – coverage, balance, manageability – a number of recommendations can be presented in respect to the individual indicators, as presented in the following table.



TABLE 6 SYNTHESIS OF THE ANALYSIS OF THE SYSTEM OF INDICATORS

OUTPUT INDICATORS								
KAI	No	Indicators	Type	Recommendation		RATIONALE		
						COVERAGE	BALANCE	MANAGEABILITY
KAI 1.1	1.	Number of schools supported	P	Keep	Re-label as <i>Schools supported (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 400
	2.	Staff in education and training trained/retrained** refers to persons in the target group (other than teaching staff), that are trained and retrained	P	Remove			Overlaps with output indicator no.8 - Number of training participants - pre-university education	Simplifies the list of indicators
	3.	Number of assisted training suppliers – pre-university education	S	Keep	Re-label as <i>Assisted training suppliers (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 400
	4.	Number of training participants - pre-university education	S	Keep	Label as <i>Training participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 400
	5.	Number of ESF participants-women	S	Keep	Re-label as <i>ESF participants (number)</i>			Simplifies the list of indicators; To be broken down according to EC Annex XXIII
	6.	Number of pupils that benefit from orientation/ counselling services- pre-university education	S	Keep	Re-label as <i>Pupils that benefit from orientation/ counselling services (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 400
	7.	Number of updated standards and procedures- pre-university education	S	Keep	Re-label as <i>Updated standards and procedures (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 400
	8.	Number of pupils involved in active citizenship and	S	Keep	Re-label as <i>Pupils involved in active</i>			Simplifies the list of indicators; Improved manageability by the



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE			
					COVERAGE	BALANCE	MANAGEABILITY	
		entrepreneurial educational programs			<i>citizenship and entrepreneurial educational programs (number)</i>			new definition. To be used with AC 400
KAI 1.2	9.	Number of supported universities	P	Keep	Re-label <i>Supported universities (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 401
	10.	Number of developed/ updated qualifications – university education	S	Remove				
	11.	Number of training participants – university education	S	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition Allows the use of AC 401
	12.	Number of bachelor/ master programs developed/adapted according to CNCIS-university education	S	Keep	Re-label as <i>Bachelor/ master programs developed/adapted according to CNCIS (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition Allows the use of AC 401
KAI 1.3	13.	Education and training personnel trained/ retrained	P	Remove	Replace with indicator <i>ESF participants (number)</i>	Overlaps with “ <i>Number of training participants – continuous professional training</i> ”		Simplifies the list of indicators; Improved manageability by the new definition Allows the use of AC 402, 414
	14.	Number of training participants – continuous professional training	S	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition Allows the use of AC 414
	15.	Number of ESF participants – women	S	Keep	Collapsed into one indicator <i>ESF participants</i>			Simplifies the list of indicators; To be broken down according to EC Annex XXIII
	16.	Number of ESF participants	S					



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE			
					COVERAGE	BALANCE	MANAGEABILITY	
		from rural areas			(number)			Allows the use of AC 414
	17.	Teaching staff supported for career start - continuous professional training	S	Keep	Re-label as <i>Teaching staff supported for career start (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402, 414
	18.	Number of ESF participants - women	S	Keep	Collapsed into one indicator <i>ESF participants (number)</i>			Simplifies the list of indicators; To be broken down according to EC Annex XXIII Allows the use of AC 402, 414
	19.	Number of ESF participants from rural areas	S					
KAI 1.4	20.	Number of CPT suppliers supported for the introduction of the quality assurance standards	P	Keep	Re-label as <i>CPT suppliers supported for the introduction of the quality assurance standards (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Partially allows the use of AC 402
	21.	Number of professional qualifications developed within CPT	P	Keep	Re-label as <i>Professional qualifications developed within CPT (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	22.	Number of assisted training suppliers- continuous professional training	S	Keep	Re-label as <i>Assisted training suppliers (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	23.	Number of training participants - continuous professional training	S	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	24.	Number of ESF participants-women	S	Keep	Re-label as <i>ESF participants (number)</i>			Simplifies the list of indicators; To be broken down according to EC Annex XXIII Allows the use of AC 402



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation		RATIONALE		
						COVERAGE	BALANCE	MANAGEABILITY
	25.	Number of updated/ developed qualifications - continuous professional training	S	Remove			It overlaps with <i>Number of professional qualifications developed within CPT</i>	Simplifies the list of indicators
	26.	Number of studies, analyses, reports, strategies - continuous professional training	S	Keep	Re-label as <i>Studies, analyses, reports, strategies (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
KAI 1.5	27.	Number of supported PhDs	P	Keep	Re-label as <i>Supported PhDs (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 404
	28.	Number of financially assisted doctoral schools – doctoral programs	S	Keep	Re-label as <i>Financially assisted doctoral schools (number)</i>			Improved manageability by the new definition; Allows the use of AC 404
	29.	Number of financially assisted researchers – post- doctoral research	S	Keep	Re-label as <i>Financially assisted researchers (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 404
KAI 2.1	30.	Number of supported people in the transition from school to active life	P	Remove	Replace with ESF participants (number)	Responds to PA/KAI objective.		Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 405
	31.	Number of beneficiaries of career counselling services	P	Keep	Re-label as <i>Beneficiaries of career counselling services (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 405
	32.	Number of training participants- transition from school to active life	S	Keep	Re-label as <i>Training participants (number)</i>	Responds to PA/KAI objective.		Simplifies the list of indicators; Improved manageability by the new definition; To be broken down according to

OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE		
					COVERAGE	BALANCE	MANAGEABILITY
							EC Annex XXIII Allows the use of AC 405
	33.	Number of people that benefit from counselling/ orientation - transition from school to active life	S	Remove		It overlaps with the output programme indicator <i>Number of supported people in the transition from school to active life</i>	Simplifies the list of indicators
	34.	Number of studies, analyses, reports, strategies - transition from school to active life	S	Keep	Re-label as <i>Studies, analysis, reports, strategies (number)</i>		Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 405
	35.	Number of concluded partnerships for experience exchanges and best practices - transition from school to active life* *including internships agreements, other types of partnerships	S	Keep	Re-label as <i>Concluded partnerships for experience exchanges and best practices (number)</i>	Better responds to PA/KAI operations/objectives	Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 405
KAI 2.2	36.	Number of participants in "second chance" educational programs, out of which: women	P	Keep	Re-label as <i>Participants in "second chance" educational programs (number)</i>		Simplifies the list of indicators; To be broken down according to EC Annex XXIII Allows the use of AC 407, 414
	37.	Number of people that benefitted from counselling – preventive measures against early school abandonment	S	Keep	Re-label as <i>People that benefitted from counselling (number)</i>		Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 406
	38.	Number of training	S	Keep	Re-label as <i>Training</i>		Simplifies the list of indicators;



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation		RATIONALE		
						COVERAGE	BALANCE	MANAGEABILITY
		participants – corrective measures against early school abandonment			<i>participants (number)</i>			Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 407
	39.	Number of participants in "second chance" educational programs	S	Remove			Already covered by existing programme indicator - Number of participants in "second chance" educational programs, out of which: women	Simplifies the list of indicators
	40.	Number of ESF participants – women	S	Keep	Re-label as <i>ESF participants (number)</i>			Simplifies the list of indicators; To be broken down according to EC Annex XXIII Allows the use of AC 414
KAI 2.3	41.	Number of CPT programs participants (qualification and re-qualification), of which: women	P	Keep	Re-Label as <i>CPT programs participants (qualification and re-qualification) (number)</i>			Simplifies the list of indicators; To be broken down according to EC Annex XXIII Allows the use of AC 402, 414
	42.	Number of financially-assisted enterprises for employee participation in training - continuous professional training	S	Keep	Re-label as <i>Financially-assisted enterprises for employee participation in training (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	43.	Number of supported people for the validation of	S	Keep	Re-label as <i>Supported people for the</i>			Simplifies the list of indicators; Improved manageability by the



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE			
					COVERAGE	BALANCE	MANAGEABILITY	
		previous knowledge-continuous professional training			<i>validation of previous knowledge (number)</i>			new definition; Allows the use of AC 402
	44.	Number of people that benefit from counselling/ orientation	S	Keep	Re-label as <i>People that benefit from counselling/ orientation (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	45.	Number of ESF participants-women	S	Keep	Re-label as <i>ESF participants (number)</i>			Simplifies the list of indicators; To be broken down according to EC Annex XXIII Allows the use of AC 414
KAI 3.1	46.	Number of participants trained to start up a business, out of which: women	P	Keep	Re-label as <i>Participants trained to start up a business (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	47.	Number of people that benefited from actions for the development of the entrepreneurial culture and for setting up businesses	S	Keep	Re-label as <i>People that benefited from actions for the development of the entrepreneurial culture and for setting up businesses (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	48.	Number of people that took part in actions for managerial skills development	S	Keep	Re-label as <i>People that took part in actions for managerial skills development (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	49.	Number of training participants - continuous professional training	S	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 402
	50.	Number of ESF participants-	S	Keep	Re-label as			Simplifies the list of indicators



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE			
					COVERAGE	BALANCE	MANAGEABILITY	
		women			<i>ESF participants (number)</i>			To be broken down according to EC Annex XXIII Allows the use of AC 414
KAI 3.2	51.	Number of trainees in management and organization of work, out of which: women	P	Keep	Re-label as <i>Trainees in management and organization of work (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 402, 414
	52.	Number of participants for updating and improving their skills, out of which: - doctors - nurses	P	Keep	Re-label as <i>Participants for updating and improving their skills, out of which: - doctors, - nurses (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; Allows the use of AC 414
	53.	Number of training participants - continuous professional training	S	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. To be broken down according to EC Annex XXIII Allows the use of AC 402
	54.	Number of ESF participants - women	S	Keep	Re-label as <i>ESF participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. To be broken down according to EC Annex XXIII Allows the use of AC 414
	55.	Number of communication and promotion events - continuous professional training	S	Keep	Re-label as <i>Communication and promotion events (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 402
	56.	Number of continuous professional training	S	Keep	Re-label as <i>Continuous</i>			Simplifies the list of indicators; Improved manageability by the



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation		RATIONALE		
						COVERAGE	BALANCE	MANAGEABILITY
		courses financed, out of which: -in ITC -On environment Issues -On health & security issues			<i>professional training courses financed, out of which: -in ITC -On environment Issues -On health & security issues (number)</i>			new definition. Allows the use of AC 402
KAI 3.3	57.	Number of supported social partners and NGOs	P	Keep	<i>Re-label as Supported social partners and NGOs (number)</i>	Better responds to PA/KAI operations/objectives		Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 408
KAI 4.1	58.	Number of supported employment agencies	P	Keep	<i>Re-label as Supported employment agencies (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 410
	59.	Number of analyses and forecasts regarding the labour market	P	Remove	Replace with supplementary output indicator - Number of studies, analyses, reports, strategies - Public Employment Service			Simplifies the list of indicators; Improved manageability by the new definition. Allows the use of AC 410
	60.	Number of national communication and promotion events – Public Employment Service	S	Keep	<i>Re-label as National communication and promotion events (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition Allows the use of AC 410
	61.	Number of county-communication and promotion events– Public Employment Service	S	Keep	<i>Re-label as County-communication and promotion events (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition Allows the use of AC 410
	62.	Number of studies, analyses, reports, strategies - Public	S	Keep	<i>Re-label as Studies, analyses, reports,</i>			Simplifies the list of indicators; Improved manageability by the

OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE			
					COVERAGE	BALANCE	MANAGEABILITY	
		Employment Service			<i>strategies (number)</i>			new definition Allows the use of AC 410
KAI 4.2	63.	Number of trained personnel	P	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 410
	64.	Number of studies, analyses, reports, strategies- – Public Employment Service	S	Keep	Re-Label as <i>Studies, analyses, reports, strategies (number)</i>			Simplifies the list of indicators; Improved manageability by the new definition Allows the use of AC 410
KAI 5.1	65.	Number of long term unemployed taking part in integrated programs, out of which: Women Young people	P	Keep	Re-label as <i>Long term unemployed assisted (number)</i>	Better responds to PA/KAI operations/objectives		Simplifies the list of indicators; Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 411
	66.	Number of people that benefitted from counselling/ orientation – labour market access	S	Keep	Re-label as People that benefitted from counselling/ orientation (number)			Simplifies the list of indicators. Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 411
	67.	Number of training participants – labour market access	S	Keep	Collapse into one indicator <i>Training participants (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 411
	68.	Number of training participants, long term unemployed – labour market access	S	Keep				
KAI 5.2	69.	Number of participants from rural areas in integrated programs	P	Remove	Replaced with <i>ESF participants</i>			Simplifies the list of indicators. To be broken down according to EC Annex XXIII



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE			
					COVERAGE	BALANCE	MANAGEABILITY	
							Allows the use of AC 412	
	70.	Number of training participants – sustainability of rural areas	S	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 412
	71.	Number of ESF participants from rural areas	S	keep	Collapse into one indicator <i>ESF participants (number)</i>			Simplifies the list of indicators. To be broken down according to EC Annex XXIII Allows the use of AC 412
	72.	Number of ESF participants-women	S					
	73.	Number of people that benefit from counselling/ orientation - sustainability of rural areas	S	Remove				Simplifies the list of indicators.
	74.	Number of participants from rural areas, out of which: people engaged in subsistence agriculture	S	Remove				Simplifies the list of indicators.
	75.	Number of participants in -information and awareness campaigns - training programs -activities evaluating prior learning - support programmes for dependent family members	S	Remove				Simplifies the list of indicators.
KAI 6.1	76.	Number of set up structures of the social economy	P	Keep	Re-label as <i>Set up structures of the social economy (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition. Allows the use of AC 413
	77.	Number of participants in training programs dedicated to social inclusion	P	keep	Re-label as <i>Participants in training programs</i>	Better responds to PA/KAI operations/obje		Simplifies the list of indicators. Improved manageability by the new definition.

OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation		RATIONALE		
						COVERAGE	BALANCE	MANAGEABILITY
		specialists			<i>dedicated to social inclusion specialists (number)</i>	ctives		Allows the use of AC 413
	78.	Number of jobs maintained by the structures of social economy	S	Remove				Simplifies the list of indicators.
	79.	Number of people that benefit from orientation/ counselling - social economy	S	Keep	Re-label as <i>People that benefit from orientation/ counselling (number)</i>			Improved manageability by the new definition. To be broken down according to EC Annex XXIII Allows the use of AC 413
	80.	Number of training participants – social economy	S	Keep	Re-label as <i>Training participants (number)</i>			Improved manageability by the new definition To be broken down according to EC Annex XXIII Allows the use of AC 413
	81.	Number of ESF participants – women	S	Keep	Collapse in one indicator (<i>ESF participants number</i>)			Simplifies the list of indicators. Improved manageability by the new definition. To be broken down according to EC Annex XXIII Allows the use of AC 414
	82.	Number of ESF participants – Roma ethnics	S	Keep				
	83.	Number of ESF participants – people with disabilities	S	Keep				
	84.	Number of ESF participants – other vulnerable groups	S	Keep				
	85.	Communication and promotion events – social economy	S	Keep	Re-label as <i>Communication and promotion events (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 413
KAI 6.2	86.	Number of participants in qualification/ requalification programmes for vulnerable groups, out of which: - Roma ethnics	P	Keep	Re-Label as <i>Participants in continuous professional training (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 411



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation		RATIONALE		
						COVERAGE	BALANCE	MANAGEABILITY
		- people with disabilities - Young people that leave the state child protection system						
	87.	Number of supported dependants	P	Remove	Replace with new indicator <i>Assisted beneficiaries of Accompanying measures for enabling employment (number)</i>	Better responds to PA/KAI operations/obje ctives		Simplifies the list of indicators. Improved manageability by the new definition; To be broken down according to EC Annex XXIII Allows the use of AC 411
	88.	Number of training participants – labour market access	S	Remove			Already covered by existing output programme indicator	Simplifies the list of indicators
	89.	Number of people benefitting from counselling/ orientation - labour market access	S	Remove				Simplifies the list of indicators
	90.	Number of ESF participants – women	S	keep	Collapse into one indicator <i>ESF participants (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition To be broken down according to EC Annex XXIII
	91.	Number of ESF participants – people with disabilities	S	keep				
	92.	Number of ESF participants – Roma ethnics	S	keep				
	93.	Number of new jobs* created- labour market access *the indicator refers to protected workplaces	S	Keep	Re-label as Jobs* <i>created- (number)</i> <i>*the indicator refers to protected workplaces (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 411
	94.	Number of maintained	S	Remove				Not clearly defined and difficult



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation		RATIONALE		
						COVERAGE	BALANCE	MANAGEABILITY
		workplaces						to be measured
KAI 6.3	95.	Number of female participants in qualification/ requalification programs*. *The OP target is 150.000, divided as follows: 130.000 trained participants for KAI 6.2 and 20.000 qualified/ re-qualified women within KAI 6.3	P	Remove	Replace with supplementary output indicator - Number of training participants - labour market access	Better responds to PA/KAI operations/objectives		Simplifies the list of indicators
	96.	Number of training participants - labour market access	S	Keep	Re-label as <i>Training participants (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 411
	97.	Number of communication and promotion events - labour market access	S	Keep	Re-label as <i>Communication and promotion events (number)</i>	Better responds to PA/KAI operations/objectives		Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 411
	98.	Number of people that started an independent activity – women - labour market access	S	Keep	Re-label as <i>People that started an independent activity (number)</i>			Simplifies the list of indicators. To be broken down according to Annex XXIII. Allows the use of AC 411
KAI 6.4	99.	Number of supported transnational initiatives and partnerships	P	Keep	Re-label as <i>Supported transnational partnerships (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 411
	100.	Number of common programs developed for promoting employment and social inclusion	S	Remove			Already covered by the programme output indicator	Simplifies the list of indicators
	101.	Number of studies, analyses, reports, strategies – labour market access	S	Keep	Re-label as <i>Studies, analyses, reports, strategies (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition

OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE		
					COVERAGE	BALANCE	MANAGEABILITY
							Allows the use of AC 411
	102.	Number of events aimed at experience exchanges regarding the implementation of the funds and thematic aspects – labour market access	S	Remove		Already covered by the programme output indicator	Simplifies the list of indicators
KAI 7.1	103.	Number of studies, enquires	P	Remove	Replace with indicator Number of studies, analyses, reports, strategies		Simplifies the list of indicators
	104.	Number of Monitoring Committee meetings	P	Remove	Replace with Number of reunions of the relevant committees and working groups		Simplifies the list of indicators
	105.	Number of reunions of the relevant committees and working groups	S	Keep	Re-label as <i>Reunions of the relevant committees and working groups (number)</i>		Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 700
	106.	Number of studies, analyses, reports and strategies	S	Keep	Re-label as <i>Studies, analyses, reports and strategies (number)</i>		Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 700
	107.	Number of training courses	S	Remove	Replace with Participant training days- beneficiary and Participant training days - managing structure		Simplifies the list of indicators
	108.	Number of training participants	S	Remove	Replace with Participant training days- beneficiary and		Simplifies the list of indicators

OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE			
					COVERAGE	BALANCE	MANAGEABILITY	
					Participant training days - managing structure			
	109.	Number of developed/ acquired computer applications	S	Keep	Re-label as <i>Developed/ acquired computer applications (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 700
	110.	Participant training days-beneficiary	S	Keep	Re-label as <i>Training days/beneficiary (number)</i>			Simplifies the list of indicators Improved manageability by the new definition. Allows the use of AC 700
	111.	Participant training days - managing structures	S	Keep	Re-label as <i>Training days – managing structures (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 700
KAI 7.2	112.	Number of promotion campaigns	P	Keep	Re-label as <i>Promotion campaigns (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition. Allows the use of AC 700
	113.	Average annual website visits	P	Keep	Re-label as <i>Website visits – number/year</i>			Simplifies the list of indicators. Improved manageability by the new definition. Allows the use of AC 700
	114.	Number of published brochures	P	Remove				Simplifies the list of indicators
	115.	Number of communication and promotion events	S	Remove			Already covered by the programme output indicator	Simplifies the list of indicators
	116.	Number of printed information and publicity materials	S	Keep	Re-label as <i>Information and publicity materials (number)</i>			Simplifies the list of indicators. Improved manageability by the new definition Allows the use of AC 700



OUTPUT INDICATORS

KAI	No	Indicators	Type	Recommendation	RATIONALE		
					COVERAGE	BALANCE	MANAGEABILITY
	117.	Number of broadcasted TV/ radio spots	S	Remove		Already covered by the programme output indicator	Simplifies the list of indicators



New proposed output indicators

OUTPUT INDICATORS									
No.	KAI	Indicators	Type		Recommendation		Rationale		
							COVERAGE	BALANCE	MANAGEABILITY
1	KAI 6.1	Studies, analyses, reports, strategies in social economy (number)	P	0	Add	Label as <i>Studies, analyses, reports, strategies in social economy (number)</i>	Responds to PA/KAI operations/objectives		Allows the use of AC 413
2	KAI 6.1	Partnerships concluded in social economy field (number)	P	0	Add	Label as <i>Partnerships concluded in social economy field (number)</i>	Responds to PA/KAI operations/objectives		Allows the use of AC 413
3	KAI 6.2	Assisted beneficiaries of accompanying measures for enabling employment (number)	P	0	Add	Label as <i>Assisted beneficiaries of accompanying measures for enabling employment (number)</i>	Responds to PA/KAI operations/objectives		To be broken down according to EC Annex XXIII Allows the use of AC 411
4	KAI 7.2	Requests for information answered by the help desk type services (number)	P	0	Add	Label as <i>Requests for information answered by the help desk type services (number)</i>	Responds to PA/KAI operations/objectives		Allows the use of AC 700

New proposed result indicators

RESULT INDICATORS									
No.	KAI	Indicators	Type		Recommendation		Rationale		
							COVERAGE	BALANCE	MANAGEABILITY
1	KAI 3.2	Transnational activities implemented in increasing adaptability (number)	S	R	Add	Label as <i>Transnational activities implemented in increasing adaptability (number)</i>	Responds to PA/KAI operations/objectives		Allows the use of AC 402



RESULT INDICATORS

No.	KAI	Indicators	Type		Recommendation		Rationale		
							COVERAGE	BALANCE	MANAGEABILITY
2	KAI 4.1	Unemployed reintegrated on the labour market (number)	P	R	Add	Label as <i>Unemployed reintegrated on the labour market(number)</i>	Responds to PA/KAI operations/objectives		To be broken down according to EC Annex XXIII Allows the use of AC 414
3	KAI 4.1	Transnational partnerships (number)	S	R	Add	Label as <i>Transnational partnerships (number)</i>	Responds to PA/KAI operations/objectives		Allows the use of AC 410
4	KAI 5.1	Beneficiaries integrated/reintegrated on the labour market (number)	P	R	Add	Label as <i>Beneficiaries integrated/reintegrated on the labour market (number)</i>	Responds to PA/KAI operations/objectives		To be broken down according to EC Annex XXIII Allows the use of AC 411
5	KAI 5.2	Business start-ups set up in non agricultural activities (number)	P	R	Add	Label as <i>Business start-ups set up in non agricultural activities (number)</i>	Responds to PA/KAI operations/objectives		Allows the use of AC 412
6	KAI 6.1	Transnational partnerships (number)	S	R	Add	Label as <i>Transnational partnerships (number)</i>	Responds to PA/KAI operations/objectives		Allows the use of AC 413
7	KAI 6.2	Beneficiaries (vulnerable groups) of specific programmes integrated on the labour market	P	R	Add	Label as <i>Beneficiaries (vulnerable groups) of specific programmes integrated on the labour market (number)</i>	Responds to PA/KAI operations/objectives		To be broken down according to EC Annex XXIII Allows the use of AC 411
8	KAI 6.4	Participants at organised events (number)	P	R	Add	Label as <i>Participants at events organised (number)</i>	Responds to PA/KAI operations/objectives		To be broken down according to EC Annex XXIII Allows the use of AC 411, 414
9	KAI 7.2	Participants at organised events (number)	S	R	Add	Label as <i>Participants at events organised (number)</i>	Responds to PA/KAI operations/objectives		To be broken down according to EC Annex XXIII Allows the use of AC 700

TABLE 7 PRELIMINARY LIST OF INDICATORS RESULTING FROM THE SYSTEM LEVEL ANALYSIS

	NO.	OUTPUT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
KAI		<i>Indicators</i>	<i>Type¹⁴</i>
KAI 1.1	1.	Number of schools supported (number)	P
	2.	Number of assisted training suppliers – pre -university education (number)	S
	3.	Number of training participants - pre -university education	S
	4.	Number of ESF participants-women	S
	5.	Number of pupils that benefit from orientation/ counselling services- pre -university education	S
	6.	Number of updated standards and procedures- pre -university education	S
	7.	Number of pupils involved in active citizenship and entrepreneurial educational programs	S
KAI 1.2	8.	Numbers of supported universities	P
	9.	Number of training participants – university education	S
	10.	Number of bachelor/ master programs developed/adapted according to CNCIS-university education	S
KAI 1.3	11.	Education and training personnel trained/ retrained	P
	12.	Number of training participants – continuous professional training	S
	13.	Number of ESF participants – women	S
	14.	Number of ESF participants from rural areas	S
	15.	Teaching staff supported for career start - continuous professional training	S
KAI 1.4	16.	Number of CPT suppliers supported for the introduction of the quality assurance standards	P
	17.	Number of professional qualifications developed within CPT	P
	18.	Number of assisted training suppliers- continuous professional training	S
	19.	Number of training participants - continuous professional training	S
	20.	Number of ESF participants- women	S
	21.	Number of studies, analyses, reports, strategies - continuous professional training	S
KAI 1.5	22.	Number of supported PhDs	P
	23.	Number of financially assisted doctoral schools – doctoral programs	S
	24.	Number of financially assisted researchers – post-doctoral research	S
KAI	25.	Number of supported people in the transition from school to active life	P

¹⁴ P= programme, S=supplementary



	NO.	OUTPUT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicators</i>	<i>Type¹⁴</i>
2.1	26.	Number of beneficiaries of career counselling services	P
	27.	Number of training participants- transition from school to active life	S
	28.	Number of studies, analysis, reports, strategies - transition from school to active life	S
	29.	Number of concluded partnerships for experience exchanges and best practices - transition from school to active life* *including internships agreements, other types of partnerships	S
KAI 2.2	30.	Number of participants in "second chance " educational programs, out of which: women	P
	31.	Number of people that benefitted from counselling – preventive measures against early school abandonment	S
	32.	Number of training participants – corrective measures against early school abandonment	S
	33.	Number of ESF participants – women	S
KAI 2.3	34.	Number of CPT programs participants (qualification and re-qualification), of which: women	P
	35.	Number of financially-assisted enterprises for employee participation in training - continuous professional training	S
	36.	Number of supported people for the validation of previous knowledge- continuous professional training	S
	37.	Number of people that benefit from counselling/ orientation	S
	38.	Number of ESF participants- women	S
KAI 3.1	39.	Number of participants trained to start up a business, out of which: women	P
	40.	Number of people that benefited from actions for the development of the entrepreneurial culture and for setting up businesses	S
	41.	Number of people that took part in actions for managerial skills development	S
	42.	Number of training participants - continuous professional training	S
	43.	Number of ESF participants- women	S
KAI 3.2	44.	Number of trainees in management and organization of work, out of which: Women	P
	45.	Number of participants for updating and improving their skills, out of which: - Doctors; - nurses	P
	46.	Number of training participants - continuous professional training	S
	47.	Number of ESF participants - women	S
	48.	Number of communication and promotion events - continuous professional training	S
	49.	Number of continuous professional training courses financed, out of which: -in ITC -On environment Issues -On health & security issues	S



	NO.	OUTPUT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
KAI		<i>Indicators</i>	<i>Type¹⁴</i>
KAI 3.3	50.	Number of supported social partners and NGOs	P
KAI 4.1	51.	Number of supported employment agencies	P
	52.	Number of national communication and promotion events – Public Employment Service	S
	53.	Number of county- communication and promotion events– Public Employment Service	S
	54.	Number of studies, analyses, reports, strategies - Public Employment Service	S
KAI 4.2	55.	Number of trained personnel	P
	56.	Number of studies, analyses, reports, strategies- – Public Employment Service	S
KAI 5.1	57.	Number of long term unemployed taking part in integrated programs, out of which: - Women; - Young people	P
	58.	Number of people that benefitted from counselling/ orientation – labour market access	S
	59.	Number of training participants – labour market access	S
	60.	Number of training participants, long term unemployed – labour market access	S
KAI 5.2	61.	Number of training participants – sustainability of rural areas	S
	62.	Number of ESF participants from rural areas	S
	63.	Number of ESF participants- women	S
KAI 6.1	64.	Number of set up structures of the social economy	P
	65.	Number of participants in training programs dedicated to social inclusion specialists	P
	66.	Number of people that benefit from orientation/ counselling - social economy	S
	67.	Number of training participants – social economy	S
	68.	Number of ESF participants – women	S
	69.	Number of ESF participants– Roma ethnics	S
	70.	Number of ESF participants – people with disabilities	S
	71.	Number of ESF participants – other vulnerable groups	S
	72.	Communication and promotion events – social economy	S
KAI 6.2	73.	Number of participants in qualification/ requalification programmes for vulnerable groups, out of which: - Roma ethnics - people with disabilities - Young people that leave the state child protection system	P
	74.	Number of ESF participants – women	S



	NO.	OUTPUT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicators</i>	<i>Type¹⁴</i>
	75.	Number of ESF participants – people with disabilities	S
	76.	Number of ESF participants – Roma ethnics	S
	77.	Number of new jobs* created- labour market access *the indicator refers to protected workplaces	S
	78.	Number of training participants - labour market access	P
	79.	Number of communication and promotion events - labour market access	S
KAI 6.3	80.	Number of people that started an independent activity – women - labour market access	S
	81.	Number of supported transnational initiatives and partnerships	P
KAI 6.4	82.	Number of studies, analyses, reports, strategies - labour market access	S
	83.	Number of reunions of the relevant committees and working groups	S
	84.	Number of studies, analyses, reports and strategies	S
	85.	Number of developed/ acquired computer applications	S
KAI 7.1	86.	Participant training days- beneficiary	S
	87.	Participant training days - managing structures	S
	88.	Number of promotion campaigns	P
KAI 7.2	89.	Average annual website visits	P
	90.	Number of printed information and publicity materials	S

	No.	RESULT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicator</i>	<i>Type</i>
KAI 1.1	1.	Number of training providers certified according to quality standards- pre - university education	S
	2.	Number of certified training participants - pre -university education	S
	3.	Number of validated/implemented standards and procedures - pre -university education	S
	4.	Number of schools accredited according to quality standards- pre -university education	S
KAI 1.2	5.	Number of validated qualifications	S
	6.	Number of students that benefited from the operations financed at the level of the university education institutions	S



	No.	RESULT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicator</i>	<i>Type</i>
	7.	Number of bachelor/master programmes implemented according to CNCIS – university education	S
	8.	Number of universities certified according to quality standards – university education	S
KAI 1.3	9.	Number of certified training participants- continuous professional training, out of which: By gender: women By environment: Rural	S
KAI 1.4	10.	Share of trained and certified people, including the sectorial committees (%), out of which: women	S
	11.	Number of certified training participants - continuous professional training	S
	12.	Number of training suppliers certified according to quality standards - continuous professional training	S
	13.	Number of validated qualifications - continuous professional training	S
KAI 1.5	14.	Number of presented scientific papers – PhD programs	S
	15.	Number of presented scientific papers – post- doctoral research	S
	16.	Number of published scientific papers- PhD programs	S
	17.	Number of published scientific papers- post- doctoral research	S
	18.	Number of PhDs that obtained the PhD title - PhD programs	S
KAI 2.1	19.	Number of people that benefitted from counselling/ orientation and found a workplace - transition from school to active life	S
KAI 2.2	20.	Share of graduates of "second chance " educational programs (%)	P
	21.	Number of certified training participants - corrective measures against early school abandonment	S
KAI 2.3	22.	Share of enterprises that supply CPT for their own personnel (%)	P
	23.	Share of certified CPT participants (%)	P
	24.	Number of authorised qualification/ requalification programs- continuous professional training	S
KAI 3.1	25.	Share of training courses beneficiaries that start new businesses (%)	P
KAI 3.2	26.	Share of certified participants in management and organization of work (%)	P
	27.	Share of certified participants for the management and improvement of skills	P
	28.	Number of certified training participants - continuous professional training	S
KAI 3.3	29.	Share of supported social partners and NGOs that offer services to the community	P



	No.	RESULT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicator</i>	<i>Type</i>
		(%)	
	30.	Transnational partners involved in the project - developing networks and partnerships with the representatives of the civil society/ developing the capacity of the representatives of the civil society	S
KAI 4.1	31.	Number of employment agencies that supply “self-service” services	P
	32.	Share of supported employment agencies certified for their quality management system (%)	P
	33.	Share of long term unemployed from rural areas out of the total unemployed that benefitted from at least one active employment measure (%)	S
	34.	Share of unemployed that benefit from “self-service “services out of the total unemployed registered with an agency (%)	S
KAI 4.2	35.	Number of certified training participants – Public Employment Service	S
KAI 5.1	36.	Share of people that found a workplace within 6 months after taking part in integrated programs (%)– labour market access	S
	37.	Number of people that started an independent activity – labour market access	S
	38.	Number of certified training participants, long term unemployed – labour market access	S
	39.	Number of ESF participants – women	S
	40.	Number of ESF participants - the 15 – 24 years age group	S
KAI 5.2	41.	Number of participants that found a workplace within 6 months - sustainability of rural areas	S
	42.	Number of certified training participants - sustainability of rural areas	S
KAI 6.1	43.	Number of new jobs created by the structures of social economy	P
	44.	Share of certified participants in training programs for social inclusion specialists (%)	P
KAI 6.2	45.	Share of people that found a workplace within 6 months from participation in integrated programs (%)	S
	46.	Number of certified training participants -labour market access	S
KAI 6.3	47.	Share of certified participants in qualification/ requalification programs	P

	No.	IMPACT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicator</i>	<i>Type</i>
KAI 7.2	138.	Level of population awareness	S



	No.	NEW ADDED OUTPUT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicator</i>	<i>Type</i>
KAI 6.1	139.	Studies, analyses, reports, strategies in social economy (number)	P
KAI 6.1	140.	Partnerships concluded per project in social economy field (number)	P
KAI 6.2	141.	Assisted beneficiaries of accompanying measures for enabling employment (number)	P
KAI 7.2	142.	Requests for information answered by the help desk type services (number)	P

	No.	NEW ADDED RESULT INDICATORS TO BE FURTHER ANALYSED AT INDIVIDUAL LEVEL	
<i>KAI</i>		<i>Indicator</i>	<i>Type</i>
KAI 3.2	143.	Transnational activities implemented in increasing adaptability (number)	S
KAI 4.1	144.	Unemployed reintegrated on the labour market (number)	P
KAI 4.1	145.	Transnational partnerships (number)	S
KAI 5.1	146.	Beneficiaries integrated/reintegrated on the labour market (number)	P
KAI 5.2	147.	Business start-ups set up in non agricultural activities (number)	P
KAI 6.1	148.	Transnational partnerships (number)	S
KAI 6.2	149.	Beneficiaries (vulnerable groups) of specific programmes integrated on the labour market (number)	P
KAI 6.4	150.	Participants at organised events (number)	P
KAI 7.2	151.	Participants at organised events (number)	S



3. ANALYSIS OF THE INDIVIDUAL INDICATORS

The analysis of the individual indicators consisted of the examination of the existing input, output and result indicators **which passed the analysis at system level**. Indicators that were rejected after the analysis of the system were considered inherently flawed so as to make their individual analysis unnecessary. The reasons for their rejection, as well as suggestions for their replacements (where appropriate) were presented in the previous section.

The list of indicators subject to the current individual analysis includes the original programme indicators and supplementary indicators, introduced as an update through the common effort of MA SOP HRD and ACIS-ECU during the implementation so far. As no context indicators are included in the current system, such categories are not covered by the analysis.

This list of output and result indicators was assessed against the four criteria for quality indicators as set out in the ToR, based on the DG Regional Policy Guidelines namely: “relevance”, “sensitivity”, “availability” and “cost”. Each indicator was scored from 1 to 3, for each of the criteria (1 being the lowest, 3 the highest).

Relevance: 1 – little relevance; 2 – partial relevance; 3 – relevant

Sensitivity: 1 – low sensitivity (the indicator has no or very limited response when changes occur in the variable to be measured and can be influenced by a lot of external factors); 2 – partially sensitivity (the indicator responds partially to when changes occur in the variable to be measured and is not significantly influenced by external factors); 3 – sensitive (the indicator fully reflects the changes in the variable to be measured and is not influenced by external factors).

Availability: 1 – no or limited availability (cannot be collected and/or updated); 2 – partial availability (it is difficult to collect/update regularly, due to calculation method, source etc.) 3 – available (does not pose any difficulties for collection/update)

Cost: 1 – high costs (specific studies, surveys at MA/ACIS etc.), 2 – medium costs (specific studies or other costs for beneficiaries), 3 – low cost (no additional costs for collection, other than regular reporting requirements and input into the electronic system)

Scoring interpretation: If an indicator scores 1 to any of the criteria, it is recommended to be removed;

Comments have been made in relation to each of the above issues. The analysis of the individual indicators output and result indicators of SOP HRD can be found in **ANNEX II**.

Overall, the individual indicators of SOP HRD have scored relatively high for the criteria of relevance and availability except for the indicators defined as *share* of which need to be re-label in *number* to allow aggregation beyond project level and increase the availability; this applies notably for the result indicators.

In terms of sensitivity and cost, for part of the indicators (notably result indicators), influences from external factors have been identified that led to partial sensitivity and variant level of cost from low to medium / high as assessed.

Recommendations regarding each individual indicator are presented in the following table.

TABLE 8 RECOMMENDATIONS REGARDING INDICATORS, FOLLOWING THE ANALYSIS AT INDIVIDUAL LEVEL

Sectoral Operational Programme Human Resources Development					
No. ¹⁵	Indicators	Type		Recommendation	Rationale
OUTPUT INDICATORS					
Priority Axis 1					
<i>KAI 1.1</i>					
1	Number of Schools supported	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
2	Number of assisted training suppliers – pre -university education (number)	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
3	Number of training participants - pre -university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
4	Number of ESF participants-women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
5	Number of pupils that benefit from orientation/ counselling services- pre -university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
6	Number of updated standards and procedures- pre -university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
7	Number of pupils involved in active citizenship and	S	Keep	No changes necessary for increasing	Passing the individual analysis.

¹⁵ Number corresponding to the order in which the indicator was treated in the individual analysis (see Annex II)

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type		Recommendation	Rationale
	entrepreneurial educational programs			relevance, sensitivity, availability, cost. Apply recommendations made at system level	
	<i>KAI 1.2</i>				
8	Numbers of supported universities	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
9	Number of training participants – university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
10	Number of bachelor/ master programs developed/adapted according to CNCIS- university education		Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 1.3</i>				
11	Education and training personnel trained/ retrained	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
12	Number of training participants – continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
13	Number of ESF participants – women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Both collapsed into one indicator
14	Number of ESF participants from rural areas	S	Keep	No changes necessary for increasing relevance, sensitivity,	

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				availability, cost. Apply recommendations made at system level	
15	Teaching staff supported for career start - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 1.4</i>				
16	Number of CPT suppliers supported for the introduction of the quality assurance standards	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
17	Number of professional qualifications developed within CPT	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
18	Number of assisted training suppliers- continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
19	Number of training participants - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
20	Number of ESF participants- women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
21	Number of studies, analyses, reports, strategies - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				recommendations made at system level	
	<i>KAI 1.5</i>				
22	Number of supported PhDs	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
23	Number of financially assisted doctoral schools – doctoral programs	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
24	Number of financially assisted researchers – post-doctoral research	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	Priority Axis 2				
	<i>KAI 2.1</i>				
25	Number of supported people in the transition from school to active life	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
26	Number of beneficiaries of career counselling services	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
27	Number of training participants-transition from school to active life	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
28	Number of studies, analysis, reports, strategies - transition from school to active life	S	Keep	No changes necessary for increasing relevance, sensitivity,	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				availability, cost. Apply recommendations made at system level	
29	Number of concluded partnerships for experience exchanges and best practices - transition from school to active life* *including internships agreements, other types of partnerships	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 2.2				
30	Number of participants in "second chance " educational programs, out of which: women	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
31	Number of people that benefitted from counselling – preventive measures against early school abandonment	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
32	Number of training participants – corrective measures against early school abandonment	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
33	Number of ESF participants – women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 2.3				
34	Number of CPT programs participants (qualification and re-qualification), of which: women	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
35	Number of financially-assisted enterprises for employee	S	Keep	No changes necessary for increasing	Passing the individual analysis.



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Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
	participation in training - continuous professional training			relevance, sensitivity, availability, cost. Apply recommendations made at system level	
36	Number of supported people for the validation of previous knowledge- continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
37	Number of people that benefit from counselling/ orientation	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
38	Number of ESF participants-women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
Priority Axis 3					
<i>KAI 3.1</i>					
39	Number of participants trained to start up a business, out of which: women	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
40	Number of people that benefited from actions for the development of the entrepreneurial culture and for setting up businesses	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
41	Number of people that took part in actions for managerial skills development	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
42	Number of training participants - continuous professional training	S	Keep	No changes necessary for increasing	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				relevance, sensitivity, availability, cost. Apply recommendations made at system level	
43	Number of ESF participants-women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 3.2</i>				
44	Number of trainees in management and organization of work, out of which: Women	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
45	Number of participants for updating and improving their skills, out of which: Doctors; - nurses	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
46	Number of training participants - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
47	Number of ESF participants - women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
48	Number of communication and promotion events - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
49	Number of continuous professional training courses financed, out of which: -in ITC	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost.	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
	-On environment Issues -On health & security issues			Apply recommendations made at system level	
	<i>KAI 3.3</i>				
50	Number of supported social partners and NGOs	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	Priority Axis 4				
	<i>KAI 4.1</i>				
51	Number of supported employment agencies	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
52	Number of national communication and promotion events – Public Employment Service	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
53	Number of county-communication and promotion events– Public Employment Service	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
54	Number of studies, analyses, reports, strategies - Public Employment Service	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 4.2</i>				
55	Number of trained personnel	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
56	Number of studies, analyses, reports, strategies- – Public	S	Keep	No changes necessary for increasing	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
	Employment Service			relevance, sensitivity, availability, cost. Apply recommendations made at system level	
	Priority Axis 5				
	<i>KAI 5.1</i>				
57	Number of long term unemployed taking part in integrated programs, out of which: - Women; - Young people	p	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
58	Number of people that benefitted from counselling/ orientation - labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
59	Number of training participants - labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Both collapsed into one indicator
60	Number of training participants, long term unemployed - labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
	<i>KAI 5.2</i>				
61	Number of training participants - sustainability of rural areas	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
62	Number of ESF participants from rural areas	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Both collapsed into one indicator

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
63	Number of ESF participants-women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
	Priority Axis 6				
	<i>KAI 6.1</i>				
64	Number of set up structures of the social economy	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
65	Number of participants in training programs dedicated to social inclusion specialists	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
66	Number of people that benefit from orientation/ counselling - social economy	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
67	Number of training participants - social economy	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
68	Number of ESF participants - women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	All four collapsed into one indicator
69	Number of ESF participants-Roma ethnics	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
70	Number of ESF participants – people with disabilities	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
71	Number of ESF participants – other vulnerable groups	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
72	Communication and promotion events – social economy	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
	<i>KAI 6.2</i>				
73	Number of participants in qualification/ requalification programmes for vulnerable groups, out of which: - Roma ethnics - people with disabilities - Young people that leave the state child protection system	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
74	Number of ESF participants – women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	All three collapsed into one indicator
75	Number of ESF participants – people with disabilities	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
76	Number of ESF participants – Roma ethnics	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
77	Number of new jobs* created- labour market access *the indicator refers to protected workplaces	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 6.3</i>				
78	Number of training participants - labour market access	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
79	Number of communication and promotion events - labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
80	Number of people that started an independent activity – women - labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 6.4</i>				
81	Number of supported transnational initiatives and partnerships	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
82	Number of studies, analyses, reports, strategies - labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	Priority Axis 7				
	<i>KAI 7.1</i>				
83	Number of reunions of the relevant committees and working groups	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				recommendations made at system level	
84	Number of studies, analyses, reports and strategies	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
85	Number of developed/ acquired computer applications	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
86	Participant training days-beneficiary	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
87	Participant training days - managing structures	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 7.2</i>				
88	Number of promotion campaigns	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
89	Average annual website visits	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
90	Number of printed information and publicity materials	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
	RESULT INDICATORS				
	Priority Axis 1				
	<i>KAI 1.1</i>				
91	Number of training providers certified according to quality standards- pre -university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
92	Number of certified training participants - pre -university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
93	Number of validated/implemented standards and procedures - pre -university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
94	Number of schools accredited according to quality standards- pre -university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 1.2</i>				
95	Number of validated qualifications	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
96	Number of students that benefited from the operations financed at the level of the university education institutions	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
97	Number of bachelor/master programmes implemented according to CNCIS – university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost.	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				Apply recommendations made at system level	
98	Number of universities certified according to quality standards – university education	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 1.3</i>				
99	Number of certified training participants- continuous professional training, out of which: By gender: women By environment: Rural	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 1.4</i>				
100	Share of trained and certified people, including the sectorial committees (%), out of which: women	S	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
101	Number of certified training participants - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
102	Number of training suppliers certified according to quality standards - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
103	Number of validated qualifications - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 1.5</i>				

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
104	Number of presented scientific papers – PhD programs	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	All four indicators collapsed into one indicator
105	Number of presented scientific papers – post- doctoral research	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
106	Number of published scientific papers- PhD programs	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
107	Number of published scientific papers- post- doctoral research	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
108	Number of PhDs that obtained the PhD title - PhD programs	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
Priority Axis 2					
<i>KAI 2.1</i>					
109	Number of people that benefitted from counselling/ orientation and found a workplace - transition from school to active life	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
<i>KAI 2.2</i>					
110	Share of graduates of "second chance " educational programs (%)	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				availability. Apply recommendations made at system level	
111	Number of certified training participants - corrective measures against early school abandonment	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost.	Passing the individual analysis.
	<i>KAI 2.3</i>				
112	Share of enterprises that supply CPT for their own personnel (%)	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
113	Share of certified CPT participants (%)	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
114	Number of authorised qualification/ requalification programs- continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	Priority Axis 3				
	<i>KAI 3.1</i>				
115	Share of training courses beneficiaries that start new businesses (%)	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 3.2</i>				
116	Share of certified participants in management and organization of work (%)	P	Keep	No changes necessary for increasing relevance, sensitivity,	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				cost. Need to re-label for increasing availability. Apply recommendations made at system level	
117	Share of certified participants for the management and improvement of skills	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
118	Number of certified training participants - continuous professional training	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 3.3</i>				
119	Share of supported social partners and NGOs that offer services to the community (%)	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
120	Transnational partners involved in the project - developing networks and partnerships with the representatives of the civil society/ developing the capacity of the representatives of the civil society	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	Priority Axis 4				
	<i>KAI 4.1</i>				
121	Number of employment agencies that supply "self-service" services	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
122	Share of supported employment agencies certified for their quality management system (%)	P	Keep	No changes necessary for increasing relevance, sensitivity,	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				cost. Need to re-label for increasing availability. Apply recommendations made at system level	
123	Share of long term unemployed from rural areas out of the total unemployed that benefitted from at least one active employment measure (%)	S	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
124	Share of unemployed that benefit from "self-service" services out of the total unemployed registered with an agency (%)	S	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 4.2</i>				
125	Number of certified training participants – Public Employment Service	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	Priority Axis 5				
	<i>KAI 5.1</i>				
126	Share of people that found a workplace within 6 months after taking part in integrated programs (%) – labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
127	Number of people that started an independent activity – labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.



Sectoral Operational Programme Human Resources Development					
No. ¹⁵	Indicators	Type	Recommendation		Rationale
128	Number of certified training participants, long term unemployed – labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
129	Number of ESF participants – women	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Both indicators collapsed into one indicator
130	Number of ESF participants - the 15 – 24 years age group	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	
	<i>KAI 5.2</i>				
131	Number of participants that found a workplace within 6 months - sustainability of rural areas	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
132	Number of certified training participants - sustainability of rural areas	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	Priority Axis 6				
	<i>KAI 6.1</i>				
133	Number of new jobs created by the structures of social economy	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
134	Share of certified participants in training programs for social inclusion specialists (%)	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				recommendations made at system level	
	<i>KAI 6.2</i>				
135	Share of people that found a workplace within 6 months from participation in integrated programs (%)	S	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
136	Number of certified training participants -labour market access	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	<i>KAI 6.3</i>				
137	Share of certified participants in qualification/ requalification programs	P	Keep	No changes necessary for increasing relevance, sensitivity, cost. Need to re-label for increasing availability. Apply recommendations made at system level	Passing the individual analysis.
	IMPACT INDICATOR				
	<i>KAI 7.2</i>				
138	Level of population awareness	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	NEW ADDED INDICATORS				
	OUTPUT INDICATORS				
	<i>KAI 6.1</i>				
139	Studies, analyses, reports, strategies in social economy (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
				at system level	
140	Partnerships concluded in social economy field (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 6.2				
141	Assisted beneficiaries of accompanying measures for enabling employment (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 7.2				
142	Requests for information answered by the help desk type services (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	RESULT INDICATORS				
	KAI 3.2				
143	Transnational activities implemented in increasing adaptability (number)	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 4.1				
144	Unemployed reintegrated on the labour market (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
145	Transnational partnerships (number)	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.

Sectoral Operational Programme Human Resources Development					
No.15	Indicators	Type	Recommendation		Rationale
	KAI 5.1				
146	Beneficiaries integrated/reintegrated on the labour market (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 5.2				
147	Business start-ups set up in non agricultural activities (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 6.1				
148	Transnational partnerships (number)	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 6.2				
149	Beneficiaries (vulnerable groups) of specific programmes integrated on the labour market	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 6.4				
150	Participants at organised events (number)	P	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.
	KAI 7.2				
151	Participants at events organised (number)	S	Keep	No changes necessary for increasing relevance, sensitivity, availability, cost. Apply recommendations made at system level	Passing the individual analysis.





4. RECOMMENDATIONS

4.1. NEEDS ASSESSMENT

1. Based on the opinions expressed by the MA and IBs representatives, there is a definite need for improving the indicators system for SOP HRD in terms of increase adequacy to the SOP HRD as practice demonstrated that **the existing structure is either difficult to be used at project level, inefficient as concerns resources required or inappropriate for monitoring and reporting purposes.**
2. It is acknowledged that the increase of level of appropriateness in defining the indicators would positively affect the practical work with the indicators and specifically the reporting process. The improvement of the system of indicators is required in terms of **cutting down the number of indicators, revision of the result indicators in terms of re-label or replace with more suitable ones, re-analysis the measurement units for the indicators (e.g. numbers or percentage), and define context indicators for the SOP HRD programme.**
3. There is no clear evidence that Internal Operational Procedure for Monitoring and Reporting is homogenous applied by all the parties involved; the revisions made to the procedures should allow the correct acknowledgement of the changes by all the persons involved in the monitoring and reporting system. In this respect, **it is advisable that periodical training sessions on indicators system to be organised in order to assure common level of understanding and practice concerning the collecting/ processing/ monitoring/ reporting of the indicators at all levels.**
4. According to the opinions expressed in the questionnaires there is an unbalanced report between the tasks related with analysis of the indicators and number of staff available. **A thorough assessment on the type and number of human resources that work with the indicators system** at different levels would be welcome for a correct appreciation of the need of staff versus the workload required. In parallel **an objective analysis on the efficiency and effectiveness of work with indicators might provide valuable information as regards the need of human resources to be dedicated to the work with the indicators system.**
5. For a proper monitoring of the project indicators **it is highly recommended to assure the correspondence between the SMIS indicators and FDI indicators.**
6. In order to secure that the information provided by projects (at the level of indicators) is in line with requirements of Annex XXIII of EC Regulation 1828/ 2006, **the introduction of a dedicated module for ESF projects represent a current valid need.**



4.1. ANALYSIS OF THE INDICATORS SYSTEM

1. It is advisable that **new output and result indicators to be introduced to fill the gaps in coverage**. A detailed list of new added indicators is presented in the following tables.
2. Given that the European Commission underlines the importance of context indicators and that the need for this type of indicators has resulted from the previous analysis this recommended to introduce and define context indicators for SOP HRD. A list of context indicators is presented in the following table.
3. As regards the correspondence of ESF indicators with the Annex XXIII of EC Regulation 1828/ 2006, it is advisable to use the breakdown of indicators according to categories as detailed in the EC mentioned document.
4. Balance should also be improved by reducing the number of indicators with the observance of ratio between output and result indicators, taking also into account the complexity of interventions and financial allocation.
5. A sizeable part of the indicators should be re-label by changing the measurement unit from percentage into numbers for improved manageability.
6. Also part of the indicators should be removed as either overlap with other existing indicators or not clearly defined; this would increase both the coverage and manageability of the system.

4.2. ANALYSIS OF INDIVIDUAL INDICATORS

The recommendations resulting from the analysis at individual level represent the second step in the indicators assessment, after that done at system level. Together, the combined recommendations have led to the final recommended list of indicators, which can be found in the next sub-section.

4.3. RECOMMENDED LIST OF INDICATORS FOR SOP HRD

The recommended list of indicators for SOP HRD is built based on the findings, conclusions and recommendations of all the previous chapters and aims at bringing improvements both at the level of the system and at the level of individual indicators.

TABLE 9 FINAL RECOMMENDED LIST OF INDICATORS SOP HRD

NO.	KAI	INDICATORS
OUTPUT		
1.	KAI 1.1	<i>Schools supported</i> (number)
2.		<i>Assisted training suppliers</i> (number)
3.		<i>Training participants</i> (number)
4.		<i>ESF participants</i> (number)
5.		<i>Pupils that benefit from orientation/ counselling services</i> (number)
6.		<i>Updated standards and procedures</i> (number)
7.		<i>Pupils involved in active citizenship and entrepreneurial educational program</i> (number)
8.	KAI 1.2	<i>Supported universities</i> (number)
9.		<i>Training participants</i> (number)
10.		<i>Bachelor/ master programs developed/adapted according to CNCIS</i> (number)
11.	KAI 1.3	<i>Education and training personnel trained/retrained</i> (number)
12.		<i>Training participants</i> (number)
13.		<i>ESF participants</i> (number)
14.		<i>Teaching staff supported for career start</i> (number)
15.	KAI 1.4	<i>CPT suppliers supported for the introduction of the quality assurance standards</i> (number)
16.		<i>Professional qualifications developed within CPT</i> (number)
17.		<i>Assisted training suppliers</i> (number)
18.		<i>Training participants</i> (number)
19.		<i>ESF participants</i> (number)

NO.	KAI	INDICATORS
20.		<i>Studies, analyses, reports, strategies (number)</i>
21.	KAI 1.5	<i>Supported PhDs (number)</i>
22.		<i>Financially assisted doctoral schools – doctoral programs (number)</i>
23.		<i>Financially assisted researchers – post-doctoral research (number)</i>
24.	KAI 2.1	<i>Supported people in the transition from school to active life (number)</i>
25.		<i>Beneficiaries of career counselling services (number)</i>
26.		<i>Training participants (number)</i>
27.		<i>Studies, analysis, reports, strategies (number)</i>
28.		<i>Concluded partnerships for experience exchanges and best practices* *including internships agreements, other types of partnerships (number)</i>
29.	KAI 2.2	<i>Participants in "second chance " educational programs (number)</i>
30.		<i>People that benefitted from counselling (number)</i>
31.		<i>Training participants (number)</i>
32.		<i>ESF participants (number)</i>
33.	KAI 2.3	<i>CPT programs participants (qualification and re-qualification)(number)</i>
34.		<i>Financially-assisted enterprises for employee participation in training (number)</i>
35.		<i>Supported people for the validation of previous knowledge (number)</i>
36.		<i>People that benefit from counselling/ orientation (number)</i>
37.		<i>ESF participants (number)</i>
38.	KAI 3.1	<i>Participants trained to start up a business (number),</i>
39.		<i>People that benefited from actions for the development of the entrepreneurial culture and for setting up businesses (number)</i>
40.		<i>People that took part in actions for managerial skills development (number)</i>
41.		<i>Training participants (number)</i>
42.		<i>ESF participants (number)</i>
43.	KAI 3.2	<i>Trainees in management and organization of work (number)</i>
44.		<i>Participants for updating and improving their skills, out of which: - doctors, - nurses (number)</i>
45.		<i>Training participants (number)</i>
46.		<i>ESF participants (number)</i>
47.		<i>Communication and promotion events (number)</i>
48.		<i>Continuous professional training courses financed, out of which: -in ITC,-On environment Issues,-On health & security issues (number)</i>
49.	KAI 3.3	<i>Supported social partners and NGOs (number)</i>
50.	KAI 4.1	<i>Supported employment agencies (number)</i>

NO.	KAI	INDICATORS
51.		<i>National communication and promotion events (number)</i>
52.		<i>County communication and promotion events (number)</i>
53.		<i>Studies, analyses, reports, strategies (number)</i>
54.	KAI 4.2	<i>Training participants (number)</i>
55.		<i>Studies, analyses, reports, strategies (number)</i>
56.	KAI 5.1	<i>Long term unemployed assisted (number)</i>
57.		<i>People that benefitted from counselling/ orientation (number)</i>
58.		<i>Training participants (number)</i>
59.	KAI 5.2	<i>Training participants (number)</i>
60.		<i>ESF participants (number)</i>
61.	KAI 6.1	<i>Set up structures of the social economy (number)</i>
62.		<i>Participants in training programs dedicated to social inclusion specialists (number)</i>
63.		<i>People that benefit from orientation/counselling (number)</i>
64.		<i>Training participants (number)</i>
65.		<i>ESF participants (number)</i>
66.		<i>Communication and promotion events (number)</i>
67.	KAI 6.2	<i>Participants in continuous professional training (number)</i>
68.		<i>ESF participants (number).</i>
69.		<i>Jobs created *the indicator refers to protected workplaces (number)</i>
70.	KAI 6.3	<i>Training participants (number)</i>
71.		<i>Communication and promotion events (number)</i>
72.		<i>People that started an independent activity (number)</i>
73.	KAI 6.4	<i>Supported transnational partnerships (number)</i>
74.		<i>Studies, analyses, reports, strategies (number)</i>
75.	KAI 7.1	<i>Reunions of the relevant committees and working groups (number)</i>
76.		<i>Studies, analyses, reports, strategies (number)</i>
77.		<i>Developed/ acquired computer applications (number),</i>
78.		<i>Training days-beneficiary (number)</i>
79.		<i>Training days-managing structures (number)</i>
80.	KAI 7.2	<i>Promotion campaigns (number)</i>
81.		<i>Website visits – number/year</i>
82.		<i>Information and publicity materials (number)</i>
RESULT		



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NO.	KAI	INDICATORS
83.	KAI 1.1	<i>Training providers certified according to quality standards (number)</i>
84.		<i>Certified training participants (number)</i>
85.		<i>Validated and implemented standards and procedures (number)</i>
86.		<i>Schools accredited according to quality standards (number)</i>
87.	KAI 1.2	<i>Validated qualifications (number)</i>
88.		<i>Students that benefited from the operations financed at the level of the university education institutions (number)</i>
89.		<i>Bachelor/ master programmes implemented according to CNCIS (number)</i>
90.		<i>Universities certified according to quality standards (number)</i>
91.	KAI 1.3	<i>Certified training participants (number)</i>
92.	KAI 1.4	<i>Trained and certified people, including the sectorial committees (number)</i>
93.		<i>Certified training participants (number)</i>
94.		<i>Training suppliers certified according to quality standards (number)</i>
95.		<i>Validated qualifications (number)</i>
96.	KAI 1.5	<i>Presented and publicised scientific papers (number)</i>
97.		<i>PhDs that obtained the PhD title (number)</i>
98.	KAI 2.1	<i>People that benefitted from counselling/ orientation and found a workplace (number)</i>
99.	KAI 2.2	<i>Graduates of second chance educational programs (number)</i>
100.		<i>Certified training participants (number)</i>
101.	KAI 2.3	<i>Enterprises that supply CPT for their own personnel (number)</i>
102.		<i>Certified CPT participants (number)</i>
103.		<i>Authorised qualification/ requalification programs (number)</i>
104.	KAI 3.1	<i>Training courses beneficiaries that start new businesses (number)</i>
105.	KAI 3.2	<i>Certified participants in management and organization of work (number)</i>
106.		<i>Certified participants for the management and improvement of skills (number)</i>
107.		<i>Certified training participants (number)</i>
108.	KAI 3.3	<i>Supported organisations that offer services to the community (number)</i>
109.		<i>Transnational partners involved in the project - developing networks and partnerships with the representatives of the civil society/ developing the capacity of the representatives of the civil society (number)</i>
110.	KAI 4.1	<i>Supported employment agencies that supply self-service services (number)</i>
111.		<i>Supported employment agencies certified for their quality management system (number)</i>
112.		<i>Long term unemployed from rural areas out of the total unemployed that benefitted from at least one active employment measure (number)</i>
113.		<i>Unemployed that benefit from "self-service "services (number)</i>



NO.	KAI	INDICATORS
114.	KAI 4.2	<i>Certified training participants (number)</i>
115.	KAI 5.1	<i>People that found a workplace within 6 months after taking part in integrated programs (number)</i>
116.		<i>People that started an independent activity (number)</i>
117.		<i>Certified training participants, long term unemployed (number)</i>
118.		<i>ESF participants (number)</i>
119.	KAI 5.2	<i>Participants from rural areas integrated on the labour market (number)</i>
120.		<i>Certified training participants, (number)</i>
121.	KAI 6.1	<i>Jobs created by the structures of social economy (number)</i>
122.		<i>Certified participants in training programs for social inclusion specialists (number)</i>
123.	KAI 6.2	<i>Beneficiaries of integrated programmes that found a workplace within 6 months (number)</i>
124.		<i>Certified training participants, (number)</i>
125.	KAI 6.3	<i>Female certified participants in training/retraining programmes (number)</i>
IMPACT		
126.	KAI 7.2	<i>Level of Population Awareness (%)</i>
NEW ADDED INDICATORS		
OUTPUT		
127.	KAI 6.1	<i>Studies, analyses, reports, strategies in social economy (number)</i>
128.		<i>Partnerships concluded per project in social economy field (number)</i>
129.	KAI 6.2	<i>Assisted beneficiaries of accompanying measures for enabling employment (number)</i>
130.	KAI 7.2	<i>Requests for information answered by the help desk type services (number)</i>
RESULT		
131.	KAI 3.2	<i>Transnational activities implemented in increasing adaptability (number)</i>
132.	KAI 4.1	<i>Unemployed reintegrated on the labour market (number)</i>
133.		<i>Transnational partnerships (number)</i>
134.	KAI 5.1	<i>Beneficiaries integrated/reintegrated on the labour market (number)</i>
135.	KAI 5.2	<i>Business start-ups set up in non agricultural activities (number)</i>
136.	KAI 6.1	<i>Transnational partnerships (number)</i>
137.	KAI 6.2	<i>Beneficiaries (vulnerable groups) of specific programmes integrated on the labour market (number)</i>
138.	KAI 6.4	<i>Participants at organised events (number)</i>
139.	KAI 7.2	<i>Participants at organised events (number)</i>
CONTEXT INDICATORS		
140.		<i>Share of Early leavers from education and training by gender (%)</i>



NO.	KAI	INDICATORS
141.		Share of adult population aged 25-64 participating in education and training (%)
142.		Share of population aged 30-34 having completed tertiary educational (%)
143.		Employment rates, by age, gender & education levels (%)
144.		Long term unemployment rate, by sex and key age groups (%)
145.		Share of Population at risk of poverty or exclusion (%)