ASSESSMENT OF THE IMPLEMENTATION OF MONITORING INDICATORS IN THE OP HRE BY EVALUATION

Final Report

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CONTENTS

List of abbreviations

Abbreviation	Abbreviation meaning
CR	Czech Republic
CSSA	Czech Social Security Administration
CSO	Czech Statistical Office
IB	Intermediate Body
IS	Information System
EC	European Commission
ECs	European Communities
ESF	European Social Fund
ERDF	European Regional Development Fund
EU	European Union
ESC	Economic and Social Cohesion
MLSA	Ministry of Labour and Social Affairs
MSSF	Monitoring System of Structural Funds
NSRF	National Strategic Reference Framework
OP	Operational Programme
OP HRE	Operational Programme Human Resources and Employment
PA	Priority Axis
AOE	Annual Operational Evaluation
HRD	Human Resources Development
MA	Managing Authority
SF	Structural Funds

This document represents the Final Report that has been created within the implementation of the project Assessment of the Implementation of Monitoring Indicators in the OP HRE by Evaluation. The main objective of this Final Report is to introduce the results of addressing evaluation tasks No. 1, 3, 4 and 5 and to inform about the partial results of addressing evaluation task No. 2. The final results of evaluation task No. 2 will be delivered to the contracting authority by 4 July 2012 in accordance with the terms of reference.

Overview of evaluation tasks addressed

Evaluation task No. 1: Development of a methodology for the calculation of the values, assessment of the progress and current situation of monitoring indicators (07.42.80) Sustainability of Created Partnerships and (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life.

- Evaluation question 1.1: Design and develop a methodology for the determination of the value of indicator 074280 – "Sustainability of Created Partnerships". Obtain the indicator values following the defined methodology and note the results with qualitative textual comments.

- Evaluation question 1.2: Design and develop a methodology for the determination of the value of indicator 076010 – "Improvement of the Conditions for the Reconciliation of Private and Professional Life". Obtain the indicator values following the defined methodology and note the results with qualitative textual comments.

Evaluation task No. 2: Interpretation of the values of monitoring indicators from task No. 1 (07.42.80) Sustainability of Created Partnerships and (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life by means of qualitative comparative analysis (QCA).

- Evaluation question 2.1: Interpret the values of indicator 074280 – "Sustainability of Created Partnerships", determine success factors and whether they are present, use qualitative comparative method for the interpretation.

- Evaluation question 2.2: Interpret the values of indicator 076010 – "Improvement of the Conditions for the Reconciliation of Private and Professional Life", determine success factors and whether they are present, use qualitative comparative method for the interpretation.

Evaluation task No. 3: Calculation of the values, assessment of the progress and current situation of monitoring indicators (43.07.02) Effectiveness of Supported Projects and (43.07.00) Improved efficiency of strategies and policies in the field of HRE using a methodology provided by the contracting authority, including qualitative textual comments.

- Evaluation question 3.1: Determine the values of indicator 430702 "Effectiveness of Supported Projects" for 2011 following the defined methodology, including qualitative textual comments.

- Evaluation question 3.2: Compare the values of indicator 430702 "Effectiveness of Supported Projects" for 2010 identified in AOE 2010 with the values for 2011 and provide qualitative comments on their development.

- Evaluation question 3.3: Determine the values of indicator 430700 "Improved efficiency of strategies and policies in the field of HRE" for 2011 following the defined methodology, including qualitative textual comments.

- Evaluation question 3.4: Compare the values of indicator 430700 "Improved efficiency of strategies and policies in the field of HRE" for 2010 identified in AOE 2012 with the values for 2011 and provide qualitative comments on their development.

Evaluation task No. 4: Development of a methodology to regularly determine the values and assess the progress of indicator (07.46.16) Share of successfully supported persons; calculation of values and their assessment at the time of data collection.

- Evaluation question 4.1: Design and develop a methodology for the determination of the value of indicator 074616 – "Share of successfully supported persons". Provide detailed reasons for the designed methodology and its individual parts.

- Evaluation question 4.2: Determine the values of indicator 074616 at the time of data collection following the defined methodology, including qualitative textual comments.

Evaluation task No. 5: Determination of the values, assessment of the progress and current situation of monitoring indicators (15.32.17) Reduction of the Duration of Court Proceedings – Regional Courts; (15.32.18) Reduction of the Duration of Court Proceedings – District Courts.

- Evaluation question 5.1: Use data from identified sources, determine the current situation and assess the progress from 2007 to present for the values of monitoring indicators (15.32.17) Reduction of the Duration of Court Proceedings – Regional Courts; (15.32.18) Reduction of the Duration of Court Proceedings – District Courts.

3. EXECUTIVE SUMMARY

This executive summary presents the results of five evaluation tasks addressed within the Assessment of the Implementation of Monitoring Indicators in the OP HRE by Evaluation.

Evaluation task No. 1 – Development of a methodology for the calculation of the values, assessment of the progress and current situation of monitoring indicators (07.42.80) Sustainability of Created Partnerships and (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life.

Values reached by indicator 07.42.80

According to the methodology designed within task No. 1, a functional partnership is a foreign partnership where both foreign partners are in contact more often than once every quarter after the end of a project. Domestic partnerships are not considered in this case.

It has been determined by assessing answers received from a questionnaire survey under the designed methodology that 6 out of 27 examined partnerships in finished projects within area of support 5.1 are functional, i.e. the respondents have stated that they continued their cooperation with their partners and were in contact more often than once every quarter. The survey has shown that the sustainability of created partnerships is 24 %.

Values reached by indicator 07.60.10

The results reveal that 22 tools for the reconciliation of private and professional life were implemented on a sample of 20% of respondents. Nevertheless, only 18 out of 22 originally implemented tools were actually used 3 – 9 months after the end of a project. In accordance with the principle of proportionality between the respondents and the sustained tools, it may be assumed that the current implementation of the indicator is approximately double that (36).

The planned target value of the indicator at the end of 2007 - 2013 is 50 sustained tools. The calculated results show that the current implementation of the indicator is 72% of the plan.

Evaluation task No. 2 – Interpretation of the values of monitoring indicators from task No. 1 (07.42.80) Sustainability of Created Partnerships and (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life by means of qualitative comparative analysis (QCA).

In this evaluation, QCA is used to determine a more detailed context of the implementation of the indicator. The method is based on an assumption that every case represents a combination of causal conditions and their consequences, aiming at individual assessments of various conditions that had led to the same result.

Using QCA for the interpretation of the values of both indicators, we assessed only a small number of observations in both cases and were not able to derive any significant conclusions from them. Regarding the initial experience with testing of the use of QCA for the assessment of the OP HRE, we deduce that the adequate number of observations to provide conclusive results ranges between about 80 – 200 observations. In such a case we may anticipate the elimination of accidental influences and combinations that had certainly played a role in both indicators examined, and expect a higher percentage of truly relevant combinations of causal conditions leading to the phenomenon studied.

A limiting factor in the case of pilot testing of QCA within evaluation task 2 was the selection of the monitored factors (conditions) which might have resulted in the phenomenon under study. In spite of these factors having been selected on the basis of an expertise and a discussion within the implementation team, there is a chance (though a minimal one) of omitting a significant condition that might have had, in itself or combined with other conditions, a substantial impact on the result. The selection of variables was based on the experience of the project implementers and discussed within the promotion team. Moreover, each of the factors was provided with a hypothesis or assumption that clearly argued and explained the context of the factor´s influence on the resulting indicator (for more information see chapter Application of QCA to the Interpretation of Indicator Values).

QCA results have shown that it is beneficial to the sustainability of created partnerships (07.42.80) when a project has 1 or a maximum of 2 foreign partners, when the partner operates in the same field and when the partners had cooperated before the project. None of the conditions or their combinations is sufficient or vital. In contrast, the influence of the partner´s operation in the same sector or geographical location has not been established.

As regards indicator (07.60.10), business size seems to be a significant factor for the implementation of the indicator, whereas it turns out that smaller businesses (up to 50 employees) have a larger potential to sustain the created tools. Other essential factors which, however, are not sufficient on their own and need to be combined with other conditions which finally produce the phenomenon studied, include the knowledge of the target group and, in particular, the percentage of women working in the company that had implemented the tools. It is the combination of small businesses that employ more than 50% of women carried out an analysis of the demand for any of the available tools for the reconciliation of private and professional life prior to a project that seems to appear frequently in relation to the subsequent sustenance of at least one of the created tools.

Recommendations for the use of QCA in the OP HRE

After pilot testing within evaluation task 2 we see QCA as an appropriate tool to identify any possible factors leading to a certain phenomenon, for example the implementation of an

indicator or accomplishment of an objective. The application of QCA can be ideally used for phenomena where it is possible to examine approximately 80 – 200 observations.

It seems to be crucial to properly identify the monitored factors (conditions) which might affect the phenomenon under study. Since the monitored factors are of logical nature with binary form (a condition is satisfied or is not satisfied), certain continuous conditions (for example business size) need to be converted to binary ones (e.g. a business is small with up to 50 employees, and large with 51 or more employees). Pilot testing of QCA has shown that the result can be slightly affected by various settings of the limit.

A certain disadvantage of QCA is that it helps identify factors or their combinations which lead to the phenomenon under study but it is not able to indicate the intensity or weight of either contribution or non-contribution of the factor to the existence of the phenomenon.

Below are our three recommendations based on pilot testing of QCA:

1. Use QCA when we are able to provide a sample of 80 – 200 observations and do not have to trace the intensity of influence of individual factors on the phenomenon studied. On condition that there have not been substantial changes in the society, legislation or programme setting between individual repeated surveys, we recommend consolidating the observations made over the years and making an analysis on a larger sample.

2. Pay adequate attention to the actual selection of logical factors which might lead to the occurrence/non-occurrence of the phenomenon studied. QCA only reveals possible combinations of selected factors that may lead to the phenomenon, but not whether we have selected all and correct factors. We recommend paying special attention to the conversion of continuous factors to binary conditions (satisfied / not satisfied) and determining the limit.

3. For any further QCA we recommend using the freely available software TOSMANA that has proven to be very efficient in the preparation of the QCA.

Evaluation task No. 3 – Calculation of the values, assessment of the progress and current situation of monitoring indicators (43.07.02) Effectiveness of Supported Projects and (43.07.00) Improved efficiency of strategies and policies in the field of HRE using a methodology provided by the contracting authority, including qualitative textual comments.

Values of indicator 430702 "Effectiveness of Supported Projects"

The calculated values of the indicator indicate an average reduction of the indicator value of 15% compared to the previous year of 2010. The reason for the lower values reached in 2011 is in particular the increase in the number of finished OP HRE projects. Pilot testing of

the methodology in 2010 involved only a few dozen projects that had been completed by that time. Nevertheless, many other projects were finished during 2011. In this perspective, the resulting values of the indicator in 2010 appear to have been slightly overestimated, which had been caused by the small sample of projects. The values of the indicator in 2011 can be viewed as more realistic and will probably be on a similar level in 2012/2013.

The lower values of the indicator have been caused by another essential factor. A significant role in the resulting value of the indicator is played by the degree of implementation of key indicators in individual projects. It should be noted in this connection that in a large part of the finished projects the resulting (reached) indicator values are lower than those originally anticipated. The implementation degree usually ranges between 80 – 90%. The factor also influences the overall effectiveness of the supported projects.

Values of indicator 430700 "Improved efficiency of strategies and policies in the field of HRE"

The efficiency of strategies and policies dropped by 6.67% in the short period of 2007 and 2008. The reduction of the efficiency of strategies had been most significantly contributed by the target group of persons with disabilities at whom projects are dominantly directed within PA 5. On the other hand, all other target groups included in the calculation of the efficiency of strategies and policies evolved positively in the reference period. This was due to the fact that 2008 can be labelled as a "pre-crisis year" in which the economy was still growing.

With respect to the economic crisis in 2008 and 2009, negative effects on the efficiency of strategies and policies could have been foreseen in that period. The economic crisis deepened in the reference years, which was reflected by the employment of all the focus groups we had selected. Despite these starting points, the efficiency of strategies increased markedly by 13.49% in 2008-2010. This improvement of the efficiency of strategies had been most significantly contributed by the target group "persons with disabilities". Another focus group "post-maternity leave women" included in the calculation of the efficiency of strategies and policies also saw a positive trend in the reference period.

During the first half of the current programming period of 2006 (31 Dec.) – 2010 (31 Dec) the efficiency of strategies and policies had generally increased by 2.21%. The improvement in the efficiency of strategies had been most significantly contributed by the target group "persons with disabilities". The degree of employment of post-maternity leave women also evolved positively as the group of women with children of 3-6 years of age, in particular, very often returned to work. The economic crisis actually brought an increased number of job applicants. More new job applicants registered with job centres compared to the situation in the years preceding 2006.

Evaluation task No. 4 – Development of a methodology to regularly determine the values and assess the progress of indicator (07.46.16) Share of successfully supported persons; calculation of values and their assessment at the time of data collection.

The designed methodology uses the CSSA´s database to find whether the target groups that had been supported were kept in the database as employees or freelancers.

For this purpose, the promotion team collected data on the basis of a sample of target group representatives representing 1-2 % of the total number of finished projects complying with the condition 3 – 9 months after the end of the support.

The value reached for the whole OP HRE assessed in the light of the Share of successfully supported persons was 61.41 %, with the target for 2015 amounting to 60 %. It may be assumed from the results obtained that the estimation at the level of the programme had been made appropriately and a smooth implementation can be envisaged on condition of the continued pace of implementation of the OP HRE.

Broken down into individual priority axes and areas of support, the highest level has been reached in priority axis 1 as expected, with the percentage reaching 96.43 %.

In priority axis 2, or area of support 2.1 (there were no finished projects in area of support 2.2 at the time of the survey), 51.51% has been reached, which is below the target of 60%.

At the level of priority axis 3, indicator 74616 has reached a very good level of 62.28 %, whereas this good level is attributable primarily to area of support 3.1 Support of Social Integration and Social Services.

The only priority axis where the target value has not been reached is thus PA 2.

Evaluation task No. 5: Determination of the values, assessment of the progress and current situation of monitoring indicators (15.32.17) Reduction of the Duration of Court Proceedings – Regional Courts; (15.32.18) Reduction of the Duration of Court Proceedings - District Courts.

It has been found within the examination of the collected data relating to the reduction of the duration of court proceedings that the duration of court proceedings had largely been reduced since the beginning of the programming period, i.e. in 2007 to 2010, as follows:

- Duration of court proceedings in DC reduced by 126 days between 2007 and 2010
- Duration of court proceedings in RC reduced by 396 days between 2007 and 2010

Parameters identified as target ones were achieved or exceeded in 2010 in both parameters.

4. INTRODUCTION OF THE RESEARCH TEAM AND METHODOLOGICAL APPROACH

REASEARCH TEAM

To carry out the project, a team of specialists has been formed with high requirements on expertness and knowledge in the area of implementation of ESF programmes, European Community regulations and SF EU methodologies, issues related to the development of human resources, labour market and employment in the CR, evaluation of SF programmes, the overall context of the EU Cohesion policy in the CR and EU, statistics and economics, including knowledge of professional terminology used in that area in the CR and EU.

The management of the project has been entrusted with Ing. Petr Fanta, Ph.D. (PF), who is responsible, on the part of the research team, for the overall implementation of the project, coordinates activities of individual team members and delegates responsibilities in the project according to the current needs and specializations of individual members of the promotion team.

Project deputy managers are RNDr. Viktor Květoň, Ph.D. (VK) and Ing. Martin Pělucha, Ph.D.

Promotion team experts (alphabetical order):

Ing. Petr Fanta, Ph.D.

RNDr. Viktor Květoň, Ph.D.

Ing. Martin Pělucha, Ph.D.

Ing. Oto Potluka, Ph.D.

Mgr. Pavel Říčka

Technical assistance in the project: Bc. Markéta Vaisová

The project "Assessment of the Implementation of OP HRE Monitoring Indicators by Evaluation" results from the system of indicators established in the OP HRE, within which it is necessary to develop for selected monitoring indicators (usually indicators of impact) a methodology for the calculation of the indicators and to subsequently determine and interpret the results. The methodology has already been developed for 2 such indicators whose values were identified in AOE 2010. The updated calculation of these indicators is specified in evaluation task No. 3. Evaluation task No. 4 additionally focuses on the development of a methodology for the identification and evaluation of the value of indicator (07.46.16) – Share of successfully supported persons. This task has been addressed in close cooperation with the contracting authority (MLSA) and the CSSA.

Evaluation tasks No. 1 and 2 are complementary and focus on the development of a methodology for the calculation of the values, assessment of the progress and current situation of monitoring indicators (07.42.80) Sustainability of Created Partnerships and (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life, including the interpretation of the values. The use of qualitative comparative analysis is an important part of these tasks. Evaluation task No. 5 focusing on the identification of the values, assessment of the progress and current situation of monitoring indicators (15.32.17) Reduction of the Duration of Court Proceedings – Regional Courts; (15.32.18) Reduction of the Duration of Court Proceedings – District Courts, is not very complex in terms of methodology or data availability. In that regard, the essential data relating to the average duration of proceedings had been generated from publicly available sources separately for Regional Courts and separately for District Courts in the CR. The assessment of the reduction of the duration of Regional and District Court proceedings will be made for 2007-2010 as the data for 2011 are not yet currently available, and will be made as part of a comparison for an additional survey and in order to compare other parameters (such as the number of locally and functionally competent judges).

When addressing the contract, the promotion team will use several varied types of methods.

Data collection

The project team uses the following data sources when making an evaluation:

Primary data sources:

- data from a newly developed questionnaire survey on the areas of concern to the evaluation questions; the questionnaire survey will be used for evaluation tasks 1, 2 and 3.

- information from implementers and intermediary bodies

Secondary data sources:

- monitoring system data;
- Czech Social Security Administration data;
- data from current surveys or previous assessments of the OP HRE;
- data from annual reports and programme documents;
- national statistical data of the Czech Statistical Office.

Basic assessment methods

Overall, individual techniques/activities can be divided into the following areas:

- Basic analysis (analysis of programme documents, analysis of basic data);
- Research through questionnaire survey and telephone inquiries
- Comparison of survey data and CSSA data

Statistical analyses

The methods applied are described in individual tasks.

Method of addressing evaluation task No. 1 – Development of a methodology for the calculation of the values, assessment of the progress and current situation of monitoring indicators (07.42.80) Sustainability of Created Partnerships and (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life.

Method of addressing evaluation task No. 2 – Interpretation of the values of monitoring indicator from task No. 1 (07.42.80) Sustainability of Created Partnerships by means of qualitative comparative analysis (QCA).

Context and understanding of the evaluation question

In our view, the evaluation question has these two sub-objectives:

Formulation of a methodology for the calculation of a specific monitoring indicator monitored in priority axis 5 (indicator 07.42.80 Sustainability of created partnerships). The methodology has been formulated in a way as to be explicit and universal and enable to repeat the survey at any time, even for different numbers of implemented (completed) projects, whereas the results obtained in individual years must be comparable in order to allow a comparison of values over time.

Identification and initial calculation of the indicator value on a sample of finished projects.

Method of addressing the indicators

The methodology for determining and calculating the indicators has been based on a well-established method of a questionnaire survey among aid recipients (project implementers). With regard to improving return and the relatively small volume of information to be collected, the questionnaire has been drafted to include 9 or 11 simple questions that will, together with Monit7+ data, provide information to answer tasks No. 1 and 2.

METHODOLOGY FOR ADDRESSING INDICATOR 07.42.80 SUSTAINABILITY OF CREATED PARTNERSHIPS

The methodology for identifying indicator 07.42.80 is based on a questionnaire survey. Additional telephone inquiries had been made among the implementers of finished projects under priority axis 5 International Cooperation as part of the design and verification of the

methodology. The survey aimed at finding how many of the created partnerships had been sustained, i.e. functional beyond 6 months after the end of a project. The terms of reference specified the interval to be 3 – 9 months after the end of a project.

Respondents

We approached a total of 20 implementers of projects in AS 5.1 who had finished the projects 3 – 9 months before the relevant period for which the data were collected. The response rate was 50% (10 responses in total). The respondents were subsequently contacted by phone to verify the data. We managed to contact 14 respondents here.

Inputs for the assessment

Monit7+ data (as of 14 February 2012), information from the questionnaire survey. Information from additional telephone inquiries.

Risks and assumptions

The main risk identified was a poor response rate. Finally, this turned out to be a lesser problem than the original assumption that the respondents were able to estimate the functionality of the created partnership.

Process

A total of 10 filled-in questionnaires returned during the questionnaire survey but the value of the questionnaires finally turned out to be insufficient for the assessment of the indicator. Therefore, telephone inquiries were subsequently made among the implementers of finished projects. We managed to contact 14 implementers, who were asked to assess the functionality of their partnerships with foreign partners after the end of a project. A large majority of them stated that they continued the cooperation with their foreign partners. However, more detailed questioning showed that most of the "cooperation" was limited to periodic exchange of information or formal contact. At best they were preparing or implementing another publicly-funded project, particularly under the ESF, with their foreign partners. At the same time, the implementers mostly stated in the interviews that without the option to prepare a subsidy-funded project they either would not have cooperated with the partners or the cooperation would have been limited to periodic exchange of information as mentioned above.

One of the questions was directed at the frequency of communication with their partners. It was determined empirically and by comparing the values that in the case of a truly functional partnership the partners were in contact more frequently, usually several times a month. On the other hand, in non-functional partnerships that were limited to a mere exchange of rather general information, the partners were in contact about once every

quarter or less. Since this was the only information that the respondents were able to quantify at least approximately and its values strongly correlated with the functionality of a partnership, the information was used in designing a methodology for identifying and calculating indicator 07.42.80 Sustainability of Created Partnerships:

$$\text{Sustainability of Created Partnerships [\%]} = \frac{\text{Number of functional partnerships}}{\text{Number of all partnerships}} \times 100$$

Where:

Partnership   is a bilateral relationship between a project implementer and a single foreign[1] partner. In a single finished project, as many partnerships were assessed as there were foreign partners in the project.

Functional partnership is a partnership where the implementer cooperates with a foreign partner even after the end of a project and is in contact with the partner more often than once every quarter.

Application of the methodology in the future

With respect to the experience from the methodology applied and the results obtained, the application of the developed methodology can be recommended also at the end of the programming period. Besides the identification question on the functionality of a partnership, the questionnaire should include a predefined range of answers to how often they were in contact with a particular foreign partner.

SUSTAINABILITY OF CREATED PARTNERSHIPS (07.42.80)

This evaluation question is divided into 2 essential parts in the following section. First the values of indicator 07.42.80 are specified and interpreted according to the given methodology and then there are QCA process and results.

Values reached by indicator 07.42.80

By 12 March 2012, we had collected information from a total of 14 implementers of projects in area of support 5.1, whose projects had been finished 3 – 9 months ago. We approached a total of 20 implementers and obtained information from 14 as mentioned above, which

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[1] When assessing the partnerships, it was agreed with the contracting authority to consider only foreign partnerships, because priority axis 5 International Cooperation primarily focuses on the creation and development of international partnerships, although a project partnership may include domestic partners.

corresponds to 70%. These 14 implementers assessed their current cooperation with a total of 25 foreign partners with whom they had cooperated on projects. Information of the implementers and their project partners were obtained from Monit7+.

The assessment of the received responses according to the developed methodology has shown that 6 out of 25 examined partnerships are functional, i.e. the respondents state that they continue the cooperation with their partners and are in contact more often than once every quarter. The survey implies that the sustainability of created partnerships is 24%.

APPLICATION OF QCA TO THE INTERPRETATION OF THE VALUES OF INDICATOR 07.42.80

In this evaluation, QCA is used to determine a more detailed context of the implementation of the indicator. The method is based on an assumption that every case represents a combination of causal conditions and their consequences, aiming at individual assessments of various conditions that had led to the same result.

Identification of appropriate variables and their quantification

When applying QCA, the promotion team worked with the theory of change in such a way as to be able to test the causal chain for individual projects in area of support 5.1. The theory of change assessment is primarily based on questionnaire and telephone surveys through which detailed information of the inputs, activities and results of interventions in AS 5.1 was identified. In the context of the theory of change which is meant to identify the effectiveness of interventions, we stated a hypothesis that: The sustenance of created (foreign) partnerships will particularly be affected by the size of partnerships (smaller partnerships can be built better), previous cooperation of the partners (it can be expected that a partnership will be more sustainable between partners who had cooperated before), partnerships with institutions from the same field and sector, and geographical location of the partners. Interventions were assessed as "successful" when the created partnership was functional beyond 6 months after the end of a project. Specific requirements for each of the identified factors are specified below.

The main dependent variable is the existence of a created partnership in the OP HRE. We have built on our knowledge and experience from CIP EQUAL and evaluation of OP HRE partnerships, and therefore defined several factors and conditions playing an important role in the functioning of partnerships. Theoretical bases are linked to individual independent variables which are as follows:

  A.   Partnership size (number of foreign partners included in the partnership)

B. Previous cooperation of the partners

C. Intra-field partnerships (the partners operate in the same field)

D. Intra-sectoral partnerships (the partners operate in the same sector – public, non-profit, business)

E. Capital ties (affiliate company, parent company, subsidiary etc.)

F. Partner´s geographical location (whether the partner is from the same or a neighbouring state)

When selecting individual independent variables, we only considered conditions before the implementation of a project, i.e. those which could have been used for decision-making on the grant of aid. The evaluators realize that the actual functioning of partners within a project is also a very important factor; nevertheless, these factors were not monitored in the survey for two reasons: a) cooperation assessment is a subjective opinion of the evaluator, in this case the project staff, b) functioning of a partnership within a project is determined by the pre-defined role of the partner and the way of managing the project by the implementation team. Despite having concentrated only on objective conditions before the implementation of a project when selecting independent variables, we believe that QCA results are meaningful.

The following section contains a tree of determining factors (independent variables) defined by the evaluation team before the start of work.

IMPACT

Created and functional international partnership

RESULT

Sustained partnership between a Czech and a foreign partner

HYPOTHESES / ASSUMPTIONS

- It may be assumed that when there is a smaller number of foreign partners in a project, the cooperation will be more intensive, better coordinated and the partnership created within the project will be stronger and more sustainable even after the end of the project.

- It may be assumed that implementers who had cooperated with the foreign partner before the start of the project will cooperate with the partner more easily even after the end of the project This partnership will be more sustainable than a partnership created only for a project.

- It may be assumed that cooperation between partners who operate in the same field will continue even after the end of the project and the created partnership will be more permanent.

- It may be assumed that the same type of partners will share more topics to address and consult and the partnership thus created will be functional even after the end of the project implementation.

- It may be assumed that partners with certain capital ties will cooperate more easily even after the end of the project support.

- It may be assumed that partners from neighbouring countries, i.e. geographically close ones, will cooperate more easily even after the end of the project implementation.

FACTORS

- Partnership size
- Previous cooperation of the partners
- Intra-field partnership
- Intra-sectoral partnership
- Capital ties between the partners
- Partner´s geographical location

BACKGROUND ASSUMPTIONS

applicant

AS 5.1 OP HRE

The proposal respects some of the factors monitored in the Assessment of the Implementation of the OP HRE Partnership Principle. According the requirements of the terms of reference, the survey was made on 20 finished projects in area of support 5.1 (or on the current number of filled-in questionnaires) and complemented with an additional telephone survey among 14 implementers. In the additional survey the implementers were questioned about individual partnerships with foreign partners. A total of 27 different partnerships were assessed. (More foreign partnerships were allowed in a single project).

Operationalization of the variables

Partnership size

In this variable the respondents stated how many foreign partners had been involved in the project. It is assumed that the less foreign partners there were, the closer the cooperation was, having a higher potential to sustain the partnership.

Variable operationalization: 1 to 2 foreign partners (1) vs. 3 or more (0)

Previous cooperation of the partners

In this variable the respondents stated if they had cooperated with the partner before the implementation of a project. The hypothesis is that partners who had known each other and cooperated before the implementation of a project probably cooperate even after the end of a project. By contrast, partners who joined only for a project do not continue to cooperate.

Variable operationalization: previous cooperation (1) vs. new partnership (0)

Intra-field partnership

In this variable we considered whether the partners and the implementer operated in the same field. It was assumed that partners from within the same field would maintain cooperation even after the end of a subsidy-funded project.

Variable operationalization: the same field (1) vs. different field (0)

Intra-sectoral partnership

In this variable we considered the organization formally. The basic hypothesis was that organizations from within the same sector (public, private, non-profit) cooperated more easily even after the end of a project.

Variable operationalization: the same sector (1) vs. different sector (0)

Capital ties of the partners

In this variable the respondents stated if there were any capital ties between the partners, such as subsidiary, affiliate company etc. The assumption was that companies with certain capital ties would maintain the partnership more easily even after the end of a project.

Variable operationalization: capital ties exist (1) vs. do not exist (0)

Geographical location

In this part of the variable it was examined if the foreign partner came from a neighbouring state. We assumed that geographically closer partners, i.e. partners from neighbouring countries, would cooperate more easily even after the end of a project.

Variable operationalization: partner is (1) vs. is not (0) from a neighbouring state

Truth table of indicator 07.42.80

case id	Partnership size	Previous cooperation	Same field	Same sector	Capital ties	Neighbouring state	Functional partnership
a	0	1	1	1	0	0	0
b	0	1	0	0	0	1	0
c	0	1	0	1	0	0	0
d	1	0	0	0	0	1	0
e	1	1	1	0	0	0	1
f	1	0	0	0	0	0	1
g	0	0	0	0	0	1	0
h	0	0	0	1	0	0	0
i	0	0	0	1	0	0	0
j	1	0	0	1	0	1	0
k	1	1	1	1	0	1	1
l	1	1	1	1	0	0	1
m	1	1	1	1	0	1	1
n	1	0	1	1	0	0	1
o	1	0	1	1	0	0	0
p	1	1	1	1	0	0	0
q	1	1	1	1	0	0	1
r	1	0	1	1	0	0	0
s	1	1	1	1	0	1	0
t	1	1	1	1	0	1	1
u	0	1	1	1	0	0	0
v	0	0	1	1	0	0	0
w	0	0	1	1	0	1	0
x	0	0	1	0	0	0	0
y	0	1	0	0	0	0	1
z	0	1	1	0	0	0	1
z1	1	0	1	0	0	0	1

Source: own elaboration

To work with the data, operationalize the variables, eliminate Boolean expressions etc. we used TOSMANA, a program enabling a simple application of qualitative comparative analysis (QCA). This subsequently allowed an identification of factors or factor combinations that significantly affected the dependent variable.

In the first step we selected relevant independent variables resulting from the truth table. The work alone required that the truth table be converted from the excel format to the csv format or an SPSS data file. Individual "cases" were then marked with letters, which is an important step for the operationalization of the variables. Last but not least we defined output parameters (whether to explain the dependent variable with the value 0 or 1, calculation of simplified assumptions, graphical visualisation etc.). The primary objective was to list combinations of essential and sufficient conditions leading to the result examined. In the following year the parameters were adjusted and aimed also at explaining the situation under which circumstances the examined phenomenon did not occur (i.e., for example, when the partnership was not functional after the end of the project).

QCA process

QCA results for indicator 07.42.80

This section summarizes QCA results for indicator 07.42.80 Sustainability of Created Partnerships. The analysis was performed on a total of 27 created partnerships. Similarly to the analysis of indicator 07.60.10 mentioned above, the number of observations is borderline significant for QCA. According to the indicator definition, data for QCA were collected on 20 projects finished 3 – 9 months prior to the survey date. The data for QCA were obtained from 14 projects, which we consider to be a good result. With respect to the greater significance of the results, it will be appropriate to make a repeated survey and reapply QCA in the future. QCA may then be more relevant if the survey is performed on a set of combined data from this and any other prospective survey. In this indicator 07.42.80 the results therefore need to be taken rather as indicative and carefully interpreted.

The fact whether a partnership is functional, i.e. if and how often the partners cooperate and communicate even after the end of the implementation of a project, can itself be subjective. First, the partnerships were assessed, in accordance with the indicator definition, 3 – 9 months from the end of the implementation of a project, which we believe is a rather short interval to assess if the partnerships were functional because finishing administrative works on projects normally take place in this period; second, the respondents were not often able to precisely determine how often they were in contact with their foreign partners, even in the additional clarifying telephone inquiries.

The analysis focused exclusively on factors that can be objectively predefined prior to the implementation of a project, i.e. in the decision-making process relating to the grant of subsidy. The evaluator realizes that this excludes a whole range of factors that might only have occurred during the actual implementation of a project, such as partner´s activeness, coordination of activities etc. These factors were not considered in this pilot application of QCA, mainly for the following reasons: a) cooperation assessment is strongly subjective to the perception of the respondent; b) these factors cannot be exploited in the decision-making on the grant of subsidy. Cases where combinations of identical conditions had led to different results might have appeared precisely due to the fact that the analysis did not include factors that occurred during the actual implementation of a project.

With respect to the low number of observations, there are also variations of conditions that did not occur. It will be possible to assess the effect and result of these variations with a repeated survey and an increasing number of observations.

Tosmana Report

Algorithm: Quine
File:
Settings:
      Minimizing Value   1
      including

Variable Settings:

```
Name        Thresholds
Partnership size    --
Previous cooperation        --
Same field          --
Same sector         --
Capital ties        --
Neighbouring state          --
```

Truth Table:

```
v1:     Partnership size    v2:     Previous cooperation
v3:     Same field          v4:     Same sector
v5:     Neighbouring state

O:      Functional partnership      id:     case id
```

v1	v2	v3	v4	v5	O	id
0	1	1	1	0	0	a,u
0	1	0	0	1	0	b
0	1	0	1	0	0	c
1	0	0	0	1	0	d
1	1	1	0	0	1	e
1	0	0	0	0	1	f
0	0	0	0	1	0	g
0	0	0	1	0	0	h,i
1	0	0	1	1	0	j
1	1	1	1	1	C	k,m,s,t
1	1	1	1	0	C	l,p,q
1	0	1	1	0	C	n,o,r
0	0	1	1	0	0	v
0	0	1	1	1	0	w
0	0	1	0	0	0	x
0	1	0	0	0	1	y
0	1	1	0	0	1	z
1	0	1	0	0	1	z1

Result:

PREVIOUS COOPERATION * SAME FIELD * same sector * neighbouring state +   PARTNERSHIP SIZE * previous cooperation * same sector * neighbouring state +   partnership size * PREVIOUS COOPERATION * same sector * neighbouring state

```
        (e+z)       (f+z1)      (y+z)
```

Simplifying Assumptions:

Number of Simplifying Assumptions: 0

The results of the analysis made with the help of Tosmana indicate combinations of factors that have led to the occurrence of a phenomenon, in our case to the sustenance of a created partnership. One of the examined criteria in the obtained set of data was capital ties. Since capital ties were not identified between partnership institutions in any of the cases examined (the variable reached 0 in all observations), this variable was left out for the further analysis. QCA was subsequently made on the remaining five variables.

The analysis implies that there is no condition in the set examined that would be sufficient for the phenomenon under study to occur.

All sustained partnerships have been established with partners from different sectors and from other than neighbouring states (variables v4 and v5 always reach 0). This finding does

not confirm our original hypothesis by which partnerships with institutions operating in the same sector (divided to public, non-profit and business) and coming from neighbouring, i.e. geographically close countries should have greater sustainability. With respect to the small data sample we prefer to formulate the conclusion in the sense that same sector and neighbouring state factors are not important for the sustainability of a partnership rather than that it is necessary for a partnership to be sustained that the partners are not from within the same sector and from a neighbouring state, although the logical results of QCA suggest such a conclusion.

Partnership size turned out to be a factor that might have led to the sustainability of a partnership. In 3 out of 5 cases when the partnership had been sustained, there was a maximum of 2 foreign partners in the projects. This supports the original hypothesis that projects with a smaller number of partners enable more intensive cooperation resulting in the creation of a functional partnership.

The Tosmana-processed QCA further implies that previous cooperation with a partner is an important factor for the sustainability of a partnership. In 3 out of 5 cases when the partnership had been sustained, the partners had cooperated before. This confirms the hypothesis that partnerships where the partners had cooperated before have greater sustainability. However, regarding the results, this condition cannot be deemed either sufficient or essential.

As in the preceding two variables, partnerships with institutions from within the same field were observed in 3 out of 5 sustained partnerships. This again promotes the initial hypothesis that partnerships with institutions from within the same field have greater sustainability than inter-field partnerships.

The first results on the not too extensive sample of observations suggest that the created partnerships have greater sustainability if they are smaller (up to 2 foreign partners in a project), between institutions from within the same field and if the partners had cooperated in the past. However, none of these conditions or their combinations has proven to be sufficient or vital. To the contrary, the geographical location of the partner institution or whether the partner is from within the same sector has not been established as important for the sustainability of a partnership.

Method of addressing evaluation task No. 1 – Development of a methodology for the calculation of the values, assessment of the progress and current situation of monitoring indicator (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life

Method of addressing evaluation task No. 2 – Interpretation of the values of monitoring indicator of task No. 1 (07.60.10) Improvement of the Conditions for the Reconciliation of Private and Professional Life by means of qualitative comparative analysis (QCA).

Context and understanding of the evaluation question

In our view, the evaluation question has these sub-objectives:

Designing a methodology for the calculation of a specific monitoring indicator monitored in area of support 3.4 (indicator 07.60.10 Improvement of the Conditions for the Reconciliation of Private and Professional Life). The methodology has been developed in such a way as to be explicit and universal and enable to repeat the survey at any time, even for different numbers of implemented (completed) projects, whereas the results obtained in individual years must be comparable in order to allow a comparison of values over time.

Identification and initial calculation of the indicator value on a sample of finished projects.

Method of addressing the indicators

The methodology for determining and calculating the indicators has been based on a well-established method of a questionnaire survey among aid recipients (project implementers). With regard to improving return and the relatively small volume of information to be collected, the questionnaire has been drafted to include 9 or 11 simple questions that will, together with Monit7+ data, provide information to answer tasks No. 1 and 2.

METHODOLOGY FOR ADDRESSING INDICATOR 07.60.10 IMPROVEMENT OF THE CONDITIONS FOR THE RECONCILIATION OF PRIVATE AND PROFESSIONAL LIFE

The methodology for identifying indicator 07.60.10 is based on a questionnaire survey, whereas the main purpose is to determine if flexible work arrangements had been introduced in project-implementing businesses, but also what kinds of flexible work arrangements or other measures had been applied. A crucial aspect of the assessment is a comparison of implemented tools in the course of a project and "sustained" tools for the reconciliation of private and professional life even after the funding of the project ended.

We primarily focused on the most common tools for the reconciliation of private and professional life:

- Flexible working hours or individual working hours
- Option to work from home
- Job-sharing
- Establishment of a corporate child care facility
- Others

Respondents

The questionnaire survey was addressed to all projects in area of support 3.4 that had been finished in the relevant period, i.e. 3 – 9 months before the survey. The questionnaire was sent to a total of 87 implementers.

Inputs for the assessment

Monit7+ data (as of 14 February 2012), information from the questionnaire survey.

Risks and assumptions

Initially the risk was a low return rate. Nevertheless, at the time of preparation of the Final Report we can say that we managed to eliminate the risks and the return rate to assess the indicator is very good. Double notification and contact to fill in the questionnaires (after the initial poor interest and response) also contributed to the elimination. However, this risk must be taken into account in any survey in the future.

Further, it should be pointed out that the results obtained in the questionnaire survey will never reflect the actual degree of implementation of the indicator (unless the return rate is 100%). Therefore, it will always be necessary to extrapolate the results from the representative sample of replies. Above all, we need to ascertain from the information in the monitoring system how many projects had made the commitment (or probably comply with the indicator) and to compare it to the actual number of replies in the questionnaire survey. Subsequently, extrapolation can be performed also for recipients who had not responded to the questionnaire.

Application of the methodology in the future

With respect to the experience from the methodology applied and the results obtained, the application of the designed methodology can be recommended also at the end of the programming period. The methodology is mainly based on a questionnaire survey and it should therefore be noted that there are completely identical questions for the respondents, which will allow a comparison. The full text of the questions is in Attachment 1.

IMPROVEMENT OF THE CONDITIONS FOR THE RECONCILIATION OF PRIVATE AND PROFESSIONAL LIFE (07.60.10)

Values reached by indicator 07.60.10

By 22 February 2012, we had collected a total of 17 replies in accordance with the methodology above, which can be qualified as a very good return rate regarding the total number of finished projects in AS 3.4 (87 projects). Nevertheless, it is important to note that not all finished projects had implemented tools for the reconciliation of private and professional life. We thus had to approach all representatives of completed projects in AS 3.4, whereas the questionnaire was to be filled in only by those respondents who had implemented a tool for the reconciliation of private and professional life. The contact persons for individual projects, who had been identified from Monit7+, were approached by e-mail with a request to fill in the interactive questionnaire created.

The results reveal that 22 tools for the reconciliation of private and professional life had been implemented on a sample of 20% of respondents (17 replies from a total of 87 projects). Nevertheless, only 18 out of 22 originally implemented tools were actually used 3 – 9 months after the end of a project.

The sample of respondents is representative but the actual degree of implementation of the indicator is higher (see the comment in the methodology section above). The information from the monitoring system suggested that approximately a half of the aforementioned 17 respondents, who had reacted to the questionnaire, were from projects complying with indicator 07.60.10. In accordance with the principle of proportionality between the respondents and the sustained tools, it may be assumed that the current implementation of the indicator is approximately double that (36).

The planned target value of the indicator at the end of 2007 - 2013 is 50 sustained tools. The calculated results show that the current implementation of the indicator is 72% of the plan. With regard to the current phase of the programming period it may be assumed that the indicator will be successfully implemented.

Identification of variables in indicator 07.60.10

When applying QCA, the promotion team worked with the theory of change in such a way as to be able to test the causal chain in individual projects in area of support 3.4. The theory of change assessment is primarily based on the questionnaire survey through which detailed information of the inputs, activities and results of interventions in AS 3.4 was identified. In the context of the theory of change which is meant to identify the effectiveness of

interventions, we stated a hypothesis that: The sustenance of implemented tools for the reconciliation of private and professional life will particularly affected by the size of businesses (a positive influence of small flexible businesses, in particular, may be assumed), relative representation of women in businesses (it may be assumed that most of the tools are mainly used by this group) and target group qualifications. For the actual assessment we identified also other factors (specified below) that might have affected the sustenance of the implemented tools. Interventions in AS 3.4 were assessed as "successful" when an entity that had received funds to implement tools for the reconciliation of private and professional life managed to sustain at least one of the implemented tools. In many cases, businesses had introduced e.g. 3 tools in the course of the projects but applied e.g. only one of the tools in the required time span after the end of the projects. Specific requirements for each of the identified factors are specified below.

In indicator 07.60.10 we identified possible factors that were subsequently examined as independent variables:
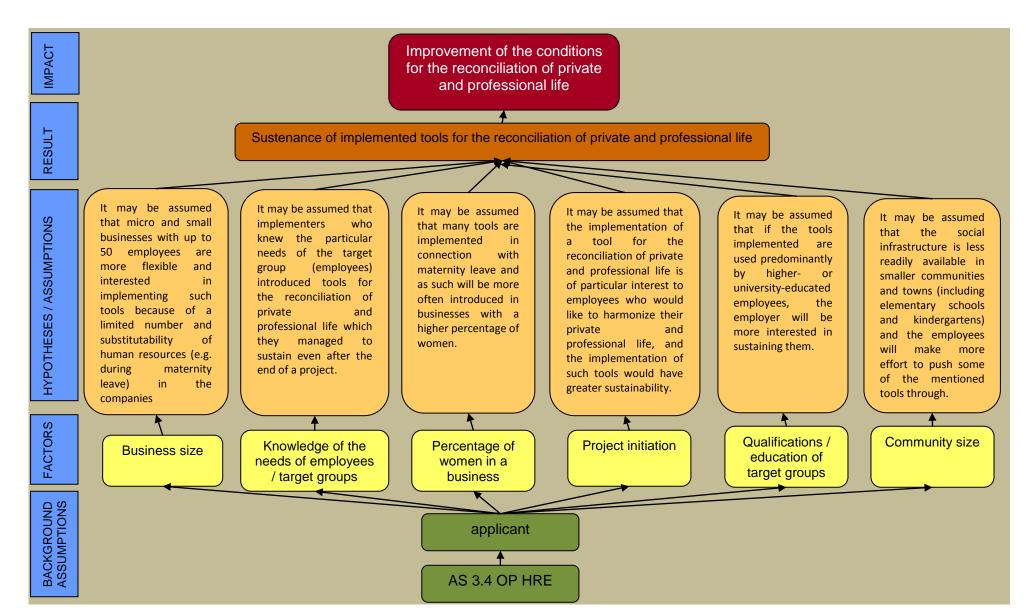
A. Business size measured by the number of employees

B. Knowledge of the needs of target groups

C. Percentage of women

D. Measure (project) was initiated by the employer

E. Qualifications / education of target groups

F. Community size

The following section contains a tree of determining factors (independent variables) defined by the evaluation team before the start of work.

esf evropský sociální fond v ČR EVROPSKÁ UNIE

MPSV

OPERAČNÍ PROGRAM
LIDSKÉ ZDROJE
A ZAMĚSTNANOST

PODPORUJEME
VAŠI BUDOUCNOST
www.esfcr.cz

IMPACT

Improvement of the conditions for the reconciliation of private and professional life

RESULT

Sustenance of implemented tools for the reconciliation of private and professional life

HYPOTHESES / ASSUMPTIONS

It may be assumed that micro and small businesses with up to 50 employees are more flexible and interested in implementing such tools because of a limited number and substitutability of human resources (e.g. during maternity leave) in the companies

It may be assumed that implementers who knew the particular needs of the target group (employees) introduced tools for the reconciliation of private and professional life which they managed to sustain even after the end of a project.

It may be assumed that many tools are implemented in connection with maternity leave and as such will be more often introduced in businesses with a higher percentage of women.

It may be assumed that the implementation of a tool for the reconciliation of private and professional life is of particular interest to employees who would like to harmonize their private and professional life, and the implementation of such tools would have greater sustainability.

It may be assumed that if the tools implemented are used predominantly by higher- or university-educated employees, the employer will be more interested in sustaining them.

It may be assumed that the social infrastructure is less readily available in smaller communities and towns (including elementary schools and kindergartens) and the employees will make more effort to push some of the mentioned tools through.

FACTORS

Business size

Knowledge of the needs of employees / target groups

Percentage of women in a business

Project initiation

Qualifications / education of target groups

Community size

BACKGROUND ASSUMPTIONS

applicant

AS 3.4 OP HRE

Information on the factors concerned was collected through a questionnaire survey that involved a total of 17 respondents, which is a representative sample. According to the requirements of the terms of reference, the survey was made as a census on finished projects in area of support 3.4, whereas not all of the projects had implemented flexible work arrangements.

Crucial to the creation of a truth table is the operationalization of the variables, i.e. if the examined condition is (1) or is not (0) present. This means that all conditions under examination must be nominally measurable or dichotomous. Interval variables were therefore transformed to a nominal measurement scale.

Operationalization of the variables

Business size measured by the number of employees

In this variable the respondents specified the size of their businesses (economic entities) where at least one tool for the reconciliation of private and professional life had been implemented. For this purpose we used a standard size classification of businesses according to the CSO. Applying QCA, the promoters assume that micro and small businesses with up to 50 employees are more flexible and interested in implementing such tools because of a limited number and substitutability (e.g. during maternity leave) of human resources in the business.

Variable operationalization: 1 – 49 employees (1) vs. 50 or more (0)

Knowledge of the needs of target groups (graded 1 - 10)

This variable identified to what extent project implementers knew the needs of their employees, i.e. to what extent they had analyzed the demand. It may be assumed that implementers who knew the particular needs of the target group (employees) introduced tools for the reconciliation of private and professional life which they managed to sustain even after the end of a project. The respondents assigned grades of 1 – 10 where 1 was a detailed knowledge of the employees´ needs and 10 meant that the demand had not been considered.

Variable operationalization: grade 1 – 5 (1) vs. grade 6 – 10 (0)

Percentage of women

This variable identified the indicative representation of women in a business that had implemented a tool for the reconciliation of private and professional life. It may be assumed that many tools are implemented in connection with maternity leave and as such will be more often introduced in businesses with a higher percentage of women.

Variable operationalization: over 50% (1) vs. under 50 % (0)

Who initiated the implementation of a tool (project)

This variable aims at identifying who initiated the implementation of a tool (and therefore of the whole project). It may be assumed that the implementation of a tool for the reconciliation of private and professional life is of particular interest to employees who would like to harmonize their private and professional life, and the implementation of such tools would have greater sustainability.

Variable operationalization: employees (1) vs. "management" + consulting companies (0)

Qualifications / education of target groups

This variable quantifies the qualifications of target groups by whom any of the implemented tools for the reconciliation of private and professional life have been most fully used. Where the implemented tools are likely to be used predominantly by higher- or university-educated employees, the employer will be more interested in sustaining them. In this situation, it may be assumed that higher-qualified employees are more valuable to the businesses than low-qualified people who can be replaced more easily.

Variable operationalization: university (1) vs. elementary, secondary with (without) school-leaving exam (0)

Community size

This variable will be determined from the CSO data (based on the town/community provided by the respondent where any tool had been implemented). It may be assumed that the social infrastructure is less readily available in smaller communities and towns (including elementary schools and kindergartens) and the employees will make more effort to push some of the mentioned tools for the reconciliation of private and professional life through.

Variable operationalization: up to 50 thousand (1) vs. beyond 50 thousand inhabitants (0)

QCA-based assessment process

After determining and quantifying the main variables, we made a truth table for indicator 07.60.10. All cases identified were recorded in the table as combinations of independent variables that had (not) led to the result (dependent variable). Each line in the table represents one identified case or one project. The truth table can be found below.

Truth table of indicator 07.60.10

case id	business size	knowledge of needs	percentage of women	idea promoter	qualifications	community size	sustained tools
a	1	1	1	0	1	0	1
b	1	0	1	0	0	0	0
c	0	0	1	0	0	1	1
d	1	1	1	1	0	1	1
e	1	1	1	0	0	1	1
f	1	1	1	0	1	1	1
g	1	0	1	0	0	0	1
h	0	0	1	0	0	0	1
i	1	0	0	0	0	0	1
j	1	1	1	1	1	0	1
k	1	1	1	1	1	0	1
l	1	0	0	1	0	1	0
m	1	1	1	0	0	0	1
n	0	1	1	1	1	0	1

Source: own elaboration

To work with the data, operationalize the variables, eliminate Boolean expressions etc. we used TOSMANA, a program enabling a simple application of qualitative comparative analysis (QCA). This subsequently allowed an identification of factors or factor combinations that significantly affected the dependent variable.
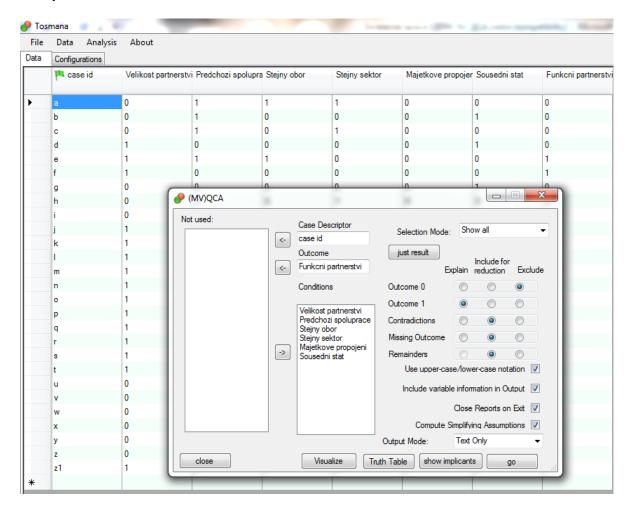
In the first step we selected relevant independent variables resulting from the truth table. The work alone required that the truth table be converted from the excel format to the csv format or an SPSS data file. Individual "cases" were then marked with letters, which is an important step for the operationalization of the variables. Last but not least we defined output parameters (whether to explain the dependent variable with the value 0 or 1, calculation of simplified assumptions, graphical visualisation etc.). The primary objective was to list combinations of essential and sufficient conditions leading to the result examined. In the following year the parameters were adjusted and aimed also at explaining the situation under which circumstances the examined phenomenon did not occur (i.e., for example, when the tools for the reconciliation of private and professional had not been sustained).

QCA process

Source: own elaboration

QCA results for indicator 07.60.10

The following section presents the main QCA results for indicator 07.60.10 Improvement of the Conditions for the Reconciliation of Private and Professional Life.

First of all, it should be pointed out that the number of cases is as yet borderline significant for QCA. This type of analysis is appropriate in situations when the evaluator has several dozen or hundred cases, which is a number where most statistical methods are inapplicable and where it is not possible to make such a large amount of case studies and field surveys. In this assessment we focused on projects finished 3 – 9 months prior to the survey date. This substantially reduced the number of cases and we recommend making the survey at least one year later when it will be possible to observe a higher number of cases. In the light of the above, the below conclusions should be treated with caution although the results seem to be logical and correspond to the initial hypotheses.

Tosmana Report

Algorithm: Quine

File:

Settings:

Minimizing Value   1

including   C -

Variable Settings:

Name	Thresholds
business size	--
knowledge of needs	--
percentage of women	--
idea promoter	--
qualifications	--
community size	--
tools sustained	--

Truth Table:

v1:	business size	v2:	knowledge of needs
v3:	percentage of women	v4:	idea promoter
v5:	qualifications	v6:	community size
O:	sustained tools	id:	case id

v1	v2	v3	v4	v5	v6	O	id
1	1	1	0	1	0	1	a
1	0	1	0	0	0	C	b,g
0	0	1	0	0	1	1	c
1	1	1	1	0	1	1	d
1	1	1	0	0	1	1	e
1	1	1	0	1	1	1	f
0	0	1	0	0	0	1	h
1	0	0	0	0	0	1	i
1	1	1	1	1	0	1	j,k
1	0	0	1	0	1	0	l
1	1	1	0	0	0	1	m
0	1	1	1	1	0	1	n

Result:

BUSINESS SIZE * KNOWLEDGE OF NEEDS * PERCENTAGE OF WOMEN * idea promoter +
        BUSINESS SIZE * knowledge of needs * idea promoter * qualifications * community size +
        business size * knowledge of needs * PERCENTAGE OF WOMEN * idea promoter *
qualifications + BUSINESS SIZE * KNOWLEDGE OF NEEDS * PERCENTAGE OF WOMEN *
qualifications * BUSINESS SIZE +   KNOWLEDGE OF NEEDS * PERCENTAGE OF WOMEN *
IDEA PROMOTER * QUALIFICATIONS * community size

        (a+e+f+m)   (i)   (c+h)   (d+e)   (j,k+n)

Simplifying Assumptions:

        business size{1}knowledge of needs{0}percentage of women{1}idea
promoter{0}qualifications{0}community size{0}

        Number of Simplifying Assumptions: 1

The results indicate situations in which the created tools for the reconciliation of private and professional life had been sustained. An important part of the assessment is to distinguish between essential, sufficient and combined conditions of the successful cases (when at least one of the created tools for the reconciliation of private and professional life had been sustained).

Business size may be assessed as a significant condition that is not "essential". It was identified in one case that the phenomenon under study had been brought about by this condition alone; in other cases this condition had been satisfied but was not the only one. However, it cannot be assessed as sufficient either as the result had not been achieved by the compliance. The result corresponds to the initial hypothesis that assumed that business size was an important factor for the creation and, in particular, sustenance of tools for the reconciliation of private and professional life. For micro and small businesses it is a flexible way of retaining staff who may be crucial for the functioning of the whole business. Other important factors that, however, are not sufficient alone and must occur combined with other conditions which in result produce the phenomenon studied, include the knowledge of the needs of the target group and, in particular, the percentage of women working the business that had implemented the tools. It is the combination of small businesses that employ more than 50% of women and carried out an analysis of the demand for any of the available tools for the reconciliation of private and professional life prior to a project that seems to appear frequently in relation to the subsequent sustenance of at least one of the created tools.

As mentioned above, the conclusions cannot be overemphasized due to the low number of combinations. Nevertheless, methodologically, QCA appears to be a good supplement to field surveys and statistical analyses. If the number of finished projects with implemented tools for the reconciliation of private and professional life is higher, QCA results will be more relevant. The assessment pinpoints "circumstances" under which the implemented tools had been sustained, which may contribute to the future setting of the area to promote the reconciliation of private and professional life.

It is also useful to assess the combination of conditions under which the examined phenomenon did not occur. However, this concerns only 2 cases within indicator 07.60.10 and we cannot generalize them. Therefore, it is only possible to describe both situations. Paradoxically, it was small businesses with up to 50 employees in both cases and a business with a substantial representation of women in one case. However, the causes cannot be identified with QCA. This may be facilitated by a field or questionnaire survey that we recommend to include when repeating the analysis and assessing the "non-sustained" tools.

EVALUATION TASK 3

Method of addressing evaluation task No. 3 – Calculation of the values, assessment of the progress and current situation of monitoring indicators (43.07.02) Effectiveness of Supported Projects and (43.07.00) Improved efficiency of strategies and policies in the field of HRE using a methodology provided by the contracting authority, including qualitative textual comments.

DATA PROCESSING AND COMMENTED RESULTS OF EVALUATION SUB-QUESTIONS 3.1 AND 3.2

According to the requirements of the terms of reference, evaluation tasks 3.1 and 3.2 built on the developed methodology of AOE 2010. The tasks aimed at assessing the situation of indicator 430702 "Effectiveness of Supported Projects" in accordance with the developed methodology and evaluating the progress between 2010 and 2011. First of all, there are abridged notes on the methodology (building on AOE 2010), followed by the values reached by the indicator and an assessment of the progress in individual areas of support.

Methodological notes

The developed methodology offers several options for assessing effectiveness at the level of individual areas of support. Since the activities and outputs across individual priority axes are highly variable and can be compared only to a very limited extent, we formulated several options for calculating effectiveness in individual AS.

The methodology is suitable for a simple and comprehensive assessment of a large number of projects and their outputs, but its weak point (discussed with the MA within AOE 2010) is that it does not take into account the deadweight effect and other effects suited to the assessment of impacts (but rather on a smaller sample of projects – case studies).

The whole methodology is based on a combination of quantitative and qualitative approaches. On one hand, there is a strong accent on the quantitative assessment of the values reached by indicators in the OP HRE monitoring system but another component of the methodology is a qualitative survey in the form of a web questionnaire where feedback is provided by target group representatives (efficiency or meaningfulness of project outputs).

The resulting methodology for individual priority axes / areas of support has a character of a simple formula consisting of several partial indicators that are to accent economy, effectiveness and efficiency (see the methodological notes under the formulas). The indicator value is the mean of those partial indicator values calculated.

Priority axis 1 (or relevant areas of support)

$$E= \frac{H\ (IN074613\ /\ FIN) + \tilde{x}\ (IND074613\ /\ INC074613) + \tilde{x}(IND075700\ /\ INC075700) + \overline{x}(Ui)}{4}$$

where

H (FIN / IN074613) is the proportion of overall financial resources for a project to the number of successful training graduates in total. This indicator was used to identify the mean value and, subsequently, the proportion of projects whose value of the indicator calculated was smaller than mean identified

$\tilde{x}$ (IND074613 / INC074613) is the median of the indicator "reached value for the number of successful training graduates in total / target value for the number of successful training graduates in total"

$\tilde{x}$ (IND075700 / INC075700) is the median of the indicator "reached value for the number of newly created innovative products / target value for the number of newly created innovative products"

$\overline{x}(Ui)$ is the arithmetic mean of the grades provided by target groups in relevant areas of support under PA 1 in a questionnaire survey where the respondents identified the benefits of the created products (training etc.). The grading scale was 1 – 10 where 1 means the most beneficial and 10 the least beneficial. Value 1 therefore indicates 100% satisfaction and benefit, 2 means 90% satisfaction, 3 = 80% satisfaction or benefit etc.

Priority axis 2 (or relevant areas of support)

$$E= \frac{H\ (IN074613\ /\ FIN) + \tilde{x}\ (IND074613\ /\ INC074613) + \tilde{x}(IND075700\ /\ INC075700) + \overline{x}(Ui)}{4}$$

where

H (FIN / IN074613) is the proportion of overall financial resources for a project to the number of successful training graduates in total. This indicator was used to identify the mean value, and subsequently, the proportion of projects whose value of the indicator calculated was smaller than the mean identified

$\tilde{x}$ (IND074613 / INC074613) is the median of the indicator " reached value for the number of successful training graduates in total / target value for the number of successful training graduates in total"

$\tilde{x}$ (IND070100 / INC070100) is the median of the indicator "reached value for the number of created jobs in total / target value for the number of created jobs in total"

$\tilde{x}$ (IND075700 / INC075700) is the median of the indicator "reached value for the number of newly created innovative products / target value for the number of newly created innovative products"

$\overline{x}(Ui)$ is the arithmetic mean of the grades provided by the target groups in relevant areas of support under PA 2 in a questionnaire survey where the respondents indicated the benefits of the created products (training etc.). The grading scale was 1 – 10 where 1 means the most beneficial and 10 the least beneficial. Value 1 therefore indicates 100% satisfaction and benefit, 2 means 90% satisfaction, 3 = 80% satisfaction or benefit etc.

Priority axis 3 (or relevant areas of support)

$$E= \frac{H\ (IN074613\ /\ FIN) + \tilde{x}\ (IND074613\ /\ INC074613) + \tilde{x}(IND075700\ /\ INC075700) + \overline{x}(Ui)}{4}$$

where

H (FIN / IN074613) is the proportion of overall financial resources for a project to the number of successful training graduates. This indicator was used to identify the mean value, and subsequently, the proportion of projects whose value of the indicator calculated was smaller than the mean identified

$\tilde{x}$ (IND074613 / INC074613)) is the median of the indicator " reached value for the number of successful training graduates in total / target value of the number of successful training graduates in total"

$\tilde{x}$ (IND070200 / INC070200) is the median of the indicator "reached value for the number of created jobs for groups with disabilities in total / target value for the number of created jobs for target groups with disabilities in total"

$\tilde{x}$ (IND075700 / INC075700) is the median of the indicator "reached value for the number of newly created innovative products / target value of the number of newly created innovative products"

$\overline{x}(Ui)$ is the arithmetic mean of the grades provided by the target groups in relevant areas of support under PA 3 in a questionnaire survey where the respondents indicated the benefits of the created products (training etc.). The grading scale was 1 – 10 where 1 means the most beneficial and 10 the least beneficial. Value 1 therefore indicates 100% satisfaction and benefit, 2 means 90% satisfaction, 3 = 80% satisfaction or benefit etc.

Priority axis 4 (or relevant areas of support)

$$E = \frac{H (IN074613 / FIN) + \tilde{x} (IND074613 / INC074613) + \tilde{x}(IND075700 / INC075700) + \overline{x}(Ui)}{4}$$

where

H (FIN / IN074613) is the proportion of overall financial resources for a project to the number of successful training graduates. This indicator was used to identify the mean value, and subsequently, the proportion of projects whose value of the indicator calculated was smaller than the mean identified

$\tilde{x}$ (IND074613 / INC074613) is the median of the indicator " reached value for the number of successful training graduates in total / target value of the number of successful training graduates in total"

$\tilde{x}$ (IND075700 / INC075700) "reached value for the number of newly created innovative products / target value of the number of newly created innovative products"

$\overline{x}(Ui)$ is the arithmetic mean of the grades provided by the target groups in relevant areas of support under PA in a questionnaire survey where the respondents indicated the benefits of the created products (training etc.). The grading scale was 1 – 10 where 1 means the most beneficial and 10 the least beneficial. Value 1 therefore indicates 100% satisfaction and benefit, 2 means 90% satisfaction, 3 = 80% satisfaction or benefit etc.

Comparison of the indicator development

It was necessary to select a method to assess the progress between 2010 and 2011. For this purpose, the so-called change index was chosen. The change index expresses the dynamics of the increase / decrease in the intensity of the indicators monitored and is calculated as follows:

Iz = X t+1 / X t, where

X t+1 is the value of the indicator monitored in time t+1, i.e. if the reference year is 2010, the values of the indicators defined relate to 2011 when the first proper assessment of the indicator implementation progress will take place.

X t is the value of the indicator monitored in the reference year

Data sources

- Updated data from the OP HRE monitoring system to calculate evaluation sub-criteria (planned and target indicator values, information of project budgets). The data relate to 13 February 2012.

- To assess the efficiency, the methodology comprised also a questionnaire survey with target group representatives – it was a subjective quantification of the benefits for the target groups (grading of the benefits). An identical questionnaire survey was used as in AOE 2010 (i.e. identical questions).

Summary of the values and progress identified

The defined methodology points out the disparities between individual projects (disparities in financial economy, compliance with determined objectives as well as disparities in terms of the efficiency of project outputs), which is an important aspect of the assessment. Nevertheless, it is not advisable to compare the reached values between individual areas of support as the projects have a very different focus.

The calculated values of the indicator are shown in the table below. The results indicate an average decrease of 15% in the indicator value compared to the previous year of 2010. The reason for the lower values reached in 2011 is, in particular, the increase in the number of completed OP HRE projects. Pilot testing of the methodology in 2010 was run only on several dozen projects that had been finished by that time. Nevertheless, many other projects were finished during 2011. From this perspective, the resulting indicator values of 2010 appear to have been slightly overestimated due to the small sample of projects. The 2011 indicator values can be deemed to be more realistic and will probably reach similar levels in 2012/2013.

The lower values of the indicator have been caused by another important factor. A significant role in the resulting indicator value is played by the degree of implementation of key indicators in individual projects. It should be noted in this connection that in a large part of the finished projects the resulting (reached) indicator values are lower than those originally anticipated. The implementation degree usually ranges between 80 – 90%. The factor also influences the overall effectiveness of the supported projects.

We have not yet been able to calculate the required values for areas of support 1.2 and 2.2 for 2012 due to a small number of finished projects. However, we calculated the indicator value for area of support 4.1 that was unavailable in 2010 (due to a small number of projects).

Values reached by indicator 430702 "Effectiveness of Supported Projects"

	2010	2011	Change index
Area of support 1.1	89.99	80.55	0.89
Area of support 1.2	N/A*	N/A*	N/A
Area of support 2.1	98.12	79.93	0.81
Area of support 2.2	N/A*	N/A*	N/A
Area of support 3.1	94.75	70.67	0.74
Area of support 3.2	N/A**	71.15	N/A
Area of support 3.3	95.15	82.98	0.87
Area of support 3.4	N/A*	87.35	N/A
Area of support 4.1	N/A***	72.78	N/A

Source: calculations based on data from Monit7+ OP HRE and questionnaire survey (see the calculation methodology)

*Note: * No project had been finished by January 2011 for which there would have been a final report with indicators reached in MONIT7+*

*** There was a single finished project in this area of support and its results cannot therefore be generalized as the effectiveness results of the whole area of support*

**** Current finished projects in PA 4 were supported within call No. 32 that was very specific and the projects do not include the required indicators. The methodology defined for PA 4 should be applied when other types of projects under PA 4 are finished.*

The methodology of the calculation of this indicator is concisely elaborated in the technical report of the evaluation project AOE 2010. It is therefore not necessary to discuss it in detail again in this chapter. However, we consider it important to indicate the individual steps that were taken to calculate the value of the indicator 430700:

- The research team obtained the current data from the CSO and the RILSA to be used as the indicators of the selected target groups as of 31 December 2010. Values as of 31 December 2008 were calculated in AOE 2010.

- The percentage change in the development of involvement of selected target groups in the labour market was updated and calculated within this project at two levels, i.e.:

    o Calculation of change in the period 2008 and 2010, i.e. increase or decrease in effectiveness of the strategies since the last measurement;

    o Calculation of change in the period 2006 and 2010, i.e. increase or decrease in effectiveness of the strategies since the beginning of the current programming period;

    o Preparation of qualitative comments on both the above results.

Beyond the activities defined in the tender documentation to this project, control and update of the impact of the PO5 projects on the target groups (i.e. update of Table 6 of the technical report of the AOE 2010 project) will be also performed in the period from April - June 2012. This way, the research team will provide more information to the Contracting Authority about the content development of this indicator at the level of projects in PO5. In the event of a significant change in the weight of the impact of PO5 on target groups, the research team will develop an alternative calculation of this indicator in relation to the needs of the next programming period 2014 - 2020. The weight distribution of the impact of PO5 on target groups identified in AOE 2010[2] is considered constant for the current programming period.

According to the methodology of AOE 2010, the following policies and statistical indicators entering the calculation of the value of the indicator 430700 were selected:

Social integration policy and equal opportunities - policy weight 0.8

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[2] In the AOE 2010 project, the weights of the impact of individual policies were determined by clustering the supported projects and assigning them to the corresponding policies, which focus on them in terms of the material aspect. According to this approach, the dominant areas of human resources and employment policies were established. The weights of the target groups were determined according to the assessment of their coverage by projects in PO5 while out of 13 types of supported target groups 5 with the largest representation were selected. These target groups were subsequently assigned to the relevant HRE policies.

- Persons with disabilities (statistics of the MLSA) - weight within the policy 0.54

- Persons over 50 years of age (CSO - tables of labour market statistics) - weight within the policy 0.17

- Women after maternity leave, or parents (CSO, LFS) - weight within the policy 0.29

Active employment policy and adaptability of business - policy weight 0.2

- Job seekers (CSO, MLSA) - weight within the policy 0.75

- Young people 15 - 19 years of age (CSO - tables of labour market statistics) - weight within the policy 0.25

Calculation Update for Annual Report OP HRE 2011

„E$_{SP}$" Calculation

Statistical data for relevant indicators:

- ***Persons with disabilities***

As of 31 December 2007, 1,284 persons with disabilities were placed in the labour market (MLSA statistics, 2009, p. 23) out of the total amount of 15,512 candidates with disabilities entitled to unemployment benefits (MLSA statistics, 2009, p. 19) - i.e. **8.3%**

As of 31 December 2008, 974 persons with disabilities were placed in the labour market (MLSA statistics, 2010, p. 23) out of the total amount of 16,862 candidates with disabilities entitled to unemployment benefits (MLSA statistics, 2010, p. 19) - i.e. **5.77%**

As of 31 December 2010, 1,640 persons with disabilities were placed in the labour market (MLSA statistics, 2010, p. 23) out of the total amount of 18,270 candidates with disabilities entitled to unemployment benefits (MLSA statistics, 2010, p. 19) - i.e. **8.98%**

- ***Persons over 50 years of age (under 64 years of age)***

As of 31 December 2006, 1,275,400 persons out of the total of 1,356,300 persons in the labour force belonging to the given age category were employed - i.e. **94.0%**

As of 31 December 2008, 1,335,000 persons out of the total of 1,389,400 persons in the labour force belonging to the given age category were employed - i.e. **96.1%**

As of 31 December 2010, 1,272,800 persons out of the total of 1,361,900 persons in the labour force belonging to the given age category were employed - i.e. **93,5%**

- ***Women after maternity leave (or parents)***

Employment rate of women between 20-49 years of age according to the age of the youngest child in the Czech Republic:

Employment rate of women according to child's age	2006	2008	2010	% change 2006 - 2008 (weight 1/2 of each partial indicator)	% change 2008 - 2010 (weight 1/2 of each partial indicator)	% change 2006 - 2010 (weight 1/2 of each partial indicator)
Youngest child 3-5	54.8	56.7	64.4	1.03	1.14	1.18

years						
Youngest child 6-14 years	84.6	87.2	86.1	1.03	0.99	1.02
TOTAL: % CHANGE	XXX	XXX	XXX	1.03	1.06	1.10

Source: CSO, LFS (2011)

- ***Job Seekers***

As of 31 December 2006, there were 474,790 job seekers[3] registered out of the total 5,199,358 persons in the workforce– i.e. **9.1 %**

As of 31 December 2008, there were 324,575 job seekers[4] registered out of the total 5,232,329 persons in the workforce– i.e. **6.2 %**

As of 31 December 2010, there were 528,750 job seekers[5] registered out of the total 5,268,900 persons in the workforce– i.e. **10.0 %**

- ***Young people 15 – 19 years of age***

As of 31 December 2006, 33,700 persons out of the total 55,000 persons in the workforce in this age category were employed – i.e. **61.2 %**

As of 31 December 2008, 35,700 persons out of the total 47,200 persons in the workforce in this age category were employed – i.e. **75.6 %**

As of 31 December 2010, 25,000 persons out of the total 41,100 persons in the workforce in this age category were employed – i.e. **60.8 %**

Summary and answer to the question

Calculation:
Changes 2006 - 2008
Social integration policy and equal opportunities - ***weight of the policy 0.8***

- Persons with disabilities **- change „-30.48%"** - weight within the policy 0.54

- Persons over 50 years of age **- change „+2.23%"** - weight within the policy 0.17

- Women after maternity leave (or parents) **- change „-+1.03%"** - weight within the policy 0.29

Active employment policy and adaptability of business – ***weight of the policy 0.2***

- Job seekers – **change „+31.87%"** - *weight within the policy 0.75*

- Young people 15 – 19 years of age – **change „+23.53%"** - *weight within the policy 0.25*

E_{SP} = (-30.48*0.54 + 2.23*0.17 + 1.03*0.29) *0.8 + (31.87*0.75 + 23.53*0.25) * 0.2

E_{SP} = (-15.781) * 0.8 + (29.785) * 0.2

E_{SP} = -12.625 + 5.957

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[3] Statistical Yearbook 2009, MLSA, p. 16

[4] Statistical Yearbook 2009, MLSA, p. 16

[5] Statistical Yearbook 2009, MLSA, p. 16

E$_{SP}$ = -6.67 %

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Weight average of all E$_{SP}$ is -6.67 %.

</div>

Partial qualitative comment on the outcome of E$_{SP}$

During the short period of the years 2007 and 2008, there was a decrease in the efficiency of strategies and policies of 6.67%. The target group of people with disabilities, who are predominantly targeted by projects within PO5, most significantly contributed to this decrease in the efficiency of strategies. In contrast, all other target groups included in the calculation of the efficiency of strategies and policies reported a positive trend in the monitored time period. It was for the reason that the year of 2008 can be described as the „pre-crisis year", in which the economy still continued to grow.

Changes 2008 - 2010

Policy of social integration and equal opportunities - **_weight of the policy 0.8_**

- Persons with disabilities - **change „+55.63%"** – _weight within the policy 0.54_

- Persons over 50 years of age – **change „-2.71%"** - _weight within the policy 0.17_

- Women after maternity leave (or parents) – **change „+1.06%" -** _weight within the policy 0.29_

Active employment policy and adaptability of business – **_weight of the policy 0.2_**

- Job seekers – **change „-61.29%"** - _weight within the policy 0.75_

- Young people 15 – 19 years of age – **change „-19.28%"** - _weight within the policy 0.25_

E$_{SP}$ = (55.63*0.54 -2.71*0.17 + 1.06*0.29) *0.8 + (-61.29*0.75 - 19.28*0.25) * 0.2

E$_{SP}$ = (29.5617) * 0.8 + (-50.7875)* 0.2

E$_{SP}$ = 23.649 – 10.1575

E$_{SP}$ = 13.49 %

<div align="center">

Weighted average of all E$_{SP}$ is 13.49 %.

</div>

Partial qualitative comment on the outcome of E$_{SP}$

Taking into account the economic crisis in the years 2008 and 2009, a negative impact on the efficiency of strategies and policies in the given period could have been expected. The economic crisis was deepening in the monitored years and this was evident in the employment of all monitored groups that we selected. Despite this situation, the effectiveness of the strategies in the years 2008-2010 significantly increased by 13.49%. The most significant factor in this increase in the effectiveness of the strategies was the target group „persons with disabilities". Also the monitored group „women after maternity leave", which is also included in the calculation of the effectiveness of the strategies and policies, reported a positive trend in the monitored period.

Changes 2006 - 2010

Policy of social integration and equal opportunities – **_weight of the policy 0.8_**

- Persons with disabilities – **change „+8.19"** – _weight within the policy 0.54_

- Persons over 50 years of age – **change „-0.53%"** - *weight within the policy 0.17*

- Women after maternity leave (or parents) – **change „+1.10%"** - *weight within the policy 0.29*

Active employment policy and adaptability of business – ***weight of the policy 0.2***

- Job seekers – **change „-9.89%"** - *weight within the policy 0.75*

- Young people 15 – 19 years of age – **change „-0.65%"** - *weight within the policy 0.25*

E_{SP} = (8.19*0.54 − 0.53*0.17 + 1.10*0.29) *0.8 + (-9.89*0.75 − 0.65*0.25) * 0.2

E_{SP} = (4.651) * 0.8 + (-7.258) * 0.2

E_{SP} = 3.721 - 1.516

E_{SP} = 2.21%

Weighted average of all E_{SP} is 2.21 %.

Partial qualitative comment on the outcome of E_{SP}

During the first half of the current programming period of the years 2006 (31 December) - 2010 (31 December), there was an overall increase in the efficiency of strategies and policies by 2.21%. The target group „persons with disabilities" had the most significant share in this increase in the efficiency of strategies. The employment rate of women after maternity leave showed a positive trend, when mainly the group of women with children of ages 3-6 were returning to work very often. On the other hand, the economic crisis brought an increase in the proportion of job seekers. More new job seekers were reporting to the register of the Job Office compared to the situation in the years before 2006.

Procedure and Findings

Within this evaluation question, a comparison of the development of the value of the indicator 430700 and its material analysis were performed, which includes the assessment of the factors affecting the development in selected policies and indicators in the monitored time period. The purpose of this evaluation question is to provide the Contracting Authority with 1 to 2 paragraphs concisely describing the key matters that formed the level of the efficiency of strategies and policies in the HRE. This concise description will be used for the 2011 OP HRE Annual Report.

However, in order to prepare the summarizing paragraphs comparing values of this indicator in the monitored years, it was necessary to perform partial desk research on the issue of the development in individual policies included in the indicator 430700. The following steps were taken within this evaluation question:

- Desk research on available analyses, commented statistics of CSO and RILSA
- Controlled expert interviews at the following levels:

Programme – representatives of the MA OP HRE

   o Mgr. Ivana Příhonská (support areas 3.1 a 3.2)

   o Ing. Ivana Projsová (support area 3.3)

   o PhDr. Adéla Purschová (support area 3.4)

Expert – representatives of RILSA

   o AEP – Mgr. Jaromíra Kotíková, Mgr. Danica Krause

   o „Family" by RILSA - Mgr. Jana Paloncyovoá, Ph.D.

Academic – experts in HRE at the University of Economics, Prague

   o Ing. Soňa Veverková

- Synthesis of the performed desk research and controlled interviews
- Assessment, comparison and qualitative comments on the development of the indicator 430700

Comments on the result of ESP - changes 2006 - 2008

Weighted average of all ESP is -6.67 %.

During the short period of the years 2007 and 2008, there was a decrease in the efficiency of strategies and policies of 6.67%. The target group of people with disabilities, who are predominantly targeted by projects within PO5, most significantly contributed to this

decrease in the efficiency of strategies. This target group is among the most threatened within the OP HRE with regard to the important technical specifications and the possibility of their active participation in the labour market. The negative trend in this target group continued also during 2009 due to the deepening economic crisis. In contrast, all other target groups included in the calculation of the efficiency of strategies and policies reported a positive trend in the monitored time period. It was for the reason that the year of 2008 can be described as the „pre-crisis year", in which the economy still continued to grow. On the other hand, the situation in the market started to change dramatically during 2008 when in some months during the first half of the year, more new job seekers reported to the registers of the Job Office compared to the situation in previous years.

Comments on the result of ESP - changes 2008 - 2010

Weighted average of all ESP is 13.49 %.

In the previous analysed period 2006-2008, the efficiency of strategies and policies decreased by 6.67%. It could be assumed that the arrival of the recession would have impact also on the effectiveness of the strategies and policies in the following monitored period, i.e. in the years 2008-2010. The economic crisis was deepening in the monitored years and this was evident in the employment of all groups that we selected. Registered unemployment increased in all regions without exceptions. Some, however, were affected so significantly that unemployment was growing annually by a quarter on average and in 2010 it reached nearly 529,000 persons.

Despite this situation, the effectiveness of the strategies in the years 2008-2010 significantly increased by 13.49%. The most significant factor in this increase in the effectiveness of the strategies was the target group „persons with disabilities", who are predominantly targeted by PO5 projects. The increase in employment of this target group by more than 55% was, however, caused rather by legislative changes. The main cause of the employment increase in persons with disabilities is most probably the increase in the mandatory quotas for participation of persons with disabilities who must be employed by companies. With an increase in this quota, even large companies became interested in the possibility of employing persons with disabilities or using compensation.

Also the monitored group „women after maternity leave", which is also included in the calculation of the effectiveness of the strategies and policies, reported a positive trend in the monitored period. The main external factor was a restriction on extra income during maternity leave starting in 2008 and also the newly set up 3 options for the speed of maternity leave, while women generally tend to the three-year option. The newly introduced variability facilitates the linking of parental leave which reduces the total period of parental leave. Return to the labour market is therefore faster and this trend is increasing mainly for the two-year parental leave when a higher monthly amount is paid out. The

worldwide trend is employment of persons with flexible working hours and workplace which leads to an increase in employment opportunities particularly for this target group. However, the Czech Republic is still behind in this approach. (Regus study) The reason for a real increase in employment of this group must be looked for elsewhere. The year of 2009 also brought the possibility not to interrupt profitable business activities of female entrepreneurs under certain conditions. Another incentive for early return to work could also be a decrease in the maternity leave benefits by several thousand Czech koruna in 2010 which occurred due to changes in reduction and percentage rates from which the benefits are calculated.

On the contrary, the effectiveness of policies and strategies in the monitored period 2008-2010 was adversely affected primarily by the group of job seekers. This applied particularly to the group of young job seekers from 15 to 19 years of age who have lower chances of finding a job due to their insufficient experience and lower education. Furthermore, the rate of effectiveness was adversely affected by the group of economically active persons of ages 50-64. The reason for the high unemployment of this group of people is loss of jobs at a time, when they do not yet meet the conditions to qualify for retirement, but they are not attractive potential employees due to their high age and expected retirement.

Comments on the result of ESP - changes 2006 - 2010

Weighted average of all ESP is 2.21 %.

During the short monitored period of the years 2006 - 2010, there was an overall increase in the efficiency of strategies and policies by 2.21%. The target group of persons with disabilities, which is predominantly targeted by PO5 project, had the most significant share in this increase in the efficiency of strategies. Although this group is among the most threatened within the OP HRE due to important technical specifications and the possibility of their active participation in the labour market, the employment growth of more than 8 % reflects the positive impact on this target group. The increase in employment of this target group was caused mainly by legislative changes associated with an increase in mandatory quotas for participation of persons with disabilities who must be employed by companies. Thanks to the increase in this quota, even large companies became interested in the possibility of employing persons with disabilities or using compensation.

A positive trend was also shown by employment rate of women after maternity leave when mainly the group of women with children of the ages 3-6 very often returned to work. This statement is proven by an 18% positive change in employment between 2006 and 2010. A positive role in relation to the increase in employment of this target group was played by a restriction on extra income during maternity leave starting in 2008 and also the newly established 3 options for the speed of maternity leave. The newly introduced variability

facilitates the linking of the maternity leave which reduces the total duration of maternity leave and the logical causality is a faster return to the labour market.

On the other hand, the economic crisis brought an increase in the proportion of job seekers. More new job seekers were reporting to the register of the Job Office compared to the situation in the years before 2006. With regard to the negative development of the economy and the labour market in the Czech Republic in 2009 and 2010, further decrease in the efficiency of strategies and policies in the area of HRE could have been expected but it did not happen.

EVALUATION TASK 4

The procedure of the Evaluation Task 4 - Development of methodology that could be regularly used to determine the values and assess progress of the indicator (07.46.16) Share of successfully supported persons and calculation of values and their assessment at the time of data collection.

Context of the Evaluation Task

Evaluation Task 4 identifies the long-term problem of not only the OP HRE but also other operational programmes in the Czech Republic, i.e. underpinning the situation of „what's happened". Within the AOE 2010 project, the research team tried to identify the situation of a change in the target groups, however, it ran into a problem of the availability of contact details of representatives of target groups. The implementation of the survey had nearly no significance (maybe except for PO4) due to very minimal return rate of completed questionnaires. Conclusions of this AOE 2010 emphasized this fundamental problem consisting in the lack of valid data and information for simple and efficient assessment of the impact of the programme. An ongoing „longitudinal evaluation" focused on the assessment of the situation and changes in target groups will most probably not bring the necessary information and findings because the performed questionnaire survey was focused only on the opinions of organizations (applicants/final recipients). Planned qualitative methods in longitudinal evaluation such as focus groups or semi-structured interviews with representatives of target groups will most likely not have entirely ideal information value because the evaluator will be fully dependent on the willingness of the addressed organizations when establishing contact with respondents (with representatives of target groups). When trying to fulfil the non-response bias conditions, it is not possible to responsibly guarantee the significance of the achieved results when using such a procedure. There is nearly no certainty which persons out of the target groups will be selected by each organization and which do not even respond to the survey. It may be assumed that they will tend to select the non-problematic ones and not the problematic ones. Understanding of this context was very important for the decision on the possible and responsible performance of Evaluation Task 4.

According to the above, it can be concluded that using the current method of standard evaluation practice (i.e. questionnaire surveys, focus groups, expert panels or semi-structured interviews) it is not possible to responsibly guarantee successful solution to Evaluation Task 4. These methods are very time-consuming and costly and they do not have the necessary information value, validity and significance with a growing number of representatives of target groups. Therefore, this method was not usable.

The research team therefore significantly thought about a possible method of solving this problem with the above context in mind. Under the current settings of MONIT7+, it would be possible to determine the situation of target groups in terms of their position in the labour market, i.e. where they are employed or not. Details of the methodology are specified below under the Evaluation Question 4.1.

DATA PROCESSING METHOD AND COMMENTED RESULTS OF PARTIAL EVALUATION QUESTION 4.1

Wording of Evaluation Question 4.1: Design and create a methodology for the identified values of the indicator 074616 - „Share of successfully supported persons." Justify the methodology design and its individual parts in detail.

Procedure and Findings

The monitoring indicator 074616 must be monitored at three levels, i.e. for the level of the programme, priority axes and support areas and includes PA1, PA2 and PA3. The main characteristic of this indicator complies with the National Indicator List (NIL) in that it is a „Proportion of supported persons in employment or further education 6 months after the termination of support (clients of services) (%)." A cross-sectional characteristic of this indicator across the above priority axes is a situation when a competent representative of a target group is or is not employed 6 months after the termination of support. The Contracting Authority specified the given interval to 3 - 9 months.

The main problem therefore lies in the method of identification of the situation of target group representatives. However, for this information, it is not necessary to perform demanding qualitative survey which can never guarantee significance of the result. Therefore, the following procedure was selected:

- The Contracting Authority enabled representatives of the research team to access the records / files of completed projects. From these records, attendance sheets from performed seminars or other activities of the projects were collected, from which it was necessary to collect data on supported persons from the given target group, i.e. first and last name, date of birth. Search for these data was performed either at the level of the MA or an intermediate body, or directly with selected final recipients (particularly PA 1 and PA3).
- Sorting of selected representatives of target groups into an Excel database.

- In close cooperation with the Contracting Authority (MLSA), it was found by the CSSA, whether the given person is registered on a certain date (i.e. according to the records for SI).
- If a supported person from a target group was registered in CSSA (according to selected criteria), it was also included in the category of successfully supported persons who are employed or entrepreneurs.

Summary and Answer to the Question

A meeting with representatives of the CSSA on 27 February 2012 showed that:

- The best identifier is the personal identification number which, however, is not tracked in attendance sheets in the current programming period;
- Permanent residence is not a suitable identifier - identification of persons would not be accurate and moreover it would be a very time-consuming and costly identifier to verify;
- The only possible option is division „first name, last name and date of birth"
- The CSSA together with its external supplier will put together a script and use it to find an insurance relationship with the given person. According to the records, it will then be possible to determine for supported persons whether they are employed or self-employed (current data have also been here since 2009, only the performance of self-employed persons will be shown).
- „Manual method" of verification of supported persons is problematic and time-consuming because it consists in identification of persons and therefore the personal identification number is also necessary. Given that the verification will be performed also in 2014/2015, the most appropriate option will be to build a script;
- Date of identification: determined to be at the end of 2011, i.e. as of 31 December 2011;
- Number of Excel tables for aggregation - approximately 15 - 19;
- Number of persons for verification - the CSSA confirmed the possibility of verification using a script, and therefore the number of persons will not be limited, or it will verify at least 2,500 supported persons;
- Wording of the instructions for the script processing from the CSSA for an external company:

 "The input will be Excel tables with data such as first name, last name, date of birth. The identification will be performed on these data. If there is no clear identification based on the input data, the person will be counted as unidentified. The reports containing unidentified persons are not required for additional manual investigation. The output of every table will be aggregate data – for identified: number of persons with a job, self-employed, employment as well as entrepreneurship, all as of 31 December 2011, and also the number of unidentified persons. The same identification will be performed once again in 2014 or 2015."

For this method, the research team performed identification of data based on a sample of representatives of target groups at the level of 1-2% of the total number in the group of completed projects meeting the conditions of 3 – 9 months since the termination of support. With regard to the problematic acquisition of data on supported persons (particularly PA1 and PA3), the sample level of 1 – 2% was assessed as sufficient and it was agreed with the Contracting Authority within the kick-off meeting on 7 February 2012. The original level of 5% (approximately 10,000 supported persons) was too extensive for verification. The updated sample of projects and target groups is specified in an appendix to this report. Representatives of target groups were selected randomly so that projects in various size categories according to their budget were represented. This way it would therefore be able to distinguish the success rate of target groups supported within variously financially extensive projects.

Wording of Evaluation Question 4.2: Determine values of the indicator 074616 at the time of data collection according to the established methodology, including quantitative verbal comments.

Procedure and Findings

The research team proceeded in the following steps according to the above methodology:

- In the first stage, the methodology in relation to the possibilities of the MA and particularly IB in terms of the availability of information about the supported target groups.

- In the second stage, basic data on supported persons (sample), i.e. first and last names, date of birth, were collected.

- In the third phase, the research team closely cooperated with the MLSA and CSSA regarding the identification of the situation of representatives of the given target groups (identification YES/NO). The last files with results identified via the script were submitted by e-mail on 26 March 2012.

- Summarization and cleaning of data for the final calculation.

- Calculation according to the final data and qualitative comments by the level of individual support areas, priority axes and the overall progress at the level of the OP HRE programme.

- Expert interviews regarding the development of the situation in selected target groups – there were carried out particularly in relation to the context of the priority axis 3.

- Synthesis of findings and interpretation of calculated results according to individual areas of support, priority axes and the overall progress at the level of the OP HRE programme.

Summary and Answer to Question

The monitoring indicator 074616 is evaluated at three levels in this part, i.e. for the level of the programme, priority axes and support areas and includes PA1, PA2 and PA3. A partial specific is the use of the option to sort the projects by size groups of their budgets and to monitor the success rate of target groups also according to this criterion. The insurance relation of the selected representatives of the target groups was determined as of 31 December 2011. Overall, there were 5,702 supported persons included in the verification, of which 435 persons (about 7.6%) could not be identified (particularly failure to identify them due to a nonconforming date of birth).

5,267 persons remained in the category of identified persons (see Table 2 below), which could be verified through cooperation with CSSA in terms of their insurance relation and thereby identify their status in the labour market. The sample therefore comprised 2.6% of all 197,968 supported persons in completed projects within the given period.

Table 1: Overall Overview of the Number of Evaluated Supported Persons and Weights of Target Groups

OP	May - November 2011					
	Number of Completed Projects according to ToR	Number of Completed Projects according to AOE 2010	074 100 - Number of Supported Persons - Target Value	WEIGHT OF TARGET GROUP at level of priority axes	Approx. 2 % sample of projects, or proposed number of analyzed projects	Approx. 2 % Sample of Supported Persons
1.1	350	288	35 712	xxx	11	599
1.2	1	1	200	xxx	1	30
PRIORITY AXIS 1	**351**	**289**	**35 912**	**0,181**	**12**	**629**
2.1	23	17	128 569	xxx	5	4 421
2.2	1	1	0	xxx	0	0
PRIORITY AXIS 2	**24**	**18**	**128 569**	**0,649**	**5**	**4 421**
3.1	70	45	4 118	xxx	6	240
3.2	11	7	6 168	xxx	1	144
3.3	9	14	385	xxx	3	15
3.4	110	88	22 816	xxx	6	253
PRIORITY AXIS 3	**200**	**154**	**33 487**	**0,169**	**16**	**652**
TOTAL	**575**	**461**	**197 968**	**1,000**	**33**	**5 702**

Table 2: Share of successfully supported persons by interval (level of programme, priority axes and support areas)

	A	B	C	D	E	F	G	H	I		
Support area and budget interval	Not identified	Employee	Employee and Entrepreneur	Entrepreneur	Successful persons	Neither employee, not entrepreneur	Total supported persons (A+E+F)	Total without identification (G-A)	Proportion of successfully supported persons by intervals (E/H)	Target value 2015 of indicator 746616	WEIGHT OF TARGET GROUP AT THE LEVEL OF PRIORITY AXES
OP 1.1; CZK 0,5-1,4	0	34	0	0	34	0	34	34	100.00%		
OP 1.1; CZK 1,5-2,4	4	53	7	38	84	2	90	86	97.67%		
OP 1.1; CZK 2,5-5	3	190	0	2	192	10	205	202	95.05%		
OP 1.1; CZK 5-8	2	183	4	6	185	2	189	187	98.93%		
OP 1.1; CZK 8-13	2	73	1	3	75	4	81	79	94.94%		
TOTAL OP 1.1	11	533	12	49	570	18	599	588	96.94%	80.00%	
OP 1.2	2	24	0	0	24	4	30	28	85.71%	60.00%	
TOTAL OP 1.2	2	24	0	0	24	4	30	28	85.71%	60.00%	
TOTAL AXIS 1	13	557	12	49	594	22	629	616	96.43%	75.00%	0.181
OP 2.1; CZK 0,9-1,8	245	1305	39	142	1408	1247	2900	2655	53.03%		
OP 2.1; CZK 3-6	6	32	3	10	39	8	53	47	82.98%		
OP 2.1; CZK 6-30	33	166	5	17	178	275	486	453	39.29%		
OP 2.1; CZK 30-40	64	452	17	38	473	445	982	918	51.53%		
TOTAL OP 2.1	348	1955	64	207	2098	1975	4421	4073	51.51%	60.00%	0.649
OP 3.1; CZK 0,5-1	6	49	1	2	50	2	58	52	96.15%		
OP 3.1; CZK 1-2	1	61	3	3	61	1	63	62	98.39%		
OP 3.1; CZK 2-4	3	1	0	1	2	25	30	27	7.41%		
OP 3.1; CZK 8-32	5	76	6	6	76	8	89	84	90.48%		
TOTAL OP 3.1	15	187	10	12	189	36	240	225	84.00%	45.00%	
OP 3.2	9	27	0	0	27	108	144	135	20.00%		
TOTAL OP 3.2	9	27	0	0	27	108	144	135	20.00%	20.00%	
OP 3.3; CZK 1-3	0	0	0	0	0	5	5	5	0.00%		
OP 3.3; CZK 3-5	4	3	0	0	3	3	10	6	50.00%		
TOTAL OP 3.3	4	3	0	0	3	8	15	11	27.27%	50.00%	
OP 3.4; CZK 3-4	14	25	1	14	38	15	67	53	71.70%		
OP 3.4; CZK 4-5	8	77	14	20	83	18	109	101	82.18%		
OP 3.4; CZK 5-6	24	18	0	2	20	33	77	53	37.74%		
TOTAL OP 3.4	46	120	15	36	141	66	253	207	68.12%	50.00%	

Source: Own processing and calculations according to data provided by CSSA and MA OP HRE

Evaluation for the Programme Level

At the level of the entire OP HRE programme evaluated in terms of the share of successfully supported persons, the level of 61.41% was reached, while the target value set for the year 2015 is 60%. From these achieved results it can be concluded that the estimate at the programme level was determined adequately and seamless fulfilment may be expected if the current pace is assumed.

It is also necessary to point out that considering the economic development in 2011, when there was a gradual improvement in the conditions in the labour market after the most significant impact of the economic crisis, this level can be considered very good. It shows indirectly that approximately 2/3 of supported persons from the OP HRE are actively involved in the labour market with an approximately six-month period after the completion of the corresponding project.

Evaluation for the level of the priority axes and corresponding support areas

Priority axis 1 – Adaptability focuses on preventing unemployment by encouraging support of investment in human resources development by enterprises and organizations, development of expertise and competences of employees and employers and expansion of opportunities for the application of more flexible forms of employment and introduction of modern forms of human resources management and development systems. Given that part of interventions of priority axis 1 is aimed at persons, who are employed, but who are at a serious risk of unemployment, the target value of the indicator 074616 for this priority axis is set at the level of 75%. As of 31 December 2011, this level was significantly exceeded for completed project according to the defined time period, specifically to the level of 96.43%. The support area 1.1 (see below), where the final recipients are stabilized private companies striving to build and introduce specific standards for human resources management and development system and the persons supported by an OP HRE project are laid off or resign only in exceptional cases, had an entirely dominant effect on this positive result.

Support area 1.1 Increase in the adaptability of the employees and the competitiveness of enterprises reaches very high values of the share of supported persons in all size categories of supported projects, in which no important differences can be identified. At the level of this support area, the share of successfully supported persons of 96.94% was achieved and therefore it significantly exceeds the expected target value of 80% for this support area.

Support area 1.2 Increase in adaptability of employees of restructured businesses is aimed at support of policies, tools and enterprise systems which will lead to an increase in unemployment prevention in restructured businesses. Even this support area is fulfilled at a very good level of 85.71%. Compared to the support area 1.1, this lower level of support area 1.2 results from the specific aim at restructured enterprises. However, it must be stressed that the target value in this support area was significantly exceeded already in the middle of the programming period.

Priority axis 2 – Active labour market policy is evaluated only at the level of results in the support area 2.1 (below) because as of 31 December 2011, there were no supported persons in support area 2.2 in the case of projects completed in the monitored period retrospectively 3 – 9 months.

Support area 2.1 Reinforcement of active employment policies represents the dominant area of support in terms of coverage of all target groups from PA 1, PA 2 and PA 3. Therefore, it includes a total of 65 % of all supported persons from the OP HRE and the results of this support area are therefore most important. Due to a very good cooperation with job offices, a total of 4,421 persons were included in the verification of the insurance status, of which a total of 4,073 persons were identified. As of 31 December 2011, the share of successfully supported persons reached the level of 51.51%, which is still below the 60 % level of the target value of the indicator 074616. The situation in the labour market in the post-crisis period has a crucial impact on the success of the indicator in this support area. If the Czech economy is approximately at a stagnant level in terms of GDP growth until 2015, it cannot be assumed that the established target values will be reached.

In terms of the size structure of supported projects, it is appropriate to point out the fact that smaller-scale projects in the category CZK 0.9 – 1.8 million on one hand, and large-scale projects in the size category CZK 30 – 40 million on the other hand, reach roughly the same level of success, i.e. about 52 %. Conversely, projects in the size category CZK 6 – 30 million reach only a 40% level of success.

Support area 2.2 Modernization of institutions and the implementation of a system of employment service quality and development did not reach any supported persons in completed projects as of 31 December 2011.

Priority axis 3 – Social integration and equal opportunities is aimed primarily at assistance for persons at risk of social exclusion or socially excluded persons and therefore even the target value of the share of successfully supported persons was established only at 45% in 2015. As of 31 December 2011, the indicator 074616 reached a very good level of 62.28% while the support area 3.1 Support for social integration and social services has contributed the most to this good level.

Support area 3.1 Support of social integration and social services reached the level of the success rate of supported persons of 84% and it is clearly one of the most successful ones within priority axis 3. The target value of this indicator (45 %) in this support area was almost doubled. Within individual size groups of projects, the situation of the success rate is comparable expect for the size group CZK 2 – 4 million, in which, however, there is only one final recipient with a specific focus on the issues of social integration of the selected group of disadvantaged persons and therefore an extremely low value was reached in this size category. This dichotomy may not be considered significantly problematic.

Support area 3.2 Support of social integration of members of Roma communities is specific due to its focus on the group at the highest risk occurring in social exclusion. For this reason, even the lower level of success of the supported persons in the labour market at the level of 20% , which exactly corresponds to the expected target status in 2015, is logical. With regard to the characteristics of the given target group, the course of the economic crisis in the years 2008 – 2010 and the expected economic stagnation in the coming years may be expected to maintain the achieved success rate of supported persons.

Support area 3.3 Integration of socially excluded groups in the labour market focuses on increasing employment and social integration of persons with various disabilities – particularly young people under 25 years with none or low qualification, older people, people with disabilities, people from different social-cultural environments, persons caring for a dependent family member and persons after imprisonment, people under 26 years of age who grew up without their families, people addicted to drugs and persons addicted to alcohol. This support area has a very low number of supported persons in completed projects and its impact on the total reached values is marginal not only at the programme level but also at the priority axis level. Within the search for identification details of supported persons, details of 15 persons were found, of which 27.27% are successfully placed in the labour market. This value is half of the expected 50% target value in 2015.

Support area 3.4 Equal opportunities for women and men in the labour market and balance between work and family life is clearly the most extensive one in terms of its impact on target groups. Overall, nearly 23,000 people have been supported in this support area, of which a sample was selected to identify the insurance status of a total of 253 persons, for 207 of whom we performed „identification" of the supported person. Within this sample of supported persons, a very good success rate, i.e. 68.12% was reached, although the expected target value in this support area is 50%.

Recommendations

1. In relation to the need to monitor the impact indicators, the methodology of which was created by evaluation, it will be necessary to slightly modify the manual for the recipients and specify that the FR must provide details on supported persons after the completion of the project in electronic form and subdivided (first name, last name and date of birth of the supported person) not only for the purposes of a control of the eligibility of expenses, but also for the purposes of identification of the success rate of the supported persons in the labour market.

2. This recommendation is based on the reaction of a final recipient who refused to provide details on the target groups after several explanations of the need for this survey:

Response of an unnamed FR: „It shows that it is not about a control of the eligibility of the project expenses on your part. According to the concluded project agreement and manual for recipients, we can provide personal details of project participants only in this mode and in no other mode (correct me please if I am wrong). The consent of persons, to which support was provided within the project, to the provision of their personal details is therefore logically limited only to this control and their provision for any other purposes would exceed this consent which we cannot afford to do (with reference to the rather strict definition of confidentiality in Act No. 108/2006 Coll., on Social Services)."

3. To clarify the requirements for keeping records in attendance sheets – particularly for the next programming period 2014 – 2020:

- Record of the first name, last name and date of birth,
- At least a general assignment of the supported person to a certain category of the defined supported target groups (partial inspiration may be also found in the method of determination of the attendance sheet forms in the case of education for farmers within the Axis I of the Czech Rural Development Programme 2007 – 2013).

EVALUATION TASK 5

Procedure for Evaluation Task 5: Determination of values, assessment of progress and current status of the monitoring indicators (15.32.17) Shortening of the length of judicial proceedings – Regional courts; (15.32.18) Shortening of the length of judicial proceedings – District courts.

Input Data

The purpose and goal of the given task was to obtain data from publicly accessible sources and to evaluate and analyze them. Data were obtained from two public sources, namely

- Ministry of Justice of the Czech Republic (MJ) and its public part of the online system infoData – statistics and reporting
- From the statistical yearbooks of the Czech Statistical Office (CSO)

Due to the fact that these are data that have been obtained and published by the same entities using the same methodology for a long time (with the exception of 2006 as specified below), these are data which are comparable and reliable without the need to verify their source and methodology of processing.

To identify the factors affecting the shortening of the duration of the proceedings, even legislative changes in the legislation affecting the actual duration of the judicial proceedings were also assessed in addition to information on the quantity of processed agenda and the staffing of the judicial personnel in courts.

Consequently, an analysis of input data of qualitative nature was performed and the factors affecting the duration of judicial proceedings were analyzed while these factors are described within the comments on identified data and later in the final evaluation.

Solution

Within obtaining the above input data, they were processed and analyzed as described below. For clarity and simplicity, we are adding the methodology and description of data stated in the tables below.

- Final decision – it is a court decision which come into legal force.
- Number of cases – the number of reference numbers, under which individual court cases (number of files) are processed.
- Number of rights – the number of rights claimed in a matter.
- Proceedings in the matter of minor children – it is a proceedings on persons who were under the age of 15 at the time when they committed an offence.
- Legal force – it is a feature of a final decision which is immutable and binding.

Since 2006, civil matters and commercial matters have been combined under one agenda – civil law. Commercial matters are thus part of the entire civil agenda.

25-2. **Pravomocná rozhodnutí soudu a průměrné délky soudního řízení**

Final decisions of courts and average length of judicial proceedings

Pramen: Ministerstvo spravedlnosti ČR — *Source: Ministry of Justice of the CR*

Ukazatel	2000	2004	2005	2006	2007	Indicator
	Okresní soudy/*District courts*					
Pravomocná rozhodnutí soudu						***Final decisions of courts***
Počet věcí						*Number of cases*
trestní věci	71 803	78 085	83 445	87 349	92 983	*Criminal cases*
občanskoprávní věci	194 729	232 571	229 136	238 391	270 470	*Civil cases*
řízení o nezletilých dětech	95 078	101 014	97 177	97 284	94 818	*Proceedings involving minor children*
Počet práv						*Number of rigths*
občanskoprávní věci	237 518	273 785	264 328	274 329	343 447	*Civil cases*
řízení o nezletilých dětech	127 088	132 979	127 727	127 963	123 935	*Proceedings involving minor children*
Průměrná délka řízení ode dne nápadu do dne právní moci (ve dnech)						***Average length of proceedings from filing to gaining legal validity (in days)***
trestní věci	251	265	254	242	222	*Criminal cases*
občanskoprávní věci	555	558	453	444	408	*Civil cases*
změna délky řízení zkrácení jinak prodloužení	0	3	-105	-9	-36	
řízení o nezletilých dětech	225	209	212	200	189	*Proceedings involving minor children*
	Krajské soudy/*Regional courts*					
Pravomocná rozhodnutí soudu						***Final decisions of courts***
Počet věcí						*Number of cases*
trestní věci	1 538	927	962	894	956	*Criminal cases*
občanskoprávní věci[1]	11 934	15 637	13 787	42 121	41 012	*Civil cases* [1]
z toho obchodní	x	x	x	29 648	28 625	*Commercial cases*
obchodní věci	-	34 354	30 472	x	x	*Commercial cases*
Počet práv						*Number of rights*
občanskoprávní věci[1]	12 475	16 522	14 781	46 761	43 602	*Civil cases* [1]
z toho obchodní	x	x	x	33 271	31 053	*Commercial cases*
obchodní věci	-	43 083	39 303	x	x	*Commercial cases*
Průměrná délka řízení ode dne nápadu do dne právní moci (ve dnech)						***Average length of proceedings from filing to gaining legal validity (in days)***
trestní věci	506	829	697	714	702	*Criminal cases*
občanskoprávní věci[1]	308	352	354	1 013	1 025	*Civil cases* [1]
z toho obchodní	x	x	x	1 284	1 302	*Commercial cases*
obchodní věci	-	1 401	1 380	x	x	*Commercial cases*
změna délky řízení zkrácení znaménko - jinak prodloužení	0	34	2	659	12	

Source: CSO

Within the identification of the development and trends, the period from 2000 until 2007 was considered as the input data, where it is a longer time period which indicates the relevant development trends.

The trend of a large increase in the agenda is significant in the given period, when the civil agenda increased by 38.9% in district courts (DC) between 2000 – 2007 and by 344% in regional courts (RC). In terms of the duration of the proceedings, it decreased by 36% in DC and 333% in RC in the given time period. The duration of the increase in RC is caused by, among other things, a change in the methodology in 2006 – see explanatory text to the methodology and the table and therefore the increase is caused by an increase in the agenda as well as the change in the calculation methodology that merged the civil and commercial agenda in RC.

The actual change in the duration from year to year is captured in the case of DC or RC on a separate line, when the sign – before a number means shortening, and otherwise it represents longer duration of the judicial proceedings.

The following table shows the occupancy of courts in terms of the number of judges – planned number of judges versus reality. It is a period, which is linked to the next table and it is occupancy of courts by judges from the year 2009 – 2011.

It is clear from the given tables that the actual number of judges is constant in the given time, there is no increase in the number of judges, and even though the number of cases and number of rights decided on by the courts is growing enormously, the average duration of judicial proceedings is decreasing.

Courts	Plan	Registration Number	Difference	Percentage
Total as of 1 January 2009	2925	3044	119	104
Total as of 1 January 2010	3062	3044	-33	99
Total as of 1 January 2011	3062	3063	1	100

In this regard, it can be concluded that the quantitative indicator of the total number of judges basically does not have any effect on the reduction in the duration of judicial proceedings and the reasons must be searched for, as stated above, in the area of quality of personnel and non-judge personnel and the improved material supplies and equipment associated therewith and last but not least, the actual legislation, which is very important and essential for the actual work and efficiency of courts.

In this respect – as we shall see in the following table – the improvement in quality of the judge and non-judge personnel within the programmes (OP HRE) goes hand in hand with an improvement in technical conditions, which are built on an improvement in equipment, computerization of the judiciary and further improvements in managerial skills of persons managing and leading the individual courts.

In the table below, it is possible to trace the decreasing duration of judicial proceedings which is important despite the huge increase in the number of cases and rights. Regarding the increase in the number of cases as a comparison between 2007 and 2010, there has been a 201% increase in the number of cases in DC but the duration of the judicial proceedings decreased by 30.9% while maintaining the number of judges, therefore due to an increase in work efficiency and improvement of solutions with the current judge personnel when this progress has several major factors as indicated in the conclusion and the summary.

27-2. **Pravomocná rozhodnutí soudu a průměrné délky soudního řízení**

Final decisions of courts and average length of judicial proceedings

Pramen: Ministerstvo spravedlnosti ČR   *Source: Ministry of Justice of the CR*

Ukazatel	2005	2007	2008	2009	2010	Indicator
	— Okresní soudy / District courts					
Pravomocná rozhodnutí soudu						*Final decisions of courts*
Počet věcí						*Number of cases*
trestní věci	83 445	92 983	90 286	94 534	83 525	*Criminal cases*
občanskoprávní věci	229 136	270 470	273 219	390 655	543 729	*Civil cases*
řízení o nezletilých dětech	97 177	94 818	96 863	98 935	97 627	*Proceedings involving minor children*
Počet práv						*Number of rights*
občanskoprávní věci	264 328	343 447	311 858	425 137	589 221	*Civil cases*
řízení o nezletilých dětech	127 727	123 935	126 397	128 701	126 028	*Proceedings involving minor children*
Průměrná délka řízení ode dne nápadu do dne právní moci (ve dnech)						*Average length of proceedings from filing to coming into legal force (in days)*
trestní věci	254	222	219	213	207	*Criminal cases*
občanskoprávní věci	453	408	426	309	282	*Civil cases*
změna délky řízení zkrácení jinak prodloužení	0	-45	18	-115	-27	
řízení o nezletilých dětech	212	189	174	173	173	*Proceedings involving minor children*
	— Krajské soudy / Regional courts					
Pravomocná rozhodnutí soudu						*Final decisions of courts*
Počet věcí						*Number of cases*
trestní věci	962	956	925	1 033	961	*Criminal cases*
občanskoprávní věci [1]	13 787	41 012	41 628	60 790	53 005	*Civil cases* [1]
z toho obchodní	x	28 625	28 867	48 480	41 140	*Commercial cases*
obchodní věci	30 472	x	x	x	x	*Commercial cases*
insolvenční věci	x	x	7 094	26 059	32 478	*Insolvency cases*
Počet práv						*Number of rights*
občanskoprávní věci [1]	14 781	43 602	43 935	66 064	58 548	*Civil cases* [1]
z toho obchodní	x	31 053	31 047	52 717	46 801	*Commercial cases*
obchodní věci	39 303	x	x	x	x	*Commercial cases*
Průměrná délka řízení ode dne nápadu do dne právní moci (ve dnech)						*Average length of proceedings from filing to coming into legal force (in days)*
trestní věci	697	702	696	611	672	*Criminal cases*
občanskoprávní věci [1]	354	1 025	939	699	631	*Civil cases* [1]
změna délky řízení zkrácení jinak prodloužení	0	671	-86	-240	-68	
z toho obchodní	x	1 302	1 187	781	701	*Commercial cases*
obchodní věci	1 380	x	x	x	x	*Commercial cases*
insolvenční věci	x	x	27	39	69	*Insolvency cases*

změna délky řízení zkrácení jinak prodloužení

Source: CSO

Summary and Recommendations to Evaluation Task 5

While examining the obtained data regarding the shortening of the duration of proceedings, it was detected that since the beginning of the programming period, i.e. from 2007 until 2010, there was a significant decrease in the duration of judicial proceedings as follows:

- The shortening of the duration of judicial proceedings in front of DC between 2007 and 2010 is 126 days.
- The shortening of the duration of judicial proceedings in front of RC between 2007 and 2010 is 394 days.

Therefore, both parameters, which had been set as target parameters, were reached or exceeded in 2010.

Within the processing, it was possible to reach mainly the following factors that have a significant impact on shortening of the duration of the proceedings, when these are the objectives which were included in the projects determined in priority axis 4 OP HRE.

- Change in legislation (introduction of electronic payment order, delivery)
- Computerization of the judiciary (transparency and quality of records)
- Improvement of staffing and quality (improved work of judges, increase in the number of qualified persons – judges' assistants, judicial trainees, higher judicial clerks – lightening of the judges' burden when processing usual agenda, increased possibility to focus on the actual trial and decision-making)
- Improved technology and equipment of the courts (associated with computerization) especially with regard to office and computer equipment and the software equipment of courts
- Improvement in the quality of the managerial background of courts – changes in positions, training, education and other assistance in the development of management of the courts.

6. CONCLUSIONS

This chapter describes the procedural matters associated with individual evaluation tasks. The purpose is not to describe the results because those are mentioned in the introductory chapter „Executive Summary" and also with individual analyses.

Two partial objectives were established for the **Evaluation Task 1**: to design a methodology of the calculation of two specific monitoring indicators („Sustainability of Created Partnerships" and „Improvement in Conditions for Reconciliation of Family and Work Life") and the primary calculation of the value of both indicators on the sample of completed projects. The methodology of determination and calculation of both was based on the well proven methods of questionnaire survey among support recipients (project implementers). With regard to an increase in the return rate and a relatively small amount of collected information, the questionnaire consisted of 9, or 11 respectively, simple questions which together with data from Monit7+ provided information for answering the task. The questionnaire survey was addressed to all projects in the designated support areas which had been completed in the relevant period, i.e. in the period of 3 – 9 months before the implementation of the survey.

With regard to experience from applied methodology and the achieved results, it can be recommended that the proposed procedure is used at the end of the programming period as well. The methological procedure is based primarily on a questionnaire survey, and therefore it is necessary to draw attention to the replication of entirely identical questions for the respondents, thanks to which a comparison may be performed. The return rate of the questionnaire was approximately at the level of 50% which is a very good success rate. Subsequently, some respondents were also contacted by phone for verification of details. Overall, it can be concluded that the methodological procedure is validated and ready for further use in the evaluation within the OP HRE.

The objective of the **Evaluation Task 2** was to identify and evaluate the conditions, which lead to the fulfilment of the monitored indicator, using qualitative comparative analysis (QCA). Factors were identified for both researched indicators, which could affect their fulfilment. Despite the small amount of data that entered the QCA analysis, it was possible to demonstrate some connections. Freeware Tosmana was successfully used for the actual performance of the analysis. The QCA analysis method proved to be a suitable tool for the evaluation of a group of projects, to which it is not possible to apply statistical analysis or qualitative case studies.

Recommendation for further use of the QCA analysis in the OP HRE

After the pilot testing within the Evaluation Task 2, we can see the qualitative comparative analysis QCA as a suitable tool for identification of possible factors leading to a certain phenomenon, e.g. fulfilment of an indicator or meeting an objective.

We see ideal use of QCA in phenomena, where research can be broken down to about 80 – 200 observations. Testing performed on about 20 – 30 observations revealed a high number of random factors and combinations that lead to the observed phenomenon. Yet still, even here some factors or their combination were identified as the probable cause for the phenomenon. In the case of further use for the observation of monitoring indicators (07.42.80) and (07.60.10), we can see it as an (probably the only one) option how to obtain a higher number of obsevations, perform the QCA analysis on a composite sample of data from various years. I.e. add data from repeated surveys to data from 2012 and run QCA analysis on the merged sample. Provided that there are no significant changes in the environment (company, concerned legislation etc.) and the conditions of the programme, it can be assumed that the same conditions or their combinations will lead to the same result in the coming years.

A high-quality identification of observed factors (conditions), which can affect the surveyed phenomena, also seems to be crucial. Since the monitored factors have the logical nature of a binary character (the condition is met or not), it is necessary to convert some continuous conditions (such as company size) to binary (e.g. up to 50 employees is a small company, from 51 a large company). Pilot testing of the QCA analysis showed that different settings of this limit may slightly affect the result. It is necessary to approach the limit and the following interpretation carefully for such operationalized factors.

A certain disadvantage of the QCA analysis is also the fact that it will help identify factors or their combinations that lead to the monitored phenomena, but it is not able to identify the intensity or weight, with which the factor either contributes or does not contribute to the existence of the phenomenon.

An updated calculation of values and assessment of the progress of the monitoring indicators (43.07.02) Effectiveness of supported projects and (43.07.00) Increase in efficiency of strategies and policies in the area of HRE based on the use of methodology from AOE 2010 was carried out within the **Evaluation Task 3**. The specific values of the current status of both indicators including the explanatory comments are provided in the Executive Summary. Methodologically, it may be pointed out that the exactly same procedure as in 2010/2011 was applied and it was possible to perform a real comparison. No major problem was identified when solving the evaluation task and the determined methodology may be also applied in the following years.

Evaluation Task 4 focused on a very specific issue with which there had been no experience within the ESF operational programmes before. It was the development of methodology and

identification of the indicator 074616 – „Share of successfully supported persons" at three levels, i.e. for the level of the programme, selected priority axes (PA, PA2 and PA3) and the relevant support areas. The specific of this indicator consists in the need to identify the form of involvement of the supported representatives of target groups in the labour market. If a usual qualitative evaluation method (e.g. questionnaire survey) is used, the significance of the identified results may not be guaranteed. Therefore, a „pioneer method" for the identification of the situation of selected representatives of target groups through the records of the CSSA, for which it was necessary to collect data in the structure *first name, last name and date of birth*, was used*.*

Cooperation with the CSSA was significantly supported by representatives of the Contracting Authority (MLSA). That created an inexpensive methodological procedure which can guarantee significance of the identified results. Given that this indicator will be monitored at the end of the current programming period and most likely even in the new generation of the operational programmes funded from the ESF in the period 2014 – 2020, it will be necessary to adjust the implementation system and the methodological documents. It is a necessary adjustment to the manual for recipients and specification that the FR are obliged to provide data on the supported persons in electronic form (in the above structure) after the completion of the project implementation. This recommendation also shows the need to clarify the requirements for standardization of the data records in attendance sheets.

Evaluation Task 5 did not have the nature of classic evaluation. The main idea was to identify values, assess progress and the current status of monitoring indicators (15.32.17) Shortening of the duration of judicial proceedings – Regional courts and (15.32.18) Shortening of the duration of judicial proceedings – District courts. The entire task was based on the acquisition and processing of data and details from publicly accessible sources. Despite the initial difficulties with the accessibility of individual databases, it was possible to obtain relevant data from the Ministry of Justice of the Czech Republic (MJ) and from its online public part of the system InfoData – statistics and reporting and also from the yearbooks of the Czech Statistical Office (CSO). Consequently, an analysis of quantitative input data were performed on factors affecting the duration of judicial proceedings, while these factors are described in the comments on the findings and also in the conclusion. The results are again stated in the Executive Summary and a separate analysis.

From the procedural perspective, it may be concluded that adequate data were obtained which can serve in further updates for a relevant assessment of the determined indicators. Another important part was the identification of causes and the broader context of the current conditions of judicial proceedings. That is undoubtedly added value in the solution to this evaluation task. The shortening/extension of the duration of judicial proceedings answers the basic question associated with the fulfilment of the indicators but it does not

identify the causes. Therefore, an attorney at law with expertise from judicial proceedings participated in the team.

7. APPENDICES

- Questionnaires used in solving the evaluation contract

- Clarified sample of supported persons

Appendix 1 – Questionnaires

In this appendix, there are wordings of the questionnaires which were sent to the relevant respondents. Questionnaires designed and used within this evaluation contract are also available online.

Questionnaire for target groups in individual priority axes (PA – PA4).

Partial input for evaluation of the Effectiveness of supported projects.

1. Please evaluate the benefit of the product (training, education or other activities) which was funded by the European Social Fund (ESF) and which you attended:
Rate on a scale from 1 to 10, where 1=the best (most beneficial) and 10=least beneficial

2. Please write briefly, in what your participation in the training, which you attended, helped you the most.
…………………

3. What would you expect from similar activities in the future? That means, in your opinion, what should such projects be focused on?

Links: www.ireas.cz/dotaznik17, www.ireas.cz/dotaznik18, www.ireas.cz/dotaznik19, www.ireas.cz/dotaznik20.

Questionnaire for the evaluation of the indicator 07.60.10 Improvement in conditions for balance between family and work life

Dear Madam or Sir,
We are writing to you as to the contact person for a project supported from the operational programme Human Resources and Employment. Our company, IREAS Centrum s.r.o., was commissioned by the Ministry of Labour and Social Affairs of the Czech Republic to conduct the evaluation of some monitoring indicators which are monitored within the OP HRE.
In this context, we would like to ask you to complete a short questionnaire on your project which was completed last year. Thank you very much in advance for answering the questionnaire which is located at this web address. It should not take you more than 5 minutes to fill out the questionnaire.

Link: www.ireas.cz/dotaznik21

On behalf of the research team
Ing. Petr Fanta, Ph.D.
IREAS centrum s. r. o.

Please select which of the following tools for reconciling family and work life were implemented by you within the OP HRE project implementation:

- Creation of a company kindergarten (or a similar maternity centre)
- Option to work from home
- Flexible working hours or individual adjustment of working hours
- Job sharing
- Other (please specify): …………………….

Which of the above tools do you manage to still keep and use today, i.e. after the termination of the OP HRE project implementation:
- None
- Creation of a company kindergarten (or a similar maternity centre)
- Option to work from home
- Flexible working hours or individual adjustment of working hours
- Job sharing
- Other (please specify): …………………….

Please evaluate using a scare from 1 to 10 how the above tools worked? (If you introduced multiple tools for flexible organization of work, please estimate an average grade, 1=tool did not succeed and it is not often used, 10=tool was successful and we will keep it).
Note: Show scale 1 – 10 so that only one option may be checked.

To which size category does your company belong, in which some of the above flexible forms of work organization were implemented:

- 1 – 9 employees

- 10 – 49 employees
- 50 – 99 employees
- 100 – 249 employees
- 250 – 499 employees
- 500 and more employees

Please evaluate using a scare from 1 to 10 how you identified (and knew) the needs of employees before you started to implement some of the above measures for reconciling family and work life (1 = we did not try to find out the needs, 10 = we knew the demand of employees in detail)
Note: Show scale 1 – 10 so that only one option may be checked.

Please mark or estimate the percentage representation of women in the company where the tools for reconciling family and work life were implemented.
- 0 - 4 %
- 5 – 19 %
- 20 – 29 %
- 30 % - 49 %
- 50 % and more

Please specify who initiated the implementation of one of the above tools for reconciling family and work life (who was the primary and major bearer of the entire project idea)
- Employees
- Company management (director or a member of management)
- External consulting company
- Other (please specify): …………………….

What is the qualification or education of the persons who most often use the created tools for reconciling family and work life:
- Primary education
- Secondary education without leaving exam
- Secondary education with leaving exam
- College or university education

In which city is your business (enterprise / company) located, in which the tool for reconciling work and family life was implemented?
- Please specify: ………………………

Questionnaire for the evaluation of the indicator 07.42.80 Sustainability of created partnerships

Dear Madam or Sir,

We are writing to you as to the contact person for a project supported from the operational programme Human Resources and Employment. Our company, IREAS Centrum s.r.o., was commissioned by the Ministry of Labour and Social Affairs of the Czech Republic to conduct the evaluation of some monitoring indicators which are monitored within the OP HRE.

In this context, we would like to ask you to complete a short questionnaire on your project which was completed last year. Thank you very much in advance for answering the questionnaire which is located at this web address. It should not take you more than 5 minutes to fill out the questionnaire.

Link: www.ireas.cz/dotaznik22

On behalf of the research team
Ing. Petr Fanta, Ph.D.
IREAS Centrum s.r.o.

Questionnaire:
1. How many partners were involved in your project?
Check 1,2, 3, 4, 5, more

In the following questions, please, characterize the cooperation with your partner, which whom you maintain the most intensive cooperation after the completion of the project.

2. Rate on a scale 1 to 10 how functions the created partnership is not after the termination of the project, 1 – fully functional, 10 – non-functional.

3. How would you characterize the current cooperation with your partner (partners)? You can select multiple answers:
- *Fully functional partnership (we intensively cooperate with partners in ordinary activities or on other projects)*
- *Well-functioning partnership (we intensively communicate and consult work matters)*
- *Functional partnership (we continuously communicate with the partner and exchange information on organizational basis or personal ties)*
- *Less functional partnership (we maintain occasional formal contact with the partner)*
- *Non-functional partnership (we do not cooperate or communicate with the partner anymore)*

4. We had cooperated with the partner (partners) before the project implementation.
Yes - no
5. Is your partner from the same or a similar field?
Yes - no
6. Is your partner from the same sector? (public, non-profit, private sector)
Yes - no

7. Are there any property links between your organization and the partner organization? (e.g. affiliate, parent company, foreign office of the same organization etc.)

Yes - no

8. Is the partner from a neighbouring country?

Yes - no

If yes – from which one?.....SK, A, D, PL

9. Please estimate the (air) distance in km between your and your partner institution.

…… km

10. To which size category does your company belong?

- 1 – 9 employees
- 10 – 49 employees
- 50 – 99 employees
- 100 – 249 employees
- 250 – 499 employees
- 500 and more employees

11. Was the partnership created within the OP HRE your first experience or had you been involved in other partnerships in the past (e.g. within other projects etc.)?

Yes - no

Thank you very much for your help in answering the questionnaire.

Appendix 2 – Updated sample of supported persons (representatives of target groups) of the Evaluation Task 4

The research team performs for this method data identification based on a sample of representatives of target groups at the level of 1-2% of the total number in the group of completed projects meeting the condition of 3 – 9 months since the duration of support, i.e. *duration of project between May 2011 and November 2011.*

Representatives of the target groups were randomly selected so that projects in various size categories according to their budget were selected. This will also allow distinguishing between the success rate of target groups supported within projects of various financial extent. In a more complex concept, it will be then possible to draw partial conclusions regarding the effectiveness of these groups within the project.

Method of selection of projects from the database MONIT7+:

1) Selection of projects for each support area with the assumption of completion of implementation from May to November 2011.

2) The monitoring input indicator **074100 – Number of supported persons – total** is crucial

3) Summary of information according to data from AOE 2010

OP	May - November 2011		074 100 – Number of supported persons – target value	1-2 % sample of projects or proposed number of analyzed projects	1-2 % sample of supported persons
	Number of completed projects according to ToR	Number of completed projects according to AOE 2010			
1.1	350	288	35 712	11	599*
1.2	1	1	200	1	30
2.1	23	17	128 569	5	3 141**
2.2	1	1	0	0	0
3.1	70	45	4 118	6	240***
3.2	11	7	6 168	1	144
3.3	9	14	385	3	15
3.4	110	88	22 816	6	419****
TOTAL	**575**	**461**	**197 968**	**33**	**4 588**

* We do not know the date of birth of another 90 persons which are crucial for the CSSA database.
** In the support area 2.1, 3 large projects managed by the MLSA (see below) were implemented, in which a total of 125,500 persons were supported. In the remaining 14 completed projects implemented by the job offices in the Czech Republic, the number of supported persons reached tens or hundreds and their total number reached 3,069 persons. Therefore, a total of 128,569 persons were supported in the support area 2.1.
*** We do not know the date of birth of another 462 persons which are crucial for the CSSA database..
**** We do not know the date of birth of another 99 persons which are crucial for the CSSA database..

Partial notes:
- Selection of projects in support areas may be performed according to the budget (intervals)

Support Area 1.1

OP 1.1	Number of Projects	Number in Sample
Budget CZK 0	9	0
CZK 0.5 – 1.4 million	18	1
CZK 1.5 – 2.4 million	56	2
CZK 2.5 – 5 million	152	5
CZK 5 – 8 million	47	2
CZK 8 - 13 million	6	1
Total	**288**	**11**

Project Selection 1.1

Registration Number	FR	Budget	Ind. 074100 – target value	Of which select randomly number of supported persons
CZ.1.04/1.1.04/60.00029	Suchánek & Walraven, s.r.o.	1 067 092,88	26	34
CZ.1.04/1.1.02/23.00442	ABS WYDA, s.r.o.	1 502 622,00	68	68
CZ.1.04/1.1.02/35.00403	GEFCO ČESKÁ REPUBLIKA s.r.o.	1 526 239,00	54	22
CZ.1.04/1.1.02/23.00200	Karned Tools s.r.o.	2 578 859,00	118	99**
CZ.1.04/1.1.02/35.00320	PIVOVAR SVIJANY, a.s.	2 595 504,00	28	32
CZ.1.04/1.1.02/35.00190	Imperial Karlovy Vary a. s.	3 002 377,00	327	90*
CZ.1.04/1.1.02/35.00281	FONTEA a.s.	4 029 393,00	117	36***
CZ.1.04/1.1.02/35.00146	ALTA, akciová společnost; Zkratka: ALTA, a.s.	4 906 174,00	80	38
CZ.1.04/1.1.02/35.00036	BONATRANS GROUP a.s.	5 312 809,28	104	12
CZ.1.04/1.1.02/35.00084	Fosfa akciová společnost	6 957 000,00	263	77****
CZ.1.04/1.1.02/35.00197	Heineken Česká republika, a.s.	13 387 069,60	341	81*****
Total supported persons			**1 526**	**599**

* Data marked with * are missing dates of birth and therefore they are not included in the field „Total supported persons". Together, there is 90 person for whom we do not have date of birth, and therefore they are useless for work with CSSA databases.
** Investigate only sample of those persons, whose employment was terminated, i.e. 14 persons.
*** Investigate only sample of those persons, whose employment was terminated, i.e. 8 persons.
**** Investigate only sample of those persons, whose employment was terminated, i.e. 18 persons.
***** Investigate only sample of those persons, whose employment was terminated, i.e. 19 persons.

Support area 1.2 – it is clear, to verify 10 supported persons

CZ.1.04/1.2.00/37.00005	JOB OFFICE IN ČESKÁ LÍPA

A total of 30 supported persons have been selected and entered into Excel.

Support Area 2.1

In this support area, the specific is for 3 projects (in coordination of MLSA), which supported about 125,000 persons and they are most extensive in terms of budgets. Other projects in this support areas mostly supported tens or hundreds of people.

Three specific projects of the support area 2.1

Reg. Nr.	FR	Budget	Indicator 074100
CZ.1.04/2.1.00/03.00001	MLSA	1 772 350 000	19 500
CZ.1.04/2.1.00/03.00002	MLSA	1 521 340 000	31 000
CZ.1.04/2.1.00/03.00003	MLSA	957 200 000	75 000

OP 2.1	Number of Projects	Number in Sample
CZK 3-6 million	7	1
CZK 6-30 million	4	1
CZK 30 - 40 million	3	1
CZK 900 - 1800 million	3	2
Total	**17**	**5**

Project Selection 2.1

Registration Number	FR	Budget	Ind. 074100 – target value	Of which select randomly number of supported persons
CZ.1.04/2.1.01/44.00084	ATHENA – Company for education and development of women	4 859 657	50	53
CZ.1.04/2.1.00/13.00022	Job Office Karlovy Vary	25 343 900	340	151
CZ.1.04/2.1.00/13.00022	JO Cheb (within KV)	x--//--x	x--//--x	143
CZ.1.04/2.1.00/13.00022	JO Sokolov (within KV)	x--//--x	x--//--x	192
CZ.1.04/2.1.00/13.00053	JOB OFFICE LIBEREC	39 626 711	800	982
CZ 1.04-2.1.00-03.00001	Job Office Příbram	1 772 350 000	19 500	113
CZ.1.04-2.1.00-03.00001	Job Office Ostrava	x--//--x	x--//--x	780
CZ.1.04-2.1.00-03.00001	JO Ústí nad Labem	x--//--x	x--//--x	50
CZ.1.04-2.1.00-03.00001	JO České Budějovice	x--//--x	x--//--x	70
CZ.1.04-2.1.00-03.00001	JO Hradec Králové	x--//--x	x--//--x	51
CZ.1.04-2.1.00-03.00001	JO Karlovy Vary	x--//--x	x--//--x	30
CZ.1.04-2.1.00-03.00001	JO Pardubice	x--//--x	x--//--x	56
CZ.1.04-2.1.00-03.00001	JO Brno	x--//--x	x--//--x	50
CZ.1.04-2.1.00-03.00001	JO Prague	x--//--x	x--//--x	319
CZ.1.04-2.1.00-03.00003	JO Ústí nad Labem	957 200 000	75 000	54

CZ.1.04-2.1.00-03.00003	JO Ostrava	x--//--x	x--//--x	100
CZ.1.04-2.1.00-03.00003	JO Olomouc	x--//--x	x--//--x	202
CZ.1.04-2.1.00-03.00003	JO Brno	x--//--x	x--//--x	95
CZ.1.04-2.1.00-03.00003	JO České Budějovice	x--//--x	x--//--x	123
CZ.1.04-2.1.00-03.00003	JO Liberec	x--//--x	x--//--x	40
CZ.1.04-2.1.00-03.00003	JO Karlovy Vary	x--//--x	x--//--x	22
CZ.1.04-2.1.00-03.00003	JO Prague	x--//--x	x--//--x	83
CZ.1.04-2.1.00-03.00003	JO Vysočina	x--//--x	x--//--x	50
CZ.1.04-2.1.00-03.00003	JO Zlín	x--//--x	x--//--x	197
CZ.1.04-2.1.00-03.00003	JO Pardubice	x--//--x	x--//--x	200
CZ.1.04-2.1.00-03.00003	JO Hradec Králové	x--//--x	x--//--x	78
CZ.1.04-2.1.00-03.00003	JO Zlín	x--//--x	x--//--x	141
Total supported persons			**95 640**	**3 141**

* These are exact numbers of supported persons with dates of birth as they were sent by individual job offices.

Support area 2.2 – it is clear, to verify the current number of supported persons. The target value „0" was in the AOE 2010 tables!

CZ.1.04/2.2.00/11.00001	MINISTRY OF LABOUR AND SOCIAL AFFAIRS

Support Area 3.1		

OP 3.1	Number of Projects	Number in Sample
CZK 0.5-1 million	12	1
CZK 1-2 million	9	1
CZK 2-4 million	15	1
CZK 4-6 million	5	1
CZK 8-32 million	4	2
Total	**45**	**6**

Project Selection 3.1

Registration Number	FR	Budget	Ind. 074100	Of which select randomly number of supported persons
CZ.1.04/3.1.03/45.00053	AKLUB Centrum vzdělávání a poradenství	783 413	53	58
CZ.1.04/3.1.03/22.00060	Sociální služby Karviná, příspěvková organizace	1 673 902	52	63
CZ.1.04/3.1.02/21.00009	RATOLEST BRNO, občanské sdružení	3 403 250	56	30
CZ.1.04/3.1.03/22.00268	PROUTEK, občanské sdružení	4 597 124	250	462*
CZ.1.04/3.1.03/22.00005	Česká asociace pečovatelské služby, občanské sdružení	8 576 357	320	49
CZ.1.04/3.1.00/05.00032	Liberecký kraj	32 011 419	539	40
Total supported persons			**1 270**	**240**

Support area 3.2

Project Selection 3.2

Registration Number	FR	Budget	Ind. 074100	Of which select randomly number of supported persons
CZ.1.04/3.2.01/19.00122	MUNICIPALITY OF OBRNICE	6 948 276	100	144
Total supported persons			**100**	**144**

Support Area 3.3

OP 3.3	Number of Projects	Number in Sample
CZK 1-3 million	5	1
CZK 3-5 million	6	2
CZK 5-6 million	3	0
Total	**14**	**3**

Project Selection 3.3

Registration Number	FR	Budget	Ind. 074100	Of which select randomly number of supported persons
CZ.1.04/3.3.05/31.00271	Diakonie ČCE - center Vsetín	2 004 389	20	5
CZ.1.04/3.3.05/31.00167	IMPULS TŘEBÍČ	3 606 552	35	5
CZ.1.04/3.3.05/31.00275	Centrom, občanské sdružení	4 590 202	30	5
Total supported persons			**85**	**15**

Support Area 3.4

OP 3.4	Number of Projects	Number in Sample
CZK 0.8-3 million	23	1
CZK 3-4 million	18	1
CZK 4-5 million	28	2
CZK 5-6 million	19	2
Total	**88**	**6**

Project Selection 3.4

Registration Number	FR	Budget	Ind. 074100	Of which select randomly number of supported persons
CZ.1.04/3.4.04/26.00262	BAZILIKA o.p.s.	1 439 836	100	12*
CZ.1.04/3.4.04/26.00150	Vzdělávací středisko Dany Luňákové s.r.o.	3 276 506	185	67
CZ.1.04/3.4.04/26.00253	EuroProfis, s.r.o.	4 238 594	200	109
CZ.1.04/3.4.04/26.00216	S E L L I s.r.o.	4 805 474	620	161
CZ.1.04/3.4.04/26.00320	Centrum pro rodinu a sociální péči o.s.	5 146 863	473	82
CZ.1.04/3.4.04/26.00264	Oblastní charita Ústí nad Labem	5 331 532	221	87*
Total supported persons			**1 799**	**419**

*Data marked with * are missing dates of birth and therefore they are not included in the field „Total supported persons". Together, there is 99 person for whom we do not have date of birth, and therefore they are useless for work with CSSA databases*