

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

### Thematic priority 8: Competitiveness, business environment and SME development, trade and investment

#### Specific objective 1.2: Increased employment/number of new businesses created

Code	Description of indicators	Clarifications and additional information
	<b>The indicators described in this column should be used in the logical framework matrices of project proposals or grant contracts, if relevant</b>	<b>This column contains a series of hints for clarification purposes only, that is, they are not intended for use in the logical framework matrices</b>
	<p><b>Output indicators:</b> short-term effects of implemented activities</p> <p><b>Outcome indicators:</b> medium-term effects of implemented activities (at the level of specific objective of the project)</p> <p><b>Impact indicators:</b> long-term effects of implemented activities (at the level of the overall objective of the project)</p>	<p><b>Common types of organisations are:</b> local government units, regional or canton-level government units, entity-level government units, national government units (ministries, agencies, offices), non-governmental organisations (NGOs, CSOs, associations, particularly women's associations), business (particularly tour operators), regional development agencies, educational institutions, health institutions, cultural institutions, public institutions (particularly public enterprises), public utility companies, public services, national employment agencies, social welfare organisations, local employment offices, tourism organisations, local tourism organisations, regional tourism organisations, national tourism organisations, local communities, chambers of economy, management organisations of protected areas, national (nature) parks, research institutions, protection and rescue (emergency) services, other (please specify)</p> <p><b>Common vulnerable groups are:</b> people with disabilities, youth, long-term unemployed, ethnic minorities, elderly people, people from rural areas, other (to be specified).</p> <p><b>Disaggregation by gender:</b> it is necessary to do this kind of disaggregation in every group of participants, intermediary or final beneficiaries, e.g. people with disabilities: x men and y women, etc...</p>
	<b>Output indicators</b>	<b>Clarification</b>
11002	Number of organisations directly involved in the implementation of this type of projects (to be disaggregated by type of organisation)*	Includes all project partners that implement the project, stakeholders involved in project activities and organisations targeted by the project. Does not include those organisations from which individual participants in events come, unless they participated in the event in their capacity as official representative of the organisation.
11003	Number of inter-sectoral (local authorities-CSOs-private sector-public agencies-research and educational institutions) partnerships implementing this type of projects	One inter-sectoral partnership includes several organisations representing different types of sectors (private or public).
11004	Number of information/promotion campaigns implemented or under implementation	A campaign encompasses a series of activities (organisation of various events, media coverage, distribution of promotion materials) that are systematically organised in order to inform a general or particular audience about one or more topics, or to promote these topics. One project can implement more than 1 campaign, e.g. if several non-related topics are covered independently.
11005	Number of information/promotion events organised	Events organised within the promotion campaigns. This indicator is mandatory if the campaign is implemented and includes the organisation of such events.

11006	Number of participants in information/promotion events (to be disaggregated by gender)	This indicator is inter-related with the indicator 11005; if one indicator is selected, the other one needs to be selected too. Disaggregation by gender is applicable only for events where the participants were registered. For events in which the participation is open, this is not possible; in this case an estimation on the number of participants as well as on the share of men and women should be made.
11007	Number of copies of promotion materials produced and distributed/published/broadcasted (to be disaggregated by type of promotional material)	
11008	Number of people reached by information/promotion campaigns	Attention to the sources and means of verification. This is particularly important for campaigns using mass media (TV, radio) since the number of spectators or listeners is hard to measure.
11009	Number of capacity building events organised	This indicator is inter-related with the indicator 11010; if one indicator is selected, the other one needs to be selected too.
11009.01	Number of professional training courses on business startups/ entrepreneurship organised*	
11010	Number of participants in capacity building events organised (to be disaggregated by type of event, type of vulnerable group and gender)	This includes participants in all capacity building events organised, including internal capacity building that do not include primary target groups. The number should include project staff as well as trainers, facilitators and/or moderators.
11011	Number of training curricula/courses developed	
11012	Number of studies developed (e.g. baseline, (pre)feasibility, research studies, etc)	
11013	Number of digital platforms (information systems) developed	
11014	Number of websites operational	
11015	Number of sets of equipment purchased and made available to target groups (equipment and supplies)	What is a "set of equipment"? It may consist of one or several pieces of equipment that combined provide certain functionality. E.g. one fully functional computer (computer tower, monitor, keyboard and mouse); beekeeping starter pack (hive, hive tool, bee smoker, frame spacer, gloves, suit...), a set of equipment for irrigation (water pump, houses, joints, valves...), etc.
11015.01	Number of business start-up packs (equipment and supplies) provided*	
11016	Number of cross-border networks/partnerships formed*	Related to the networks/partnerships are formed in addition to the formal partnership that had been made to apply for the grant in the first place. In principle, one CBC project can create 1 additional network/partnership. Only in exceptional cases, the number can be more than 1, but this would mean that these networks/partnerships have nothing in common, except for the CBC project under which they were formed.
11017	Number of organisations participating in cross-border networks/partnerships formed (to be disaggregated by type of organisation)*	This indicator is inter-related with the indicator 11016; if one indicator is selected, the other one needs to be selected too. Only organisations not included in the formal partnership created to apply for the grant should be counted here.
11018	Number of cross-border cooperation agreements signed	
11019	Number of business plans/strategies prepared (to be disaggregated)*	This indicator is inter-related with the indicator 11R03; if one indicator is selected, the other one needs to be selected too.

11020	Number of people with increased capacity (to be disaggregated by gender and type of vulnerable group)	This number is not the same number as the number of people participating in capacity building activities related to employability; there has to be a verification that their capacity has actually increased. There are two obvious methods of verification: a) testing the knowledge and skills of those benefiting from capacity building before and after the capacity building delivery OR b) assess the performance of the same target group after benefiting from capacity building, e.g. increased number and/or quality of CVs or business plans prepared and submitted.
11020.01	Number of participants with increased employability and employment competence, disaggregated by sex*	
11020.01.01	Number of persons obtaining new practical skills (thanks to VET programmes, internships and/or entrepreneurial schemes) which directly contribute to their employability (to be disaggregated by gender)	
11021	Number of new services developed	This indicator is inter-related with the indicator 11R4; if one of the indicators is applicable, the other one needs to be selected, too.
11022	Number of facilities enhanced	
11023	Number of manuals, guidelines, handbooks developed	
11024	Number of study visits organised	This indicator is inter-related with the indicator 11O25; if one indicator is selected, the other one needs to be selected too.
11025	Number of participants in study visits (to be disaggregated by gender and type of vulnerable group)	Mandatory if the indicator 11O24 is applicable.
11027	Number of internship programmes supporting new business opportunities of unemployed, including social entrepreneurship activities implemented	If the project is dealing with internships, this indicator is mandatory and its value in general is 1, regardless of the number of companies or interns involved. Exceptionally, its value could be higher than 1, but this would mean that more than 1 separate, independent internship programme was implemented.
11028	Number of interns involved (to be disaggregated by gender)	This indicator is inter-related with the indicator 11O27; if one indicator is selected, the other one needs to be selected too.
11028.01.01	Number of interns involved with private companies in agricultural sector*	
11028.01.02	Number of interns involved with private companies in tourism sector*	
11029	Number of mentoring support services supporting new business opportunities of unemployed, including social entrepreneurship activities delivered	If the project is dealing with mentoring, this indicator is mandatory and its value in general is 1, regardless of the number of companies, mentors or people receiving mentoring support involved. Exceptionally, its value could be higher than 1, but this would mean that more than 1 separate, independent mentoring support service was implemented.
11030	Number of persons receiving mentoring support (to be disaggregated by gender)	This indicator is inter-related with the indicator 11O29; if one indicator is selected, the other one needs to be selected too.
11031	Number of new VET and life-long learning programmes implemented	In general, only 1 programme can be implemented under one project.
11032	Number of new/improved joint local employment projects supporting youth and vulnerable groups	

11033	Number of campaigns for self-employment implemented	Campaign is to be considered as a series of activities (organisation of various events, media reports, distribution of guides, manuals and other information materials) that are systematically organised in order to motivate target groups to be involved in self-employment activities. This campaign can coincide with the campaign under the indicator 11004 in which case both indicators are applicable.
11034	Number of cross-border partnerships between labour promotion institutions formalized	Only partnerships that include labour promotion institutions (national, regional and local employment offices, ministries in charge of labour, etc) from both countries count here.
11035	Number of people with increased employment possibilities (to be disagggregated by gender)	
11036	Number of people attending courses that were developed (to be disagggregated by gender)	Includes participants of capacity building events delivered based on courses developed under the project and counted under indicator 11011. These participants need to be counted under indicator 11010, too.
11037	Number of people that completed courses that were developed (to be disagggregated by gender)	This indicator is inter-related with the indicator 11036; if one indicator is selected, the other one needs to be selected too.
11038	Number of people with increased employment perspectives (to be disagggregated by gender)	
11039	Number of people involved in self-employment initiatives (to be disagggregated by gender)	Mandatory if the project addresses self-employment issues.
11040	Number of people trained for establishing their own business (to be disagggregated by gender)	Includes only participants involved in capacity building aimed at establishing their own business. These participants need to be counted under indicator 11010, too.
11041	Number of qualified trainers involved (to be disagggregated by gender)	
11042	Number of training institutions involved	
11044	Number of fairs visited	Domestic or international fairs that are not organised under the project, but by a third party.
11046	Number of new products developed	One product is a unit created with the aim of its commercialisation that cannot be broken-down further without losing its commercial potential (parts either cannot be sold separately, or this would not be logical and/or effective). It can be physical product (machine, souvenir, jar of honey, etc.) or intellectual product (software application, database, catalogue, new itinerary, book, theatre play, etc)
11049	Number of businesses, public sector operators and persons on the labour market linked through targeted cross-border cooperation models or pilot employment projects focusing on the unemployed and inactive working age population	
11056	Number of events organised for the integration and employability of vulnerable groups	This includes all events: capacity building, information/promotion, networking events, etc. The number partially overlaps with indicators 11005 and 11009.
11057	Number of participants in events organised for the integration and employability of vulnerable groups (to be disagggregated by gender)	This indicator is inter-related with the indicator 11056; if one indicator is selected, the other one needs to be selected to.
11059	Number of knowledge bases established (mapping of resources and potentials, common strategic development concepts) due to, for instance, studies, databases or other	
11060	Number of organisations participating in fairs organised (to be disagggregated by type of organisation)	Related to fairs organised under the project only. If there is no precise record on the organisations that participate, an estimation has to be made at least on the number of organisations, and if possible, on the type of organisation.

11O61	Number of participants in fairs visited (to be disaggregated by gender and type of vulnerable group)	Domestic or international fairs that are not organised under the project, but by a third party. Counts only the participants that attended the fair with the support from the project.
11O64	Number of new business development and employment generation initiatives launched and supported	The value of this indicator is generally 1 if the project is designed in a way that will actively foster business development and employment generation.
11O65	Number of potential entrepreneurs included in the target group (to be disaggregated by gender)	"Potential entrepreneur" belongs to the target group whose members can be expected to start their own business and are trained on entrepreneurship. This indicator is inter-related with the indicator 11I13; if one indicator is selected, the other one needs to be selected too.
11O66	Number of professionals from labour promotion institutions that participate in capacity building activities (to be disaggregated by gender)	Both active and passive participants belonging to labour promotion institutions should be counted; active are these that deliver capacity building activities, whereas passive receive them.
11O67	Number of participants in common education and training schemes to improve competitiveness (to be disaggregated by gender)	Includes only participants involved in capacity building aimed at increasing competitiveness. They should already be included in the number under the indicator 11O10.
11O68	Number of application packages prepared	This indicator is applicable if there is an open call for any type of applications, that is for financial support to third parties, (e.g. for donating business start-up packs to potential entrepreneurs) under the project.
11O69	Number of calls for applications published	Mandatory if the indicator 11O68 is applicable.
11O70	Number of applications received	Mandatory if the indicator 11O68 is applicable.
11O71	Number of selected applications	Mandatory if the indicator 11O68 is applicable.
11O73	Number of professionals providing mentoring support (to be disaggregated by gender)	Obligatory for projects that include provision of mentoring services.
11O85	Number of policy papers developed	
11O101	Number of private and/or public sector operators offering practical in-company training for trainees from vulnerable groups	
11O121	Number of new business start-ups supported	E.g. through the provision of business start-up packs, capacity building, mentoring, networking, accessing new markets, etc.
	<b>Outcome indicators</b>	
11R01	Number of organisations/institutions with increased capacities/competences (to be disaggregated by type of organisation)*	As with any other indicator related to increased capacities, one has to think about sources and means of verification: it is not sufficient that capacity building was provided for an organisation; there has to be a verification that their capacity has actually improved. There are two obvious methods of verification: a) testing the knowledge and skills of those benefiting from capacity building before and after the capacity building delivery OR b) assess the performance of the same target group after benefiting from capacity building.
11R02	Number of users of digital platforms	This indicator is mandatory if digital platforms are developed (indicator 11O13)

11R03	Number of plans implemented or under implementation	This indicator is mandatory if plans are developed (indicator 11O19)
11R04	Number of new services commercialised	This indicator is mandatory if services are developed (indicator 11O21) and is inter-related with the indicator 11I05; if one of the indicators is selected, the other one needs to be selected too. Commercialisation is not necessarily related to financial aspects; if services are sustainable, that is used independently of the project, they are considered as commercialised.
11R05	Level of satisfaction of users/clients with new services	The level of satisfaction needs to be measured using a standard scale from 1 to 5, where 1 is the lowest. A questionnaire for users/clients should consist of closed questions with the following choice of replies: 1 (very unsatisfied), 2 (rather unsatisfied), 3 (neither satisfied nor unsatisfied), 4 (rather satisfied), 5 (very satisfied).
11R06	Level of satisfaction of trainees with new training courses	It is strongly recommended to have this indicator if new training courses are developed. The level of satisfaction needs to be measured using a standard scale from 1 to 5, where 1 is the lowest. A questionnaire for users/clients should consist of closed questions with the following choice of replies: 1 (very unsatisfied), 2 (rather unsatisfied), 3 (neither satisfied nor unsatisfied), 4 (rather satisfied), 5 (very satisfied).
11R07	Number of new businesses established as a result of the call (to be disaggregated by gender and type of vulnerable group of the entrepreneur)*	This indicator is obligatory if the project is targeting potential entrepreneurs, regardless of whether a donation of start-up packs is envisaged or not. It is inter-related with the indicator 11I04; if one of the indicators is selected, the other one needs to be selected too. For projects that include only soft activities with this group (capacity building, networking, mentoring...), i.e. no start-up packs are delivered, it is allowed that the target value of this indicator could be 0.
11R07	Number of people trained on entrepreneurship established their own business*	
11R08	Increased level of competences among the trainees	The level of competences needs to be measured using a standard scale from 1-5, where 1 is the lowest. A baseline needs to be established before commencing the capacity building. Trainees include all participants of capacity building events, regardless of the type of the event (training, workshop, seminar, etc..)
11R09	Number of private and/or public sector operators developing possibilities and conditions for practical training of unemployed	
11R10	Number of new/improved cooperation models, programmes, tools, complementary courses (e.g. e-learning), industrial and commercial processes implemented/utilized	
11R11	Number of joint strategies and action plans implemented by organisations	
11R12	Number of new employment and career information centres established	
11R13	Number of companies in which operations, products and/or processes were improved through joint initiatives	A CBC project is considered to be a "joint initiative".
11R15	Number of enterprises involved in cooperation with education institutions for creating adequate training curricula	
11R16	No of agreements concluded for integration of cross-border labour markets	
11R17	Number of teachers and social services staff participating in the implementation of these operations in favour of vulnerable groups (to be disaggregated by gender and between teachers and social services staff)	

11R18	Percentage of vulnerable groups, youth and businesses claiming that the quality of new/upgraded services has been improved (to be disaggregated by gender and between youth and vulnerable group)	
11R19	Number of training curricula/courses recognised/certified	By a relevant authority in the country(ies) where the project is implemented. Attention to the means of verification. If this indicator is selected the indicator 11O11 needs to be selected too.
11R20	Number of users of newly established services	If this indicator is selected the indicator 11O21 needs to be selected too.
11R23	Number of trainees with increased satisfaction with the new/improved complementary courses	If this indicator is selected the indicator 11R10 needs to be selected too.
11R24	Number of economic operators participating in capacity building for sustainable use of local resources and market needs	
11R25	Number of students and unemployed who have finished a VET course (to be disaggregated by gender and type of vulnerable group)	
11R27	Percentage of the people being final beneficiaries of the actions registered as active job seekers (to be disaggregated by gender and type of vulnerable group)	"Final beneficiaries" are to be understood as unemployed people targeted by employment initiatives as counted under the indicator 11I06. If this indicators is selected, the following indicators that are necessary for the calculation have to be selected too: 11R40 and 11I06.
11R29	Number of vocational educational institutions whose capacities were increased	As with any other indicator related to increased capacities, one has to think about sources and means of verification: it is not sufficient that capacity building was provided for a vocational school; there has to be a verification that their capacity has actually improved. There are two obvious methods of verification: a) testing the knowledge and skills of those benefiting from capacity building before and after the capacity building delivery OR b) assess the performance of the same target group after benefiting from capacity building.
11R32	Number of unemployed that enter in the training programmes in VTCs (to be disaggregated by gender)	
11R33	Number of trained beneficiaries who start practicing the collection, processing, cultivation and commercialisation of forest-grown fruits and medical herbs (to be disaggregated by age, gender and type of vulnerable group)	
11R40	Number of the people being final beneficiaries of the actions registered as active job seekers (to be disaggregated by gender and type of vulnerable group)	This indicator is inter-related with the indicator 11R27; if one of the indicators is selected, the other one needs to be selected too.
11R41	Number of new products commercialised	This indicator is inter-related with the indicator 11O46; if one of the indicators is selected, the other one needs to be selected too.
	<b>Impact indicators</b>	
11I01	Number of direct beneficiaries involved (to be disaggregated by gender and type of vulnerable group)*	"Direct beneficiaries" are to be understood as target groups, or all people that are directly positively addressed by project activities. In practical terms, all participants that are directly involved in any of the project activities should be counted here, including the participants of all of the events organised.
11I02	Number of new jobs created by the businesses which received assistance from the scheme (including self-employment initiatives) (to be disaggregated by gender and type of vulnerable group)	Number of people newly employed by the businesses/companies which were targeted by the project, or in newly established businesses/companies (counted under the indicator 11R07), during the project implementation period.

11103	Number of new jobs resulting from programme activities (disaggregated by sex and age of the new employees)*	This indicator is mandatory for all employment projects. It is allowed for the target to be 0 and should include all the unemployed final beneficiaries (direct or indirect) who were employed until the end of the implementation period of the project. There is no need to prove that the employment occurred thanks to this specific project alone. The number includes any jobs counted under the indicator 11102, but is wider than this, in principle. This indicator is inter-related with the indicator 11107; if one of the indicators is selected, the other one needs to be selected too.
11104	Number of businesses still active after two years of their establishment (to be disaggregated by gender and type of vulnerable group of the entrepreneur)	This indicator is mandatory if the indicator 11107 is selected. Should the grant beneficiaries not be in the position to report after 2 years (e.g. the organisation ceased to exist), it is the JTS's task to validate by contacting the businesses/companies that were established. Therefore, the grant beneficiary needs to provide all contact details of newly established businesses/companies that were counted under the indicator 11107.
11105	Number of new services available in the market one year after the project ends	This refers to the services counted under the indicator 11104 and is mandatory if the indicator 11104 has been selected.
11106	Number of the unemployed people going through CBC initiatives (to be disaggregated by gender and type of vulnerable group)	This refers to the number of unemployed people that are among the target groups of the project (directly positively addressed by project activities) and is mandatory if the indicators 11103 and 11107 are selected, as it is used for the calculation.
11107	Percentage of the unemployed people going through CBC initiatives who manage to get a job (to be disaggregated by gender and type of vulnerable group)	This indicator is mandatory if the indicator 11103 is selected. The value of this indicator is automatically calculated using the values of 11103 and 11106
11109	Number of unemployed who went through an internship or mentoring and were hired by the host enterprises (to be disaggregated by gender and type of vulnerable group)	This indicator is mandatory if the indicator 111028 is selected and is necessary for the calculation of the indicator 11110. It is allowed for the target to be 0.
11110	Percentage of unemployed who went through an internship or mentoring and were hired by the host enterprises (to be disaggregated by gender and type of vulnerable group)	This indicator is inter-related with the indicator 11109; if one of the indicators is selected, the other one needs to be selected too. The value of this indicator is automatically calculated using the values of 111028 and 11109.
11111	Number of enterprises, trades, crafts and institutions accepting a continuing internship programme (out of which for vulnerable groups)	
11112	Number of training curricula matching the needs of the labour market demand introduced and implemented in (vocational) education institutions	
11113	Number of people trained on entrepreneurship established their own business (to be disaggregated by gender and type of vulnerable group)*	This indicator is mandatory if the indicator 111065 is selected and is necessary for the calculation of the indicator 11114. It is allowed for the target to be 0.
11114	Percentage of people trained on entrepreneurship who create a business (to be disaggregated by gender and type of vulnerable group)	This indicator is inter-related with the indicator 11113; if one of the indicators is selected, the other one needs to be selected too. The value of this indicator is automatically calculated using the values of 111065 and 11113.
11117	Number of students who have finished school and were final beneficiaries of the actions and found a job within one year of graduation (to be disaggregated by gender)	This indicator is mandatory of the project is dealing with the employability of students that have finished school, or will do so during the project implementation. Should this be the case, this group needs to be added under the indicator 11101 where all such students that were targeted will be counted. This is necessary for the calculation of the percentage (indicator 11118). It is allowed for the target to be 0.
11118	Percentage of students who have finished school and were final beneficiaries of the actions and found a job within one year of graduation (to be disaggregated by gender and type of vulnerable group)	This indicator is inter-related with the indicator 11117; if one of the indicators is selected, the other one needs to be selected too. The value of this indicator is automatically calculated using the values of 11101 (sub-indicator of 11101 for this specific group) and 11117.
11119	Percentage of increase in the turnover and sales of the enterprises being part of the scheme	Attention to the baseline value. It needs to be established before the start of the implementation period, or immediately after.
11122	Number of enterprises, trades and crafts accepting a continuing mentoring programme	

\* Programme indicators and/or IPA III strategic indicators, or general indicators. Must be contained in the logical framework matrix if they are relevant to the project.