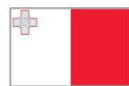


**Operational Programme II - *Investing in Human
Capital to Create More Opportunities and Promote
the Wellbeing of Society***

**Monitoring Committee
October 2018**



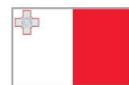
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Update on Implementation 2014 – 2020 Programming Period

**Operational Programme II - *Investing in Human Capital
to Create More Opportunities and Promote the
Wellbeing of Society***

**Monitoring Committee
October 2018**



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Overview

- Update by PA
- Use of Simplified Cost Options under OP II
- Communication Activities undertaken
- Evaluation
- Capacity Building Activities
- Performance Framework Update as at September 2018

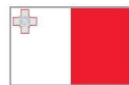
Overall – key achievements

2018 represents effectively the 4th year of implementation of the programme

By Quarter 3 of 2018:

- ▶ 93% of the programme was committed (out of €132M)
- ▶ 35 projects and 2 Aid scheme were under implementation
- ▶ Over 11,300 persons benefitted/benefitting from ESF (51% women)
 - ▶ 44% attended capacity building activities
 - ▶ 56% vulnerable persons trained
- ▶ There are no pending projects to be re viewed by the PSC
- ▶ Finalised the reporting of common results indicators up to end 2017
- ▶ Work to increase the use of SCOs continues with the 4th delegated act to be sent to the Commission by year end
- ▶ Audits on projects commenced in 2018

PA 1 - Investing in the employability and adaptability of human capital



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Investment Priority 8i

Access to employment for job seekers and inactive people, including the long term unemployed and people far from the labour market, also through local employment initiatives and support for labour mobility.

Through investment under this IP :

- It is intended to have employment opportunities for job seekers/workers, including older workers and women in the labour market. This is also achieved by steering individuals to consider business ownership as an alternative form of occupation.

Training for employment

- Throughout 2018, the **Traineeship, Work Placement, Work Exposure Scheme and Development Skills Scheme** continued to be implemented.

- The **Occupational Handbook** has been developed and should be launched towards the end of November.
 - provides information about **246 occupations** found in the Maltese labour market
 - will be instrumental for job seekers, students, employment advisors, guidance teachers, employers and training service providers.
 - **includes information** on the labour demand, job description and duties, knowledge and skills required, qualification/ warrants/ licenses needed, salary

- Moreover, research study on **Arduous and Hazardous Jobs** commenced in August 2018 and is currently being implemented.

Training for employment

- Up to August 2018 more than 1,200 participants had started training



Access to Employment Scheme

A2E aid scheme provides **employment aid to enterprises in Malta and Gozo to promote the recruitment of the more challenged amongst jobseekers and inactive persons.**

Intermediate Body: Jobsplus

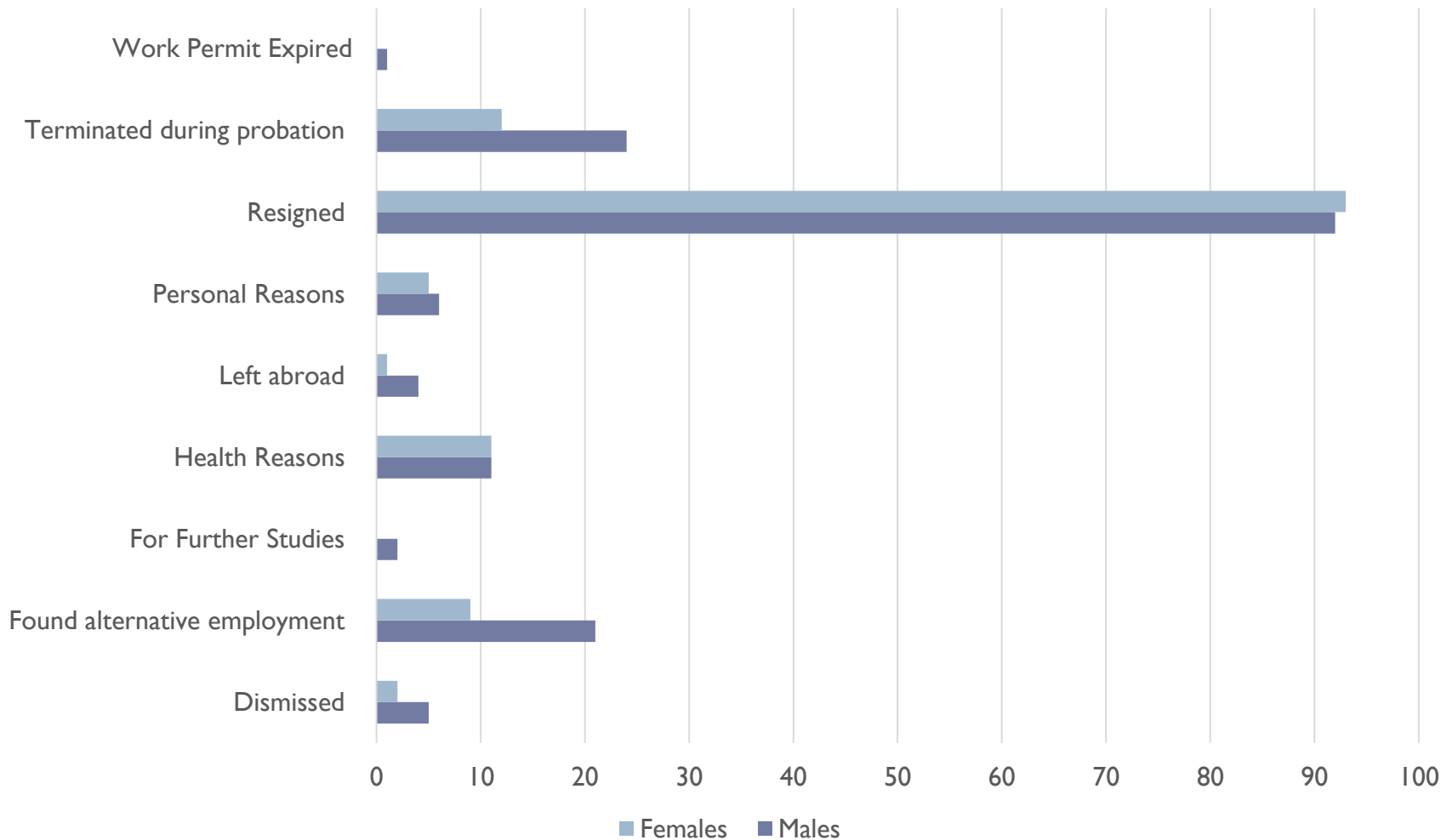
- Throughout 2018, Jobsplus continued implementing the A2E Scheme which started in 2015
- In 2018, 618 participants signed a grant agreement reaching a total of 951 grants (non-unique) and a total 467 undertakings supported through the scheme (unique)

Access to Employment Scheme

Overview with regards to Size of Undertaking:

Size of Undertaking	No. of participants	Value of Grant Agreement
Micro	380	€2,575,870
Small	273	€2,130,343
Medium	176	€2,054,780
Large	122	€1,052,935
Total	951	€7,813,927

A2E – Reasons for terminations



Output Indicators for PA 1 (IP8i)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
CO07. Above 54 years of age	100	75	95	62	33	0
O1. Persons supported	2,900	5,325	2,062	1,023	1,039	0
O2. Capacity building measures for PES and EURES support services	2	n/a	n/a	n/a	n/a	n/a
O3. Persons supported through family friendly measures including through financial support	100	n/a	n/a	n/a	n/a	n/a
O4. Persons participating in entrepreneurship related measures	180	n/a	n/a	n/a	n/a	n/a

Result Indicators for PA 1 (IP8i)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
R1. Participants in employment upon leaving	75%	75%	38% (790)	39% (403)	37% (387)	0
R2. Increase in the number of participants and employers using PES and EURES services	1,700	n/a	n/a	n/a	n/a	n/a
R3. Older workers in employment upon leaving	86%	86%	19% (18)	21% (13)	15% (5)	0
R4. Women in employment upon leaving	75%	n/a	n/a	n/a	n/a	n/a
R5. Participants successfully developing a business plan and create an enterprise	35%	n/a	n/a	n/a	n/a	n/a

Investment Priority 8ii

*Sustainable integration into the labour market of **young people (ESF)**, in particular those **not in employment, education or training**, including young people at risk of social exclusion and young people from marginalised communities, including through the implementation of the Youth Guarantee.*

Through investment under this IP:

- ▶ Reducing youth unemployment levels and NEET rates by facilitating access to further learning and sustainable employment

Youth Guarantee 2.0

Implemented by Jobsplus, this project aims to provide training and personalised assistance to youths at risk of social exclusion and youths that are at risk of becoming long-term unemployed.

➤ In 2018 various activities were implemented including the:

- **NEET activation scheme;**
- **ICT Summer Classes;**
- **MCAST Preventative classes;** and
- **SEC Preventative Classes.**



Youth Guarantee 2.0

- In total **2,519**¹ persons under the age of 25 have been supported under the various activities as at to date as follows:²

Persons supported under the age of 25			
2016			
Males	Others	Females	Total
505	9	428	942
2017			
Males	Others	Females	Total
496	0	398	894
2018			
Males	Others	Females	Total
380	1	303	683

¹ 2,519 includes non-unique participants with Annex I details. The number of supported participants for MCAST Prevention Classes 18 and ICT Summer Courses 18 not included.

² The decline in the number of output indicators is linked with the decrease in the number of live births in Malta.

Youth Guarantee 2.0

Periodic Evaluation 2017-2018: Participants expectations and feedback, recommendations and actions

SEC & MCAST Prevention Classes the following recommendations were taken on board:

- Student and Parents' survival Guide
- Supporting educators with extra resources as needed
- The provision of better facilities



Youth Guarantee 2.0

ICT Summer Courses (MQF 2 & MQF 3) the following recommendations were taken on board:

- Skills assessment profiling to streamline participants
- A broader spectrum of students (eligibility extended to students just exiting ALP school)
- Preparatory course in English to compliment the level 2 ICT course

NEET Activation Scheme II the following recommendations were taken on board:

- An employers' FAQ booklet
- Online version of the employers' application form
- Briefing offered to the employer and participant at the initial phase of the work exposure



Youth Guarantee 2.0



EU funds for Malta 2014-2020

FREE SEC PREVENTIVE CLASSES

Free classes
Qualified teachers
free printed past papers
free exam survival tips

education.gov.mt/revision



Operational Programme II - European Structural and Investment Funds 2014-2020
"Investing in human capital to create more opportunities and promote the well being of society"
Project part-financed by the European Social Fund
Co-financing rate: 80% European Union, 20% National Funds



Youth Guarantee 2.0

➤ Success Stories - Previously NEET

Due to ADHD, *James** a 19 year old NEET, had suffered years of educational challenges. This was only slightly relieved through counselling and social work sessions. The participant had been feeling disillusioned by the world of work. He had been to interviews, but unfortunately never received any positive replies.



After sharing his wish to have a hands-on job due to his interest in vocational fields, we knew James would be a natural fit for a placement with a locally renowned electrical and mechanical company. This was proved to be true following a successful training and work experience which reinforced his skills, and with the right amount of guidance, gained the necessary drive to move forward.

After a successful experience James managed to secure a full-time position as an assistant plumber and electrician with a well-known industrial engineering firm, where he has been working for the past six months.

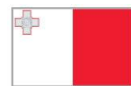
Output Indicators for PA 1 (IP8ii)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
CO06. Below 25 years of age	2,700	3,445	2,401	1,324	1,067	10
O5. Persons participating in up-skilling and re-training Programmes	25	35	0	0	0	0

Result Indicators for PA 1 (IP8ii)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
R6. Participants below 25 who are in education/training, gaining a qualification/certification or are in employment, including self-employment, upon leaving	70%	70%	52% (1,241)	51% (678)	52% (559)	40% (4)
R7. Participants gaining a qualification/certification upon leaving in up-skilling and re-training programmes	87%	87%	-	-	-	-

PA 2 - Towards a more inclusive society



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Investment Priority 9i

Active inclusion, including with a view to promoting equal opportunities and active participation, and improving employability

Through investment under this IP:

- Provide vulnerable individuals with improved life chances opportunities, including capacity building of support systems

Disability (projects contributing)

VASTE project aims to provide holistic assessments to persons with vulnerability seeking employment through the creation of multiple training options leading to several employment options, such as:

- Pre-employment Training: Built around 3 modules: Employability, Independent Living and Social skills.
- Sheltered Employment Training: Persons with hands-on training in a sheltered work setup.
- Job Coaching: On-the-job support will facilitate the employment of persons with disabilities.



VASTE

EU funds for Malta 2014-2020

Jobsplus

MINISTRY FOR EDUCATION AND EMPLOYMENT



Are you looking for employment?

Jobsplus will equip you with the knowledge and skills you require

Call us on: 22201702/3/4

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EU funds for Malta 2014-2020

Jobsplus

MINISTRY FOR EDUCATION AND EMPLOYMENT



Kick start your journey to employment

Join our Programme specifically designed to support you in reaching the milestones towards employment

Transport included

Call us on: 22201722

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EU funds for Malta 2014-2020

Jobsplus

MINISTRY FOR EDUCATION AND EMPLOYMENT
 PARLAMENTARI SEKTOR TAL-FUNDS EUROPEJAN U FONDJI SOĊJALI



EMPLOYER INFO SESSIONS

WHY ATTEND?

- ACCESS**
valuable information on support services available
- BUILD**
internal capacity to professionally assist vulnerable individuals and disabled persons at the workplace
- CAPITALIZE**
from fiscal and other incentives linked with the employment of new/current vulnerable individuals and disabled persons

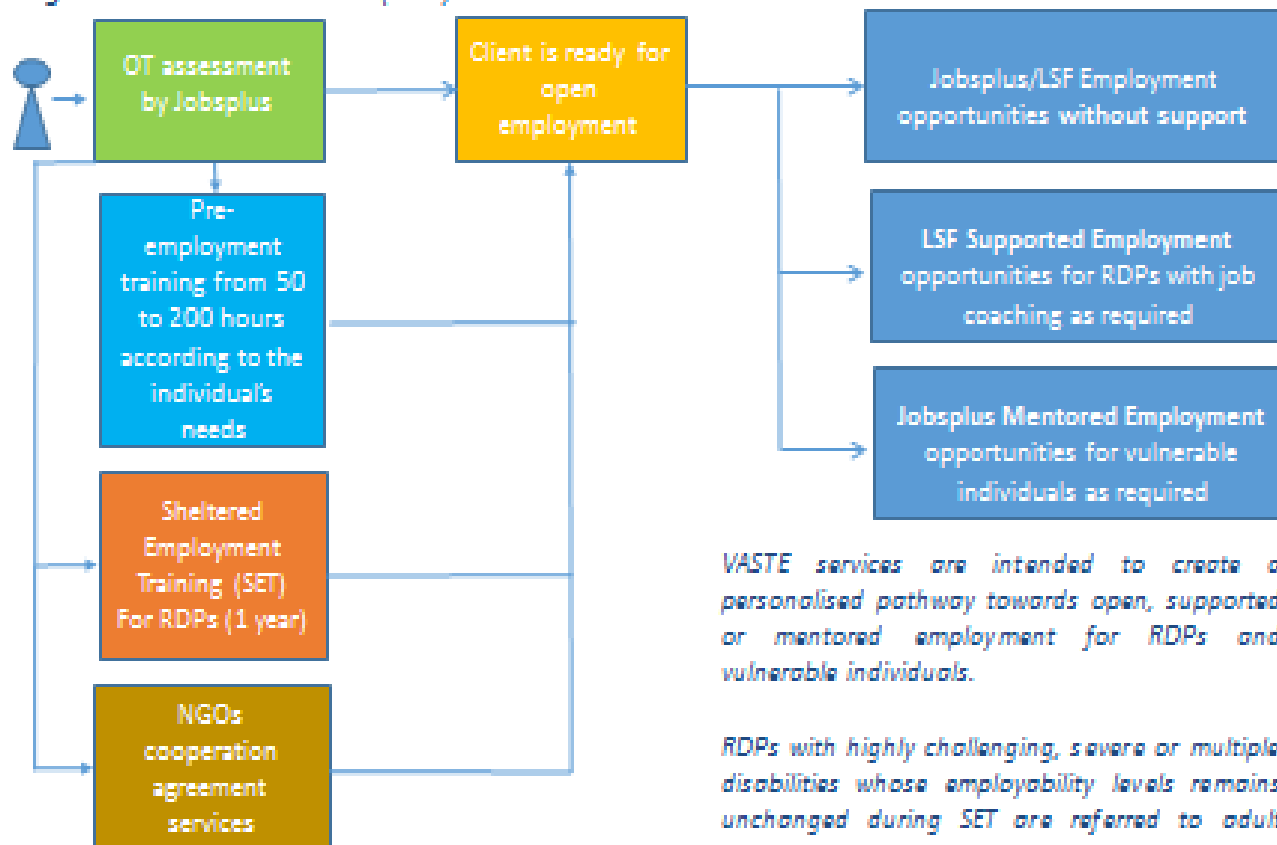
Stay ahead of the Game and join the Leaders that promote the Employment of Vulnerable individuals and Disabled persons

Reserve a spot now!
 Email us on se@jobsplus@govt.mt or call us on 22201722

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VASTE Flowchart

Eligibility criteria:
 - Registered Disabled Persons (RDP) and Vulnerable Individuals



VASTE services are intended to create a personalised pathway towards open, supported or mentored employment for RDPs and vulnerable individuals.

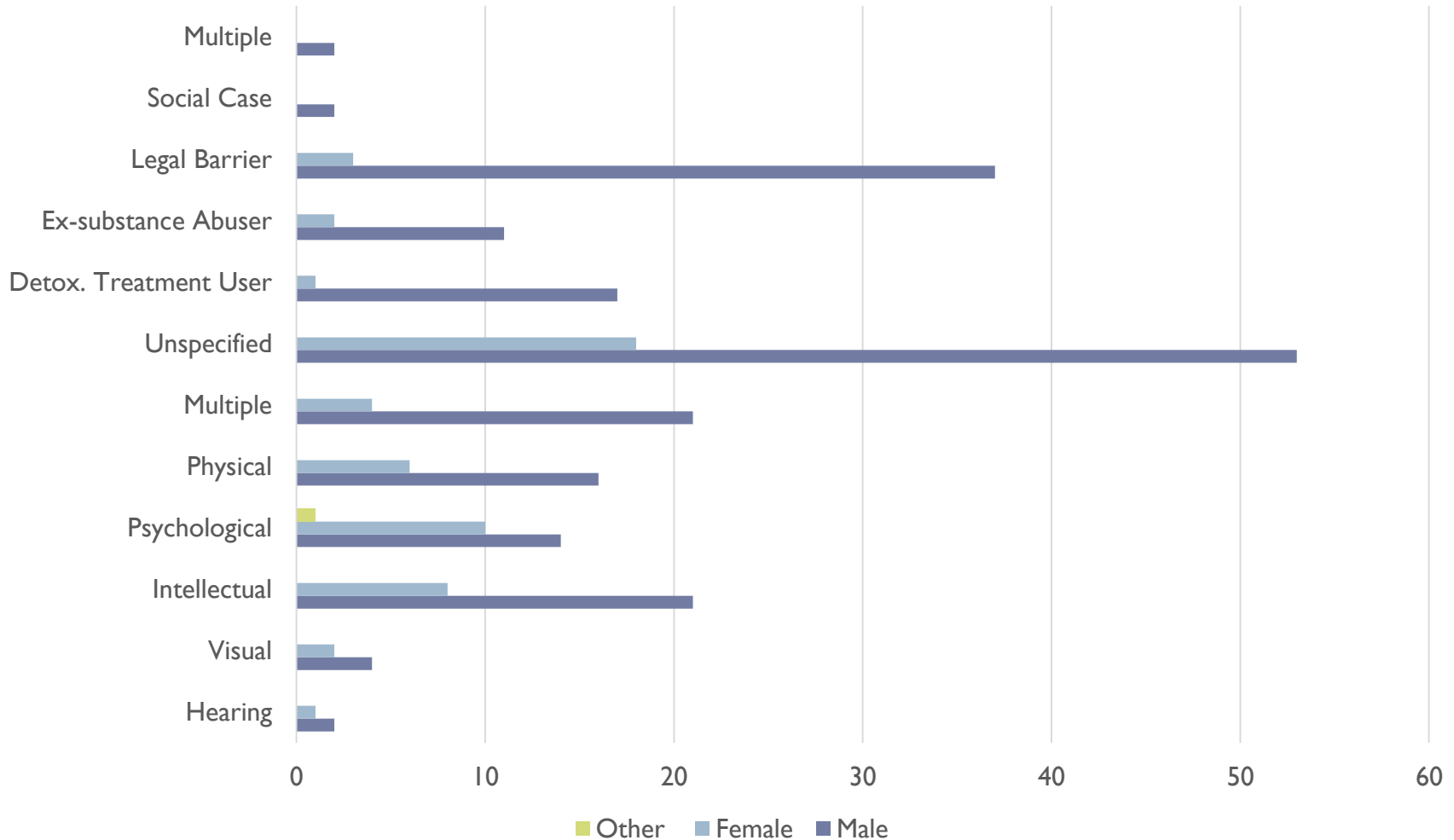
RDPs with highly challenging, severe or multiple disabilities whose employability levels remains unchanged during SET are referred to adult training activities provided by Agenzija Support.

Referrals from other entities or NGOs

Referrals for VASTE Project From Entities				
	2016	2017	2018	Total
The Lino Spiteri Foundation	364	284	179	827
Caritas (PIP)	33	0	0	33
Caritas (San Blas Shelter)	15	10	0	25
Rise	8	23	0	31
Komunita Santa Marija	26	0	17	43
Corradino Correctional Facility	10	0	0	10
Young Offenders Unit	9	0	0	9
Wardija Resource Centre	0	6	0	6
	465	323	196	984

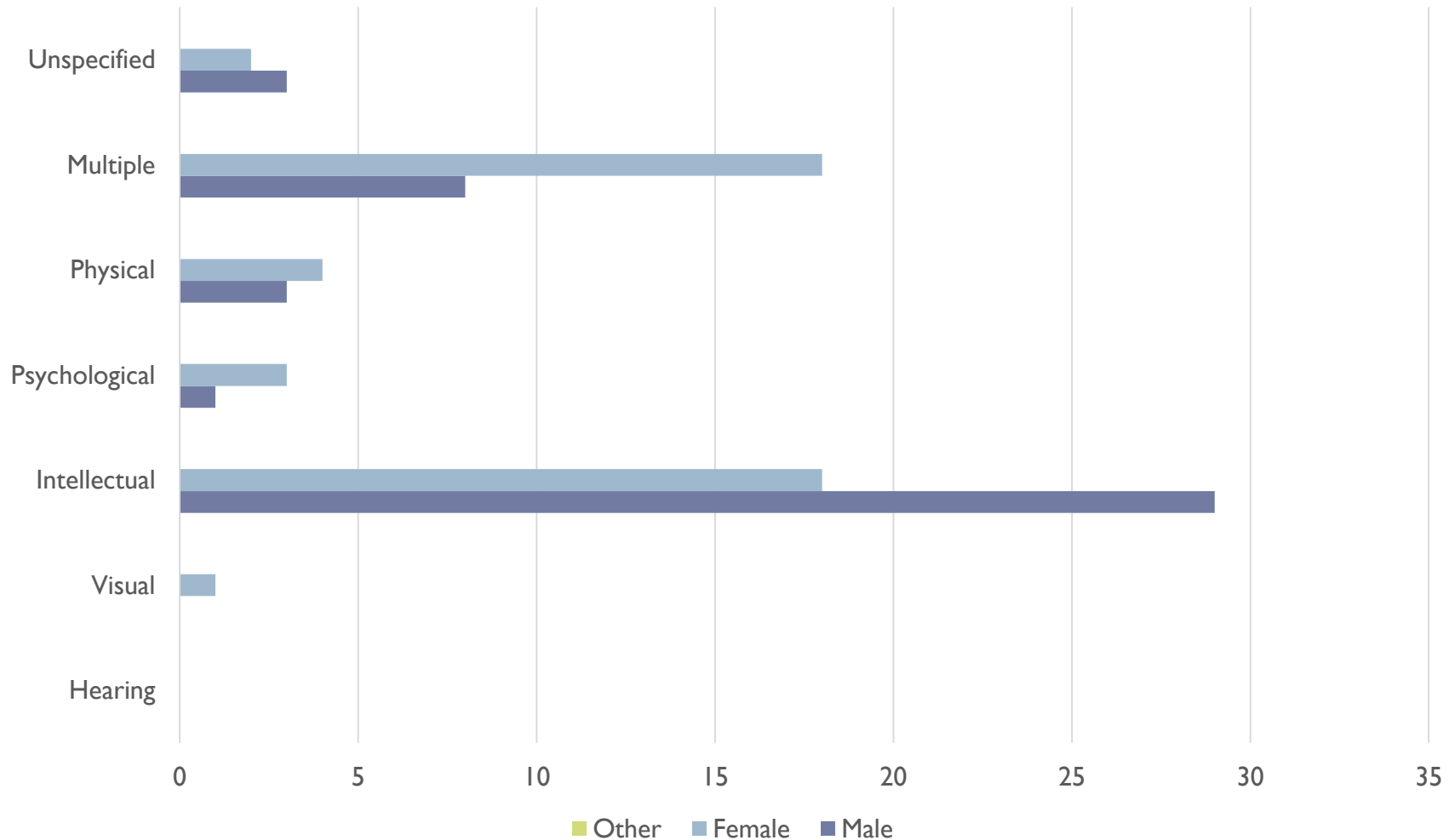
Participation per type of disability or vulnerability (Pre-employment training)

EU funds
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2020



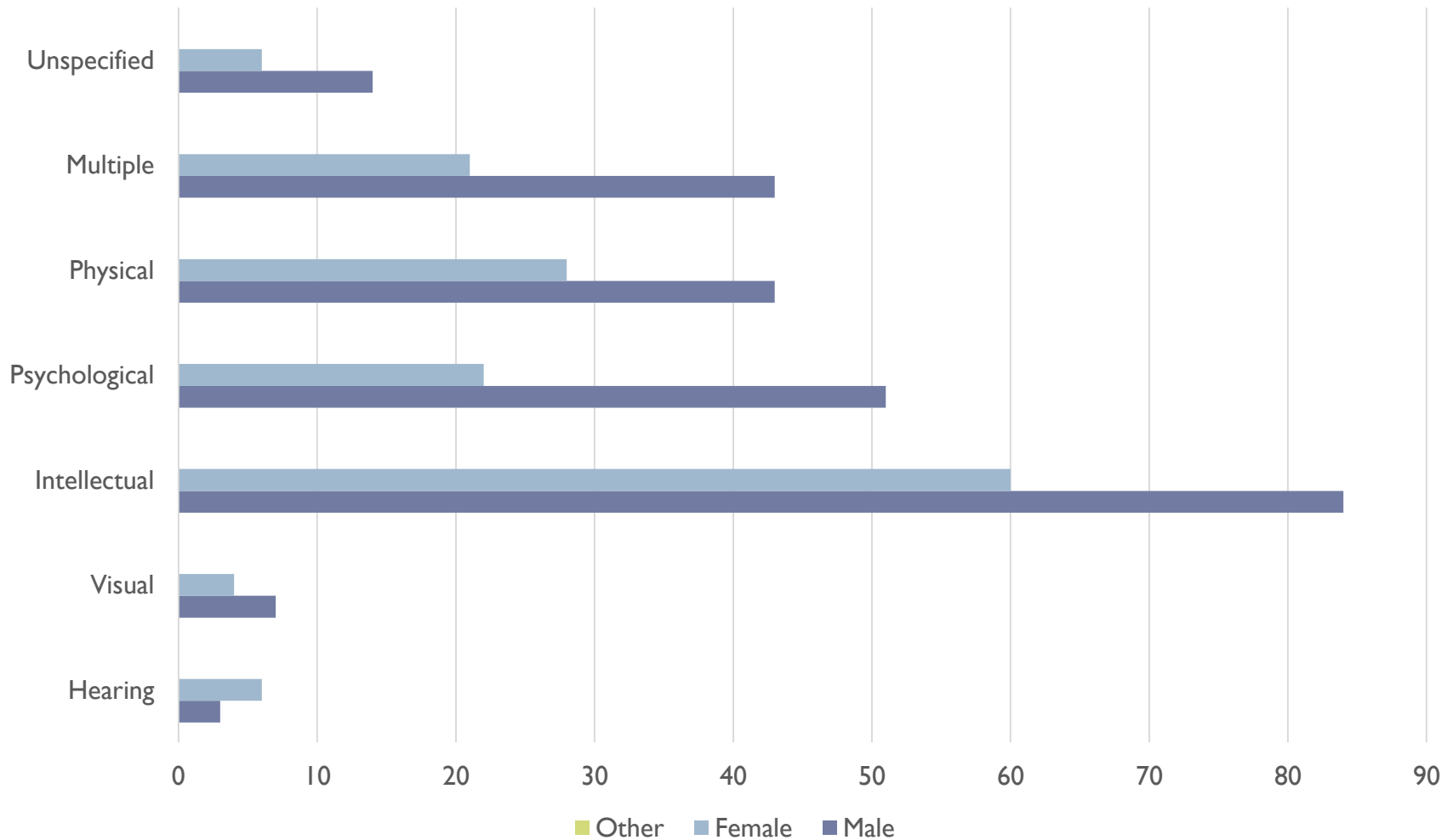
Participation per type of disability (Sheltered employment)

EU funds
for Malta | 2014
2020



Participation per type of disability (on the job coaching)

EU funds
for Malta | 2014
2020



ESF 02.048 – VASTE Success story

➤ Success Story – Interview with Amy

Amy is a 31 year old woman who lives with her mother in Bugibba. She was diagnosed with Asperger's Syndrome and a learning disability. Prior to her participation in the VASTE project, Amy worked for a short period of time at a Local Council, however her contract was not renewed. In her free time Amy enjoys watching television and singing.*

Amy said 'My Profiling and Guidance executive at Lino Spiteri Foundation referred me for their Headstart programme.*

After completing the Headstart programme my Job Coach told me I had improved very much and helped me apply for a position at an importing company. I started working as a Warehouse Assistant and at first I found the job very difficult because I had to focus my attention on many tasks at the same time. My Job Coach helped me learn what tasks should come first, and what tasks could be done later. When my probation ended and I was offered to stay I did not believe it!

I am very happy and I want to stay working here. I like my job very much.

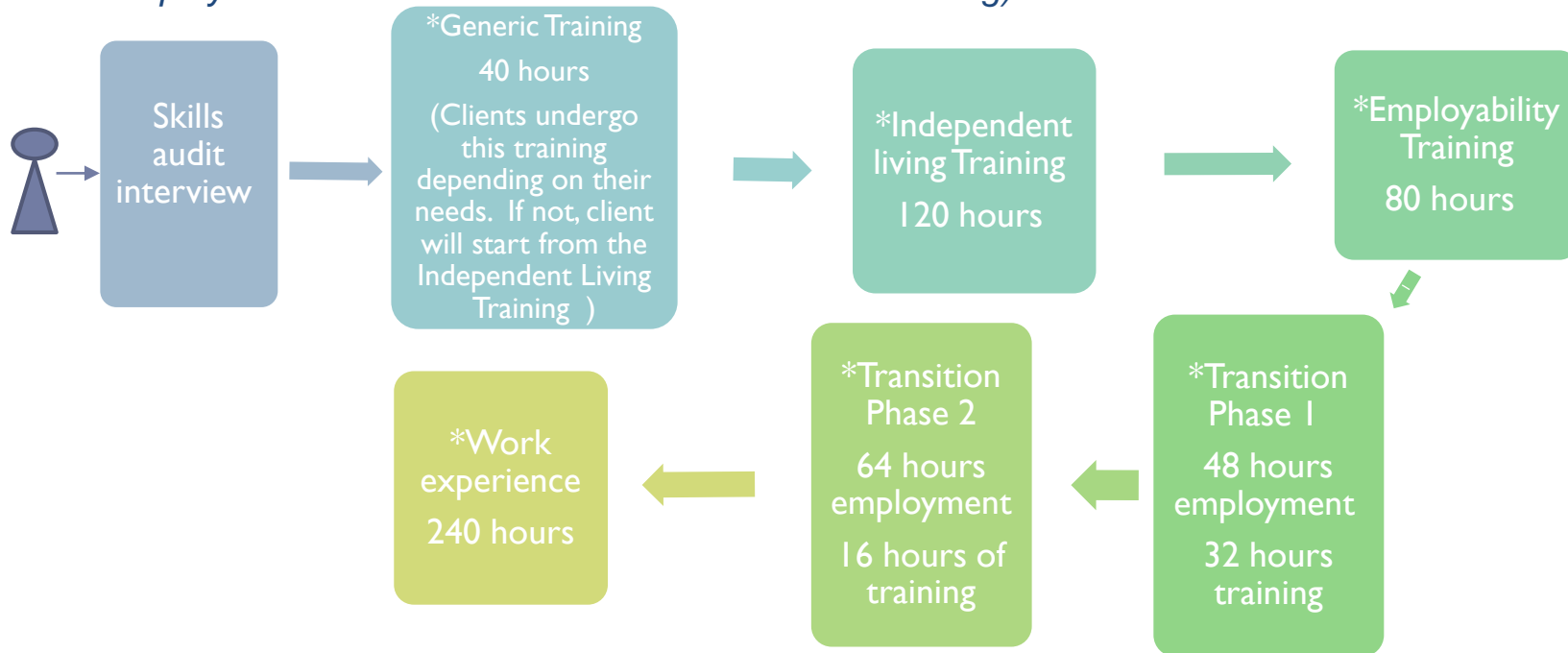
INK Flowchart

Eligibility criteria:

- Ages 16-65 yrs
- Registered with CRPD, Agenzija Support or holders of EU Disability card
- Unemployed/inactive

Skills audit assessment:

- client needs to be able to be trained for work
- able to received verbal instructions
- Independent in terms of ADLS (Activities of Daily Living)



**If client faces any difficulties during any of the training phases, client is referred to the Psychologist who will assess & produce a personal action plan based on clients needs, to support client so that client may still carry on with training. Client may also be referred to the Agenzija Support Day Centres/Resource centre.*

Persons participating for year 2018 per activity/type of disability/Status/Education/Age			Type of Activity					
			Generic Training		Independent Living Training		Employability Training	
	M	F	M	F	M	F	M	F
Total Persons participating in training/support measures	26	27	26	27	19	17	18	17
<u>Type of disability:</u>								
Ex 1: Hearing Impairment	1	0	1	0	0	0	0	0
Ex 2: Visual Impairment	2	0	2	0	2	0	2	0
Ex 3: Intellectual Impairment	13	14	13	14	10	9	9	9
Ex 4: Psychological Impairment	1	4	1	4	1	3	1	3
Ex 5: Physical Impairment	4	3	4	3	2	1	2	1
Ex 6: Multiple Impairments	0	3	0	3	0	1	0	1
Ex 7: Unspecified Impairments	5	3	5	3	4	3	4	3
<u>Status of clients before entering programme:</u>								
Ex 1: Previous Support clients	21	19	21	19	16	12	15	12
Ex 2: Is currently unemployed	26	27	26	27	19	17	18	17
Ex 3: Has some previous work experience	17	18	17	18	14	11	14	11
<u>Education:</u>								
No Educational background	5	7	5	7	1	0	1	0
Primary or lower secondary	9	13	9	13	8	11	8	11
Upper secondary or post-secondary	9	6	9	6	7	5	7	5
Tertiary	2	0	2	0	2	0	2	0
Unspecified / Unknown by client	1	1	1	1	1	1	0	1
<u>Age:</u>								
16-25	8	6	8	6	6	5	6	5
26-35	3	8	3	8	3	8	3	8
36-45	8	3	8	3	6	1	5	1
46-55	4	8	4	8	3	3	3	3
55-65	3	2	3	2	1	0	1	0

Adding Value: Nurturing Learning Journeys at the MCAST Foundation College



EU funds | 2014
for Malta | 2020

Through the project Nurturing Learning Journeys at the MCAST Foundation College, the ESF programme will **support the set up of support structures** for students with **learning difficulties and vulnerable individuals**.

Currently there are 3 researches taking place and are focusing on:

- Gamification requirements and techniques
- Challenges and barriers that students face in their educational journey. In parallel, questionnaires have been created for Students, parents and school teachers
- The MCAST curriculum and industry section of Malta, in order to identify the gaps between the jobs in request from industry and the offered skill kits Courses.

Eleven (11) skills kits are being drafted

Mental Health First Aid for Youth

The project, through training material, online resources, and training equips the following groups as Mental Health First Aiders (MHFAs) for youths:

- ▶ **Educators;**
- ▶ **Secondary and Higher Secondary Students**
- ▶ **Employers**
- ▶ **Youth and Youth Leaders**



Training learning outcomes:

- ▶ **Gain knowledge** in noticing and reacting to signs, symptoms and risk factors of mental illnesses and addictions;
- ▶ **identify multiple types of professional and self-help resources** for individuals with a mental illness or addiction;
- ▶ **increase their confidence** in and likelihood to help an individual in distress; and show increased mental wellness themselves.

*The **Project's progress** is being highlighted below:*

- ▶ On the 27th September the last **training sessions for managers and supervisors** were held
- ▶ The **courses for youth leaders** are currently underway.
- ▶ The Pilot **training to educators** will commence throughout this scholastic year and will be held in 6 schools covering all geographical regions and a mix of state, church and independent schools.

Output Indicators for PA 2 (IP9i)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
O6 Persons participating in training/support measures	8,500	6,764	1,951	1,288	662	1
O7 Persons supported towards the deinstitutionalisation through the provision of skills and support services	30	n/a	n/a	n/a	n/a	n/a
O8 Research activities and campaigns focusing on vulnerable groups	6	13	1	-	-	-
O9 Persons participating in up-skilling and re-training including partners	1,200	2,111	73	37	36	-

Result Indicators for PA 2 (IP9i)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
R10 Persons equipped with skills to empower them to move towards deinstitutionalisation	50%	n/a	n/a	n/a	n/a	n/a
R11 Improved and introduced support programmes targeting vulnerable groups	6	18	1	-	-	-
R7 Participants gaining a qualification/certification upon leaving in up-skilling and re-training programmes	85%	88%	49% (36)	27% (10)	72% (26)	-
R8 Participants in employment/further study six months after leaving	45%	45%	27% (535)	28% (366)	26% (169)	-
R9 Participants gaining a qualification/certification upon leaving	50%	53%	59% (1,157)	62% (795)	55% (362)	-

Investment Priority 9iv

Enhancing access to affordable, sustainable and high quality services, including health care and social services of general interest

Through investment under this IP:

- Provide individuals with knowledge and healthier lifestyle options, increase awareness of health and safety issues at the workplace and strengthen the capacity building of systems and structures

Establishing a National Platform to Address Social Determinants of Health



EU funds
for Malta | 2014
2020

The Project's Objective:

- To legally establish a **National Platform** to promote for a **health in all policies** approach and advising on SDH matters.

This is being done by:

- **Determining the factors** that lead to a lower status of health;
- **Reducing health inequalities** by raising awareness
- **Developing skills** to effectively tackle SDHs



The Project's Progress is being highlighted below:

- On the 4th September the **Qualitative Research Study was launched**. This study will be conducted through a nationwide survey, interviewing around 5000 residents.
- In November, participants will be going abroad for the **Job Shadowing Programme** with the *WHO*.

Developing Allied Health Capacity to Sustain Health Care Needs



EU funds
for Malta | 2014
2020

The first take up of students will be in September/October 2018.

- Call for trainees was issued in July 2018.

- Contracts were signed with the following **4 universities for 3 years** starting from September /October 2018 till 2021:
 - a) **University of Sheffield** – BSc Orthoptics (Full Time)– 6 placements
 - b) **University of Cardiff** – BSc Optometry (Full Time) – 3 placements
 - c) **University of City** – BSc Optometry (Full Time) - 1 placement
 - d) **University of Cardiff** – MSc Genetic Counselling (Distance Learning) – 3 placements



Output Indicators for PA 2 (IP9iv)

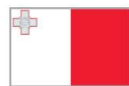
Indicator	Target Value	Committed	Actual			
			T	M	F	O
O10 Information activities relating to healthier lifestyles as well as health and safety at work	3	6	-	-	-	-
O5 Persons participating in up-skilling and re-training programmes	300	6,988	-	-	-	-



Result Indicators for PA 2 (IP9iv)

Indicator	Target Value	Committed	Actual			
			T	M	F	0
R12 Increase in awareness in relation to healthier lifestyles and health and safety at work	50%	50%	-	-	-	-
R7 Participants gaining a qualification/certification upon leaving in up-skilling and re-training programmes	85%	85%	-	-	-	-

PA 3 - Investing in people through Education, Training and Life Long Learning



European Union
European Structural and Investment Funds



Investment Priority 10i

*Reducing and preventing **early school leaving** and promoting equal access to good quality early childhood, primary and secondary education including formal, non formal and informal learning pathways for reintegrating into education and training*

Through investment under this IP, there should be:

- Improved educational experience and enhanced education systems and structures to address ESL related issues

One-tablet-per-child

The project aims at enhancing the education experience, in order to reduce and prevent ESLs.

During scholastic year 2016/2017 and 2017/2018, 7,657 tablets were distributed. The third distribution of tablets for scholastic year 2018/2019 will start in October.

Training has been delivered to educators and continuous support is being provided to those trainers that feel that they require more support as well as information session to parents/guardians.



- ▶ Educators now have the possibility to design lesson profiles according to the students' needs in a variety of subjects. This flexibility in the design of lessons makes teaching more fruitful while students are more willing to learn and be attentive.
- ▶ By the use of tablets, the students have the ability to share their work with their peers and learn from one another as well.
- ▶ Lessons were also reshaped and students are being taught in an innovative way whilst giving them the necessary skills to actively engage in a digitised world.



Output Indicators for PA 3 (IP10i)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
O11 The provision of digital technologies to students	12,000	11,400	7,657	3,929	3,728	0
O5 Persons participating in up-skilling and re-training programmes	4,500	1,772	1,814	278	1,536	0
O12 Pupils/students supported through monitoring and preventive early school leaving measures	200	n/a	n/a	n/a	n/a	n/a

Result Indicators for PA 3 (IP10i)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
R13 Teaching time using digital technologies	50%	50%	21%*	n/a	n/a	n/a
R 7 Participants gaining a qualification/certification upon leaving in up-skilling and re-training programmes	87%	87%	98% (1772)	98% (273)	98% (1,499)	0
R14 Improved pupils/student performance upon receiving support	40%	n/a	n/a	n/a	n/a	n/a

*Still being validated by MEDE

Investment Priority 10ii

*Improving the quality and efficiency of, and access to, tertiary and equivalent education with a view to **increasing participation and attainment levels**, especially for disadvantaged groups*

Through investment under this IP, there should be:

- Increase number of participants pursuing and succeeding within the **tertiary tier of education**

Endeavour Scholarship Scheme

- 4 Calls have been issued and in total 1,474 applications were received.
- As at end of August, 627 participants have signed a scholarship grant amounting to €6M of which 94% were courses at Level 7 and 6% were courses at Level 8.
- Out of the 627 grant agreement awardees, 294 are females i.e. 47% of the awardees.
- 308 scholars have successfully completed the course with 147 scholars obtaining either a distinction or merit.
- Following the success of the first 3 calls, an additional amount of €3 million were allocated to continue creating more scholarship opportunities for Malta to reach its EU2020 targets. The project duration was extended till 2023 to accommodate the additional calls.
- The most popular priority area is STEM followed by the Financial Services and the Life Sciences.

Development of Training Programmes at MQF Level 7

- Development of 8 Masters Degrees
- Starting in October 2018
- MSc in Lean Enterprise
 - 23 applicants (15 Men and 8 Women)
- MSc in Information Technology & Systems
 - 29 applicants (26 Men and 3 Women)
- Starting in April 2019
 - MSc in Environmental Engineering
 - MSc in High Performance Buildings
 - MSc in Integrated Water Resources Management
 - MA in Product Design
 - MSc in Mechatronics
 - MSc In Exercise and Sports Science

 EU funds for Malta 2014-2020

 MCAST
Malta College of Arts, Science & Technology

 MINISTRY FOR EDUCATION AND EMPLOYMENT
IMPLEMENTARY SECRETARIAT
FOR EUROPEAN FUNDS AND SOCIAL DIALOGUE



MASTER OF SCIENCE IN LEAN ENTERPRISE

MASTER OF SCIENCE IN INFORMATION TECHNOLOGY & SYSTEMS

These programmes run in a blended learning format, and are currently being part-financed by the European Union through the European Social Fund under ESF 3.003 – Development of Training Programmes at MQF Level 7.

<http://www.mcast.edu.mt>
university.college@mcast.edu.mt

 Operational Programme I – European Structural and Investment Funds 2014-2020
"Investing in human capital to create more opportunities and promote the well-being of society"
Project part-financed by the European Social Fund
Co-financing rate: 80% European Union Funds, 20% National Funds





Output Indicators for PA 3 (IP10ii)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
O13. Persons participating in tertiary education	700	924	627	327	299	1
O14. Persons within tertiary education Institutions participating in up-skilling and re-training Measures	50	n/a	n/a	n/a	n/a	n/a



Result Indicators for PA 3 (IP10ii)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
R9. Participants gaining a qualification/certification upon leaving	85%	90%	49% (308)	53% (173)	45% (135)	0
R7. Participants gaining a qualification/certification upon leaving in up-skilling and re-training programmes	87%	n/a	n/a	n/a	n/a	n/a

Investment Priority 10iii

*Enhancing equal access to **lifelong learning** for all age groups in formal, non formal and informal settings, upgrading the knowledge, skills and competences of the workforce, and promoting flexible learning pathways including through career guidance and validation of acquired competences*

Through investment under this IP, there should be:

- Increase participation in LLL with a view to upgrade skills/qualifications/skills, as well as uptake of post doctoral research studies

Reach High Scholars Programme Post-Doctoral Grants

 EU funds
for Malta | 2014
2020

Through this scheme Malta aims to strengthen the research performance, through investment in Post-Doctoral research programmes to increase the human capital supply that can effectively contribute towards R&I investment.

- 15 awardees are currently carrying out their research.
- During the Evenings on Campus event at the University of Malta, 3 Reach High researchers contributed to the discussion promoting research in general as well as sharing their own experiences.
- Science in the City – ‘Meet the Researchers’ stand with 5 of the scholars.



Investing in Skills

Investing in Skills scheme assists **employers in training their staff both locally and abroad.**

Investing in Skills is intended to promote access to the training of persons actively participating in the Maltese labour market, with a view to **increasing productivity and enhancing adaptability.** It seeks to increase and/or improve the knowledge and skills of employed persons through funds granted by the scheme.

Intermediate Body: Jobsplus

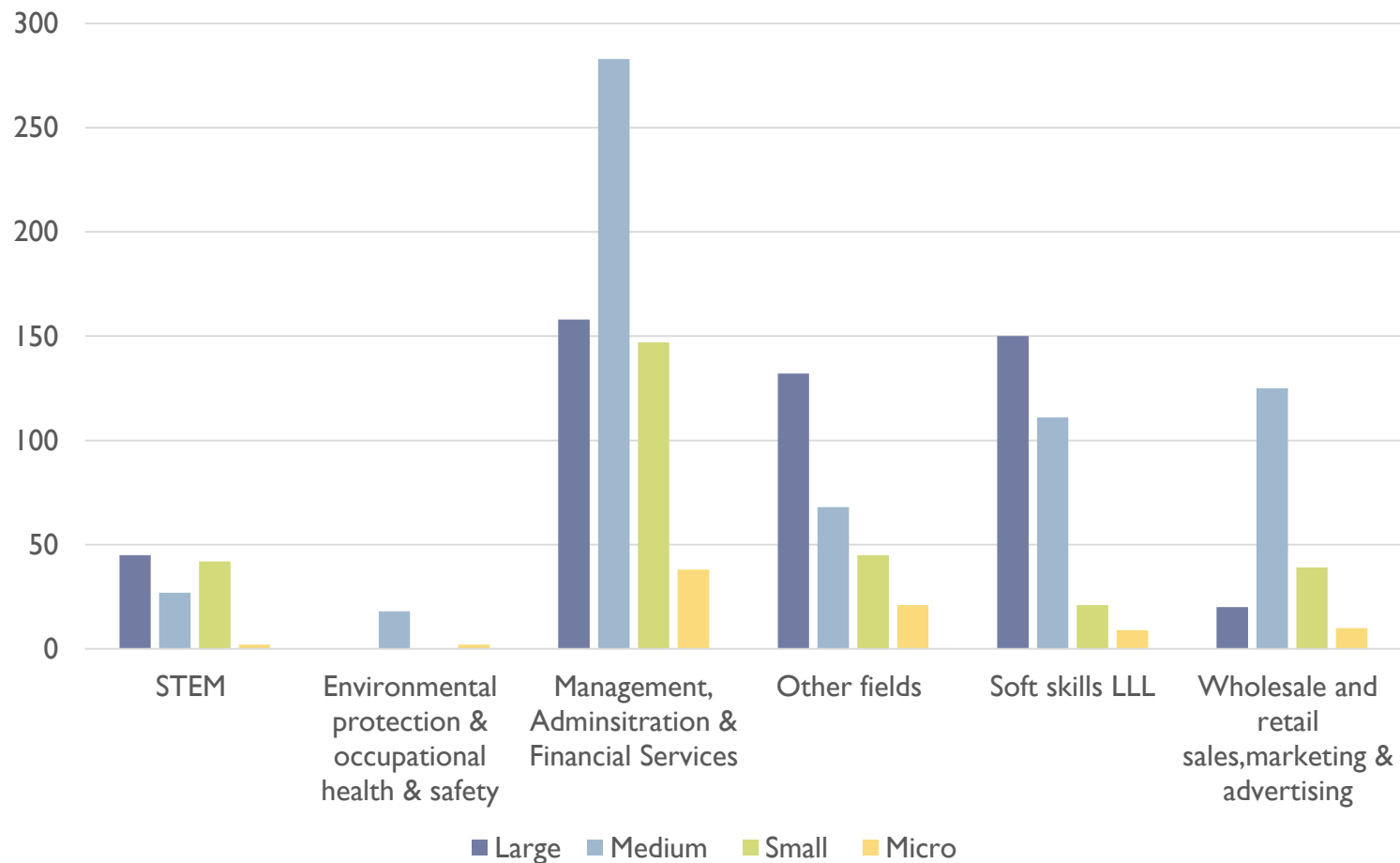
Investing in Skills

- The Investing in Skills was launched in March 2017.
- As at to date a total of 515 applications (60% of which in 2018) received.
- 482 grants were signed amounting to around **€ 782K**:

Sizes of Undertaking	No of Applications/Grants	No of Trainees *
Large	129	1,539
Medium	161	1,783
Small	147	1,090
Micro	78	168
Totals	515	4,580

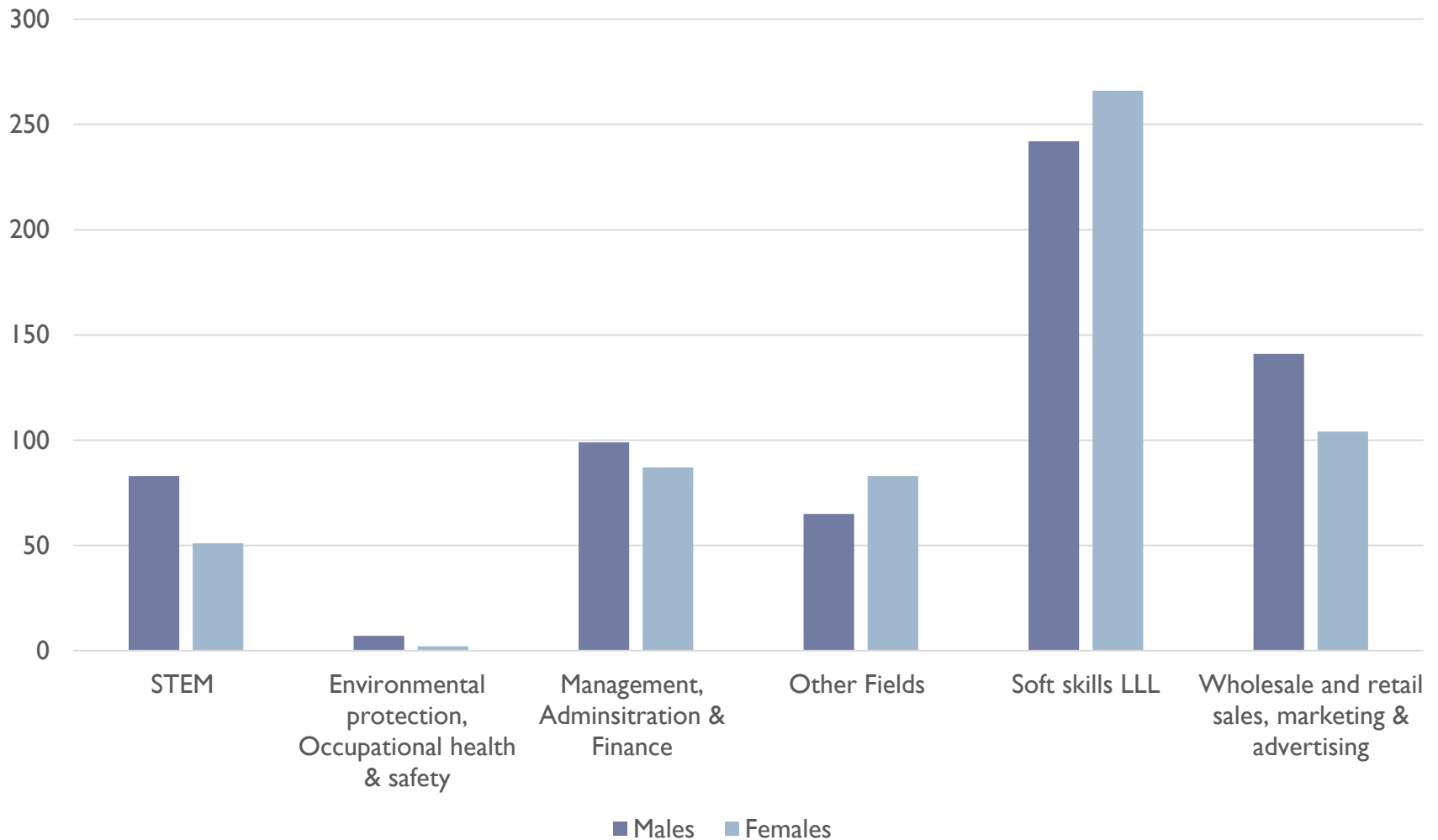
** As per application*

Investing in Skills (categories of training)



Investing in Skills (categories of training and no. of participants)

EU funds | 2014
for Malta | 2020



eCommerce Training Programme

 EU funds | 2014
for Malta | 2020

- The Training course will provide a holistic overview of the eCommerce ecosystem
- Accredited at MQF Level 4
- Delivered through a customised eLearning platform
- Participants will be able to better understand the evolving business environment and the opportunities brought about by new business models and marketplace structures
- The training will teach participants how to exploit new business models and marketplace structures enabled by eCommerce
- Courses will start in October
 - 70 participants expected to start the course in 2018
 - 221 applications received to-date (132 men and 89 women)

 **eBiznify**
Learn. Build. Sell



Output Indicators for PA 3 (IP10iii)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
O15. Persons participating in second chance education programmes	50	n/a	n/a	n/a	n/a	n/a
O16. Number of Post Doctoral research and fellowships	10	10	16	8	8	-
O6. Persons participating in training/support Measures	6,000	6,200	1,513	806	707	-

Result Indicators for PA 3 (IP10iii)

Indicator	Target Value	Committed	Actual			
			T	M	F	0
R15. Second chance participants gaining a qualification/certification upon leaving	75%	n/a	n/a	n/a	n/a	n/a
R16. Annual average number of research hours as at 2020	17,200	27,520	66,465	33,746	32,719	-
R9. Participants gaining a qualification/certification upon leaving	87%	87%	100% (1,513)	100% (806)	100% (707)	-

Investment Priority 10iv

Improving the labour market relevance of education and training systems, facilitating the transition from education to work, and strengthening vocational education and training systems and their quality, including through mechanisms for skills anticipation, adaptation of curricula and the establishment and development of work based learning systems, including dual learning systems and apprenticeship schemes

Through investment under this IP, there should be:

- Increased number of participants pursuing and succeeding in vocational education

As a result of the selection process under Call III, 4 new projects with a total budget of circa €10 million that will support circa 3000 persons, have been approved by the PSC and will start in October 2018.

The new projects will be run by:

- MCAST (Malta College of Arts, Science & Technology)
- MEDE (Ministry for Education & Employment) with The Secretariat of Catholic Education & Institute of Education as project partners
- The Malta Film Commission with MCAST & The Directorate of for Quality and Standards in Education as project partners
- MFH (Ministry for Health) with the Medical Association of Malta & the Specialist Accreditation Committee as project partners

Achieving Vocational Excellence through Enhanced Work Based Learning



EU funds | 2014
for Malta | 2020

This project is aimed at consolidating MCAST's Work-Based Learning dimension with the aim of **making VET more attractive to students**, whilst providing a more competent workforce that can cater for current and future industrial requirements.

The need of this project stems from two very urgent shortcomings that MCAST is currently facing;

i) Mismatches between the supply of apprentices and the demand for apprentices and vice versa & ii) a number of students in particular sectors cannot fulfil a number of work-based learning competencies due to lack of placements.

The main activities that will be implemented under this project are:

- Setting up of six Emulative Centres
- Development & delivery of a Mentoring Training programme to MCAST lectures and staff
- Development & Implementation of an Analysis Tool and the Creation of a Comprehensive Competency Framework
- Lead Researcher and Assistance Researcher

This project will be administered by MCAST with an investment of €6.7 million

MyJourney

This project will be embarking on a restructuring process of the educational system. This **restructuring will ensure a three-path system** that envisages **customized learning paths for students** aimed at making each path more relevant to the needs of the industry. These three pathways include:

- The Conventional academic stream where a number of subjects that are already in place under the General Secondary Education system will be revised and developed under this stream (example: Biology & Chemistry)
- The Vocational stream where new learning outcomes will be created & implemented (example: Design & Technology & VET Health & Social Care)
- The Applied learning stream which will be based on a practical rather than on a theoretical pedagogy and assessment (Example: Applied Construction & Applied Engineering)
- These will be implemented through:
 - A Core Policy review & the development/adaptation & implementation of learning outcomes for **New VET and Applied learning subjects**
 - A National Awareness Campaign to **create a parity of esteem across VET, Applied and Academic subjects**
 - A **train the trainer programme** in order to equip current educators with the new skills needed

This project will be administered by MEDE together with the Secretariat for Catholic Education and Institute for Education with an investment of €2 million

Strengthening the Film Industry through Vocational Training

This project aims at strengthening the VET system with specialized accredited training in film to provide **new alternative curricula** to bridge the gap between education and industry demand in line with . Whilst the previous investment in this area under the 07-13 period, targeted the below the line participants involving trade skills, this project will be targeting above the line roles focusing on creativity and direction during productions (ex. Directors, script writing, editors, directors of photography)

This will be implemented through:

- The Development, Accreditation & Delivery of specialized student courses and train the trainer courses pegged at MQF level 5
- Mentored traineeships in producing
- Students that will participate in this project, will also be given the opportunity to experience an apprenticeship during the actual production of a film here in Malta
- A pilot study to deliver short courses in film Literacy to secondary school students

This project will be administered by the Malta Film Commission together with MCAST and the Directorate for Quality and Standards in Education with an investment of €750,000

Enhancing Postgraduate Medical Training through Training the Trainers

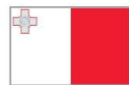
This project will **address skills gaps and updating skills & knowledge** of the medical professional who act as trainers and also other persons working in the VET setup of the Postgraduate Medical Training.

This will be implemented through :

- Training the Trainer course
- Shadowing programmes held in an educational health care institution abroad for appointed post graduate Training Coordinators

This project will be administered by the Ministry For Health together with the Medical Association of Malta (MAM) & The Specialist Accreditation Committee with an investment of €350,000

PA 4 - Building the Institutional Administrative Capacity



European Union
European Structural and Investment Funds



Investment Priority 11i

*Investment in institutional capacity and in the **efficiency of public administrations and public services** at the national, regional and local levels with a view to reforms, better regulation and good governance*

Through investment under this IP, a number of activities will help contribute towards:

- ▶ Improving the overall performance of the public administration and increased competences of workers and professionals working within the judicial system to streamline processes

Investment Priority 11i

- ▶ 12 projects were approved in 2018 for funding amounting to €13.8M with overall number of persons to be supported amounting to over 4000 persons.
- ▶ These projects will be implemented by a number of different Public Sector/Service organisations/departments, namely:
Institute for Public Services, People and Standards Division, Ministry for Health, Planning Authority, University of Malta, MITA, NSO, Arts Council Malta, Ministry for European Affairs and Equality and the National Audit Office

Towards a More Professional Workforce in the Public Administration

- ▶ This project involves the **training of public officers in various areas** through **academic sponsorships, seminars, conferences, training and placements**. This is part of the overall strategy for the Public Administration to continuously work towards **building a better skilled and professional workforce**.
- ▶ First intake for this project took place in 2018 through a number of calls which has resulted in 202 individuals commencing training through academic sponsorships and international events.
- ▶ Modular training which commenced so far has seen 150 persons being trained in accrual accounting and receiving a certification.

Further calls for actions under this project are foreseen in the coming months.

Beneficiary: Institute for Public Service

Budget: €3.7M

Mystery Shopper

- ▶ The Mystery Shopper Project aims at **improving the customer experience at the various service stations** through detailed reporting intended to identify customer service deficiencies which would be subsequently addressed, resulting in a more efficient and professional service
- ▶ Work started in a number of different departments that fall under the **Ministry for Health and Ministry for Finance**.
- ▶ Now work is expected to continue with assessment expected to start on the department of **Social Welfare, Equality and Social Inclusion and Ministry for Gozo** are expected to begin in the coming weeks.

Beneficiary: People and Standards Division (OPM)

Budget: €2.2M

Reform in the public health system to maximise efficiency gains and enhance governance

- ▶ This project aims to **institute reforms within the public health care system** to achieve more efficiency and to promote a more robust governance framework geared towards its current and future responsibilities **as funder, commissioner and regulator of public and private health care services and care** in Malta and Gozo.
- ▶ Project consists of 4 work packages, each will be coordinated with the support of transnational partners from Germany, Sweden, United Kingdom and the Netherlands.
- ▶ This project is at its initial stages of implementation.

Beneficiary: Ministry For Health

Budget: €2.5M

Development of specialised post-graduate training programmes

- ▶ This project aims to improve the **quality and efficiency** of Health services through **the development of a framework for specialised training programmes for various Health Professions** in identified priority areas. These areas will be identified after **research** on local and international programmes and **consultation** with stakeholders.
- ▶ Furthermore this project has the objective to set up an **Allied Health Specialist Framework** through technical and legal assistance in setting up associations where these are not present.
- ▶ In Q3 2018 work has already commenced on the research and consultancy activity which is expected to be concluded by Q1 2019.

Beneficiary: Ministry for Health

Budget: €0.2M

SpatialTrain-Scholarship Scheme

- ▶ The SpatialTrain Scholarship Scheme project aims at **offering scholarships in the field of geospatial technology** at various MQF levels.
- ▶ This Scheme will ensure **the enhancement of human capacity** in the spatial themes linked to the ERDF **SIntegraM project** which aims to develop and implement a national spatial data infrastructure and enhance the capacity of geo-spatial and GIS technology expertise for Malta.
- ▶ Following the first call 17 applications were received, a second call closes on the 12th October.

Beneficiary: Planning Authority

Budget: €0.9M

PA+

- ▶ The aim of this project is to **strengthen the institutional and administrative capacity** of the Planning Authority (PA) and other public and local authorities to ensure the effective implementation of planning-related reformed procedures.
- ▶ This will take place through different **training initiatives, research programmes and awareness campaigns.**
- ▶ In 2018, training has started to take place in a number of different areas, namely
 - ▶ Enforcement, Architectural Design and Appreciation, and training to local councils and statutory consultees.
- ▶ To date 227 have been trained during 2018. Out of which 148 are male and 79 are female.

Beneficiary: Planning Authority

Budget: €0.9M



Skills development and life-long learning for technical, operational and laboratory staff

- ▶ The aim of this project is to address, enhance and strengthen the skill-set of staff employed in the management and operations of the various teaching and research laboratories at the **University of Malta, through specialised training.**
- ▶ The training will focus on many different aspects from project management abilities, knowledge of quality assurance procedures to good laboratory practices, as well as health-and-safety training and aptitude in innovation, thereby strengthening institutional capacity.
- ▶ This project is at its initial stages of implementation.

Mobile Public Services Take-up

- ▶ This project aims to **improve and increase** mobile public services **take-up within public administration** through research, capacity-building and awareness-raising measures.
- ▶ Training to the public sector and public service employees started in 2017 and are envisaged to be concluded by 2019. In all a total of 251 officers have participated in training of which 236 have gained a certification.
- ▶ The first awareness campaign was concluded in 2018. It provided information about mobile public services specifically on Malta apps and servizz.gov to the general public and to encourage their use by citizens.
- ▶ The first quantitative and qualitative research studies were concluded in May and July 2018, respectively.

These measured the impact of training and awareness raising on take-up of the mobile services, and presented the ideal way forward.

Beneficiary: MITA

Budget: €0.7M



Promoting skills development in Public Administration

- ▶ The Project will consolidate the strategic and policy development functions of the MEAE by **enhancing the knowledge and skills base of its staff**.
- ▶ This will be achieved through the provision of **professional training opportunities** for staff and the subsequent dissemination of knowledge and skills acquired.
- ▶ In 2018 training needs assessment programme has commenced and is to continue throughout the year.

Beneficiary: Ministry for European Affairs and Equality

Budget: €1M

Enhancing the skill-base of the National Audit Office's staff

 EU funds | 2014
for Malta | 2020



- ▶ The aim of this project is to **improve the level of skill and competencies of the staff at the National Audit Office** to provide training and certification on public finance and accounting.
- ▶ This training is split into 3 different modules:
 - ▶ Audit and Assurance, International in Public Sector Accounting Standards (IPSAS) and Financial Crime Investigations and Case Management (FCICM).
- ▶ The training programme began in 2017 and has since trained 46 individuals in at least one module.
- ▶ Out of the 46 employees, 22 are male and 24 are female.

Beneficiary: National Audit Office

Budget: €0.09M

A Developmental Training Programme for the NSO

- ▶ The aim of this project is to improve the service output of the NSO by improving both the soft and hard skills of NSO employees; commissioning a new ICT system across the NSO; commissioning the data warehouse capabilities; and increase networking facilities among NSO employees. This will be achieved through both specific training as well as generic training.
- ▶ This project is at its initial stages of implementation.

Beneficiary: NSO

Budget: €0.3M

Create 2020 – Investing in Cultural and creative capacity skills in Malta’s public sector

- ▶ This project aims to provide **tailor-made training programmes for public sector employees involved in the cultural and creative sectors**, to render public administration and public service on a regional, local and national level more efficient in line with the **Create 2020 Strategy and National Priorities**.
- ▶ Project includes specialised training programmes, sponsorship schemes and the creation and development of regional cultural strategies.
- ▶ This project is at its initial stages of implementation.

Beneficiary: Arts Council Malta

Budget: €1.1M

Output Indicators for PA 4 (IP11i)

Indicator	Target Value	Committed	Actual			
			T	M	F	O
CO22. No of projects targeting public administration or public services at national, regional or local level	3	9	9	-	-	-
O6. Persons participating in training/support measures	3,500	4,422	877	477	400	-
O17. Persons participating in training related to the judicial reform	500	-	-	-	-	-

Result Indicators for PA 4 (IP11i)

Indicator	Target Value	Committed	Actual			
			T	M	F	0
R17. Number of public bodies/departments with improved processes	13	108	18	-	-	-
R9. Participants gaining a qualification/certification upon leaving	90%	90%	80% (705)	83% (395)	78% (310)	-
R18. Participants gaining a qualification/certification in training related to the judicial reform	85%	-	-	-	-	-

Investment Priority 11ii

Capacity building for all stakeholders delivering education, lifelong learning, training and employment and social policies, including through sectoral and territorial pacts to mobilise for reform at the national, regional and local levels

Through investment under this IP, there should be:

- ▶ Increased/improved participation from stakeholders

Investment Priority 11ii

- ▶ 3 projects are currently being implemented by: MEUSAC, GRTU and GWU with a total public eligible value of €0.4M.
- ▶ Over 200 persons are envisaged to be supported through a number of activities namely:

Training, job-shadowing and capacity building events

Improving General Workers' Union Capacity for Better Social Dialogue

- ▶ The project aims to strengthen the capacity of the General Workers' Union (GWU) by providing training to GWU representatives on the shop floor, other members that intend to become GWU representatives and GWU employees, including through job shadowing with ETUC
- ▶ In 2018, training related to Industrial Relations commenced with 8 male and 3 female participants supported through this training.

Beneficiary: General Workers' Union

Budget: €38,610

Engage- Enhancing Stakeholder Participation in Social Dialogue

This project aims to carry out an analysis on stakeholder engagement in Malta; raise awareness on EU decision-making processes and the benefits of participating in social dialogue; Provide training to social partners and civil society organisations for an increased/improved stakeholder participation; and strengthen internal capacity

- ▶ The project kicked-off by the initiation of a research study ‘Stakeholder Engagement Analysis’
 - . The main objectives of this analysis are the following:
 - ▶ To enable MEUSAC to learn from stakeholders, resulting in improvement in the services provided by the agency
 - ▶ To build trust between MEUSAC and stakeholders
 - ▶ To identify the most effective engagement approach
 - ▶ To design an action plan for MEUSAC for 2020 – 2023 on how to increase participation from and by stakeholders
 - ▶ To increase the relevance of social dialogue in Malta

Beneficiary: Malta- European Union Steering Action Committee

Budget: €134,584

SMEs-Tuning the art of representation (STAR)

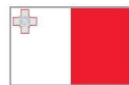
- ▶ This project is aimed at giving GRTU as an SME representative the tools and the capacity it needs in order to be a more effective social partner, through the provision of a number of new services. Project is in partnership with UAEPME and collaboration with FSB
- ▶ So far GRTU officials attended the UEAPME Social Affairs Committee (SAC) twice once in June and once in September.
- ▶ GRTU delivered a presentation on the project and the collaboration they are seeking to achieve with the SAC participants.
 - ▶ A bilateral meeting was also held with the UEAPME secretariat to discuss the project and the how they can help us achieve this objective.
 - ▶ Side meeting with Confartigianato, a European network that represents artisan enterprises and SMEs. These initiatives are helping GRTU to strengthen their network with their counterparts.

Output and Result Indicators for PA 4 (IP11ii)

Indicator	Measurement Unit	Target Value	Committed	Actual
O18. Participants within stakeholder organisations delivering ESF related policies	Number	500	242	11
R19. Participants within stakeholder organisations delivering ESF related policies gaining a qualification/certification upon leaving	%	40%	95%	0

Use of Simplified Cost Options

State of play



European Union
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Status of Delegated Act for Malta under ESF

<i>Access to Employment</i> aid scheme	Published & under Implementation
<i>Investing in Skills</i> aid scheme	Published & under Implementation
<i>Youth Guarantee 2.0</i>	Published. Revisions to be submitted to the Commission in Q4 2018
Flat Rate on Indirect Cost	Submitted. Discussions ongoing between the MA and the Commission
Scholarships	Application to be submitted to the Commission in Q4 2018
<i>Training for Employment</i>	Study finalised. Delegated Act not applied for

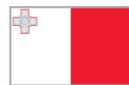
Steering Committee on Simplification

- Meeting held on 19/07/2018
- Active participation of the AA, CA, MA, Treasury
- Ongoing discussions on methodologies, milestones, implementation of SCOs, potential hurdles

Steering Committee on Simplification - Outcomes

- Discussions with CA on the implications of state aid in view of interim applications and annual accounts
- Discussions with Treasury and Budget Office on allocations of the effect of indirect costs
- Discussions with Treasury to set milestones and documentary evidence needed to trigger payments
- Further negotiations with the European Commission envisaged on the revision of rates under *YG2.0*
- MA to submit an application for a Delegated Act to cover the flat rate on indirect costs

Evaluation, Communication & Training Aspect



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Evaluation

- The fourth meeting of the Evaluation Steering Group (ESG) for this programming period was held on 27th September.

- During such meeting the MA launched the following assessments:
 - Study using telephone surveys through a representative sample primarily aimed at collecting the common longer-term result indicators;

 - The First Review Assessment of the European Structural Investment Fund.

- Key objectives include the collection of data in relation:
 - Common longer-term result indicators as specified in Annex I of Regulation (EU) No.1304/2013;
 - Additional data aimed at measuring participants' educational attainment, the type of labour changes, skills acquired and further insight in relation to the experience obtained following the ESF intervention.
- Timing
 - Q4 2018: Data collection and finalisation of representative sample together with the provision of the inception report by NSO;
 - Q1 2019: NSO undertaking the telephone surveys

ESIF Review Assessment

Purpose	To conduct a detailed analysis of the processes involved to implement the Operational Programmes related to ERDF, CF and ESF
Objectives	Provide a review of the progress and current practices in place for the implementation of ESIF programmes;
	Identify additional actions to further strengthen the programme mechanisms in order to contribute to greater efficiency and simplification;
	Formulate recommendations for the remaining years of the current Programme/s, as well as identify basis for discussion for the next programming period
Stakeholders involved	Those involved in the management and delivery of ESIF operations
Start Date	Q4 2018
Date of Completion	Q1 2019

Training

Trainings organised by the MA:

- Structural Funds Database (ongoing basis);
- Combating Fraud in EU Funding (May 2018);
- Public Procurement Sessions (April and May 2018).

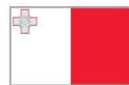
Upcoming training:

- Public Procurement sessions addressed to NGOs and Local Councils (October 2018);
- Specific training sessions aimed at Intermediate Bodies.

Communication Activities

- ESF Annual Event:
 - The MA will start a the ‘Did you know campaign’, through video clips highlighting type of outcomes possible through ESF using testimonials of participants as reference;
 - Each clip will be themed (in 2018): Employability, Youth
 - These video clips will be featured on various technological platforms, including social media;
 - Such activity will be complemented with the design and production of bookmarks covering different themes under ERDF and ESF primarily targeting school children.
- Cohesion 30 Emblematic Project Exhibition (Dec 2018);

Update on performance framework



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Performance Framework

- ▶ In order to monitor progress towards the objectives and targets set for each priority, a performance framework has been built with the Operational Programme with measurable milestones and targets set for 2018 and 2023.
- ▶ Failure in achieving a priority's milestones will have an impact on the financial allocation to the Operational Programme.

Performance Framework – PA 1

Output Indicator Persons Supported	Output Milestone for 2018	Final Target for 2023
OP Targets	250	2,900
Approved Projects	3,310	5,325
Actual as at March 2018	1,900	1,900
Actual as at September 2018	2,062	2,062

Performance Framework – PA 1

Financial Indicator	Financial Milestone for 2018	Final Target for 2023
OP Targets	€ 7,819,554.30	€ 26,000,000
Approved Projects	€ 8,633,408	€ 26,695,899
Contracted as at September 2018	€ 10,800,043.00	€ 10,800,043.00
Disbursed as at March 2018	€2,679,361.00	€2,679,361.00
Expenditure in the system (September 2018)	€ 4,248,770	€ 4,248,770

Performance Framework – PA 2

Output Indicator Persons participating in training/support measures	Output Milestone for 2018	Final Target for 2023
OP Targets	1,000	8,500
Approved Projects	3,496	6,764
Actual as at March 2018	1,663	1,663
Actual as at September 2018	1,951	1,951

Performance Framework – PA 2

Financial Indicator	Financial milestone for 2018	Final Target for 2023
OP Targets	€10,868,152.59	€ 40,000,000.00
Approved Projects	€10,981,773	€ 37,624,838
Contracted as at September 2018	€ 12,484,454	€12,484,454
Disbursed as at March 2018	€0.00	€0.00
Expenditure in the system (September 2018)	€ 4,425,477.92	€ 4,425,477.92

Performance Framework – PA 3

Output Indicator Persons participating in tertiary education	Output Milestone for 2018	Final Target for 2023
OP Targets	150	700
Approved Projects	620	924
Actual as at March 2018	627	627
Actual as at September 2018	627	627

Performance Framework – PA 3

Output Indicator Persons participating in training/support measures	Output Milestone for 2018	Final Target for 2023
OP Targets	1,600	7,400
Approved Projects	1,720	6,200
Actual as at March 2018	1,230	1,230
Actual as at September 2018	1,513	1,513

Performance Framework – PA 3

Financial Indicator	Financial Milestone for 2018	Final Target for 2023
OP Targets	€ 14,288,118.40	€ 47,424,810.00
Approved Projects	€ 21,223,002	€ 43,369,895
Contracted till September 2018	€19,901,487.54	€19,901,487.54
Disbursed as at March 2018	€11,890,584.00	€11,890,584.00
Expenditure in system (September 2018)	€17,173,652.33	€17,173,652.33

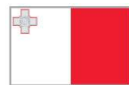
Performance Framework – PA 4

Output Indicator Number of projects targeting public administrations or public services at national, regional or local level	Output Milestone for 2018	Final Target for 2023
OP Targets	1	3
Approved Projects	9	9
Actual as at March 2018	0	0
Actual as at September 2018	9	9

Performance Framework – PA 4

Financial Indicator	Financial Milestone for 2018	Final Target for 2023
OP Targets	€ 2,988,742.00	€ 11,000,000.00
Approved Projects	€3,159,119.00	€14,194,566.00
Contracted till September 2018	€ 1,382,970.32	€ 1,382,119.00
Disbursed as at March 2018	€0.00	€0.00
Expenditure in the system (September 2018)	€ 443,741.41	€ 443,741.41

Looking forward



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Looking forward

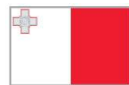
- ▶ Continue focusing on the implementation of the OP focusing particularly on the **Performance framework** in coordination with Beneficiaries, Line Ministries, Department of Contracts, Ministerial Procurement Units, Treasury and other stakeholders
- ▶ Continue supporting the implementation through the provision of ad hoc guidance and training session
- ▶ Continue work on the implementation of SCOs under the OP to facilitate the implementation;
- ▶ Implement the 'Did you know campaign' phase 1;
- ▶ Work linked to the Tracking System as well as compiling the long-term common indicators in line with Annex I of Regulation (EU) No. 1304/2013 will start;
- ▶ Start efforts linked to objectives set for 2019 including the issuing of a Pre-announcement for small projects for NGOs and social partners under PA 2 – IP9i and PA 4 – IP11ii.

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