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# Rritje Albania

PERFORMANCE-BASED MONITORING PLAN  
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## List of Acronyms

AAQM	Authentic Albania Quality Mark Program
B2B	Business to Business
BYOB	Build-Your-Own Brand Program
CED	Competitive Enterprise Development
CDCS	Country Development Cooperation Strategy
CGP	Client Growth Plan
COP	Chief of Party
DO	Development Objective
FY	Financial Year
GDP	Gross Domestic Product
GFSWG	Garment Footwear Stakeholder Working Group
GoA	Government of Albania
ICT	Internet and Communication Technology
IPR	Intellectual Property Rights
PROTIK	PROTIK ICT Resource Center
KRA	Key Results Areas
P-BMP	Performance-Based Monitoring Plan
PEP	Productivity Enhancement Program
PPD	Public Private Dialogue
PPP	Public Private Partnership
PMP	Performance Management Plan
PIR	Project Intermediate Results
M&E	Monitoring and Evaluation
TBD	To Be Determined
USG	United States Government

# SECTION I

## A. Introduction

On March 18, 2009, USAID/Albania awarded Chemonics International and subcontractor partners Development & Training Services (dTS) and Citizen's Development Corps Development Solutions (CDS) the Albania Competitive Enterprise Development (CED) contract, a five-year activity with a value of \$9,774,154. In September 2012, this amount was increased by contract modification to \$10,153,206. To better resonate with local client enterprises and Albanian partners, the project team proposed the name Rritje Albania (Grow Albania)/Competitive Enterprise Development; throughout the remainder of this document, the project will be referred to as Rritje Albania.

Rritje Albania's Performance-Based Monitoring Plan (P-BMP) provides an overview of the project and its key objectives; the results framework it uses to measure and evaluate the results of project activities; the project's approach to performance-based management; the critical assumptions; and the Performance Management Plan (PMP) which serves as the project's implementation tool of the P-BMP complete with reference sheets for all 24 contract indicators.

## B. Project Overview and Background

Rritje Albania's contract objectives are to support the sustained growth of Albania's non-agricultural enterprises, increase household income, and create gainful employment by developing and strengthening the competitiveness capacity of enterprises. The objectives are achieved through three technical assistance components directed at the firm level:

- (1) Strengthening trade and investment capacity;
- (2) Increasing enterprise productivity; and
- (3) Improving workforce development.

Within three months of start-up and following the process described in the original technical proposal, the project identified four key export-oriented industries on which to focus its support: tourism, garment, footwear, and information and communications technology (ICT).

Rritje Albania identifies constraints to competitiveness then brings a mix of technical assistance, training, targeted grants, and linkages to financing to help remove these constraints. The main focus is to affect positive changes in competitiveness at the enterprise level as measured through two key indicators: increased sales and jobs. In addition to measuring sales in export and domestic markets, Rritje Albania also reports on the number of enterprises that have increased turnover and the percentage growth. Project beneficiaries submitting data needed to analyze and report on program-area results are Client Growth Plan (CGP) enterprises, Authentic Albania Quality Mark Award (AAQM) hotels, and enterprises that attend multi-client events (B2B meetings, workshops, conferences, and other events involving many enterprises) or participate in industry-wide solutions (industry websites, business directories, and other initiatives).

During the Year 3 work planning session, the project listed the constraints to growth and competitiveness faced by Albanian enterprises. In addition to firm-level constraints, the technical team reported their observations from field visits and reflected on challenges encountered during the first two years of project implementation. This process fleshed out critical constraints observed at the meso and macro levels, which hindered both enterprise and industry competitiveness. As a result, the project has expanded its mostly firm-level focus to consider market demand for assistance that helps to fill critical needs at the meso and macro levels of the tourism, garment, footwear, and ICT sectors.

The implications of this programmatic adaptation for the project's monitoring and evaluation efforts were significant as the project's initial contract performance indicators were not designed to capture results of much-needed project support beyond firm-level.

In November - December 2011, USAID/Albania commissioned a mid-term evaluation of Rritje Albania. Its purpose was to assess the effectiveness of project implementation and impact achieved, and also to provide recommendations on how the project's future activities should be modified to better align with the Mission's new Country Development Coordination Strategy (CDCS), released in November 2011, that states: "Emphasis is on establishing the conditions for growth, rather than on providing assistance directly to specific enterprises. Interventions at the firm and farm level will be phased out as emphasis shifts to working with key business and farming associations in identifying and addressing with the GOA constraints to doing business."

With regards to the effectiveness of project implementation, the evaluators reported: "Most every business and partner organization interviewed stated that Rritje Albania has implemented this competitiveness project as it was originally designed in an effective and professional manner..." and further that "the technical expertise offered by Rritje Albania is of high quality and appropriate to the needs of the enterprises". As for impact, "While it may not be possible now to demonstrate high levels of revenue and job growth from activities to date, progress has been made in setting the stage at the firm-level to eventually realize this goal (however some of this may extend beyond the life of this project)."

The evaluation team noted that Rritje Albania's original assumptions, goals, and objectives with a primary focus on firm-level assistance appeared to be in conflict with the Mission's new CDCS. To bring the project into closer alignment with the CDCS, the evaluators listed a number of recommendations that included a shift in focus away from primarily one-on-one firm level assistance towards more meso level support: "firm-level assistance should be maintained but only to key enterprises within each sector who could provide the greatest multiplier effect from this continued technical assistance." For the garment and footwear sectors, this meant "enterprises with the ability to shift away from "fason" to full-cycle and to be willing to expand sales to new markets". At the enabling environment level, the evaluators proposed that "Rritje Albania should only engage at the macro level in areas they have already engaged or feel that tangible results could be measured within the life of the project (and in partnership with others for sustainability)." Examples included promoting and engaging in public-private-dialogue (PPD) mechanisms on such topics as: Intellectual Property Rights (IPR), the Garment Footwear Stakeholder Working Group (GFSWG), and Corporate Social Responsibility (CSR). They further suggested that the project should foster public-private-partnership (PPP) initiatives such as the PROTIK ICT Resource Center, the AAQM program, internship programs, and vocational educational training (VET).

The evaluation team also recommended a reduction in the number of grants to be issued and a modest restructuring of the project's indicator set and targets to overcome some of the deficiencies noted and to better capture a more complete and accurate picture of project activity and benefits.

In the year leading up to the mid-term evaluation, during which time the CDCS was drafted, Rritje Albania had proactively taken steps to expand its technical assistance to include activities at the meso and macro levels when it believed such actions helped to remove constraints hindering the development of competitive enterprises. The project's efforts included working with, and through, meso-level structures such as business associations, educational institutions, and non-governmental organizations (NGOs) as a means to deliver multi-client trainings and industry roundtables on topics of broad interest. Whenever possible, the project paired foreign experts with locals to build capacities over the long run, and to achieve cost savings. At the macro level, it engaged private sector stakeholders with relevant government of Albania (GoA) ministries and agencies in PPD, and Rritje Albania led several PPP initiatives, most

notably PROTIK but also AAQM, the IPR stakeholders working group, and the GFSWG, which will be described in detail later in this report.

However, as Rritje Albania entered FY2012 and the second half of its contract implementation period, according to the previous PBMP, its targets for number of enterprises assisted were to increase dramatically, as were the rest of its firm-level performance indicators. Despite the recommendations in the project's mid-term evaluation, without a contract modification, the level of technical activities undertaken at the meso and macro levels would decline over the second half of the project as an increasing amount of project resources would be shifted to firm-level assistance. At the same time the evaluators issued their report in January 2012, the PPP driven by Rritje Albania between USAID, Microsoft, the Albanian American Development Foundation (AADF), the GoA, CISCO, and AlbTelekom was at a critical juncture. USAID had asked Rritje Albania to implement the estimated \$350,000 renovation of the PROTIK offices under its original contract ceiling but another \$375,000 was needed to equip and support its start-up and the founding partners had asked USAID to provide the missing funding.

For these reasons, following several consultations between the Rritje Albania project team and USAID/Albania, Chemonics drafted a request to modify the Rritje Albania contract and submitted it to USAID in May 2012. The major elements of the request were: (1) increase the contract ceiling by \$379,052 to support the PROTIK startup; (2) revise the performance indicators to better capture project activities in greater alignment with the CDCS and the mid-term evaluation report; (3) reduce the size of the grant facility from \$500,000 to \$325,000 and the minimum number of grants from 50 to 22.

USAID approved in full Chemonics' contract modification request on September 17, 2012 and this document fully reflects the agreed-upon changes. These adjustments may be seen in the results framework described in the section below, and throughout the report in detailed descriptions of project activities at the firm, meso, and macro levels that are building local sustainability and partnerships in a manner that is both in line with the evaluators' recommendations and with the USAID Forward reform agenda.

### C. Rritje Albania Results Framework

Rritje Albania falls under USAID/Albania's Development Objective (DO) 2.0, "Conditions created for broad based, sustainable, and inclusive economic growth." In addition to contributing to the achievement of DO 2.0, Rritje Albania also contributes to DO 2.0's Intermediate Result (IR) 2.1, "Improved conditions for private sector-led growth" and IR 2.2, "Private sector more competitive."

Moreover, our project goals are in-line with the Foreign Assistance Framework program areas of trade and investment and private sector competitiveness. Rritje Albania has three complementary components, which also serve as Project Intermediate Results (PIR): trade and investment, productivity, and workforce development. Each has several key result areas (KRA) measuring the output of different project activities. Results at the KRA levels, which are gender-disaggregated where applicable, lead to outcomes at the component level, which in turn lead to results at the project and DO levels.

In this way, Rritje Albania seeks to build the capacity of the private sector in its target industries, as well as the responsiveness of the public sector, to stimulate business expansion and contribute to the country's broad-based, sustainable economic growth.

Beginning in March 2011, when the first draft of USAID's strategy was shared with Rritje Albania, the project proactively increased its activities at the meso and macro levels of its target industries while

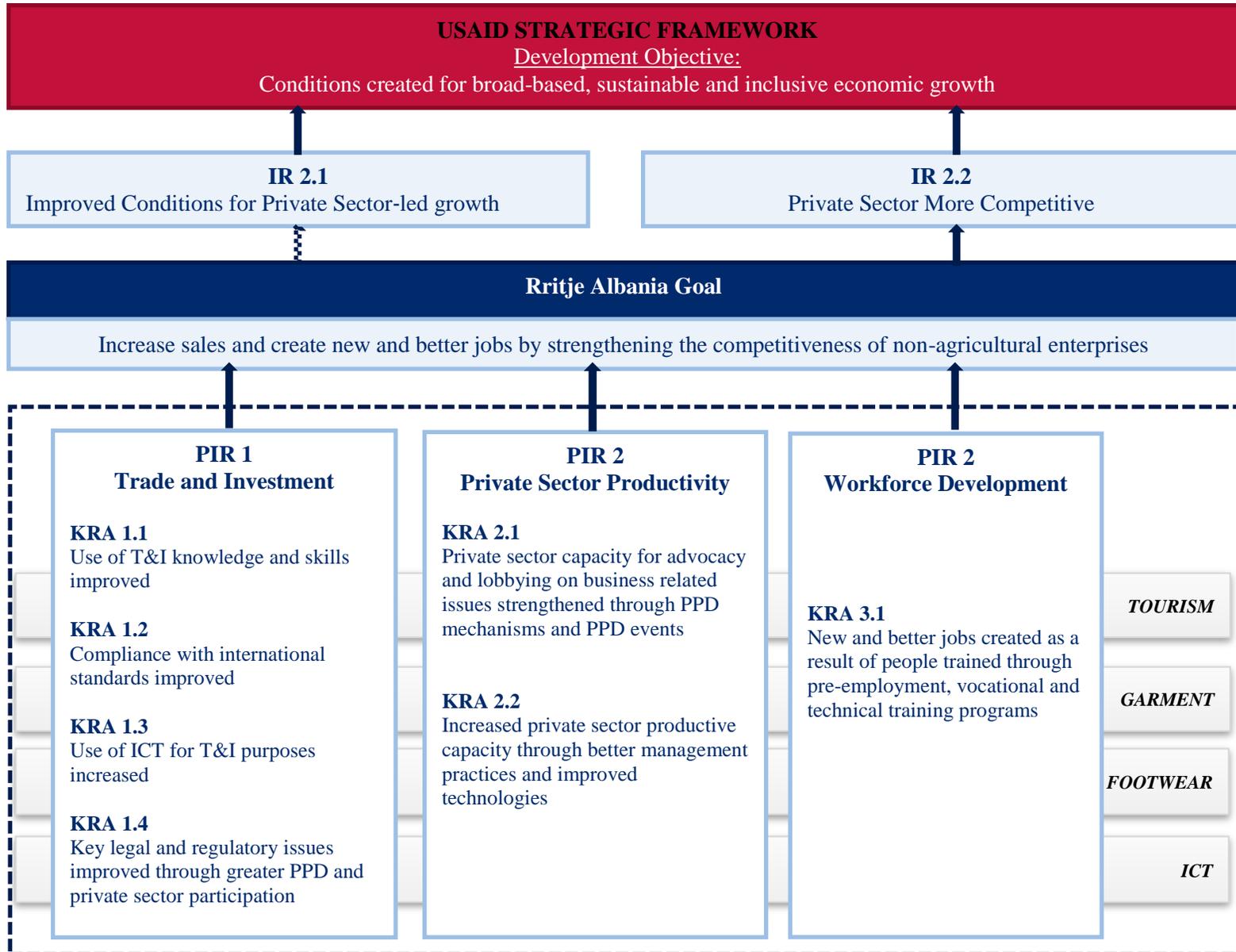
remaining faithful to the achievement of the goals and objectives described in its contract. The strategic decision to work at all industry levels has proved to be highly advantageous as constraints to competitiveness are often due to information asymmetries and unequal relationships between private and public sector value chain actors, as well as weak or absent PPD venues. By working at all levels through its broad and deep network of public and private sector implementation partners, the project has greatly leveraged its resources for the short-, medium- and long-term benefit of Albanian businesses.

Enhancing competitiveness is a complex task that requires intervention at several levels. Rritje Albania practices an inclusive approach to improved competitiveness that includes enhancing trade and investment capacities and access to markets, augmenting product quality through better management of production processes and utilization of new technologies, building workforce capacity, and improving the business environment. Whenever possible, Rritje Albania collaborates with various local public and private sector stakeholders at the meso and macro levels in order to build new and effective long term partnerships between actors while improving their capacity to sustain project legacies beyond the life of the Rritje Albania.

The project's work is guided by the following principles:

- Implement market-based and demand-driven interventions at all levels of economy
- Foster local ownership and participation
- Leverage resources and prioritize interventions through partnerships
- Focus on results and lessons learned to guide the implementation process

Since its inception, Rritje Albania adopted the approach of working intensively, but not exclusively, with leading Albanian enterprises in each target sector, with the expectation that other enterprises would follow their example and make the necessary changes to likewise increase their competitiveness. In addition to its firm-level work, Rritje Albania supports stakeholders such as business associations and chambers to provide better services and lobbying for members' interests through the organization of industry-wide events and conferences that stimulate public-private dialogue and create effective public-private partnerships. In so doing, Rritje Albania encourages local leadership and ownership of its interventions that reflect the needs and priorities of the private sector. And, by seeking significant cost sharing, the project promotes sustainable solutions and initiatives that are not solely dependent on project support to continue.



## SECTION II

### A. The Project's Approach to Performance-Based Management

Rritje Albania's P-BMP serves as an important tool for managing and documenting project performance. It enables timely and consistent collection of comparable performance data, which allows the project to make informed decisions on the overall management of the project as well as any necessary adjustments in the project design and implementation approach.

As defined in USAID's ADS 200.6, performance management is:

*"...the systematic process of monitoring the results of activities; collecting and analyzing performance information to track progress toward planned results; using performance information to influence program decision making and resource allocation; and communicating results achieved, or not attained, to advance organizational learning and tell the project story."*

Performance management represents the project's commitment to manage with greater accountability and for the most advantageous development outcomes. Therefore, the principles governing the design and development of Rritje Albania's P-BMP are based on the USAID's ADS 203.3.2.1 guidelines for assessing and learning, as follows:

- **The P-BMP is primarily a tool for self-assessment:** The Rritje Albania P-BMP has been developed to enable USAID and the project management team, to actively and systematically monitor Rritje Albania's progress in achieving its objectives, therein enabling either party to take corrective action when necessary in improve project performance;
- **Performance-informed decision-making:** The P-BMP is also designed to ensure that management decisions at all levels are informed by the best available information on project performance at specific junction points in the life of the project;
- **Transparency:** To increase transparency, indicator and data quality assessments are conducted quarterly and annually to determine any obvious limitations in the quality of the data being collected in the P-BMP; and
- **Economy of effort:** When selecting P-BMP indicators, the project made an effort to streamline and minimize the burden of data collection and reporting. With few exceptions, indicators were selected that emphasized the collection of information that can be quantified in deference to qualitative data. Moreover, the identified P-BMP indicators are those determined to be most useful for decision-makers regarding project progress.

The strength of monitoring and evaluation lies in its ability to provide timely performance information, which is essential to managing results and maximizing project performance. This goal recognizes that the implementation of project work plan activities requires continuous adjustment to respond to both risks and opportunities in order to achieve Rritje Albania objectives. The following represent the key principles that underlie our approach to project monitoring and evaluation:

**Results-oriented:** The project's Results Framework links the project work plan and the performance-based monitoring plan together. Work plan activities are designed to achieve the agreed-upon results displayed in the results framework, and monitoring and evaluation (M&E) indicators measure the progress towards successful achievement of those results. Input- and output- level indicators are linked

logically to each other through cause-and-effect relationships. The long-term results of the project are measured through the impact-level indicators.

**Participatory Process:** The implementation of the M&E system involves not only the monitoring and evaluation specialist but the Chief of Party and the technical team. This is necessary for several reasons:

*Efficiency.* Rritje Albania's technical team has first-hand knowledge of activities and results in its work area and is well-suited to collect and conduct initial verification of basic M&E data on its respective clients.

*Ownership.* Through their involvement in the M&E system, the M&E process belongs to and is enriched by the active participation the project team and implementing partners. This helps ensure that the information generated is relevant to and consistent with the interests of the entire team and Rritje Albania partners.

*Continuous Feedback.* Having collected and analyzed M&E information, the technical team members will have first-hand information on project progress and will be able to use M&E information to guide program implementation.

*Effective Management.* Accurate, reliable, and timely M&E is essential to effective management. Integrity of data and cross-checking of information by both technical and management teams are therefore essential to program design.

**Active Dissemination and Communication of Results:** Rritje Albania first collects impact and performance data, then adds value to the raw data by performing analysis and providing context for data interpretation, thereby transforming data into usable information. In order to plan and manage for results, the M&E process is consistently integrated into all facets of project implementation. The regular collection, analysis, and review of results contribute to:

*Best Practices* – Identifying and replicating successful approaches to improve the performance and effectiveness of specific activities;

*Challenges and Lessons Learned* – Documenting challenges and lessons learned in the course of project implementation in order to adjust planning, management and implementation approach for improved results and greater impact. This also includes management decisions on whether to abandon under-performing activities, strategies, or objectives; and

*Reporting and Communications* – Report and disseminate findings on the impact of project assistance for internal and external purposes.

## B. The Performance-Based Monitoring and Evaluation System

Rritje Albania's Monitoring and Evaluation (M&E) system targets data collection primarily on activities directly implemented by the project and its partners and the direct impacts of those activities. This principle of manageable interest helps ensure that the M&E system reports only those results that are within the project's ability to influence.

Therefore, Rritje Albania focused on selecting indicators and monitoring and evaluation tools which were attainable, attributable, and measurable.

- *Attainable:* Project targets should be ambitious with the objective of providing meaningful change and improvement to the competitiveness of its client enterprises and target industries.

Project targets should also be achievable, allowing Rritje Albania to plan activities and guide stakeholders toward reasonable goals.

- *Useful:* Data collected should either a) inform management of project progress so that implementation issues can be addressed in a timely fashion, or b) be useful and compelling in communicating project impact.
- *Attributable:* Albania is overrun with a number of donor projects and activities with overlapping mandates. Therefore, to demonstrate the strongest possible cause and effect between Rritje Albania activities and results, it is essential that indicators focus on the project's activities with direct, traceable linkages to outcomes. Project activities should have a logical and causal effect on the change being measured by the indicator. Successes claimed by the project should be linked to project interventions. If there had been no project activity, would the improvements have occurred at the same rate? If the answer is yes, the indicator is not attributable.
- *Measurable:* Project indicators must be chosen which can be calculated and tracked by project technical staff utilizing data which is reasonably available through key data sources such as client enterprises, implementing partners, and as necessary, the Government of Albania and international organizations. Data necessary for indicator measurement must be able to be obtained with reasonable time commitment, cost, and effort.

At the time of this revised P-BMP, Rritje Albania is fully staffed (please see Rritje Albania organogram at the end of this section) to deliver activities that meet the project's performance targets. In addition to the Finance/Administration team and the M&E/Communications Specialist, the Chief of Party (COP) leads a technical team that is composed of one Trade and Investment Advisor, one Tourism Specialist, two Business Advisors, and one Grants Manager.

The project technical staff members are tasked with:

- Providing input on design and driving delivery of firm-level assistance and industry-level initiatives;
- Following up on the implementation of experts' recommendations at the firm level;
- Leading collaboration with industry associations to better serve their members' capacity-building needs, lobbying efforts, and dissemination of information to members and decision-makers;
- Identifying, establishing, and maintaining partnerships with key public- and private-sector actors at the macro and meso levels in target industries;
- Providing feedback on proposals, grants, and other concepts introduced by development partners to maximize leveraging of funds;
- Ensuring that the project meets or exceeds its performance indicator targets under the three project components of workforce development, trade and investment, and productivity.

The COP and the M&E Specialist provide regular guidance and support to technical staff and/or implementing partners to ensure accurate and regular data collection. Managing for success requires planning, coordination, and efficiency. The Rritje Albania annual work plans follow this premise and are designed with a high level of task and output detail, in full alignment with the revised P-BMP.

The project utilizes the P-BMP as the overarching framework for successful results-based management, tying in information collected from several data sources, including: baseline data from CGPs clients and AAQM hotels, KPIs reports, enterprise quarterly reports of sales, jobs, and qualitative improvements and changes, event reports from technical staff and/or partner organizations reports on joint events, pre- and post-workshop questionnaires, evaluation forms, and project research. Data collected and analyzed

through these sources is reflected in quarterly and annual progress reports and also used to adapt strategic planning of activities and management accordingly.

In addition, the project continues to maintain and improve the appropriate Zoho Creator database applications in order to store and analyze historical and new sales and jobs data and information. During FY2012, the project reviewed, updated where necessary, and completed the migration of all sales and jobs data into its current ZOHO database (going back to the start of the project), after its first web-based database (Dabble) closed when its related host/company went out of business in June 2011. For the purposes of data quality assurance, the project continually reviews and updated existing database forms and applications in order to store and track new information, improve data entry processes for project technical staff and patterns, as well as improve other features relating to better readability, navigation and filtering options for data analysis and verification. The project's web-based database is complemented by other instruments of data collection and analysis in Microsoft Excel, which relate to specific project initiatives or programs. These tools are an important component of the M&E system because they contain additional data and analysis, which support reported indicator values.

Once data has been collected, recorded and reviewed for accuracy, quantitative and qualitative analysis is generated and reported in accordance with the methodology described in the individual indicator reference sheets included in this document.

## C. The Performance-Based Monitoring Plan

The P-BMP measures performance data are at three levels: at the Project Objectives Level with an emphasis on Impact results, at the Project Component Level with an emphasis on KRA outcomes, and at the Project Activity Level with an emphasis on KRA outputs.

**Project Objectives Level** - Rritje Albania utilizes four (4) impact-level indicators to measure the effectiveness of technical assistance delivered at the firm level by focusing on the quantitative changes that take place in the assisted enterprises in terms of their sales and jobs growth.

**Project Component Level** - Rritje Albania measures progress made towards the achievements of its key program objectives through its three Project Intermediate Results (PIR) areas, which are otherwise known as project components of intervention. Together, these PIRs and their related seven (7) KRA outcome-level indicators allow the project to monitor the effectiveness of technical assistance – delivered at the firm as well as meso and macro levels – to strengthen trade and investment capacity, improve private sector productive capacity, and encourage and strengthen the workforce, and in turn lead to increased sales and jobs for the assisted enterprises.

### *1. Strengthening Trade and Investment Capacity (PIR1)*

Performance data under this component measure the outcomes of project assistance delivered at the firm, meso, and macro levels in four (4) KRAs and utilizes the following rationale:

*KRA 1.1 – Trade and investment knowledge and skills improved* - This is an outcome measure of project technical assistance to help client and non-client enterprises to access new buyers and export markets. One important component of assistance to help Albania increase its level of exports is to provide enterprises with the appropriate knowledge, mentoring and assistance on the steps, procedures, and benefits of trading internationally. Trade promotion efforts help to increase private sector capacity to trade, attracting investment and generating growth.

*KRA 1.2 – Compliance with international standards and regulations improved* - This is an outcome measure of project technical assistance to client enterprises which demonstrate their

ability to meet international standards for improved products, services, and international trade by obtaining appropriate certification.

*KRA 1.3 – Use of ICT for trade-related activities increased* - This is an outcome measure of technical assistance delivered by the project and/or its implementing partners/contractors to help client and non-client enterprises increase their use of ICT tools for trade-purposes. The higher the number of Albanian enterprises that use ICT tools to improve product and services and market themselves successfully to new potential buyers, the greater their exposure to and access of the EU and international markets.

*KRA 1.4 - Key legal and regulatory issues improved through greater public private dialogues and private sector consultation and participation* - Policies, laws, regulations, and related administrative procedures that are inconsistent with international agreements and/or standards are likely to impede trade and investment in Albania, and therefore negatively affect trade expansion and economic growth. Enabling the private sector to effectively articulate industry concerns over trade and investment issues strengthens private sector governance and improves the trade and investment enabling environment.

## **2. Improving Private Sector Productive Capacity (PIR2)**

Performance data under this component measure the outcomes of project assistance delivered at the firm, meso, and macro levels in two (2) KRAs and utilizes the following rationale:

*KRA 2.1 – Private sector capacity for advocacy and lobbying on business related issues strengthened through greater utilization of PPD mechanisms* - This is an outcome measure of project technical assistance to energize public and private stakeholders, at various institutional levels, to undertake transformational changes in the way they view and behave towards each on policy matters that require dialogue and partnership. Private sector productivity is improved when the public and private sectors collaborate on policies that support the growth of the private sector. Institutionalizing mechanisms for that dialogue to occur is an important objective from the project's strategic implementation perspective, and is also underscored in USAID's Cooperation CDCS.

*KRA 2.2 – Increased private sector productive capacity through better management practices and improved technologies* - This is an outcome measure of technical assistance delivered by the project or its implementing partners to client and non-client enterprises which demonstrate a clear ability to improve their products and services, and in turn their competitiveness, by investing in new technologies and adopting good management practices. These enterprises demonstrate the kind of behavior changes that lead to improvements in their private sector productive capacity (as defined by USAID), in terms of their ability to integrate into domestic and international markets through the development and application of best practices and modern technology to achieve increased production and marketing of products and services. These improvements may include the adoption of efficient production processes, improved labor productivity, environmentally-sound management of natural resources, the development of accounting and management systems that can help the enterprise implement business, labor, product, and process standards, and marketing strategies that enhance business competitiveness.

## **3. Improving Workforce Development (PIR3)**

Performance data under this component measure the outcomes of project assistance delivered at firm, meso, and macro levels in one (1) KRA and utilizes the following rationale:

*KRA3.1 – New and better jobs created as a result of people trained through pre-employment, vocational and technical training programs* - This outcome-level indicator measures the effectiveness of project technical assistance in the creation of and support for workforce development programs, including joint public-private sector initiatives, to prepare individuals for new or better employment. Effective workforce development relies on the ability of multiple stakeholders to coordinate and collaborate on labor market supply and demand issues. This indicator monitors progress in the development of these partnerships and their ability to produce results.

**Project Activity Level** - Rritje Albania measures progress made towards the achievements of its key PIRs through the utilization of thirteen (13) KRA output-level indicators, which allow the project to monitor delivery and implementation of technical assistance – at the firm, meso, and macro levels – through training events, one-on-one coaching and mentoring by project technical staff, short-term expert assistance, industry conferences and roundtables, and so forth. Each of these KRA output-level indicators feed into the relevant KRA outcome-level indicators described above.

## D. Collection and Reviewing Performance Data

### D1. Data Collection

The project’s team of technical advisors and relevant implement partners, such as IDRA and the PROTIK ICT Resource Centre, are closely assisted by the Rritje Albania M&E /Communications Specialist in collecting, recording and analyzing data on the progress and performance of Rritje Albania activities, in accordance with the data collection schedule.

The table below summarizes the key responsibilities in relation to performance data collection, reviewing, and reporting.

Data Processing Steps	Responsibility
<b>Collecting performance data</b>	Technical Advisors and Implementing Partners M&E/Communications Specialist and Assistant
<b>Assessing data quality</b>	Technical Advisors and Implementing Partners M&E/Communications Specialist and Assistant
<b>Reviewing performance information</b>	M&E/Communications Specialist and Assistant COP
<b>Reporting performance results (Quarterly and Annual Progress Process)</b>	Technical Advisors M&E/Communications Specialist and Assistant COP
<b>Reviewing and updating the P-BMP</b>	M&E Specialist

*Additional Data Collection Activities* - Regular, scheduled performance monitoring requires a level of simplicity and practicality in data collection efforts that in some instances make it difficult to assess more complex issues of management concern. While the Rritje Albania Performance Monitoring Plan (see pages 16-20 in **Section III**) largely outlines the process of quantitative data collection activities, there will also be situations that call for the collection of process-related and qualitative data that are often generated through direct observation, on-site interviews with key informants, and/or informal group interviews. These techniques usually result in generating very useful qualitative information on project processes and/or quantitative results. To be sure, these qualitative data are usually difficult to replicate but are

nonetheless invaluable sources of project performance. Thus, while performance indicators are able to “indicate” progress being achieved by the project, some of these findings may need to be complemented with qualitative data to flesh out “why” certain results are occurring.

It is anticipated that the Rritje Albania technical team and the M&E/Communications Specialist will conduct additional data collection activities to tease out some of the underlying dimensions of performance outcomes. In order to ensure overall data and information quality and accuracy, the M&E/Communications Specialist conducts periodic meetings with clients and implementing partners in order to verify and confirm that project support and technical assistance has brought about the reported results, as well as to solicit client and partner suggestions on possible improvements to implementation of project technical assistance.

## **D2. Assessing Data Quality**

It is important that appropriate standards for data quality are in place in the data collection process. Poor-quality data can create two problems: 1) providing poor information to project decision-makers; and (2) skewing information used for reporting purposes. In order to measure and attribute results accurately – for both reporting and management needs – the M&E/Communications Specialist ensures that collected data on Rritje Albania meet certain standardized evaluation criteria.<sup>1</sup> The M&E/Communications Specialist is responsible for carrying out quarterly and annual data quality assessment reviews, as well as training and assisting project staff and implementing partners in using effectively project data collections instruments and processes to ensure quality and timeliness.

## **D3. Reviewing, Presenting and Reporting Performance Data**

Rritje Albania reviews and reports performance data on project activities and results through quarterly progress reports, with the fourth one serving as the annual progress report during fiscal reporting periods running from October 1 - September 30. During this process, the project ensures that progress reports present activities in a clear and accurate manner through findings of performance indicators, appropriate tables and charts to illustrate and interpret these findings, as well as accompanying process narrative and qualitative information gathered from project beneficiaries and implementing partners.

By way of summation, Rritje Albania progress reports address the:

- Progress achieved towards Rritje Albania objectives in support of USAID’s DO 2.0;
- Adequacy of project resources and inputs for producing activity outputs and outcomes;
- Process timelines of implementation;
- Status of critical assumptions and causal relationships defined in the Rritje Albania contract, along with related implications for performance towards USAID project expectations;
- The status of related partner efforts that contribute to the positive achievements of Rritje Albania performance;
- The Project’s leveraging of partnerships and resources;
- The Project’s communications outreach via success stories, press releases and media coverage of project activities;
- The implementation and contextual challenges faced, as well as lessons learned and applied.

## **D4. Assumptions**

In determining the project’s proposed indicators and targets, several key assumptions were made, including:

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<sup>1</sup> These criteria as discussed in *USAID’s ADS 203* include validity, reliability, timeliness, precision, and integrity.

- Private sector counterparts, including individual entrepreneurs, private enterprises, business associations, as well as universities and other partner organizations, are willing and able to collaborate with the project and can absorb capacity-building assistance;
- Other donors and implementing partners collaborate as appropriate with the project;
- Albania suffers no major catastrophic economic, political, or environmental events;
- The level of GoA support for improving the business environment remains constant or increases;
- The above actors are willing to share with the project accurate data and relevant information in a timely fashion.

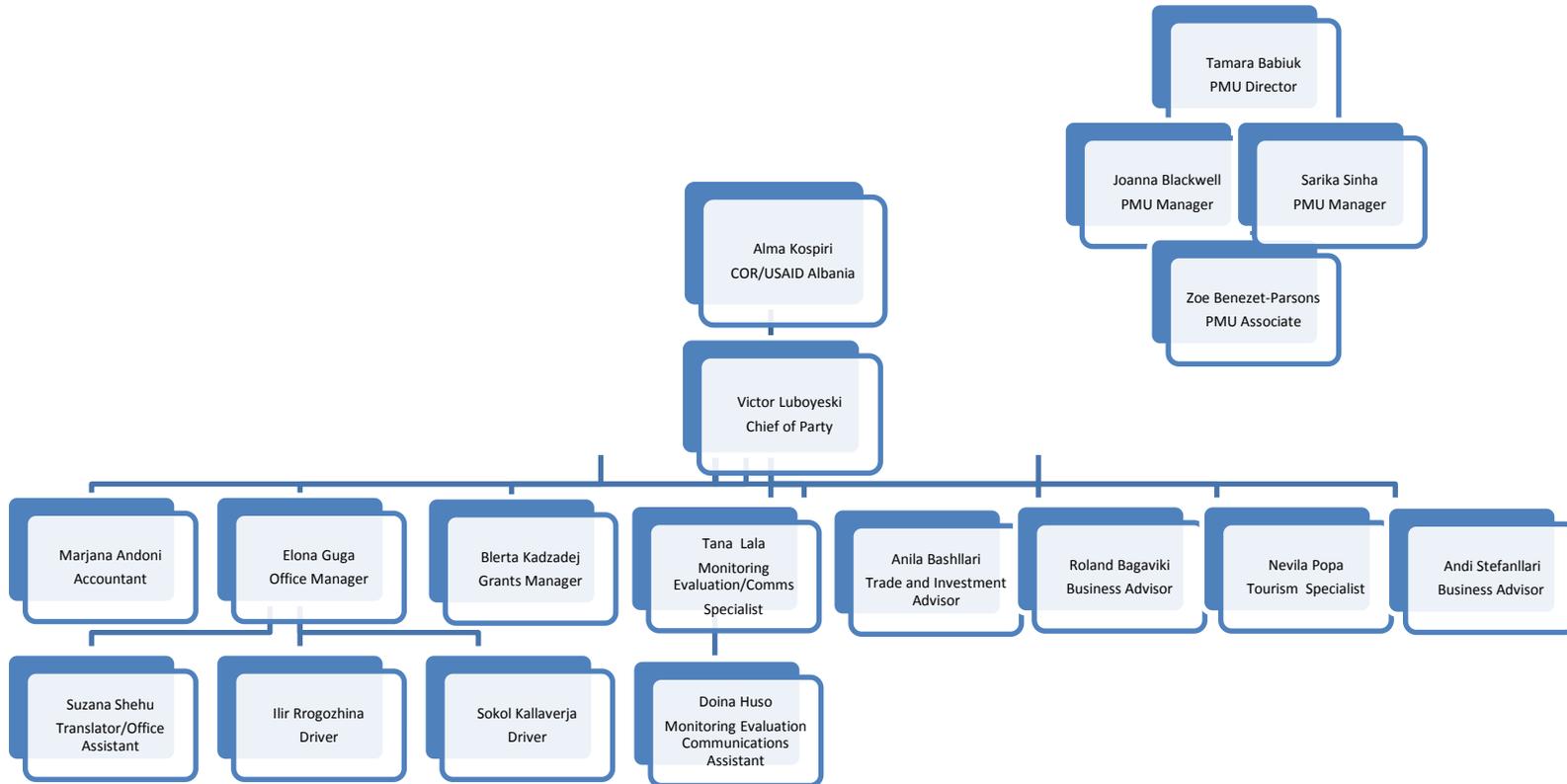
#### **D5. P-BMP as a Living Document**

The P-BMP serves as a “living” document that the Rritje Albania team uses to guide overall project performance management and implementation. The project sees the P-BMP not merely as a mechanism to fulfill USAID reporting requirements, but also as a useful tool for management and organizational learning. As such, the P-BMP is updated as necessary to reflect required adjustments in the performance management and implementation strategy of Rritje Albania in line with contextual and implementation changes encountered. The revision process of the P-BMP is guided by the key questions, such as:

- Are the performance indicators working as intended in the project causal links?
- Are the performance indicators providing the information needed to properly gauge and attribute Rritje Albania results?

Therefore, the implementation of the P-BMP is not a one-time occurrence, but rather an ongoing process. The P-BMP is reviewed annually, guided largely by suggestions generated internally and in close consultation with USAID.

## D6. Rritje Albania Organogram



## SECTION III

This section consists of the Rritje Albania's PMP, the Annual Performance Indicator Targets, and the Performance Indicator Reference Sheets for each indicator included in the Rritje Albania Results Framework.

The PMP serves as the project's implementation tool of the P-BMP, outlining the project's data collection and reporting schedules, as well as the indicator units of measure, data sources, collection methods, and responsible persons or entities.

The summary table of the Annual Performance Indicator Targets is followed by the individual indicator sheets, which provide information on:

- Indicator definition(s), unit of measurement, elements of disaggregation;
- Data acquisition method(s), data sources, timeline for data acquisition, and person responsible for data acquisition;
- Plans for data analysis, review, and reporting;
- Data quality issues, including any actions taken or planned to address data limitations; and
- Notes on baselines, targets, and data calculation methods.

## A. Rritje Albania Performance Management Plan (October 2012 – March 2014)

Indicator	Unit of Measure	Data Source	Collection Method	Collection Schedule	Reporting Frequency	Responsible
<i>Project Objective: Increase sales and create new &amp; better jobs by strengthening the competitiveness of non-agricultural enterprises</i>						
<i>Sales and Jobs: Impact-Level Indicators</i>						
1. Number of assisted enterprises that have increased sales of products and services in domestic and export markets	Number (Industry)	CGP Clients AAQM Hotels	Review of sales reports by assisted enterprises	Quarterly	Annually	RrA Business Advisors Tourism Specialist M&E Assistant IDRA
2. Percent change in total sales by assisted enterprises	Percent change	CGP Clients AAQM Hotels	Review of sales reports by assisted enterprises	Quarterly	Annually	RrA Business Advisors Tourism Specialist M&E Assistant IDRA
3. Value of sales of Albanian products and services (in export and domestic markets) by assisted enterprises	Amount (Type)	CGP Clients AAQM Hotels	Review of sales reports by assisted enterprises	Quarterly	Annually	RrA Business Advisors Tourism Specialist M&E Assistant IDRA
4. Number of jobs created in assisted enterprises	Number (Gender)	CGP Clients AAQM Hotels	Review of jobs reports by assisted enterprises	Quarterly	Annually	RrA Business Advisors Tourism Specialist M&E Assistant IDRA
<i>Project Component Objective 1: Strengthen Trade and Investment Capacity (PIR1)</i>						
<i>Trade and Investment: KRA Outcome-level Indicators</i>						
1.1 Number of enterprises able to use necessary information, data, and other inputs to improve understanding of international market demand and competitive conditions, and the regulatory standards and other requirements for accessing specific markets	Number (Industry)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Reports by Implementing Partners, Activity Questionnaires, Interviews with Beneficiaries	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK
1.2 Number of assisted enterprises that obtain certification with international quality control, environmental, and other process voluntary standards or regulations	Number (Industry)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Reports by Implementing	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager

Indicator	Unit of Measure	Data Source	Collection Method	Collection Schedule	Reporting Frequency	Responsible
			Partners, Activity Questionnaires, Interviews with Beneficiaries			PROTIK
<b>1.3</b> Number of enterprises employing ICT to improve goods and services, to identify commercial opportunities, and establish contacts with potential international business partners	Number (Industry)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Reports by Implementing Partners, Activity Questionnaires, Interviews with Beneficiaries	Quarterly	Quarterly Annually	RrA Business Advisors PROTIK Grants Manager
<b>1.4</b> Number of improved policy reforms, laws, regulations, and administrative procedures drafted and presented for stakeholder consultation to increase private sector competitiveness and improve the business environment, enhance governance, and/or facilitate private sector participation and competitive markets as a result of USG assistance	Number Type	RrA Activity Records and Partners	Review of RrA Records and Reports by Implementing Partners	Quarterly	Quarterly Annually	T&I Advisor
<i>Trade and Investment: KRA Output-level Indicators</i>						
<b>1.1.1</b> Number of USG supported trade and investment capacity building trainings	Number Type	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up Sheets		Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK
<b>1.1.2</b> Number of participants in USG supported trade and investment capacity building trainings	Number (Gender)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up Sheets	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist, Grants Manager PROTIK
<b>1.1.3</b> Person hours completed in USG supported trade and investment capacity building trainings.	Number (Gender)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK

Indicator	Unit of Measure	Data Source	Collection Method	Collection Schedule	Reporting Frequency	Responsible
			Sheets			
<b>Project Component Objective 2: Improve Private Sector Productive Capacity (PIR2)</b>						
<i>Productivity: KRA Outcome-level Indicators</i>						
<b>2.1</b> Number of public-private dialogue mechanisms utilized as a result of USG assistance	Number Type	RrA Activity Records and Partners	Review of RrA Records and Reports by Implementing Partners	Quarterly	Quarterly Annually	T&I Advisor Tourism Specialist
<b>2.2</b> Number of enterprises that have improved management practices or invested in improved technologies as a result of USG assistance	Number (Industry)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Reports by Implementing Partners, Activity Questionnaires, Interviews with Beneficiaries	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK
<i>Productivity: KRA Output-level Indicators</i>						
<b>2.1.1</b> Number of public-private dialogue events supported as a result of USG assistance	Number Type	RrA Activity Records	Review of RrA Records and Reports by Implementing Partners	Quarterly	Quarterly Annually	T&I Advisor Tourism Specialist Grants Manager
<b>2.2.1</b> Number of enterprises receiving USG assistance to improve management practices or to invest in improved technologies	Number (Industry)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up Sheets	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK
<b>2.2.2</b> Number of training events in good management practices and improved technologies	Number Type	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up Sheets	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK
<b>2.2.3</b> Number of persons trained in good management practices and improved technologies	Number (Gender)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up Sheets	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK

Indicator	Unit of Measure	Data Source	Collection Method	Collection Schedule	Reporting Frequency	Responsible
<b>2.2.4</b> Person hours of training completed in private sector productive capacity supported by USG assistance	Number (Gender)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up Sheets	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK
<b>2.3.1</b> Number of enterprises receiving USG assistance to access bank and non-bank finance.	Number (Industry)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Reports by Implementing Partners, Activity Questionnaires, Interviews with Beneficiaries	Quarterly	Quarterly Annually	T&I Advisor
<b>Project Component Objective 3: Encouraging Workforce Development (PIR3)</b>						
<i>Workforce Development: KRA Outcome-level Indicator</i>						
<b>3.1</b> Number of people gaining employment or better employment as a result of participation in USG-supported workforce development programs	Number (Gender)	CGP Clients AAQM Hotels Grantees Implementing Partners RrA Activity Records	Review of RrA Records and Reports by Implementing Partners, Activity Questionnaires, Interviews with Beneficiaries	Quarterly	Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grants Manager PROTIK
<i>Workforce Development: KRA Output-level Indicators</i>						
<b>3.1.1</b> Number of pre-employment, vocational, and technical training programs supported	Number Type	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Reports by Implementing Partners	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grant Manager PROTIK
<b>3.1.2</b> Number of persons participating in USG-supported pre-employment, vocational and technical training programs supported	Number (Gender)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records and Implementing Partners, Activity Sign-up Sheets	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grant Manager PROTIK
<b>3.1.3</b> Number of persons participating in USG-supported workforce development programs	Number (Gender)	CGP Clients AAQM Hotels RrA Activity	Review of RrA Records and Implementing	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist

Indicator	Unit of Measure	Data Source	Collection Method	Collection Schedule	Reporting Frequency	Responsible
		Records	Partners, Activity Sign-up Sheets			Grant Manager PROTIK
<b>3.1.4</b> Person hours of training supported in workforce development supported by USG assistance	Number (Gender)	CGP Clients AAQM Hotels RrA Activity Records	Review of RrA Records, Activity Sign-up Sheets	Quarterly	Quarterly Annually	RrA Business Advisors T&I Advisor Tourism Specialist Grant Manager PROTIK

## B. Rritje Albania Performance Indicator Targets

Indicator	Baseline	Start-up Period* <sup>2</sup> (Apr – Sep 2009)	Year 1 (Oct 2009 – Sep 2010)	Year 2 (Oct 2010 – Sep 2011)	Year 3 (Oct 2011- Sep 2012)	Year 4 (Oct 2012-Sep 2013)	Closing Period* (Oct 2013- Mar 2014)
<i>Project Objective: Increase sales and create new &amp; better jobs by strengthening the competitiveness of non-agricultural enterprises</i>							
<i>Sales and Jobs: Impact-Level Indicators</i>							
1. Number of assisted enterprises that have increased sales of products and services in domestic and export markets	0	35	83	133	135	155	155
2. Percent change in total sales by assisted enterprises	TBD <sup>3</sup>	+2.5% over baseline	+7.5% over baseline	+12.5% over baseline	+17.5% over baseline	+20% over baseline	+10% over baseline
3. Value of sales of Albanian products and services (in export and domestic markets) by assisted enterprises	TBD <sup>4</sup>	+2.5% over baseline	+7.5% over baseline	+12.5% over baseline	+17.5% over baseline	+20% over baseline	+10% over baseline
4. Number of jobs created in assisted enterprises	TBD <sup>5</sup>	+5% over previous year	+5% over previous year	+5% over previous year	+5% over previous year	+5% over previous year	+5% over previous year
<i>Project Component Objective 1: Strengthen Trade and Investment Capacity (PIR1)</i>							
<i>Trade and Investment: KRA Outcome-level Indicators</i>							
1.1 Number of enterprises able to use necessary information, data, and other inputs to improve understanding of international market demand and competitive conditions, and the regulatory standards and other requirements for accessing specific markets	0	10	25	35	60	60	25
1.2 Number of assisted enterprises that obtain certification with international quality control, environmental and other process voluntary standards or regulations	0	3	8	15	35	40	25
1.3 Number of enterprises employing ICT to improve goods and services, to identify commercial opportunities, and to establish contacts with potential international business partners	0	5	15	25	30	50	20
1.4 Number of improved policy reforms, laws, regulations, and administrative procedures drafted and	0	n/a	n/a	n/a	2	1	1

\* Revised from contract year to USAID fiscal year reporting period running from October 1 – September 30 through an earlier contract modification in January 2011. The FY2009 and FY2014 periods are only 6 months long therefore the targets for these periods are lower than the full 12-month long reporting periods of FY2011, FY2012 and FY2013.

<sup>3</sup> Companies and/or hotels join the project at different times of the year, therefore the total baseline value changes according to the number of companies assisted at the time of analysis. By the same token, the precise annual targets can only be determined at the time of the fiscal year analysis to include all assisted companies that have been with the project for a relevant 12 months qualifying period.

<sup>4</sup> Ibid

<sup>5</sup> Ibid

Indicator	Baseline	Start-up Period* <sup>2</sup> (Apr – Sep 2009)	Year 1 (Oct 2009 – Sep 2010)	Year 2 (Oct 2010 – Sep 2011)	Year 3 (Oct 2011– Sep 2012)	Year 4 (Oct 2012-Sep 2013)	Closing Period* (Oct 2013– Mar 2014)
presented for stakeholder consultation to increase private sector competitiveness and improve the business environment, enhance governance, and/or facilitate private sector participation and competitive markets as a result of USG assistance							
<i>Trade and Investment: KRA Output-level Indicators</i>							
<b>1.1.1</b> Number of USG supported trade and investment capacity building trainings	0	3	8	15	40	40	18
<b>1.1.2</b> Number of participants in USG supported trade and investment capacity building trainings	0	50	150	250	600	600	325
<b>1.1.3</b> Person hours completed in USG supported trade and investment capacity building trainings.	0	n/a	n/a	n/a	1,000	1,000	700
<b>Project Component Objective 2: Improve Private Sector Productive Capacity (PIR2)</b>							
<i>Productivity: KRA Outcome-level Indicators</i>							
<b>2.1</b> Number of public-private dialogue mechanisms utilized as a result of USG assistance	0	n/a	n/a	n/a	4	3	2
<b>2.2</b> Number of enterprises that have improved management practices or invested in improved technologies as a result of USG assistance	0	n/a	n/a	n/a	100	120	40
<i>Productivity: KRA Output-level Indicators</i>							
<b>2.1.1</b> Number of public-private dialogue events supported as a result of USG assistance	0	n/a	n/a	n/a	20	20	6
<b>2.2.1</b> Number of enterprises receiving USG assistance to improve management practices or to invest in improved technologies	0	n/a	n/a	n/a	190	200	100
<b>2.2.2</b> Number of training events in good management practices and improved technologies	0	n/a	n/a	n/a	35	35	15
<b>2.2.3</b> Number of persons trained in good management practices and improved technologies	0	n/a	n/a	n/a	525	525	225
<b>2.2.4</b> Person hours of training completed in private sector productive capacity supported by USG assistance	0	n/a	n/a	n/a	1000	1000	700

Indicator	Baseline	Start-up Period* <sup>2</sup> (Apr – Sep 2009)	Year 1 (Oct 2009 – Sep 2010)	Year 2 (Oct 2010 – Sep 2011)	Year 3 (Oct 2011– Sep 2012)	Year 4 (Oct 2012-Sep 2013)	Closing Period* (Oct 2013– Mar 2014)
<b>2.3.1</b> Number of enterprises receiving USG assistance to access bank and non-bank finance.	0	3	8	15	70	50	25
<b><i>Project Component Objective 3: Encouraging Workforce Development (PIR3)</i></b>							
<i>Workforce Development: KRA Outcome-level Indicator</i>							
<b>3.1</b> Number of people gaining employment or better employment as a result of participation in USG-supported workforce development programs	0	25	70	90	100	100	50
<i>Workforce Development: KRA Output-level Indicators</i>							
<b>3.1.1</b> Number of pre-employment, vocational, and technical training programs supported	0	3	8	15	10	10	5
<b>3.1.2</b> Number of persons participating in USG-supported pre-employment, vocational, and technical training programs supported	0	25	75	150	200	200	100
<b>3.1.3</b> Number of persons participating in USG-supported workforce development programs	0	50	200	300	200	200	100
<b>3.1.4</b> Person hours of training supported in workforce development supported by USG assistance	0	n/a	n/a	n/a	1,000	1,000	700

## C. Indicator Reference Sheets

### Impact Indicator Reference Sheets

<i>Project Objective: Increase sales and create new &amp; better jobs by strengthening the competitiveness of non-agricultural enterprises</i>	
<b>Indicator 1 – Number of assisted enterprises to have increased sales of products or services in domestic and export markets</b>	
DESCRIPTION	
<p><b>Precise Definition(s):</b> This impact-level indicator captures the number of enterprises that report increased annual total sales (sum of export and domestic sales ) in the current fiscal year against their Baseline Total Sales, following receipt of technical assistance by Rritje Albania project, including its implementing partners: subcontractors, contractors and grantees. The enterprises include those that have signed a CGP agreement, with the project, as this agreement governs the type and delivery of project assistance according to individual client needs. Enterprise subsidiaries and subcontractors of CGP clients reporting increased sales are also included in the count because the sales figures that CGP clients report to the project include those of their subsidiaries and subcontractors, which also benefit from project assistance. AAQM hotels that report increased sales are also counted under this indicator. In addition to CGP clients and AAQM hotels, other enterprises that may be counted under this indicator include grantees and their immediate beneficiaries (if and when a grant is being implemented by a business association for the benefit of its member enterprises), as well as enterprises receiving assistance through the PROTIK Center. Enterprises that are CGP clients and part of the AAQM program or grant beneficiaries are counted only once.</p> <p>Upon signing a CGP agreement with the project, joining the AAQM program, or receiving grant funding, each enterprise submits to the project their sales figures for the 12 months prior to the date of the CGP signature, which constitutes their baseline sales. In order to analyze the impact of project assistance on clients’ sales figures over a sufficiently long period, each assisted enterprise should have been with the project for at least a 12-month period corresponding to the project’s reporting year from October 1 through September 30. The length of 12 months was determined as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles.</p> <p>Project assistance is defined as provision of goods and services to enterprises in direct support of project objectives relating to strengthening trade and investment capacity, private sector productive capacity and workforce development. This assistance may include but is not limited to the transfer of knowledge and/or expertise by way of staff, skills training, research work, and financing to support quality of program implementation and impact, support administration, management, representation, publicity, policy development, capacity building, new or improved technology, etc. Technical assistance includes human and institutional resources, as well as financing assistance through project grants.</p>	
Units of Measure	Number (of assisted enterprises)
Disaggregation	Industry
Management Utility	Provides information on the effectiveness of technical assistance delivered by the project. As a program-level indicator, it allows the project to monitor how improvements in all PIRs translate into increased sales at the enterprise level.
PLAN FOR ACQUISITION OF DATA	
Method of Collection	Sales data will be collected directly from: the CGP clients by the project business advisors; the AAQM hotels by IDRA, and other assisted enterprises by the relevant grantee/implementing partner. The information collected will be appropriately entered and recorded by each responsible party in the project’s database.
Data Source(s)	CGP Clients, AAQM hotels, Grantees/Implementing Partners
Frequency of Data Collection	Quarterly - All sales data to be submitted by the 7 <sup>th</sup> working day of the month following the end of the reporting period.
Responsible Individual(s)	Technical staff for CGP enterprises, with support from M&E Specialist IDRA for AAQM hotels, with support from the M&E Specialist Grantee(s) and/or partner organizations for other relevant enterprises

DATA QUALITY ISSUES						
Known Data Limitations	Known challenges relating to timely and accurate data collection from enterprises may reduce the actual pool of assisted enterprises that can be included in a given fiscal year analysis for this indicator. For example, it is commonly recognized among Albanian tax authorities and even the Albanian Tourism Association (ATA) that hotels and guesthouses frequently underreport their sales revenues to avoid full taxation. The reason cited most frequently by tourism business is that the 20 percent value-added tax (VAT) collected on hotel room rentals is exorbitant relative to revenue. It is also difficult for authorities to verify occupancy rates without going door-to-door in the hotel, which has been done but is tedious. Most hotels and guest houses employ family members that are often not officially registered, in order to avoid social insurance and income tax payments. In addition, some assisted enterprises have old-fashioned finance/accounting systems, which means that the process of generating reports is slow and prone to higher chances of human error.					
Plans to Address Limitations	Training of project technical staff and implementing partners to request and collect from enterprises timely and accurate data, as well as record the collected information in the project's database without delay.					
Data Quality Assessment Plans	Regular data spot-checks by the M&E Specialist and follow-up on outliers in data analysis and results.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Count of enterprises and distribution of increased sales by industry over baseline and target					
Data Presentation	Written reports, graphs, tables, and calculations when needed					
Review	Semi-annually and annually					
Reporting	Annually					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	35	83	133	135	155	155
Other Notes	The number of enterprises included for analysis in any given fiscal year will likely be smaller than the total number of enterprises that are being assisted by the project through a CGP agreement, the AAQM program, and/or grantees/implementing partners, at the time of the given fiscal year analysis. This is because enterprises and/or hotels join the project at different times of the year, and an appropriate analysis of increased sales requires client enterprises to have been with the project for at least 12 months in order to allow for a full period-to-period comparison of actual fiscal year sales to their baseline sales. The length of 12 months has been selected as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles. Therefore, the precise annual targets can only be determined at the time of the fiscal year analysis to include all assisted enterprises that have been with the project for the relevant 12 months qualifying period.					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

**Indicator 2 – Percentage change in total sales by assisted enterprises**

**DESCRIPTION**

**Precise Definition(s):** This impact-level indicator measures the percentage change in the total value of sales (export and domestic) reported by the total number of assisted enterprises against an adjusted annual target. As opposed to Indicator 1 which counts the number of assisted enterprises that report *increased* sales against individual enterprise baselines, the percentage change in total value of sales for all assisted enterprises is calculated against the annual target, which is based on the sum total of individual enterprise baseline sales.

Assisted enterprises include those that have signed with the project a CGP agreement, which governs the type and delivery of project assistance according to individual client needs. Enterprise subsidiaries and subcontractors of CGP clients are also included in the count of companies included in the analysis of this indicator because the sales figures that CGP clients report to the project include those of their subsidiaries and subcontractors, which also benefit from project assistance. AAQM hotels are also included in the count of companies analyzed under this indicator. In addition to CGP clients and AAQM hotels, other enterprises that may be counted under this indicator include grantees and their immediate beneficiaries (if and when a grant is being implemented by a business association for the benefit of its member enterprises), as well as enterprises receiving assistance through PROTİK Centre. Enterprises that are CGP clients and part of the AAQM program or grant beneficiaries are counted only once.

Upon signing a CGP agreement with the project, joining the AAQM program, or receiving grant funding, each enterprise submits to the project their sales figures for the 12 months prior to the date of the CGP signature, which constitutes their baseline sales. In order to analyze the impact of project assistance on clients' sales figures over a sufficiently long period, each assisted enterprise should have been with the project for at least a 12-month period corresponding to the project's reporting year from October 1 through September 30. The length of 12 months was determined as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles.

Project assistance is defined as provision of goods and services to enterprises in direct support of project objectives relating to strengthening trade and investment capacity, private sector productive capacity and workforce development. This assistance may include but is not limited to the transfer of knowledge and/or expertise by way of staff, skills training, research work, and financing to support quality of program implementation and impact, support administration, management, representation, publicity, policy development, capacity building, new or improved technology, etc. Technical assistance includes human and institutional resources, as well as financing assistance through project grants.

Units of Measure	Percentage change (Fiscal Year Total Sales Value /Fiscal Year Target)
Disaggregation	Industry
Management Utility	This indicator helps the project to track effectiveness of assistance provided for business growth and improved competitiveness by measuring the change in the value of the products sold and changes in sales volumes.

**PLAN FOR ACQUISITION OF DATA**

Method(s) of Collection	Sales data will be collected directly from: the CGP clients by the project business advisors; the AAQM hotels by IDRA, and other assisted enterprises by the relevant grantee/implementing partner. The information collected will be appropriately entered and recorded by each responsible party in the project's database.
Data Source(s)	CGP Clients, AAQM hotels, Grantees/Implementing Partners
Frequency of Data Collection	Quarterly - All sales data to be submitted by the 7 <sup>th</sup> working day of the month following the end of the reporting period.
Responsible Individual(s)	Technical staff for CGP enterprises, with support from M&E Specialist IDRA for AAQM hotels, with support from M&E Specialist Grantee (s) or partner organizations for other relevant enterprises

**DATA QUALITY ISSUES**

Known Data Limitations	Known challenges relating to timely and accurate data collection from enterprises may reduce the actual pool of assisted enterprises that can be included in a given
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	fiscal year analysis for this indicator. For example, it is commonly recognized among Albanian tax authorities and even the Albanian Tourism Association (ATA) that hotels and guesthouses frequently underreport their sales revenues to avoid full taxation. The reason cited most frequently by tourism business is that the 20 percent value-added tax (VAT) collected on hotel room rentals is exorbitant relative to revenue. It is also difficult for authorities to verify occupancy rates without going door-to-door in the hotel, which has been done but is tedious. Most hotels and guest houses employ family members that are often not officially registered, as this helps avoid social insurance and income tax payments. In addition, some assisted enterprises have old-fashioned finance/accounting systems, which means that the process of generating reports is slow and prone to higher chances of human error.					
Plans to Address Limitations	Training of project technical staff and implementing partners to request and collect from enterprises timely and accurate data, as well as record the collected information in the projects database without delay.					
Data Quality Assessment Plans	Regular data spot-checks by the M&E Specialist and follow-up on outliers in data analysis and results.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Count of enterprises and distribution of total sales by industry over baseline and target					
Data Presentation	Written reports, graphs, tables and calculations when needed					
Review	Semi-annually and annually					
Reporting	Annually					
<b>BASELINE AND TARGETS</b>						
Baseline	0 (%)					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	+2.5% over baseline	+7.5% over baseline	+12.5% over baseline	+17.5% over baseline	+20% over baseline	+10% over baseline
Other Notes	The number of enterprises included for analysis in the given fiscal year will likely be smaller than the total number of enterprises that are being assisted by the project through a CGP agreement, the AAQM program and/or grantees/implementing partners, at the time of the fiscal year analysis. This is because enterprises and/or hotels join the project at different times of the year, and an appropriate percentage change analysis requires client enterprises to have been with the project for at least 12 months in order to allow for a full period-to-period comparison of actual fiscal year sales to their baseline sales or the fiscal year target. The length of 12 months has been selected as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles. Therefore, the precise annual targets can only be determined at the time of the fiscal year analysis to include all assisted enterprises that have been with the project for the relevant 12 months qualifying period.					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

*Project Objective: Increase sales and create new & better jobs by strengthening the competitiveness of non-agricultural enterprises*

**Indicator 3 – Value of sales of Albanian products and services (in export and domestic markets) by assisted enterprises**

**DESCRIPTION**

**Precise Definition(s):** This impact-level indicator captures the sum total value of sales reported by the total number of assisted enterprises that are included in a given fiscal year analysis. Assisted enterprises include those that have signed with the project a CGP agreement, which governs the type and delivery of project assistance according to individual client needs. Enterprise subsidiaries and subcontractors of CGP clients are also included in the count of companies included in the analysis of this indicator because the sales figures that CGP clients report to the project include those of their subsidiaries and subcontractors, which also benefit from project assistance. AAQM hotels are also included in the count of companies analyzed under this indicator. In addition to CGP clients and AAQM hotels, other enterprises that may be counted under this indicator include grantees and their immediate beneficiaries (if and when a grant is being implemented by a business association for the benefit of its member enterprises), as well as enterprises receiving assistance through PROTIK Centre. Enterprises that are CGP clients and part of the AAQM program or grant beneficiaries are counted only once

Upon signing a CGP agreement with the project, joining the AAQM program, or receiving grant funding, each enterprise submits to the project their sales figures for the 12 months prior to the date of the CGP signature, which constitutes their baseline sales. In order to analyze the impact of project assistance on clients' sales figures over a sufficiently long period, each assisted enterprise should have been with the project for at least a 12-month period corresponding to the project's reporting year from October 1 through September 30. The length of 12 months was determined as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles.

Therefore, the annual target for each fiscal year is adjusted to account for the addition of newly assisted enterprises, which changes the sum total of baseline sales upon which fiscal year targets are based.

Project assistance is defined as provision of goods and services to enterprises in direct support of project objectives relating to strengthening trade and investment capacity, private sector productive capacity and workforce development. This assistance may include but is not limited to the transfer of knowledge and/or expertise by way of staff, skills training, research work, and financing to support quality of program implementation and impact, support administration, management, representation, publicity, policy development, capacity building, new or improved technology, etc. Technical assistance includes human and institutional resources, as well as financing assistance through project grants.

Units of Measure	Albanian Lek (according to client reports) converted to USD based on the official rate of exchange by the Bank of Albania at the time of the analysis
Disaggregation	Export versus domestic sales, and by industry
Management Utility	The result of this indicator allows the project to track effectiveness of assistance provided for business growth and improved competitiveness by measuring the change in the value of the products and services sold.
<b>PLAN FOR ACQUISITION OF DATA</b>	
Method(s) of Collection	Sales data will be collected directly from: the CGP clients by the project business advisors; the AAQM hotels by IDRA, and other assisted enterprises by the relevant grantee/implementing partner. The information collected will be appropriately entered and recorded by each responsible party in the project's database.
Data Source(s)	CGP Clients, AAQM hotels, Grantees/Implementing Partners
Frequency of Data Collection	Quarterly - All sales data to be submitted by the 7 <sup>th</sup> working day of month following end of reporting period
Responsible Individual(s)	Technical staff for CGP enterprises, with support from M&E Specialist IDRA for AAQM hotels, with support from M&E Specialist Grantee (s) or partner organizations for other relevant enterprises
<b>DATA QUALITY ISSUES</b>	
Known Data	Known challenges relating to timely and accurate data collection from enterprises may reduce

Limitations	the actual pool of assisted enterprises that can be included in a given fiscal year analysis for this indicator. For example, it is commonly recognized among Albanian tax authorities and even the Albanian Tourism Association (ATA) that hotels and guesthouses frequently underreport their sales revenues to avoid full taxation. The reason cited most frequently by tourism business is that the 20 percent value-added tax (VAT) collected on hotel room rentals is exorbitant relative to revenue. It is also difficult for authorities to verify occupancy rates without going door-to-door in the hotel, which has been done but is tedious. Most hotels and guest houses employ family members that are often not officially registered, as this helps avoid social insurance and income tax payments. In addition, some assisted enterprises have old-fashioned finance/accounting systems, which means that the process of generating reports is slow and prone to higher chances of human error.					
Plans to Address Limitations	Training of project technical staff and implementing partners to request and collect from enterprises timely and accurate data, as well as record the collected information in the projects database without delay.					
Data Quality Assessment Plans	Regular spot-checks on the data collected by the M&E Specialist and follow-up on outliers in data analysis and results.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Count of enterprises and distribution of total and export sales by industry over baseline and target					
Data Presentation	Written reports, graphs, tables, and calculations as needed					
Review	Semi-annually and annually					
Reporting	Annually					
<b>BASELINE AND TARGETS</b>						
Baseline	0%					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
<i>Total Sales</i>	+2.5% over baseline	+7.5% over baseline	+12.5% over baseline	+17.5% over baseline	+20% over baseline	+10% over baseline
<i>Export Sales</i>	+2.5% over baseline	+7.5% over baseline	+12.5% over baseline	+17.5% over baseline	+20% over baseline	+10% over baseline
Other Notes	The number of enterprises included for analysis in the given fiscal year will likely be smaller than the total number of enterprises that are being assisted by the project through a CGP agreement, the AAQM program, and/or grantees/implementing partners, at the time of the fiscal year analysis. This is because enterprises and/or hotels join the project at different times of the year, and an appropriate analysis into total value changes requires client enterprises to have been with the project for at least 12 months in order to allow for a full period-to-period comparison of actual fiscal year sales to their baseline sales or the fiscal year target. The length of 12 months has been selected as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles. Therefore, the precise annual targets can only be determined at the time of the fiscal year analysis to include all assisted enterprises that have been with the project for the relevant 12-month qualifying period.					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

*Project Objective: Increase sales and create new & better jobs by strengthening the competitiveness of non-agricultural enterprises*

**Indicator 4 – Number of jobs created in assisted enterprises**

DESCRIPTION

**Precise Definition(s):** This impact-level indicator measures the total number of full-time and part-time jobs reported by the total number of assisted enterprises against the adjusted fiscal year target. Assisted enterprises include those that have signed with the project a CGP agreement, which governs the type and delivery of project assistance according to individual client needs. Enterprise subsidiaries CGP clients reporting jobs are also included in the count because the jobs figures that CGP clients report to the project include those of their subsidiaries, which also benefit from project assistance. AAQM hotels are also included in the count of companies analyzed under this indicator. In addition to CGP clients and AAQM hotels, other enterprises that may be counted under this indicator include grantees and their immediate beneficiaries (if and when a grant is being implemented by a business association for the benefit of its member enterprises), as well as enterprises receiving assistance through the PROTIK Center. Enterprises that are CGP clients and also part of the AAQM program are counted only once. Enterprises that are CGP clients and part of the AAQM program or grant beneficiaries are counted only once.

Upon signing a CGP agreement with the project, joining the AAQM program, or receiving grant funding, each enterprise submits to the project their sales figures for the 12 months prior to the date of the CGP signature, which constitutes their baseline sales. In order to analyze the impact of project assistance on clients' sales figures over a sufficiently long period, each assisted enterprise should have been with the project for at least a 12-month period corresponding to the project's reporting year from October 1 through September 30. The length of 12 months was determined as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles. Annual targets are adjusted during each fiscal year analysis to account for the addition of newly assisted enterprises, which affects the sum total of previous year jobs upon which annual targets are based.

Project assistance is defined as provision of goods and services to enterprises in direct support of project objectives relating to strengthening trade and investment capacity, private sector productive capacity and workforce development. This assistance may include but is not limited to the transfer of knowledge and/or expertise by way of staff, skills training, research work, and financing to support quality of program implementation and impact, support administration, management, representation, publicity, policy development, capacity building, new or improved technology, etc. Technical assistance includes human and institutional resources, as well as financing assistance through project grants.

Units of Measure	Number (of people)
Disaggregation	Gender, Industry
Management Utility	The result of this indicator allows the project it allows the project to monitor how improvements in all key results areas: trade and investment, productivity, management, technology upgrades and workforce development translate into job growth at firm level.

PLAN FOR ACQUISITION OF DATA

Method of Collection	Jobs data will be collected directly from: the CGP clients by the project business advisors; the AAQM hotels by IDRA, and other assisted enterprises by the relevant grantee/implementing partner. The information collected will be appropriately entered and recorded by each responsible party in the project's database.
Data Source(s)	CGP Clients, AAQM hotels, Grantees/Implementing Partners
Frequency of Data Collection	Quarterly - All jobs data to be submitted by the 7 <sup>th</sup> working day of month following end of reporting period
Responsible Individual(s)	Technical staff for CGP enterprises, with support from M&E Specialist IDRA for AAQM hotels, with support from M&E Specialist Grantee (s) or partner organizations for other relevant enterprises

DATA QUALITY ISSUES

Known Data Limitations	Known challenges relating to timely and accurate data collection from enterprises may reduce the actual pool of assisted enterprises that can be included in a given fiscal year analysis for this indicator. For example, it is commonly recognized among Albanian tax authorities and even the Albanian Tourism Association (ATA) that
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	hotels and guesthouses frequently underreport their sales revenues to avoid full taxation. The reason cited most frequently by tourism business is that the 20 percent value-added tax (VAT) collected on hotel room rentals is exorbitant relative to revenue. It is also difficult for authorities to verify occupancy rates without going door-to-door in the hotel, which has been done but is tedious. Most hotels and guest houses employ family members that are often not officially registered, as this helps avoid social insurance and income tax payments. In addition, some assisted enterprises have old-fashioned finance/accounting systems, which means that the process of generating reports is slow and prone to higher chances of human error.					
Plans to Address Limitations	Training of project technical staff and implementing partners to request and collect from enterprises timely and accurate data, as well as record the collected information in the projects database without delay.					
Data Quality Assessment Plans	Regular data spot-checks by the M&E Specialist and follow-up on outliers in data analysis and results.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Count of enterprises and distribution of total jobs by industry over baseline and target					
Data Presentation	Written reports, graphs, tables and calculations when needed					
Review	Semi-annually and annually					
Reporting	Annually					
<b>BASELINE AND TARGETS</b>						
Baseline	0 at start of project (Moving baseline based on the enterprises reporting data)					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	+0.5% over prior year	+0.5% over prior year	+0.5% over prior year	+0.5% over prior year	+0.5% over prior year	0.5% over prior year
Other Notes	The number of enterprises included for analysis in the given fiscal year will likely be smaller than the total number of enterprises that are being assisted by the project through a CGP agreement, the AAQM program and/or grantees/implementing partners, at the time of the fiscal year analysis. This trend exists because enterprises and/or hotels join the project at different times of the year, and an appropriate analysis into the number of jobs changes requires client enterprises to have been with the project for at least 12 months in order to allow for a full period-to-period comparison of actual fiscal year sales to their baseline jobs or the fiscal year target. The length of 12 months has been selected as the appropriate qualifying period in order to better account for varied seasons in industry production and different sales cycles. Therefore, the precise annual targets can only be determined at the time of the fiscal year analysis to include all assisted enterprises that have been with the project for the relevant 12-month qualifying period.					
SHEET CREATED: 03/2010			UPDATED:		10/2012	

## PIR 2 Trade and Investment Capacity Indicator Reference Sheets

PIR1 – STRENGTHENING TRADE AND INVESTMENT CAPACITY	
<b>Indicator 1.1 – Number of enterprises able to use necessary information, data, and other inputs to improve understanding of international market demand and competitive conditions, and the regulatory standards and other requirements for accessing specific markets</b>	
DESCRIPTION	
<p><b>Precise Definition (s):</b> This outcome-level indicator captures the number of enterprises that received marketing skills training, technical assistance and tools, and/or trade promotion-related information from Rritje Albania, and then utilized the gained knowledge to hold buyer-to-buyer (B2B) meetings, participate in trade shows, participate in buyer/seller match-making programs, perform market analysis to better inform their business decisions, and make the necessary changes to comply with foreign country customs regulations and procedures in order to access new markets and buyers. The total number includes all enterprises - clients and non-clients reached through industry events - that utilized Rritje Albania assistance to successfully exhibit in trade fairs and conduct B2B meetings, or established links with potential buyers during match-making events. Project assistance includes sharing of market research and intelligence, skills training/coaching on sales and marketing, B2B meetings and trade fair preparation for exhibitors, or co-sponsoring of trips to trade fairs and B2B meetings. Enterprises that benefit from more than one type of assistance over the year are only counted once.</p> <p>The Rritje Albania project looks to long-term behavior changes at the enterprise level in terms of increasing participation in trade fairs and B2B match-making events, as well as improved development processes of products and services, brand names, and corporate identities. The utilization of ICT tools by enterprises to promote and increase their trade activities will be excluded from consideration within this indicator and reserved for indicator 1.3 below.</p>	
Units of Measure	Number (of enterprises)
Disaggregation	Industry
Management Utility	This is an outcome measure of those project activities that help client and non-client enterprises to access new buyers and export markets. One important component of helping Albania increase its level of exports is providing enterprises with the appropriate knowledge, mentoring, and assistance on the steps, procedures, and benefits of trading internationally. Trade promotion efforts help to increase private sector capacity to trade, thereby attracting investment and generating growth.
PLAN FOR ACQUISITION OF DATA	
Method(s) of Collection	Data will be collected directly from CGP clients, AAQM hotels and other non-client enterprises participating in CED trade-promotion activities by business advisors and IDRA on a quarterly and activity basis.
Data Source(s)	Quarterly reports on clients by business advisors, STTA reports, project and partners' follow-up reports on trade-promotion activities.
Frequency of Data Collection	Quarterly and/or by activity
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist
DATA QUALITY ISSUES	
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. This measure is not able to capture qualitatively the universe of trade and investment skills and knowledge transferred to the enterprises. Also, this measure does not capture the qualitative changes that can take place within one enterprise which benefits, over the course of the reporting year, from several types of trade and investment knowledge and assistance, as on this occasion the enterprise would only be counted once. Furthermore, the ability of an enterprise to use information and data to access markets measured would be based on successful behavior change, not on a standardized knowledge scale.
Plans to Address Limitations	Training of staff and implementing partners to provide accurate source documents and submit data and relevant information on time. Provide narrative as appropriate to

	capture qualitative outcomes at enterprise-level relating to the utilization of trade and investment knowledge and skills. Identify concrete tools to illustrate ability, such appropriate preparation to participate in tradeshows and B2B meetings, industry promotion programs turning into concrete deals, contracts signed following trade fairs, etc.					
Data Quality Assessment Plans	Quarterly review of source documents, site-visits and interviews with enterprise owners by M&E specialist.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, time trends, and types of trade promotion activities by sector					
Data Presentation	Reports, tables, process maps					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	10	25	35	60	60	25
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

<b>PIR1 – STRENGTHENING TRADE AND INVESTMENT CAPACITY</b>						
<b>Indicator 1.2 – Number of assisted enterprises receiving USG assistance that obtain certification with international quality control, environmental, and other process voluntary standards or regulations</b>						
DESCRIPTION						
<b>Precise Definition (s):</b> Number of client and non-client enterprises receiving Rritje Albania assistance that obtain certification for compliance with international quality control, environmental, and other process voluntary standards. Project activities supporting Albanian enterprises to increase quality control and acquire certifications in global standards are mostly driven by the implementation of the AAQM program in the tourism industry and the SPI-IT Mark program in the ICT sector. In the case of the AAQM program, retaining the quality mark certificate or moving up to a higher quality mark standard two years after the initial assessment took place is just as important as obtaining the standard in the first place. Therefore, hotels that complete a second or further assessment in order to retain or graduate to a higher quality mark standard will be counted again on this occasion. On the other hand, ISO certifications in the garment and footwear industries are product and/or market-specific, and therefore vary significantly across each of these industries. As a demand-driven project, our business advisors will provide one-on-one advice and support to those CGP clients that express an interest in obtaining a particular standard, due to a new contract with a foreign buyer. Those garment and footwear enterprises that obtain ISO certification as a result of such assistance will also be counted here.						
Units of Measure	Number (of enterprises)					
Disaggregation	Industry and new/renewal/upgrade of standard/certificate as required					
Management Utility	This is an outcome measure of technical assistance delivered by the project or its implementing partners/contractors/grantees to local enterprises which demonstrate their ability to meet international standards for improved products, services, and international trade by obtaining appropriate certification.					
PLAN FOR ACQUISITION OF DATA						
Method(s) of Collection	Technical advisors for CGP-clients, AAQM awards committee for tourism accommodations, and implementing partners/contractors for other initiatives					
Data Source(s)	CGP clients and AAQM Awards Committee					
Frequency of Data Collection	Quarterly Event-specific (e.g. a round of new AAQM assessments)					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	None					

Plans to Address Limitations	None					
Data Quality Assessment Plans	Quarterly review of source documents, site-visits and interviews with enterprise owners by M&E specialist.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, trend over time, repeat certifications					
Data Presentation	Narrative report, tables, graphs					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	35	40	25
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

### PIR1 – STRENGTHENING TRADE AND INVESTMENT CAPACITY

#### Indicator 1.3 – Number of enterprises employing ICT to improve goods and services, to identify commercial opportunities and establish contacts with potential international business partners

##### DESCRIPTION

**Precise Definition (s):** This outcome-level indicator captures the number of enterprises that receive assistance from Rritje Albania, PROTIK, and/or other implementing partners/contractors to actively utilize ICT tools to design better products and services, to apply new processes that improve the quality of these products and services, to research new markets and identify new business opportunities, to establish and update enterprise websites with current information on their products and services so that international buyers can find and contact Albanian enterprises.

Units of Measure	Number (of enterprises)
Disaggregation	Industry if required
Management Utility	This is an outcome measure of technical assistance delivered by the project and/or its implementing partners/contractors to help client and non-client enterprises increase their use of ICT tools for trade purposes. The higher the number of Albanian enterprises that use ICT tools to improve product and services, and to market themselves successfully to new potential buyers, the greater their exposure and access to the EU and international markets.

##### PLAN FOR ACQUISITION OF DATA

Method(s) of Collection	Quarterly reports on clients by technical advisors, enterprise website statistics; follow-up reports on PROTIK training activities, and other relevant implementing partners/contractors/grantees.
Data Source(s)	CGP clients, short-term technical assistance (STTA) reports, implementing partner post-activity reports
Frequency of Data Collection	Quarterly and/or by activity
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist

##### DATA QUALITY ISSUES

Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. This measure does not capture the qualitative changes that can take place within one enterprise that decides to employ several ICT tools during the course of the reporting year, as this enterprise would only be counted once no matter how many types of ICT tools it utilizes.
Plans to Address Limitations	Training of staff and implementing partners to provide accurate source documents and submit data in project database in a timely fashion. Provide narrative as



	control. This indicator does not measure the number of adopted policies as their approval is largely dependent on political buy-in and will to pass proposed policies /legislation, and this part of the process falls outside the project's immediate scope of work.					
Plans to Address Limitations	Collect feedback from stakeholders through interviews and/or questionnaires					
Data Quality Assessment Plans	M&E visits to key events and meetings contributing to the indicator outcomes, interviews with stakeholders, and qualitative reviews of documents produced by internal sources and/or partners.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Process analysis and milestones recorded					
Data Presentation	Progress matrix and narrative					
Review	Annually					
Reporting	Quarterly and annual progress reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	N/A	N/A	N/A	2	1	1
Other Notes						
SHEET CREATED: 06/2012			UPDATED:		10/2012	

PIR1 – STRENGTHENING TRADE AND INVESTMENT CAPACITY	
Indicator 1.1.1 – Number of USG-supported trade and investment capacity building trainings	
DESCRIPTION	
<p><b>Precise Definition(s):</b> Number of training events delivered through project assistance on trade and investment capacity building, including subjects relating to certification with international quality control standards, environmental and other process voluntary standards and regulations, as well as greater utilization of ICT tools for improving trade.</p> <p>A training event is defined as a session, either one-on-one or in a group of people, during which participants are educated according to a defined curriculum or a previously-set agenda and learning objectives. An activity will be counted where there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes relating to greater trade and investment capacity.</p> <p>Same-topic events involving groups of people, rather than one-on-one coaching, held in various locations will be counted separately. Regardless of location, same-topic events involving one-on-one coaching by project technical advisors and/or STTA experts will be counted as same event (for example, all AAQM assessments are counted as one type of trade and investment capacity building training because they cover similar subjects but are delivered to different hotels in different locations during different periods of time throughout the year). On the other hand, one-to-one coaching by project technical advisors and/or STTA experts delivered at firm-level covering firm-specific assistance topics will be counted as separate events, regardless of location.</p> <p>Trade and investment capacity is defined as the collection of services, technologies, equipment, and techniques used to enhance private sector response to international trade and investment opportunities.</p>	
Units of Measure	Number of events
Disaggregation	Industry, event type or event topics as appropriate.
Management Utility	This is an output measure of project activities delivering training in the trade and investment capacity building area. This is a primary means of delivering technical assistance.
PLAN FOR ACQUISITION OF DATA	
Method of Collection	Training deliverables including but not limited to training agenda, sign-up sheet, pre-

	and post-training questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor, with support from the M&E team.					
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.					
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity.					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire trainings. This measure is not able to capture qualitatively the universe of trade and investment knowledge and skills that is transferred to and relevantly applied by the participants.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires.					
Data Quality Assessment Plans	M&E visits to key events contributing to the indicator outcomes, interviews with stakeholders, and qualitative reviews of documents produced by internal sources and/or partners.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Time trend, numbers by training topics as appropriate, participants' feedback through questionnaires					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	40	40	18
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

## PIR1 – STRENGTHENING TRADE AND INVESTMENT CAPACITY

### Indicator 1.1.2 – Number of participants in USG supported trade and investment capacity building trainings

#### DESCRIPTION

**Precise Definition (s):** Number of people trained as a result of project assistance on trade and investment capacity building, including subjects relating to certification with international quality control standards, environmental and other process voluntary standards and regulations, as well as greater utilization of ICT tools for improving trade.

*Participants:* Include individuals that receive one-on-one coaching by project technical advisors and/or STTA experts, and those who participate in project sponsored trainings, workshops, seminars or other wider industry-level events of an awareness raising and/or educational nature on trade and investment topics. Individuals attending more than one event are counted as many times as they attend training and industry wide-events.

*Trade and investment capacity* is defined as the collection of services, technologies, equipment, and techniques used

to enhance private sector response to international trade and investment opportunities.						
<i>USG Support:</i> This indicator counts events that were delivered in full or in part as a result assistance delivered through Rritje Albania project. This could include provision of funds to pay for trainers, provision of hosting facilities, preparation of publicity materials, or other key contributions necessary to ensure training was delivered. This indicator focuses on delivery of the event that was made possible through full or partial funding and other types of technical support by the project.						
Units of Measure	Number of people					
Disaggregation	Gender, industry, trade and investment training topics, participants in firm-level trainings versus industry-level events					
Management Utility	This is an output measure of project activities supporting trade and investment capacity building.					
<b>PLAN FOR ACQUISITION OF DATA</b>						
Method of Collection	Training deliverables including but not limited to the training agenda, sign-up sheet, pre- and post-training questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor, with support from the M&E team.					
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.					
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity.					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire trainings. This measure is not able to capture qualitatively the universe of trade and investment knowledge and skills that is transferred to and relevantly applied by the participants.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate source documents on time. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires, and or interviews.					
Data Quality Assessment Plans	M&E site-visits and/or spot-checks of files against automated records.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Time trend, numbers by training topics as appropriate, participants' feedback through questionnaires					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	50	150	250	600	600	325
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

PIR1 – STRENGTHENING TRADE AND INVESTMENT CAPACITY

**Indicator 1.1.3 – Person hours of training completed in trade and investment capacity building supported by USG assistance**

DESCRIPTION

**Precise Definition (s):** This indicator uses the following equation to express the number of person training hours delivered as a result of support and assistance given by the project and/or implementing partner/grantee/contractor:

$$\text{Hours of training course} \times \text{Number of people completing that training course}$$

*Support from the USG:* This indicator counts training hours that were delivered in full or in part as a result of USG assistance delivered through CED/Rritje Albania project. This could include provision of funds to pay for trainers, provision of hosting facilities, or other key contributions necessary to ensure training was delivered. This indicator does not automatically count any training activity for which the USG helped develop the curriculum, but rather focuses on delivery of training event made possible through full or partial funding and/or-in kind support.

*People:* Only people who attend and complete training course for its entire duration are counted for this indicator. Individuals who attend more than one training are counted as many times as they attend trainings.

*Training:* A training event is defined as a session, either one-on-one or in a group of people, during which participants are educated according to a defined curriculum or a previously-set agenda and learning objectives. An activity will be counted where there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes relating to greater trade and investment capacity. Industry-wide events that could be informative or educational, but do not have a defined curriculum or learning objectives are not considered here. Training events delivered through project assistance on trade and investment capacity building can cover subjects relating to certification with international quality control standards, environmental and other process voluntary standards and regulations, as well as greater utilization of ICT tools for improving trade.

*Duration:* Same-topic events involving groups of people, rather than one-one one coaching, held in various locations will be counted separately. Regardless of location, same-topic events involving one-on-one coaching by project technical advisors and/or STTA experts will be counted as same event (for example, all AAQM assessments are counted as one type of trade and investment capacity building training of a set duration because they cover similar subjects but are delivered to different hotels/people in different locations during different periods of time throughout the year). On the other hand, one-to-one coaching by project technical advisors and/or STTA experts delivered at firm-level covering firm-specific assistance topics will be counted as separate events of own duration, regardless of location.

Trade and investment capacity is defined as the collection of services, technologies, equipment, and techniques used to enhance private sector response to international trade and investment opportunities.

Units of Measure	Number (person hours)
Disaggregation	Gender, industry, trade and investment training topics as appropriate
Management Utility	This is an output measure which conveys the trade and investment capacity building contribution of project activities.
<b>PLAN FOR ACQUISITION OF DATA</b>	
Method of Collection	Training deliverables including but not limited to training agenda, sign-up sheet, pre- and post-training questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor, with support from the M&E team.
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity
Responsible Individual(s)	Technical team to collect data source documents and M&E team to enter records on database and compute calculation of this indicator on the basis of previously verified data.
<b>DATA QUALITY ISSUES</b>	
Known Data	Timely and accurate data collection from client enterprises or implementing

Limitations	partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire trainings. This measure is not able to capture qualitatively the universe of trade and investment subjects applicable.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires, and or interviews.					
Data Quality Assessment Plans	M&E visits to key events contributing to the indicator outcomes, interviews with beneficiaries, and qualitative reviews of documents produced by internal sources and/or partners.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Time trend, numbers by training topics as appropriate, participants' feedback through questionnaires					
Data Presentation	Table, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	N/A	N/A	N/A	1000	1000	700
Other Notes	N/A					
SHEET CREATED: 06/2012			UPDATED:		10/2012	

## PIR 2 Private Sector Productive Capacity Indicator Reference Sheets

PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY						
Indicator 2.1 – Number of public-private dialogues mechanisms utilized as a result of USG assistance						
DESCRIPTION						
<p><b>Precise Definition (s):</b> This indicator measures the number of public-private dialogue mechanisms utilized as a result of project technical assistance in support of initiatives at the mesa and macro levels to help improve conditions for private sector led growth by advancing the quality of public-private dialogue on business-related issues. Dialogue mechanisms, as distinct from stand-alone events, are institutionalized platforms for engaging public and private sector participants on relevant issues. The mechanisms to be counted under this indicator are those that were either established for the first time or others that existed previously but were significantly energized through project technical assistance and support. The continued utilization of a given mechanism is just as important as establishing one for the first time, as it demonstrates long-term sustainability. Therefore, those dialogue mechanisms, such as the Garment and Footwear Stakeholders Working Group, which continue to be utilized following receipt of close project assistance and support, will be counted each reporting year.</p>						
Units of Measure	Number of mechanisms					
Disaggregation	None					
Management Utility	This is an outcome-measure of project technical assistance to energize public and private stakeholders, at various institutional levels, to undertake transformational changes in the way they view and behave towards each on policy matters that require both dialogue and partnership. Productivity is improved when the public and private sectors collaborate on policies that support the growth of the private sector. Institutionalizing mechanisms for that dialogue to occur is an important objective from the project’s strategic implementation perspective, but also the country strategy of USAID Albania.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Collection and review of documents/reports produced by project technical advisors, STTA experts or implementing partners/contractors.					
Data Source(s)	The project documentation (consultant reports and deliverables), documentation by implementing partners (working group meeting notes), etc.					
Frequency of Data Collection	On a case-by-case basis and quarterly					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	This measure, although indicative of the much needed mechanisms for catalyzing public-private dialogue, does not capture the quality of that dialogue. The ways in which these mechanisms are utilized by the various stakeholders are largely dependent on their active participation and contribution. Despite continued project support and mentoring of key actors involved in these mechanisms, the quality of their participation and contribution remains ultimately outside of the project’s manageable control.					
Plans to Address Limitations	Collect feedback from stakeholders through questionnaires and/or interviews					
Data Quality Assessment Plans	M&E visits to private-public dialogues events, interviews with stakeholders, qualitative reviews of documents produced by internal sources and partner stakeholders.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Process analysis and milestones					
Data Presentation	Process map, photos of milestone events as appropriate, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014

	N/A	N/A	N/A	4	3	2
Other Notes	N/A					
SHEET CREATED: 06/2012			UPDATED: 10/2012			

## PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY

### Indicator 2.2 – Number of enterprises that have improved management practices or invested in improved technologies as a result of USG assistance.

#### DESCRIPTION

**Precise Definition (s):** This outcome-level indicator captures the number of enterprises that were directly engaged in training activities or industry-wide programs supported by the project and/or implemented by project partners/contractors/grantees (i.e .AAQM Program, BYOB program, SPI-IT Mark), which demonstrate results and report benefits in terms of improved management practices and/or use or investment in improved technologies.

These enterprises demonstrate the kind of behavior changes that lead to improvements in their private sector productive capacity (as defined by USAID), in terms of their ability to integrate into domestic and international markets through the development and application of best practices and modern technology to achieve increased production and marketing of products and services.

These changes can include the adoption of efficient production processes, improved labor productivity, environmentally-sound management of natural resources, the development of accounting and management systems that can help the enterprise implement business, labor, product and process standards and marketing strategies that enhance business competitiveness.

These enterprises would have benefited from project technical assistance and support, including but not limited to the transfer of knowledge and/or expertise by way of staff, skills training, research work and financing to support quality of program implementation and impact, support administration, management, representation, publicity, business policy development, knowledge on and access to new or improved technology, etc.

Enterprises which, over the course of the reporting year, report more than one type of improvement in both better management practices or technology investments will be counted only once. These enterprises may be CGP clients, AAQM hotels, grantees and their immediate beneficiaries (if and when a grant is being implemented by a business association for the benefit of its member enterprises), as well as enterprises receiving assistance through the ICT-TRC.

Units of Measure	Number of enterprises
Disaggregation	Industry as appropriate, type of management practices, type of improved technologies as appropriate.
Management Utility	This is an outcome measure of technical assistance delivered by the project or its implementing partners/contractors/grantees to local enterprises which demonstrate a clear ability to improve their products and services, and in turn their competitiveness, by investing in new technologies and adopting good management practices.

#### PLAN FOR ACQUISITION OF DATA

Method of Collection	Data will be collected directly from CGP Clients, AAQM hotels and other non-client enterprises assisted through project partners/contractors/grantees by business advisors, relevant implementing partner /contractor/grantee with support of M&E team.
Data Source(s)	Reports from clients and implementing partners/contractors/grantees as coordinated by the M&E Specialist, STTA reports, interviews with beneficiaries.
Frequency of Data Collection	Quarterly
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist

#### DATA QUALITY ISSUES

Known Data Limitations	Timely and accurate data collection from client enterprises or implementing
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	<p>partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire training. This outcome-measure does not capture the universe of qualitative changes that take place as a result of one enterprise carrying out more than one type of improvement in implementing both management practices and technology.</p> <p>Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire trainings.</p>					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires, and or interviews.					
Data Quality Assessment Plans	M&E visits to and/or interviews with beneficiaries, and qualitative reviews of documents produced by internal sources and/or implementing partners.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Time trends, annual survey					
Data Presentation	Tables, graphs, narrative, survey report					
Review	Annual					
Reporting	Annual progress report					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	35	80	120	100	120	40
Other Notes	N/A					
SHEET CREATED: 06/2012						
UPDATED: 10/2012						

**PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY**

**Indicator 2.1.1 – Number of public-private dialogues events supported as a results of USG assistance**

DESCRIPTION

**Precise Definition(s):** The number of high-level or high-visibility events supported by Rritje Albania project, involving representatives of both the public and private sectors, aiming to advance private-public dialogue and partnerships on key policy issues that impact private sector-led growth. Such events may relate to key milestones in the process of establishing a public-private partnership, or one-off national or regional conferences or roundtable consultations engaging a diverse number of public and private stakeholders at various institutional levels.

The general intention of this indicator is to provide a measure of project activities that promote broader and more meaningful private-sector participation in the formulation and development of sustainable policies and their effective implementation.

*Support from the USG:* This indicator counts events that were delivered in full or in part as a result of USG assistance delivered through the project. This could include provision of funds to pay for expert presenters, provision of hosting facilities, preparation of publicity materials, or other key contributions necessary to ensure training was delivered. This indicator focuses on delivery of the event that was made possible through full or partial funding and other types of technical support by the project.

Units of Measure	Number (of PPD events)
Disaggregation	Industry
Management Utility	This is an output-measure of project technical assistance and/or support to help bring together public and private stakeholders, at various institutional levels, to consult with each other and undertake transformational changes on important policy matters that require both dialogue and partnership. Productivity is improved when the public and private sectors collaborate on policies that support the growth of the private sector. These PPD events are important to solicit input by civil society and the private sector into formulation and implementation process of policies that impact specific industry and overall growth.

PLAN FOR ACQUISITION OF DATA

Method of Collection	Event deliverables including but not limited to event agenda, sign-up sheet, pre- and post-event questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor, with support from the M&E team.
Data Source(s)	Event sign-up sheet, agenda, training materials used, pre- and post-event questionnaires, photos, STTA reports, etc.
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each event.
Responsible Individual(s)	Technical team to collect data source documents and M&E team to enter records on database and compute calculation of this indicator on the basis of previously verified data.

DATA QUALITY ISSUES

Known Data Limitations	This measure, although indicative of the much needed mechanisms and events for catalyzing public-private dialogue, does not capture the quality of that dialogue. The ways in which these mechanisms are utilized by the various stakeholders are largely dependent on their active participation and contribution. Despite continued project support and mentoring of key actors involved in these events, the quality of their participation and contribution remains ultimately outside of the project’s manageable control.
Plans to Address Limitations	Collect feedback from stakeholders through questionnaires and/or interviews.
Data Quality Assessment Plans	M&E specialist visits to private-public dialogues events, interviews with stakeholders, qualitative reviews of documents produced by internal sources and partner stakeholders.

PLAN FOR ANALYSIS, REVIEW & REPORTING

Data Analysis	Time trends, industry as appropriate
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Data Presentation	Process maps, tables, narrative, photos of milestone events as appropriate					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	N/A	N/A	N/A	20	20	6
Other Notes	N/A					
SHEET CREATED: 06/2012			UPDATED: 10/2012			

<b>PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY</b>	
<b>Indicator 2.2.1 – Number of enterprises receiving USG assistance to improve management practices or to invest in improved technologies</b>	
<b>DESCRIPTION</b>	
<p><b>Precise Definition (s):</b> This output-level indicator captures the number of client and non-client enterprises that participate in technical training events and other industry-level activities organized and/or co-sponsored by the project, during which their representatives are exposed to new knowledge, skills and information on improving management practices and/or investing in new or improved technologies.</p> <p>This includes enterprises that receive one-on-one coaching by project technical advisors and/ or STTA experts, and those who participate in project sponsored trainings, workshops, seminars or other wider industry-level events of an awareness raising and/or educational nature on topics related to better management practices and/or improved technologies. Enterprises that participate in more than one event are counted only once.</p> <p>These enterprises benefit from project technical assistance and support, including but not limited to the transfer of knowledge and/or expertise by way of staff, skills training, research work and financing to support quality of program implementation and impact, support administration, management, representation, publicity, business policy development, knowledge on and access to new or improved technology, etc.</p> <p>As a result of this assistance, these enterprises have a higher likelihood of increasing their productive capacity and their ability to integrate into domestic and international markets by adopting changes relating to the application of efficient production processes, improved labor productivity, environmentally-sound management of natural resources, the development of accounting and management systems that can help the enterprise implement business, labor, product and process standards and marketing strategies that enhance business competitiveness.</p>	
Units of Measure	Number (of enterprises)
Disaggregation	Industry as appropriate; participating enterprises in firm-level trainings versus industry-level events, as and when appropriate
Management Utility	This is an output-measure of client and non-client enterprises participating in trainings events and other awareness activities supported by the project and/or implemented by project partners/contractors/grantees, in order to help them improve management practices and/or invest in new technologies.
<b>PLAN FOR ACQUISITION OF DATA</b>	
Method of Collection	Training and event deliverables including but not limited to agendas, sign-up sheet, pre- and post-event questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor/grantee, etc.
Data Source(s)	Training/event sign-up sheet, agenda, materials used, pre- and post-event questionnaires, photos, reports by STTA experts or implementing partners/contractors/ grantees, etc.
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each activity.

Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire training. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire trainings. As this is only an output measure, this indicator does not reveal whether the participating enterprises find the new knowledge, skills and information useful and applicable to their daily operations.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires, and or interviews.					
Data Quality Assessment Plans	Quarterly data spot-checks review of documents submitted by implementing partners, site-visits or interviews with beneficiaries by M&E specialist.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Number, trends in time					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	N/A	N/A	N/a	190	200	100
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

<b>PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY</b>						
<b>Indicator 2.2.2 – Number of training events in good management practices and improved technologies</b>						
DESCRIPTION						
<p><b>Precise Definition(s):</b> This output-level indicator captures the number of technical trainings events, delivered in full or in part as a result of project assistance, which contribute to improving private sector productive capacity, defined as improving the capacity of businesses to integrate into domestic and international markets through increases in productivity, improvements in management and corporate governance, the development and application of modern technology and marketing practices. It also includes enhancement of enterprises and business associations in terms of their corporate governance capabilities and their application of best practices and technologies to achieve increased production and marketing of products and services.</p> <p>A training event is defined as a session, either one-on-one or in a group of people, during which participants are educated according to a defined curriculum or a previously-set agenda and learning objectives. An activity will be counted where there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes relating to better management practices and access to new or improved technologies.</p> <p>Same-topic events involving groups of people, rather than one-one one coaching, held in various locations will be counted separately. Regardless of location, same-topic events involving one-on-one coaching by project technical advisors and/or STTA experts will be counted as same event (for example, all AAQM assessments are counted as</p>						

<p>one type of trade and investment capacity building training because they cover similar subjects but are delivered to different hotels in different locations during different periods of time throughout the year). On the other hand, one-to-one coaching by project technical advisors and/or STTA experts delivered at firm-level covering firm-specific assistance topics will be counted as separate events, regardless of location.</p> <p>This indicator counts events that were delivered in full or in part as a result assistance delivered through Rritje Albania project. This could include provision of funds to pay for trainers, provision of hosting facilities, preparation of publicity materials, or other key contributions necessary to ensure training was delivered. This indicator focuses on delivery of the event that was made possible through full or partial funding and other types of technical support by the project.</p>						
Units of Measure	Number of events					
Disaggregation	Industry, training topics as appropriate					
Management Utility	This is an output-measure of project assistance delivered in the form of training activities in private sector productive capacity, including good management practices and increasing access to new or improved technologies. This is the primary means for delivering assistance.					
<b>PLAN FOR ACQUISITION OF DATA</b>						
Method of Collection	Training and/or activity deliverables including but not limited to training agenda, sign-up sheet, pre- and post-event questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor, with support from the M&E specialist.					
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.					
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity.					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire training. Investing in improved technologies might span more than one quarter as it is a long-term process.					
Plans to Address Limitations	Training of project technical staff and implementing partners to provide accurate source documents and submit data in project database were applicable.					
Data Quality Assessment Plans	Quarterly spot-checks of files against automated records, review of documents submitted by implementing partners, site-visits by M&E specialists.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Number, time trends					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	n/a	n/a	n/a	35	35	15
Other Notes	N/A					
SHEET CREATED: 06/2012			UPDATED:		10/2012	

PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY

**Indicator 2.2.3 – Number of persons trained in good management practices and improved technologies**

DESCRIPTION

**Precise Definition (s):** Number of people trained as a result of project assistance in private sector capacity building as defined by USAID, including good management practices and/or new or improved technologies.

*Persons:* Only people who attend and complete training course for its entire duration are counted for this indicator. Individuals who attend more than one training are counted as many times as they attend trainings.

This includes individuals that receive one-on-one coaching by project technical advisors and/ or STTA experts, and those who attend project sponsored trainings, workshops, seminars or other larger educational events, where there is demonstrable transfer of knowledge and/or skills based on a pre-approved agenda.

A training event is defined as a session, either one-on-one or in a group of people, during which participants are educated according to a defined curriculum or a previously-set agenda and learning objectives. An activity counts when there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes relating to better management practices and access to new technologies.

Units of Measure	Number of people					
Disaggregation	Gender, industry, type of activities, topics of assistance as appropriate					
Management Utility	This is an output measure of training in enterprise productivity related areas, focusing on increasing access to technologies that improve productivity and product quality.					
<b>PLAN FOR ACQUISITION OF DATA</b>						
Method of Collection	Training and/or activity deliverables including but not limited to training agenda, sign-up sheet, pre- and post-event questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor, with support from the M&E specialist.					
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.					
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity.					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist.					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire training.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires, and or interviews.					
Data Quality Assessment Plans	Quarterly data spot-checks review of documents submitted by implementing partners, site-visits or interviews with beneficiaries by M&E specialist.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Number, time trends					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	n/a	n/a	n/a	525	525	525

Other Notes	N/A
SHEET CREATED: 06/2012	UPDATED: 06/2012

**PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY**

**Indicator 2.2.4 – Person hours of training completed in private sector productive capacity supported by USG assistance**

DESCRIPTION

**Precise Definition:** This indicator uses the following equation to express the number of person training hours delivered as a result of support and assistance given by the project and/or implementing partner/grantee/contractor:

$$\text{Hours of training course} \times \text{Number of people completing that training course}$$

*Support from the USG:* This indicator counts training hours that were delivered in full or in part as a result of USG assistance delivered through Rritje Albania project. This could include provision of funds to pay for trainers, provision of hosting facilities, or other key contributions necessary to ensure training was delivered. This indicator does not automatically count any training activity for which the USG helped develop the curriculum, but rather focuses on delivery of training event made possible through full or partial funding and/or-in kind support.

*Person:* Only people who attend and complete training course for its entire duration are counted for this indicator. Individuals who attend more than one training are counted as many times as they attend trainings.

*Training:* A training event is defined as a session, either one-on-one or in a group of people, during which participants are educated according to a defined curriculum or a previously-set agenda and learning objectives. An activity will be counted where there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes relating to greater trade and investment capacity. Industry-wide events that could be informative or educational, but do not have a defined curriculum or learning objectives are not considered here. Training events delivered through project assistance on private sector productive capacity subjects relating to better management practices and improved technologies.

*Duration:* Same-topic events involving groups of people, rather than one-on-one coaching, held in various locations will be counted separately. Regardless of location, same-topic events involving one-on-one coaching by project technical advisors and/or STTA experts will be counted as same event (for example, all AAQM assessments are counted as one type of trade and investment capacity building training of a set duration because they cover similar subjects but are delivered to different hotels/people in different locations during different periods of time throughout the year). On the other hand, one-to-one coaching by project technical advisors and/or STTA experts delivered at firm-level covering firm-specific assistance topics will be counted as separate events of own duration, regardless of location.

Units of Measure	Number (person hours)
Disaggregation	Gender, industry, training topics as appropriate
Management Utility	This is an output measure which conveys the contribution of project activities to building private sector productive capacity.

**PLAN FOR ACQUISITION OF DATA**

Method of Collection	Training deliverables including but not limited to training agenda, sign-up sheet, pre- and post-training questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner/contractor, with support from the M&E specialist.
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity.
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist.

**DATA QUALITY ISSUES**

Known Data	Timely and accurate data collection from client enterprises and of data records by project
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Limitations	staff and implementing partners/contractors/grantees. Attendance records may be incomplete or inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed an entire course. Attendance records may be incomplete, inaccurate, or illegible, especially in the case of determining This measure is not able to capture qualitatively the universe of trade and investment subjects applicable.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate source documents on time. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires.					
Data Quality Assessment Plans	M&E site-visits and/or spot-checks against automated records.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Time trend, numbers by training topics as appropriate, participants' feedback through questionnaires					
Data Presentation	Table, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	N/A	N/A	N/A	1000	1000	700
Other Notes	N/A					
SHEET CREATED: 06/2012			UPDATED:		10/2012	

## PIR2 – IMPROVING PRIVATE SECTOR PRODUCTIVE CAPACITY

### Indicator 2.3.1 – Number of enterprises receiving USG assistance to access and non-bank finance

#### DESCRIPTION

Precise Definition(s): Number of client and non-client enterprises that participate in trainings and awareness raisings events supported by the project and/or its implementing partners/contractors/grantees to help participants gain knowledge, skills and information on identifying and/or obtaining different types of funds for their business financing needs. Businesses' financing needs relate to investments in new technologies and equipment, working capital, utilization of overdrafts for operational expenses, and the sourcing of raw materials.

Most Albanian enterprises are neither aware of all the financing instruments available, nor do they understand the relative advantages and disadvantages of each instrument in order to select wisely. Aside from the typical self-financing methods utilized by Albanian businesses through personal savings or family borrowing/support, overdrafts, and bank loans, the project seeks to raise the awareness of Albanian businesses on the types and uses of alternative financial instruments, while encouraging them to access the appropriate mechanism(s) for their business expansion needs.

*Support from the USG:* This indicator focuses on delivery of training /event made possible as a result of USG assistance delivered through the project. This could include provision of funds to pay for trainers, expert presenters, provision of hosting facilities, or other key contributions necessary to ensure training was delivered. This indicator does not automatically count any training activity for which the project helped develop the curriculum/agenda, but rather focuses on delivery of training event that was made possible through full or partial funding and or-in kind support.

Units of Measure	Number of enterprises
Disaggregation	Industry as appropriate
Management Utility	Output level indicator that shows that enterprises improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets. Source: <a href="http://www.state.gov/f/indicators">www.state.gov/f/indicators</a>

#### PLAN FOR ACQUISITION OF DATA

Method of Collection	Training/activity deliverables and follow-reports including but not limited to agenda, sign-up sheet, activity photos, pre and post-event questionnaires collected by relevant technical advisors, STTA experts and/or implementing partners/contractors/grantees.					
Data Source(s)	Quarterly reports on clients by technical advisor, follow-up reports by implementing partners/contractors/grantees.					
Frequency of Data Collection	Source documents relating to particular activity to be collected within 10 working day of completion of activities.					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	One enterprise might access more than one type of financing during different reporting periods.					
Plans to Address Limitations	Follow-up with training/activity participants by technical advisor, STTA expert or implementing partner/contractor/grantee with support from M&E specialist on a rolling basis.					
Data Quality Assessment Plans	Annual review of source documents.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Time trend, gender, numbers by training topics as appropriate, participants' feedback through interviews					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress report					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	70	50	25
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

## PIR 3 Workforce Development Indicator Reference Sheets

PIR3 – ENCOURAGING WORKFORCE DEVELOPMENT IMPROVED	
<b>Indicator 3.1 – Number of people gaining employment or better employment as a result of participation in USG-supported workforce development programs.</b>	
DESCRIPTION	
<p><b>Precise Definition(s):</b> This outcome-level indicator captures the number of people who have gained employment or better employment (including self-employment) within six months of participating in workforce development program activities supported by the project and its implementing partners/contractors/grantee, such as internships, short and long-term trainings on increased productivity and better management practices, as well initiatives created in collaboration with private and public stakeholders to facilitate improved workforce opportunities for individuals, such as seminars, roundtables, job fairs, career office activities, and so forth.</p> <p><i>Better employment</i> is defined as increased responsibilities within the same workplace; increased job security through new skills and/or certifications acquired, improved performance within the same workplace; promotion to a position of greater responsibility and/or salary within the same workplace, higher retention rates in companies, etc.</p> <p><i>Support from the USG:</i> This indicator counts people who have gained employment or better employment after participating in workforce development training that were delivered in full or in part as a result of USG assistance delivered through Rritje Albania and its implementing partners/contractors/grantees. This could include provision of funds to pay for trainer, providing hosting facilities, or other key contributions necessary to ensure training was delivered.</p>	
Units of Measure	Number of people
Disaggregation	Gender, industry, new versus better employment
Management Utility	This indicator is critical for identifying the contribution of improved workforce development to employment and economic growth as it indicates the effectiveness of the training provided in workforce training programs and whether the skills taught are marketable in the local economy. The percentage should increase from year to year as the training programs improve and the skills being taught become better aligned with the needs of local enterprises.
PLAN FOR ACQUISITION OF DATA	
Method of Collection	Follow-up with training participants by technical advisor, STTA expert or implementing partner/contractor/grantee with support from M&E specialist on a 6-rolling basis depending on delivery of workforce development training activities.
Data Source(s)	Reports by technical team, STTA experts or other implementing partners/contractors/grantees.
Frequency of Data Collection	Quarterly
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist
DATA QUALITY ISSUES	
Known Data Limitations	Timely and accurate provision of data records by project staff and implementing partners/contractors. Records may be incomplete or inaccurate, especially in terms of defining better employment.
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate and source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires, and or interviews. Provide narrative as appropriate to illustrate attributability to illustrate how training led to employment or better employment.
Data Quality Assessment Plans	Quarterly data spot-checks review of documents submitted by implementing partners, site-visits or interviews with beneficiaries by M&E specialist.
PLAN FOR ANALYSIS, REVIEW & REPORTING	

Data Analysis	Numbers, returnees to long-term initiatives					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress report					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	25	70	90	100	100	50
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

<b>PIR3 – ENCOURAGING WORKFORCE DEVELOPMENT</b>	
<b>Indicator 3.1.1 – Number of pre-employment, vocational, and technical training programs supported</b>	
DESCRIPTION	
<b>Precise Definition(s):</b>	This output-level indicator captures the number of workforce development initiative, and short and long-term training programs supported by the project, defined as cooperative investments in the human resources of a country or area through training or retraining for available or anticipated near-term workforce skills requirements. The objective is to endow target individuals with the skills needed to productively perform the tasks required for new and better formal sector jobs. Workforce development focuses especially on the technical training needed to prepare workers to accommodate workforce demands, and provide for themselves and their families. In order to bridge the workforce demand and supply gap, Rritje Albania works with several existing public institutions, educational institutions, non-profit private sector organizations and enterprises to deliver and support a range of workforce development programs through various methods: Training-of-Trainers for existing curricula; series of competency-based workshops; job fairs and awareness raising activities on career development, technical workshops on CV skills, job interviews and presentation; new curriculum development or existing curriculum enhancement; internship programs to improve linkages between job-seekers and employers; the establishment of career offices and any other activities that prepare job-seekers to enter the job market and help employers to recruit, train and retain employees.
Units of Measure	Number (of initiatives)
Disaggregation	Industry, types of initiative as appropriate
Management Utility	This output-indicator measures creation of and support for workforce development programs, including joint public-private sector initiatives, to prepare individuals for new or better employment. Effective workforce development is directly dependent on the ability of multiple stakeholders to coordinate and collaborate on labor market supply and demand issues. This indicator monitors progress in the development of these partnerships and their ability to produce results.
PLAN FOR ACQUISITION OF DATA	
Method of Collection	Reports by technical team, STTA experts or other implementing partners/contractors/grantees.
Data Source(s)	Source documents relating to training deliverables and/or reports by technical team, STTA experts or other implementing partners/contractors/grantees.
Frequency of Data Collection	Quarterly
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist
DATA QUALITY ISSUES	
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire training. This measure is not able to capture

	qualitatively the universe of workforce development skills transferred to the participants.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate and source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires.					
Data Quality Assessment Plans	Quarterly and annual review of source documents					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, industry, partnerships					
Data Presentation	Tables, graphs, narrative, program one-pagers, curricula packages, process maps					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	10	10	5
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

PIR3 – ENCOURAGING WORKFORCE DEVELOPMENT						
Indicator 3.1.2 – Number of persons participating in USG-supported pre-employment, vocational and training programs						
DESCRIPTION						
<p><b>Precise Definition(s):</b> This output-level indicator captures the number of people who, as a result of project assistance, participate in programs and activities of a pre-employment, technical and vocational training nature. On one hand, these initiatives can provide participants with career development knowledge, job market research and CV/resume writing skills that allows them to identify and secure internships, work placements and/or employment. On the other hand, technical and vocational education programs and activities can provide participants with enhanced curricula and competency-based and/or practical skills training that are closer to the labor needs and demands of the private sector. An activity counts when there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes on the part of participants ability to gain employment.</p> <p><i>Persons:</i> Only people who attend and complete training course for its entire duration are counted for this indicator. Individuals attending more than one training are counted as many times as they attend trainings.</p> <p><i>Support from the USG:</i> This indicator counts people who receive training hours that were delivered in full or in part as a result of USG assistance delivered through Rritje Albania and its implementing partners/contractors/grantees. This could include provision of funds to pay for trainer, providing hosting facilities, or other key contributions necessary to ensure training was delivered. This indicator does not automatically count any course for which the project helped develop the curriculum/agenda, but rather focuses on delivery of courses that was made possible through full or partial funding from the project.</p>						
Units of Measure	Number (of people)					
Disaggregation	Gender, type of training program/initiative					
Management Utility	Successful participation in a pre-employment and employability program demonstrates that a higher number of job-seekers are available for employment by Rritje Albania clients.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Rritje Albania works with workforce development partners that facilitate and/or organize programs that respond to client enterprise needs. These organizations and the trainers will be collectors and reporters of information.					
Data Source(s)	Workforce development activity reports (training attendance sheets); partner progress reports; pre and post-training questionnaires.					

Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity , and reports by implementing partners on a quarterly basis					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire training. This measure is not able to capture qualitatively the universe of pre-employment and vocational training skills transferred to the participants.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate and source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires and/or interviews.					
Data Quality Assessment Plans	Quarterly data spot-checks review of documents submitted by implementing partners, site-visits or interviews with beneficiaries by M&E specialist.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Time trend, gender, numbers by training topics as appropriate, participants' feedback through questionnaires					
Data Presentation	Graphs, tables, written reports					
Review	Quarterly					
Reporting	Quarterly report, included in reports (deliverables) when appropriate					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	25	75	150	200	200	100
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

### PIR3 – ENCOURAGING WORKFORCE DEVELOPMENT

#### Indicator 3.1.3 – Number of persons participating in USG-funded workforce development programs

##### DESCRIPTION

**Precise Definition(s):** In and of itself, all firm-level technical assistance delivered by the project through a variety of technical activities, in the shape of one-to-one coaching and/or trainings workshops, endow participating individuals with knowledge and practical skills needed to productively perform tasks required for new or better formal sector jobs. However, this output-level indicator captures the number of participants in workforce development training activities that are unique to this component, in order to distinguish these from other training activities that are captured under the other two project components. An activity counts when there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes on the part of participants ability to gain better or new employment.

*Persons:* Only people who attend and complete training course for its entire duration are counted for this indicator. Individuals who attend more than one training are counted as many times as they attend trainings.

*Workforce development* is defined as assisting youth and adults in acquiring knowledge and developing skills beyond basic literacy, numeracy, and life skills, which are part of the basic education program, and behaviors to find legitimate jobs, establish viable self-employment ventures, and stay employed and productive in a changing economy. Create policies, programs, and systems that respond to labor market demands in the formal and informal sectors.

<i>Support from the USG:</i> This indicator counts people who receive training hours that were delivered in full or in part as a result of USG assistance delivered through CED/Rritje Albania project and its implementing partners/contractors/grantees. This could include provision of funds to pay for trainer, providing hosting facilities, or other key contributions necessary to ensure training was delivered. This indicator does not automatically count any course for which the project helped develop the curriculum/agenda, but rather focuses on delivery of courses that was made possible through full or partial funding from the project.						
Units of Measure	Number of persons					
Disaggregation	Gender					
Management Utility	This indicator measures the number of individuals who enrolled in USG-funded workforce development programs. It is assumed that increased access to quality programs will result in a more skilled, adaptable workforce.					
<b>PLAN FOR ACQUISITION OF DATA</b>						
Method of Collection	Training deliverables including but not limited to training agenda, sign-up sheet, pre- and post-training questionnaires and photos collected by the relevant technical advisor, STTA experts or implementing partners/contractors/grantees, with support from the M&E team.					
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.					
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity, and reports by implementing partners on a quarterly basis.					
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist					
<b>DATA QUALITY ISSUES</b>						
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible, especially in the case of determining the name/type of enterprise or whether a participant completed the entire training. This measure is not able to capture qualitatively the universe of workforce development skills transferred to the participants.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate and source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires and/or interviews.					
Data Quality Assessment Plans	M&E site-visits and/or spot-checks of source documents against automated records.					
<b>PLAN FOR ANALYSIS, REVIEW &amp; REPORTING</b>						
Data Analysis	Time trend, gender, numbers by training topics as appropriate, participants' feedback through questionnaires					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress report					
<b>BASELINE AND TARGETS</b>						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	50	200	300	200	200	100
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:		10/2012	

**PIR3 – ENCOURAGING WORKFORCE DEVELOPMENT**

**Indicator 3.1.4 – Person hours of training supported in workforce development by USG assistance**

DESCRIPTION

**Precise Definition (s):** This output-level indicator captures all person hours of training in workforce development that were delivered in full or in part as a result of project assistance in relation to all activities described in Indicators 3.1.2 and 3.1.3 in order to account for project assistance to build workforce skills, at both pre-employment and employment stages. This indicator uses the following equation to express the number of person training hours delivered as a result of support and assistance given by the project and/or implementing partner/grantee/contractor:

$$\text{Hours of training course} \times \text{Number of people completing that training course}$$

*Support from the USG:* This indicator counts person training hours that were delivered in full or in part as a result of USG assistance delivered through CED/Rritje Albania project and its implementing partners/contractors/grantees. This could include provision of funds to pay for trainer, providing hosting facilities, or other key contributions necessary to ensure training was delivered. This indicator does not automatically count any course for which the project helped develop the curriculum/agenda, but rather focuses on delivery of courses that was made possible through full or partial funding from the project.

*Persons:* The individuals counted here are those who participate in workforce development program activities supported by the project and its implementing partners/contractors/grantee, such as internships, short and long-term trainings relating to increased productivity and good management practices, mentorships, as well initiatives created in collaboration with private and public stakeholders to facilitate improved workforce opportunities for individuals, such as seminars, roundtables, job fairs, career office activities, etc. Only people who complete the entire training course are counted. Individuals who attend more than one training are counted as many times as they attend trainings

A *training event* is defined as a session, either one-on-one or in a group of people, during which participants are educated according to a defined curriculum or a previously-set agenda and learning objectives. An activity counts when there is a demonstrable transfer of expert knowledge, skills and higher awareness to the participants, likely to lead to long-term behavior changes related to an ability to gain new or better employment.

*Workforce development* is defined as assisting youth and adults in acquiring knowledge and developing skills beyond basic literacy, numeracy, and life skills, which are part of the basic education program, and behaviors to find legitimate jobs, establish viable self-employment ventures, and stay employed and productive in a changing economy. Create policies, programs, and systems that respond to labor market demands in the formal and informal sectors.

*Duration:* Same-topic events involving groups of people, rather than one-on-one coaching, held in various locations will be counted separately. Regardless of location, same-topic events involving one-on-one coaching by project technical advisors and/or STTA experts will be counted as same event. On the other hand, one-to-one coaching by project technical advisors and/or STTA experts delivered at firm-level covering firm-specific assistance topics will be counted as separate events of own duration, regardless of location.

Units of Measure	Number (person hours)
Disaggregation	Gender, industry as appropriate
Management Utility	This is an output measure which conveys the contribution of project activities to workforce development.
<b>PLAN FOR ACQUISITION OF DATA</b>	
Method of Collection	Training deliverables including but not limited to training agenda, sign-up sheet, pre- and post-training questionnaires and photos collected by the relevant technical advisor, STTA expert or implementing partner, with support from the M&E team.
Data Source(s)	Training activity sign-up sheet, agenda, training materials used, pre- and post-training questionnaires, photos, STTA reports, etc.
Frequency of Data Collection	Source documents to be collected within 10 working days of completion of each training activity and reports by implementing partners on a quarterly basis
Responsible Individual(s)	Technical advisors and implementing partners/contractors/grantees as coordinated by the M&E Specialist
<b>DATA QUALITY ISSUES</b>	
Known Data Limitations	Timely and accurate data collection from client enterprises or implementing partners/contractors/grantees. Attendance records may be incomplete, inaccurate or illegible,

	especially in the case of determining the name/type of enterprise or whether a participant completed the entire training. This measure is not able to capture qualitatively the universe of workforce development skills transferred to the participants.					
Plans to Address Limitations	Train and advise technical staff and implementing partners to collect and submit accurate and source documents in a timely fashion. Provide narrative as appropriate to illustrate the nature of the training knowledge and skills transferred, as well as collect participants' feedback through pre-and post-training questionnaires and/or interviews.					
Data Quality Assessment Plans	Quarterly data spot-checks review of documents submitted by implementing partners, site-visits or interviews with beneficiaries by M&E specialist.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Time trend, gender, numbers by training topics as appropriate, participants' feedback through questionnaires					
Data Presentation	Table, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly and annual progress reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	N/A	N/A	N/A	1000	1000	700
Other Notes	N/A					
SHEET CREATED: 06/2012			UPDATED:		10/2012	