Rritje Albania

PERFORMANCE-BASED MONITORING PLAN
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List of Acronyms

AAC	Albanian Agriculture Competitiveness Program
AAQM	Authentic Albania Quality Mark Program
B2B	Business to Business
CED	Competitive Enterprise Development
CGP	Client Growth Plan
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
FY	Financial Year
GDP	Gross Domestic Product
ICT	Internet and Communication Technology
ICT-TRC	ICT Training and Resource Center
KRA	Key Results Areas
P-BMP	Performance-Based Monitoring Plan
PEP	Productivity Enhancement Program
PIR	Program Intermediate Results
PMP	Performance Monitoring Plan
PPR	Performance Plan and Reporting
RFP	Request For Proposals
TBD	To Be Determined
TNA	Training Needs Assessment
USG	United States Government

A. Introduction

This document is the revised Performance-Based Monitoring Plan for USAID's Rritje Albania/ Competitive Enterprise Development project. The document starts with a description of the program and its results framework in section B and section C, followed by a detailed plan for ensuring results-based management. The final section of the document includes the contract indicators and other tools that the project uses to monitor the results of the project. Indicator Reference Sheets are included in Section G, while Section H includes a summary presentation of the project's database.

At the time of this revised P-BMP, Rritje Albania is fully staffed to deliver activities that meet or exceed the project's performance targets. In addition to the Administration team and M&E/ Communications Specialist, the Chief of Party leads a technical team that is composed of:

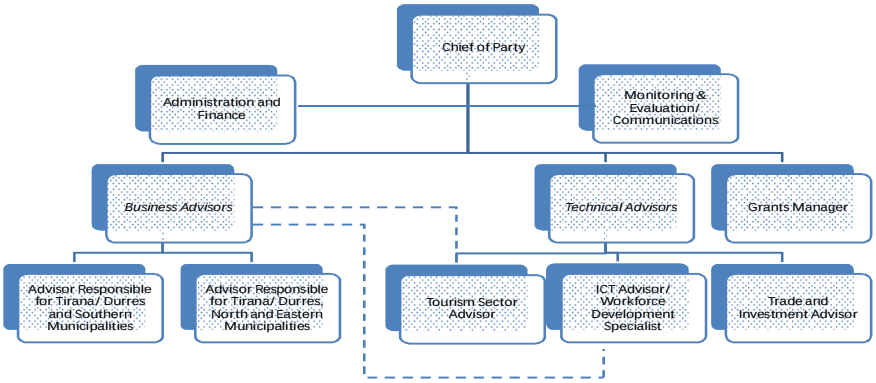
Sector/ component Advisors include three team members: Trade and Investment Advisor, ICT Advisor/Workforce Development Specialist and Tourism Advisor. Each is tasked to:

- Drive the development and delivery of multi-client solutions;
- Identify and maintain partnerships with key public and private sector actors at the macro and meso levels in target industries;
- Lead collaboration with industry associations to better serve their members' capacity building needs, lobbying efforts and dissemination of information to members and decision-makers;
- Provide feedback on proposals, grants and other concepts introduced by development partners to maximize leveraging of funds;
- Ensure that the project meets or exceeds its performance indicator targets under the three project components of workforce development, trade and investment and productivity.

Business Advisors develop one-on-one relationships with enterprises from the target sectors and municipalities. Two Business Advisors develop Client Growth Plans (CGP) for firms operating within their geographic areas. In addition, the Tourism Advisor and the ICT Advisor manage assistance to clients in the tourism and ICT sectors, respectively. The four staff is tasked with:

- Identify and screen enterprises that meet project criteria;
- Develop and manage CGPs and coordinating assistance delivered by experts to them;
- Follow-up on the implementation of experts' recommendations at the firm-level;
- Provide input on the design and delivery of multi-client/ industry-level initiatives;
- Ensure that the project meets or exceeds its performance indicator targets under the three project components of workforce development, trade and investment and productivity.

Figure 1 - Rritje Albania Organizational Chart



B. Program Description

The goal of Rritje Albania is to enable Albanian private enterprises to expand their businesses and improve competitiveness, thus contributing to the country's continued, broad-based economic expansion. The project's main objectives are to support the sustained growth of non-agricultural enterprises, increase household income and create gainful employment by developing and strengthening the competitiveness of existing enterprises and start-ups in targeted municipalities of Albania.

Rritje Albania works with entrepreneurs, investors and other actors involved in selected industries and enterprises, not including agriculture-related enterprises that fall within the scope of USAID's Albanian Agriculture Competitiveness project (AAC). Following the process described in the original technical proposal, a short-list of industries that make up a large portion of Albania's Gross Domestic Product (GDP) and hold the greatest potential to substantially increase in size were identified that include: garment, footwear, tourism, ICT and recycling.

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 effect 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 companies that have increased turnover and the percentage growth. Project beneficiaries submitting data needed to analyze and report on program-area results are CGP companies, Authentic Albania Quality Mark Award (AAQM) hotels and firms that attend multi-client events (B2B meetings, workshops, conferences, and over events involving many companies) 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 companies. 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 highlighted weaknesses at the meso and macro levels of industries that also hinder the development of more competitive enterprises. 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 are significant. Although the project's contract performance indicators are not designed to capture much of this work, the technical support we provide at these levels broadly impacts all businesses operating in the sector thereby multiplying the number of firms impacted by assistance and contributing to the development of each industry.

The project contract measures Rritje Albania's achievement of its objectives in three component areas of intervention described as Project Intermediate Results (PIR):

PIR1 – Strengthening trade and investment capacity:

The three Key Result Areas (KRA) of this component are:

KRA 1.1 – Trade and investment knowledge and skills improved;
KRA 1.2 – Compliance with international standards and regulations improved;
KRA 1.3 – Use of ICT for trade-related activities expanded

The focus of training events, short-term technical assistance, and other programmatic support given under this component helps Albanian companies to better understand demand and markets for their products, meet international standards and requirements and access the necessary financial products and services needed to fund technology upgrades, growth and the penetration of new markets. The in-depth business survey conducted on client enterprises that cover the 12 months preceding receipt of project assistance is used as a baseline for quantifying results under this component. In year three and beyond, the Monitoring and Evaluation Specialist will analyze the assisted enterprises that sign CGPs or join the Authentic Albania Quality Mark (AAQM) program to measure and assess the quality of improvements in their trade and investment capacity.

PIR2 – Increasing enterprise productivity:

The two KRAs of this component are:

KRA2.1 – Knowledge of productivity-enhancing technology improved;
KRA2.2 – Knowledge of best management practices improved.

To meet increasing demand from domestic and export markets, Albanian enterprises must become more productive. To that end, improved applications of technology and management practices are areas of project focus. In cooperation with industry experts, Rritje Albania has identified industry-specific and cross-sector areas needing improvement. Profiles of client enterprises will be updated annually, or when significant changes have occurred, and these will help to assess and quantify the progress made in areas of technology applications and management practices.

In addition to CGP baseline profiles, before undertaking multi-client initiatives Rritje Albania frequently tasks local and/or international experts to conduct audits or training needs assessments (TNA) to identify the specific constraints that the initiatives seek to correct. The multi-client activity designs are then informed from the results of these audits and TNAs. This was the model followed by the Productivity Enhancement Program (PEP) that was implemented in the second half of Year 2.

PIR3 – Improving workforce development

The main and only KRA of this component is:

KRA3.1 – Effectiveness of pre-employment, technical/ vocational training programs improved.

The component of workforce development is a sub-intermediate result of USAID's Economic Growth program element of Competitive Business Environment Improved. The main proposed element in this area is the number of programs: pre-employment, vocational and technical training, which are supported by Rritje Albania to ensure that the needs of the private sector are better-met by the current and future labor force.

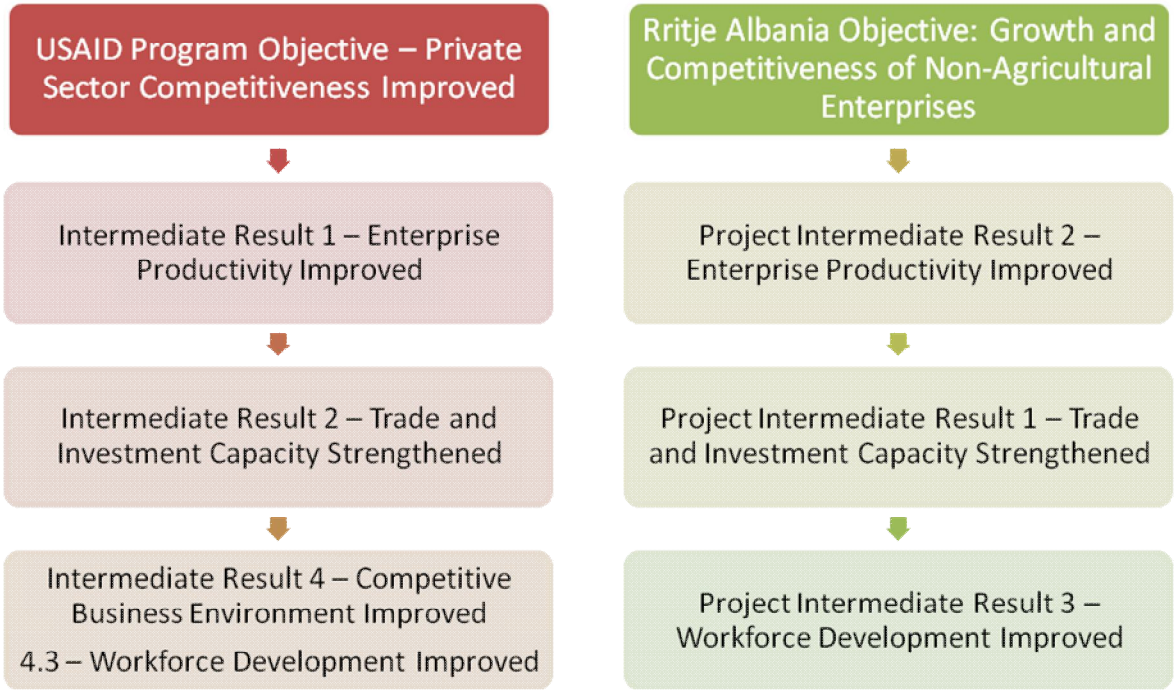
C. Results Framework

The Results Framework shows the logical causal models that link inputs of the projects to outputs organized in six key results areas and how these outputs are logically and causally linked to the outcomes (project intermediate results, PIR) and program-area results of the project. The Rritje Albania project falls under USAID's Program Area of Economic Growth, Private Sector Competitiveness Program Element. The RFP and original contract for Rritje Albania laid out the results expected in each of the three main components of the project, through a total of 35 performance indicators. In addition to these, the USAID/ Albania Economic Growth team reports on nine indicators on a USA government fiscal year basis, only three of which were included or directly calculated through the project performance indicators.

In Year 2, discussions between Rritje Albania and USAID took place to better align the project's performance monitoring plans with USAID/Albania's mission reporting requirements. As a result, a revised and streamlined set of contract indicators was developed by the project and discussed in detail by the Rritje Albania Chief of Party, M&E Specialist, Chemonics home office staff and USAID's COTR, EG Team Leader and M&E Specialist. A request to modify the contract to incorporate a revised set of performance indicators and to align the project's reporting periods with USAID's fiscal year was submitted in November 2010. It received technical and contract officer's approval in February 2011.

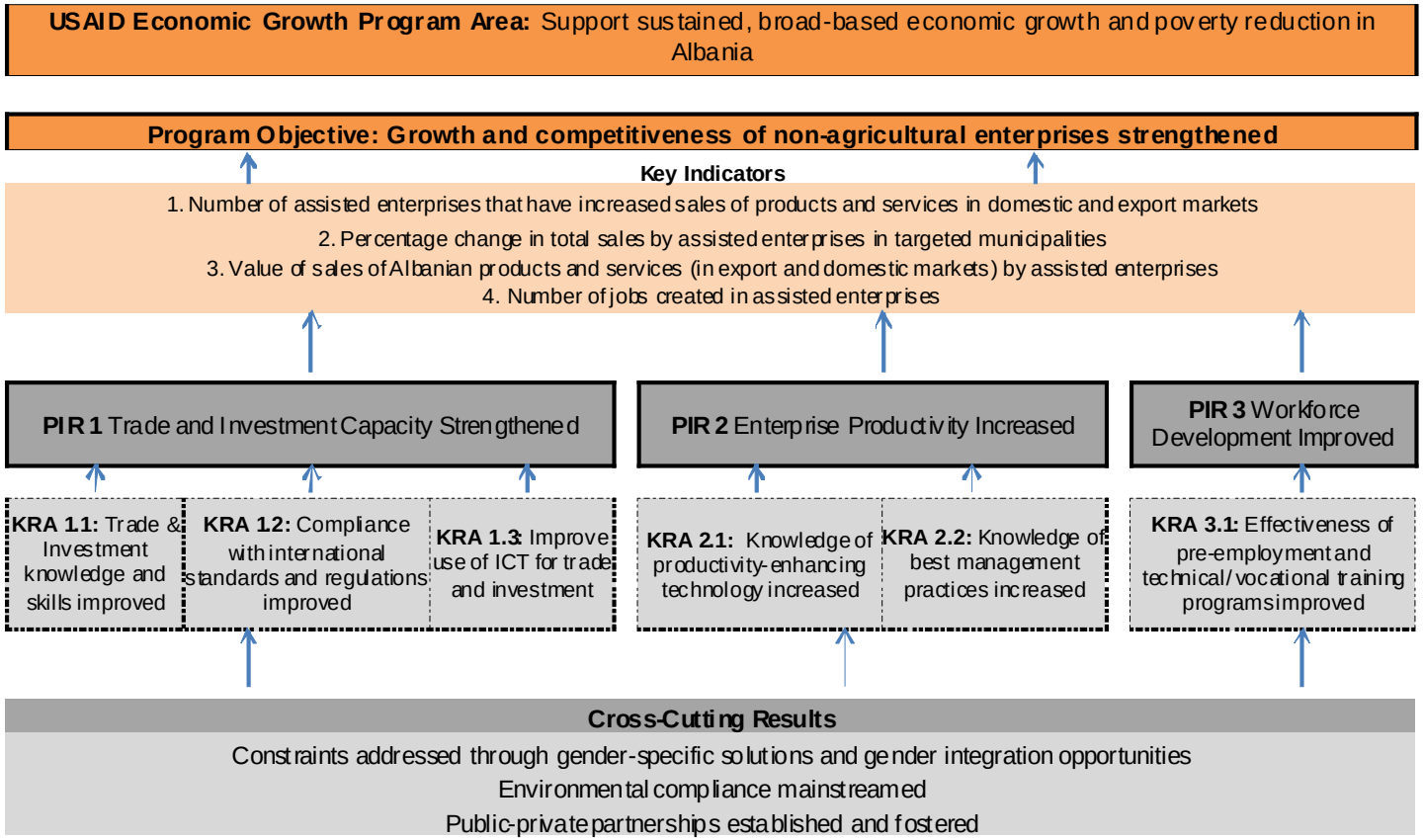
The following figure shows the linkages between the Result Framework of USAID and that of Rritje Albania.

Figure 2 – Linkages between USAID and Rritje Albania Results Frameworks



Following the adaption needed to align Rritje Albania results framework and indicators with the USAID Economic Growth framework, the project's Result Framework is presented below showing the logical hierarchy between input, output, and outcome-level results.

Figure 3 - Rritje Albania Year 3 Results Framework



D. Performance-Based Monitoring System

This section introduces the various components of Rritje Albania's monitoring system that together help ensure that the project meets its goals through results-based management. It starts by introducing the various components of the system, the overall approach to monitoring and evaluation and finishes with a detailed presentation of project indicators.

The first year of implementation focused on collecting and analyzing baseline information at the firm-level and secondary-level data at the industry-level for the five key industries. Year 2 focused on improving the quality and timeliness of the data collected from each company, as well as the processes through which they were collected, verified and analyzed. In Year 3 and beyond, the focus will be to solidify these internal processes and procedures and maintain a disciplined flow of information from an ever-increasing number of companies and initiatives.

A second focus for Year 3 will be to explore methods to measure the effects of industry-level initiatives. The set of indicators described in the project contract measure firm-level changes such as: sales, jobs, improvements made at the firm-level, participating firms, and people trained. In the next year, Rritje Albania will continue to report on these indicators and when possible, identify causal models that link industry-level initiatives to firm-level results. In cases when this is not possible, the project will capture the qualitative changes achieved through the industry-level initiatives in project reports, success stories, press releases, and other communications materials.

The following tools are used to integrate design, planning, monitoring and evaluation for effective results-based management:

- Annual work planning process: mid-term review, mini-workshops and team retreat;
- Baseline date from CGPs and Authentic Albania Quality Mark Applications;
- Enterprise Quarterly Reports: sales, jobs, and qualitative improvements/ changes;
- Event Reports: participant lists, pre-workshop questionnaires, evaluations, B2B meetings reports;
- Multi-client/ Industry-level initiatives reports:
    - Productivity Enhancement Program
    - Authentic Albania Quality Mark Program
    - ICT-TRC business plan, etc.
- STTA reports on industry-level and client-specific initiatives

Data collected and analyzed through these tools is included in quarterly and annual reports and used to adapt planning and management accordingly. Given the volume of activities and work implemented, the project will use its web-based database as much as possible to review progress towards indicators on a monthly basis.

E. Approach to Monitoring, Evaluation, Analysis and Communications

The strength of monitoring and evaluation lies in its ability to provide timely performance information, which is essential to manage for results and to maximize project performance. This goal recognizes that elements of the work plan will require adjustments over time to respond to evolving conditions. The following represent the key principles that underlie our approach to project monitoring:

Results-oriented – The Results Framework (in Figure 2) 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 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. Based on implementation of Year 1 activities, a proposal to USAID was prepared and accepted to revise the Results Framework to ensure that indicators are measuring discrete but related results that are logically linked from the input to output to outcome/ impact level.

Collaborative – The implementation of the M&E system involves not only the monitoring and evaluation specialist but the Chief of Party and the technical team (the business advisors and the industry/ component advisors portrayed in Figure 1). 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 system belongs to the entire team. This helps ensure that the information generated is relevant to and consistent with the interests of the entire team and Rritje Albania partners.

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.

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.

Rritje Albania's M&E system strives to not unnecessarily burden project staff and partners and 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. As the project moves towards the second half of implementation, a focus of Year 3 and beyond will be to continue existing monitoring processes and to capture secondary impact on indirect beneficiaries due to (i) the copycat effect/ viral marketing of successful ideas and (ii) industry-level initiatives. The Chief of Party and M&E Specialist provide regular guidance and support to technical staff to ensure accurate and regular data collection.

Active Dissemination of Results - Rritje Albania will not only collect impact and performance data, it will also add 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 process of M&E is consistently integrated into all facets of implementing Rritje Albania. The regular collection, analysis and review of results contribute to:

- Best Practices – Identify and replicate successful approaches to improve the performance and effectiveness of specific activities;
- Lessons Learned – Document results of interventions and revise the approach as needed, plan new objectives, results packages and activities based on results. This also includes management on whether to abandon under-performing activities, strategies or objectives; and

- Reporting and Communications – Document and report findings on the impact of assistance for internal and external purposes.

In the second year of implementation of Rritje Albania, the following activities related to P-BMP were completed:

- Prepared and submitted request for approval from USAID for the revised Results Framework and performance indicators;
- Finalized structure of database and set up software with expert assistance;
- Designed and conducted qualitative surveys on specific performance indicators with assisted enterprises:
- Profiles of over 130 garment and footwear companies completed
- Analysis of companies participating in PEP
- Designed a causal model, including methodology and underlying assumptions for measuring the impact of PEP participation on cost-saving;
- Reported on achievement of performance indicators for the period and cumulatively in Rritje Albania Quarterly Reports.

In Year 3, Rritje Albania P-BMP activities will focus on following issues:

- Finalize the population of the project database and all reports accessible online to USAID COTR;
- Guide and mentor the qualitative and quantitative research projects planned for Year 3 by the project and partners and how their findings are translated into design of activities:
- Garment sector review with SIPPO, a Swiss donor agency;
- ICT needs assessment of the garment and footwear sector;
- ICT sector skill gap analysis;
- Monitor and evaluate Rritje Albania grants issued under the first annual program statement;
- Design a causal model, including methodology and underlying assumptions for measuring the impact of one of the project activities (e.g. Authentic Albania Quality Mark);
- Report on achievement of performance indicators for the period and cumulatively in Rritje Albania Quarterly Reports;
- Develop industry-specific models to measure project cost effectiveness;
- Carry out a data quality assessment in preparation for a mid-term project review;
- As much as possible, align the project's plans, activities, results, indicators and overall framework with USAID/Albania's economic growth strategy.

F. Indicators

As the Results Framework in section C shows, to provide the comprehensive coverage needed for reviewing project progress, troubleshooting, and other management tasks, the Rritje Albania M&E system tracks three levels of indicators:

Program impact (outcome-level) indicators focus on the quantitative measurement of the growth of assisted enterprises by tracking the changes in sales and jobs. These indicators refer mostly to Program Area indicators in USAID Albania's Economic Growth Results Framework and PMP.

Project Intermediate Results or output-level results, which track the results of Rritje Albania work at the enterprise-level for component 1 – Trade and Investment Capacity Strengthened and component 2 – Enterprise Productivity Improved. These indicators measure the change and improvement of each enterprise in the 5 Key Results Areas. They also measure people trained: the outputs of training events and workforce development initiatives for Component 3 – Workforce Development Improved. These indicators correspond to the Program Element indicators in USAID Albania's Economic Growth Results Framework and PMP.

Key Result Area indicators or input-level indicators focus on the actual training events, short-term assistance, roundtables, etc supported by Rritje Albania on topics related to each key result area. They correspond to Intermediate Result Indicators in USAID Albania's Economic Growth Results Framework and PMP.

To formalize the process of revising indicators started in Years 1 and 2, the project submitted a formal contract amendment to USAID on October 26, 2010 including two changes related to the P-BMP:

1. Progress Indicators, Definitions, Baselines and Annual Targets (P-BMP revisions); Contract Section C.VI and Annual Work Plan Year 1 P-BMP
2. Annual targets modified to reflect fiscal year reporting period instead of project year. Contract Sections C.VI and F-5C

Following discussions and clarifications between USAID's COTR and the project, a contract amendment was approved in January 2011. The key benefits that will result from the indicators' revision include:

- Harmonized CED P-BMP and USAID/Albania Economic Growth PPR;
- Substitution of customized CED indicators with USAID standard or custom indicators;
- Improved data quality, attributability and appropriateness of project indicators;
- Reduction in the number of overlapping indicators;
- Clarification of indicator definitions based on USAID standard and custom indicator lists;
- Realignment of reporting periods from project year to USAID fiscal year.

In addition to changing the performance indicators, the project proposed to change its reporting period to coincide with USAID's fiscal year from October 1 – September 30. It is expected that this approved change will facilitate recording, analysis and reporting of Rritje Albania's performance indicator results by eliminating the need to segment its data by different time periods according to which year it is reporting, project or fiscal. It will also provide USAID a project annual report in October when it most needs the information, and not in April as it is now submitted.

Additional rationale for the proposed changes to indicators and reporting period includes:

1. *USAID's PPR Indicators were not included in the project's approved P-BMP.* By including them in the proposed changes to the P-BMP, CED will routinely collect the same indicators needed by USAID/Albania as part of its fiscal year reporting.
2. *Subjectivity of customized indicators did not follow the principle of reducing overlap*. The proposed changes more accurately reflect programmatic activity and goals by reducing the overlap of indicators while including standard USAID indicators.
3. *Increased focus on primary rather than secondary impact data*. Wherever possible, secondary macroeconomic indicators are replaced by primary impact indicators that match USAID/Albania's PMP and refer to microeconomic enterprise-level information.
4. *Changing global and local conditions*. The global financial crisis seems to have peaked in Albania in 2009, the first year of project implementation. However, secondary effects of the crisis continue to negatively impact Albania's inflation, consumer spending power and household income. Given the lag and compounded effects in these indicators, they are not appropriate measures or indicators of project progress, whether at the outcome or impact level.
5. *Revised reporting period and frequency of impact indicators*. Although captured on a quarterly basis, based on academic literature and field experience, the revised P-BMP allows the project to report against annual targets that are in line with USAID's own reporting schedule.

As a result of the above changes, moving into Year 3 the project has a total of *26 contract indicators*:

- **4 Impact (outcome-level) indicators** – one of these indicators are reported to the US government during financial year reporting.
- **10 Project Intermediate Result (output-level) indicators** – five of these indicators are reported to the US government.
- **12 Key Result Area (input-level) indicators** – two of these indicators are reported to the US government.

It is noteworthy that the main focus of the contract modification was to align reporting periods and to reduce the number of overlapping indicators. Therefore, the overall focus of contract indicators remains firm-level change, not indicators and means of measuring of meso or macro-level changes and results. As these indicators measure firm-level change, not industry-level improvements/ changes, they do not capture all significant achievements of the project. Therefore the project plans to develop a set of additional, internal indicators it will use to track changes at the meso and macro industry levels.

F1. Firm- and Industry-Level Results

In addition to the firm-level support provided under the project component to companies that have signed Client Growth Plans with the project and Authentic Albania Quality Mark program, the project will also implement industry-level initiatives that are expected to have a positive impact on the five priority sectors, and indirectly assist many other companies. For every initiative at the industry-level targeting many companies, Rritje Albania will develop the causal models that track how inputs result into outputs, outcomes and impact. This will be applied through a set of monitoring tools (qualitative and quantitative) that will not only feed into the project contract indicators, but also provide timely data that ensure that long-term multi-client/ industry solutions have results that are measurable, quantifiable and attributable. The following list is indicative of such initiatives that Rritje Albania will measure both industry-level and firm-level results:

- Trade Fair Support Program – in addition to concrete deals that come out of B2B meetings and linkages made in trade fairs, Rritje Albania will monitor user traffic in industry-websites and

usage of company-websites for trade and investment, number of paying members in associations and other non-contract indicators. By tracking the garment/ footwear export statistics issued by the Albanian government, the project can get a secondary review of the progress made by the industry as a whole in addition to client-level data from CGPs;

- ICT Training and Resource Center – in addition to trainees of the center and the training programs developed that fit directly into the workforce development component of the project, the increased use of ICT for businesses, the project will also record the number of businesses that use the center to develop or adapt software that may be sold to other companies;
- Productivity Enhancement Program (PEP) – Technology/ Workforce Development – in addition to the number of companies that will access modern technologies and those with improved management, the project will follow the programming cycle of technology audits (existing machinery, skill levels, etc.) that lead to study tours and trade fair participation. In addition to the direct results at the firm-level, Rritje Albania will also hold workshops to disseminate findings, lessons learned and organize B2B meetings. The results of these events will be recorded through contract indicators and project reports.

After fulfilling USAID contract indicators requirements, the project may utilize a set of additional indicators that will measure the industry macro and meso level changes that project activities are having beyond the firm-level changes that are reported. The following are possible USAID standard indicators that the project may use to report on its activities if market demand leads it to provide assistance that is attributable to changes in these indicators:

- Number of consultative processes with private sector as a result of USG assistance – in practice this will take the form of working groups (sectoral/ thematic) that project staff coordinate and/or participate in;
- Number of public-private dialogue mechanisms utilized as a result of USG assistance;
- Number of policies/ regulations/ administrative procedures analyzed as a result of USG assistance;
- Number of institutions/ organizations undertaking capacity/ competency strengthening as a result of USG assistance;
- Number of business associations and trade unions that are at least 50% self funded as a result of USG assistance;
- Number of new members in private business associations as a result of USG assistance;
- Number of workforce development initiatives created through USG assisted public-private partnerships.

To ensure a useful and meaningful M&E system, all indicators we chose to include had to meet the following criteria:

Relevant. All indicators included in the P-BMP must measure results that fall within the scope of CED's work.

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. 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.

Direct. An indicator should measure the result it intends to capture as closely as possible. When direct measures are not possible, proxy indicators can be used.

Objective. An indicator should be singular and unambiguous about what is being measured and the data to collect. Undefined terms such as "successful" or "frequent," for which there are many different interpretations, should be avoided. Each indicator should also measure only one result and not confuse by trying to combine many concepts.

Practical. Data necessary for indicator measurement must be able to be obtained with reasonable time commitment, cost, and effort. Management indicators for the M&E system are based on the overall strategic approach to the project and closely reflect the work plan, capturing the main activities of the project.

F2. Data Collection and Reporting

The project's technical team will collect and analyze performance information regularly, and results from the analyses will help determine whether adjustments to the work plan are required. Each technical specialist will be responsible for managing primary data collection and entry for his/her client firms. The baseline profile collected for each assisted enterprise has a qualitative component and a quantitative one (see the sample PDF attached to this P-BMP).

Baselines and targets

Given the firm-level focus of Rritje Albania's work, the unit of data collection will continue to be each specific enterprise. The M&E specialist works closely with each business advisor to collect baseline information and build a profile for each client that enables our team to determine feasible and attributable targets. Baselines, targets and milestones will be included in each Client Growth Plan signed. The baseline will consist of the client's sales and attendant employment – **disaggregated by gender, industry, and geographic area** – over the previous 12 months. The advisor and M&E specialist collect gross sales and direct employment data from the enterprise on a quarterly basis, broken-down to monthly data. The M&E specialist works with the technical team to verify the validity and attributability of all data. On a quarterly basis, the M&E specialist and Chief of Party meet to analyze and report the results on a continuing basis to USAID and selected parties.

With regards to geographic coverage, at its start, Rritje Albania commenced work in the 10 municipalities of Shkoder, Kukes, Fier, Korce, Pogradec, Vlore, Tirana, Elbasan, Durres, and Gjirokaster. However, through December 31, 2010 Rritje Albania had responded to requests for assistance from firms in 12 other municipalities: Bajram Curri, Berat, Golem, Himara, Kavaja, Kruja, Lac, Lezha, Librazhd, Lushnja, Puka, and Saranda. Although the project continues to implement in the ten initial target municipalities, when prioritizing the needs and constraints to address, Rritje Albania is guided by the location of companies by sectors/ industries more than by the target municipalities alone.

The targets and baselines for all indicators are included in section F3. The baseline information for the program-level indicators will be the value of the indicator during the 12 month period previous to implementation of assistance. These moving baselines will also be measured through moving targets, therefore results will be disaggregated by years of assistance provided. During the following reporting period, the baseline will be adjusted based on the pool of assisted companies. As the Indicator Reference Sheets included in Section G explain, this adjustment is only necessary for three indicators: (i) Indicator 2

– Percentage change in total sales by assisted enterprises in targeted municipalities, (ii) Indicator 3 – Value of (exports and domestic) sales of Albanian products and services by assisted enterprises, and (iii) Indicator 4 – Number of jobs created in assisted enterprises.

The following example indicator explains this adjustment that will take place on an annual basis during the report period:

Box 1 – Sample Adjustment Model for Indicator Baseline and Target

Indicator: Percentage change in total sales by assisted enterprises in targeted municipalities
FY2010 actual: US$ 60,293,984 (based on sales collected from 20 CGP companies)

As the indicator is calculated based on year-to-year comparisons, the FY2010 actual sales become the *FY2011 baseline*.

Initial FY2011 baseline: US$35,250,000 *Initial FY2011 target:* US$ 44,062,500
Adjusted FY2011 baseline: US$ 60,293,984 *Adjusted FY2011 target:* US$ 67,830,732
[The calculated value for the target for FY2011 was obtained by taking FY2010 values and multiplying them with 12.5%, which is the project's annual sales growth target for FY2011)]

In October 2011, the sales for FY2011 will be collected from a larger pool of CGP clients and AAQM members that is more than the 20 companies that submitted data in October 2010. As a result, both the baseline and the actual for FY2011 will increase appropriately. The indicator will be calculated using the revised baseline:

$$\% \text{ change in total sales} = \frac{\text{(Actual FY2011 sales – Actual FY2010 sales) from companies}}{\text{Actual FY2011 for CGP clients and AAQM Applicants}}$$

In the formula above, the actual FY2010 sales are the adjusted baseline for FY2011.

Data Sources, Collection and Verification

To verify data, the M&E specialist will conduct periodic meetings with clients, confirm that the support of the program has brought about the reported results, and solicit suggestions on how the program can improve. If necessary, data will be cross-checked with a variety of sources. The M&E specialist reports directly to the Chief of Party in order to provide autonomy from the technical team that works directly with client firms.

Some of the external sources of information are included in the Indicator Reference Sheets for all indicators. Additional data sources include: training sign-in sheets, training assessments and activity attendance sheets for B2B events, follow-up questionnaires, surveys, and partner reports. Secondary sources of information will be used to triangulate and verify trends and data quality.

Assumptions
In Years 1 and 2, the most significant results were recorded at the input and output level indicators. In Year 3 and beyond, Rritje Albania will focus on collecting and analyzing program impact indicators and design the methodology to calculate the results attributable to project technical activities at the firm- and industry-level.

Indicator Tables

As shown in these tables and the Indicator Reference Sheets in Section G, not all indicators will be measured on a quarterly basis. Rritje Albania will continue to work with the USAID M&E Specialist to refine methodologies for calculating each result and ensure data quality. The targets for the reporting period to be covered by the next annual report are highlighted in light grey. All impact-level indicators will be collected on a quarterly basis but will be analyzed on an annual basis as indicated in the table below.

Indicator	USAID reporting[1]	Frequency of Reporting	Baseline	Start-up period (Apr – Sep 2009)[2]	Year 1 (Oct 2009 - Sep 2010)	Year 2 (Oct 2010 – Sep 2011)	Year 3 (Oct 2011- Sep 2012)	Year 4 (Oct 2012- Sep 2013)	Year 5 (Oct 2013- Mar 2014)
1. Number of assisted enterprises that have increased sales of products and services in domestic and export markets		Annual	0	35	83	133	185	200	100
2. Percent change in total sales by assisted enterprises in targeted municipalities		Annual	0	+2.5%	+7.5%	+12.5%	+17.5%	+20%	+10%
3. Value of sales of Albanian products and services (in export and domestic markets) by assisted enterprises	FY PPR	Annual	0	TBD*	TBD	TBD	TBD	TBD	TBD
4. Number of jobs created in assisted enterprises*		Annual	0	TBD	TBD	TBD	TBD	TBD	TBD
PIR1- Trade and Investment Capacity Strengthened									
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.		Quarterly	0	10	25	35	40	40	20
1.2 Number of assisted enterprises that obtain certification with international quality control, environmental and other process voluntary standards or regulations	F – Indicator	Quarterly	0	3	8	15	25	40	25
1.3 Number of enterprises employing ICT to improve goods and services, to identify commercial opportunities and establish contacts with potential international business partners		Quarterly	0	5	15	25	30	30	15
KRA level indicators for Trade and Investment Capacity Strengthened									
1.1.1 Number of USG supported training events on topics related to investment capacity building and improving trade	F – Ind. FY PPR	Quarterly	0	3	8	15	20	20	10
1.1.2 Number of participants in USG supported trade and investment capacity building training	F – Ind. FY PPR	Quarterly	0	50	150	250	300	300	150
1.2.1 Number of trainings offered in certification with international quality control, environmental and other process voluntary standards		Quarterly	0	3	8	10	10	8	3

[1] FY PPR refers to the Financial Year Performance Reporting that USAID/Albania conducts every October for the preceding financial year. F-Indicators are USAID Standard Indicators for which Indicator Reference Sheets are available at: http://www.state.gov/f/indicators/

[2] As a result of the contract modification that aligned Rritje Albania reporting time with USAID FY, this table includes 6 reporting periods instead of 5. The first and last period (GY2009 and FY2014) are 6-month periods, while the middle period (FY2011, FY2012 and FY2013, refer to 12-month periods.

Indicator	USAID reporting[1]	Frequency of Reporting	Baseline	Start-up period (Apr – Sep 2009)[2]	Year 1 (Oct 2009 - Sep 2010)	Year 2 (Oct 2010 – Sep 2011)	Year 3 (Oct 2011- Sep 2012)	Year 4 (Oct 2012- Sep 2013)	Year 5 (Oct 2013- Mar 2014)
and regulations									
1.2.2 Number of persons trained in certification with international quality control, environmental and other process voluntary standards and regulations.		Quarterly	0	30	80	125	150	125	50
1.3.1 Number of USG supported training events related to trade communications and technologies		Quarterly	0	3	5	8	10	10	5
1.3.2 Number of persons trained in trade communications and technologies		Quarterly	0	50	100	150	225	250	125
PIR2 – Enterprise Productivity Improved									
2.1 Number of enterprises receiving USG assistance to invest in improved technologies	F – Ind. FY PPR	Quarterly	0	35	80	120	165	190	100
2.2 Number of enterprises receiving USG assistance to improve their management practices	F – Ind. FY PPR	Quarterly	0	35	80	120	165	190	100
2.3 Number of enterprises able to reduce production costs as a result of USG assistance		Quarterly	0	35	80	120	165	190	100
2.4 Number of enterprises receiving USG assistance to access bank loans or private equity as a result of USG assistance	F – Ind. FY PPR	Quarterly	0	3	8	15	20	20	10
KRA level results for Enterprise Productivity Improved									
2.1.1 Number of training events in improved technologies		Quarterly	0	3	8	13	15	13	5
2.1.2 Number of persons trained in improved technologies		Quarterly	0	50	150	250	300	250	100
2.2.1 Number of training events in good management practices		Quarterly	0	3	8	10	10	10	5
2.2.2 Number of people receiving training in good management practices.		Quarterly	0	25	100	175	225	250	125
PIR3 – Workforce Development Improved									
3.1 Number of people gaining employment or better employment as a result of participation in USG-supported workforce development programs	F – Ind. FY PPR	Quarterly	0	25	70	90	100	100	50
3.2 Number of persons completing USG-supported workforce development programs	F – Ind. FY PPR	Quarterly	0	40	90	125	150	150	75
3.3 Number of persons participating in USG-supported workforce development programs	F – Ind. FY PPR	Quarterly	0	50	200	300	300	300	150
KRA level results for Workforce Development Improved									
3.1.1 Number of pre-employment, vocational and technical training programs supported		Quarterly	0	3	8	15	20	20	10
3.1.2 Number of persons participating in USG-supported pre-employment, vocational and technical training programs supported		Quarterly	0	25	75	150	200	200	100

* All TBD targets will be submitted to USAID with each annual work plan for the respective period.

G. Indicator Reference Sheets

G1. Program-Area (4 Indicators)

Program Objective: Growth and competitiveness of non-agricultural enterprises strengthened	
Indicator 1 – Number of assisted enterprises to have increased sales of products or services in domestic and export markets	
DESCRIPTION	
Precise Definition	Number of enterprises benefiting from the Rritje Albania project that report increased sales following receipt of project assistance. Some of the enterprises are captured through the development of Client Growth Plans (CGP), agreements signed by the project and the firm, that lay out the business's needs and the anticipated assistance offered by the project. The CGP includes baseline monthly sales data for the 12 months prior to its signature. After that date, the enterprise signing the CGP submits to the project, on a quarterly basis, its monthly sales data which is compared to sales reported over the same months of the prior year. Firms recording increased sales are counted under this indicator. Starting in late 2010, Authentic Albania Quality Mark applicants have committed to submitting baseline sales and jobs, and regular updated data that will allow Rritje Albania to measure results and impact of the initiative. These data will also be included under this indicator. In cases where a non-CGP enterprise receives technical assistance from the project, for example by participating in training or attending Business-to-Business meetings or trade fairs, the project will maintain contact with the enterprise to request and record changes in sales. These non-CGP enterprises that record increased sales are also counted under this indicator.
Units of Measure	Number of enterprises
Disaggregation	Municipality, industry/sector and year of CGP signature (if appropriate)
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 key results areas: trade and investment, productivity, management, technology upgrades and workforce development translate into increased sales at the enterprise level.
PLAN FOR ACQUISITION OF DATA	
Method of Collection	Quarterly Reports (monthly data) for CGP clients and AAQM applicants On a case-by-case basis for non-CGP enterprises
Data Source(s)	Sales records of assisted enterprises
Frequency of Data Collection	Quarterly
Responsible Individual(s)	Technical staff with support from M&E Specialist for CGP companies Partner organizations for other firm- and industry-level assistance
DATA QUALITY ISSUES	
Known Data Limitations	See Indicator Reference Sheet for Indicator 3
Plans to Address Limitations	See Indicator Reference Sheet for Indicator 3
Data Quality Assessment	Regular spot-checks on the data collected by the M&E Specialist.

Plans						
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Total number, trends by industry and year to year comparisons					
Data Presentation	Written reports, graphs, tables and calculations when needed					
Review	Annually					
Reporting	Annual report					
BASELINE AND TARGETS						
Baseline	0					
Targets[3]	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	35	83	133	185	200	100
Other Notes	Although data from enterprises is collected quarterly for monthly activity, the full analysis of indicator data received is done on an annual basis for year-to-year comparison during FY reporting in October-November for the preceding financial year. This methodology allows the project to better control for industry production season and sales cycles.					
SHEET CREATED: 01/2010			UPDATED: 03/2011			

[3] Revised from contract year to USAID fiscal year through the contract amendment finalized in January 2011. FY 2009 and FY2014 are 6-month periods, while FY2011-2013 refer to 12-month periods corresponding to the USAID reporting periods: October 1 – September 30.

Program Objective: Growth and competitiveness of non-agricultural enterprises strengthened						
Indicator 2 – Percentage change in total sales by assisted enterprises in targeted municipalities						
DESCRIPTION						
Precise Definition	Percent change in total sales at enterprises that receive assistance from the Rritje Albania project. Enterprises include those that sign Client Growth Plans (CGP), agreements signed by the project and the firm, and companies that agree to submit sales data because they participate in a project initiative, such as the Authentic Albania Quality Mark program. The sales data for the year prior to signing the CGP or agreement to join program constitute the baseline against which the following year's sales are evaluated to determine percentage change. In cases where a non-CGP enterprise receives one-off technical assistance from the project, for example by participating in training or attending Business-to-Business meetings or trade fairs, the project will maintain contact with the enterprise to request and record changes in sales. The percent change in sales of these non-CGP enterprises are also counted under this indicator.					
Units of Measure	Average percent across all enterprises					
Disaggregation	By sector, municipality and year of project assistance (as appropriate)					
Management Utility	The result of 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 of Collection	Quarterly Reports (monthly data) for CGP clients and AAQM applicants On a case-by-case basis for non-CGP enterprises					
Data Source(s)	Sales records of assisted enterprises					
Frequency of Data Collection	Quarterly					
Responsible Individual(s)	Technical staff with support from M&E Specialist for CGP companies Partner organizations for other firm- and industry-level assistance					
DATA QUALITY ISSUES						
Known Data Limitations	See Indicator Reference Sheet for Indicator 3					
Plans to Address Limitations	See Indicator Reference Sheet for Indicator 3					
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.					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Year-to-year percentage change, trends by industry and region, year to year comparisons					
Data Presentation	Written reports, graphs, tables and calculations when needed					
Review	Annually					
Reporting	Annual report					
BASELINE AND TARGETS						
Baseline	0 (%)					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	+2.5%	+7.5%	+12.5%	+17.5%	+20%	+10%
Other Notes	Although data from enterprises is collected quarterly for monthly activity, the full analysis of indicator data received is done on an annual basis for year-to-year comparison. This methodology allows the project to better control for industry production season and sales cycles.					
SHEET CREATED: 01/2010			UPDATED: 03/2011			

Program Objective: Growth and competitiveness of non-agricultural enterprises strengthened	
Indicator 3 – Value of sales of Albanian products and services by assisted enterprises	
DESCRIPTION	
Precise Definition	Year-to-year comparison of total sales reported by all enterprises that have received assistance from the Rritje Albania project. Enterprises include those that sign Client Growth Plans (CGP), agreements signed by the project and the firm. The CGP includes baseline monthly sales data for the 12 months prior to its signature. After that date, the enterprise signing the CGP submits to the project on a quarterly basis, its monthly sales data that is compared to sales reported by the firm over the same months of the prior year. The prior year sales constitute the baseline against which the following year's sales are evaluated. In cases where a non-CGP enterprise receives one-off technical assistance from the project, for example by participating in training or attending Business-to-Business meetings or trade fairs, the project will maintain contact with the enterprise to request and record value of new sales. The percent change in sales of these non-CGP enterprises are also counted under this indicator. Regarding the split between export and domestic sales, for garment and footwear "fasson" manufacturers and tourism enterprises, all sales are recorded as exports, based on the official industry reports to the government of Albania. However, for garment and footwear enterprises that report domestic sales to the project, the actual domestic and export sales for each firm is recorded. Similarly, in the case of ICT and Recycling enterprises, the project collects and analyzes firm-level data to report export and domestic sales value for each firm.
Units of Measure	Albanian Lek or Euro (according to client reports) converted to US$ based on official Albanian Lek – US$ exchange rates
Disaggregation	By industry, municipality and year of project assistance and exports-domestic sales
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.
PLAN FOR ACQUISITION OF DATA	
Method of Collection	Quarterly Reports (monthly data) for CGP clients and AAQM applicants On a case-by-case basis for non-CGP enterprises
Data Source(s)	Sales records of assisted enterprises
Frequency of Data Collection	Quarterly
Responsible Individual(s)	Technical staff with support from M&E Specialist for CGP companies Partner organizations for other firm- and industry-level assistance
DATA QUALITY ISSUES	
Known Data Limitations	Difficult to collect accurate timely sales data because reported values have several shortcomings: 1. Some enterprises keep two sets of books, one for the government reporting less than total sales, and another with complete data; 2. Some enterprises do not have finance/accounting teams but old-fashioned accounting systems. This means that the generation of reports is more complex and there is a higher chance for human error, etc. 3. The date of reporting for the project (project year) and the enterprises (calendar year) do not match.
Plans to Address Limitations	When necessary, data reported will be based on the previous reporting period and verified in the next reporting period. Time-lagged reports will be utilized in cases when results are based on a cycle of production/orders (seasonality) or inability of the enterprise to report in a timely manner.
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.

PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Year-to-year total change, trends by industry and region/ municipality, year to year comparisons of exports and domestic sales by sector					
Data Presentation	Written reports, graphs, tables and calculations when needed					
Review	Annually					
Reporting	Annual report					
BASELINE AND TARGETS						
Baseline	The baseline for each period is the preceding 12-month period. As the number of companies increases from year to year, the baseline figure for each period used to calculate Indicator 2 is a moving baseline. The concept and adjustment mechanism for moving baselines are included in Box 1 in the P-BMP (page 14)					
Targets - period	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Target – total[4]	N/A – no clients	USD 35,250,000	US$ 77,217,597	US$ 90,730,676	US$ 108,876,812	US$ 119,764,493
Target – exports	N/A – no clients	USD 29,575,000	US$ 67,830,732	US$ 79,701,110	US$ 95,641,332	US$ 105,205,465
Other Notes	See Box 1 in the revised P-BMP for more explanation on the moving baseline. Although data is collected quarterly for monthly activities, the analysis of data is done on an annual basis for year-to-year comparison. This allows the project to account for seasonal changes, industry production and sales cycles					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

[4] Targets submitted to USAID during Financial Year reporting times for the previous year – these targets are adjusted each year based on the baseline when accurate data is available. For more concrete information, see Rritje Albania reports to USAID. The current figures are calculated based on expected increases included in Indicator 2.

Program Objective: Growth and competitiveness of non-agricultural enterprises strengthened						
Indicator 4 – Number of jobs created in assisted enterprises						
DESCRIPTION						
Precise Definition	Number of new job placements created and filled in assisted enterprises. These jobs could be part-time and full-time positions that are filled by current or new hires from each company. For example, when Rritje Albania supports a company to develop their marketing and sales strategy, one of the main components is the training and development of a key staff member to take on these tasks.					
Units of Measure	Number of people					
Disaggregation	Gender, industry, municipalities as needed					
Management Utility	However, the initial step when a company becomes more productive, it utilizes its existing workforce better. If this is not met by increased orders and demand for products/services in the short-term, it might layoff un-needed workforce. Therefore, sustained long-term growth for Albania companies can and should be achieved through long term improvements in productivity, coupled with increased demand that result in real job creation.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical team from CGP firms, partner org. from beneficiary companies					
Data Source(s)	Quarterly CGP reports, business advisors reports, STTA reports, post-workshop/ assistance questionnaires					
Frequency of Data Collection	Quarterly and on a case by case basis					
Responsible Individual(s)	Technical team and partners with coordination from M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	Monthly data submitted might not include timely submission of data and it will be based on official numbers reported to government as part of monthly payrolls.					
Plans to Address Limitations	Therefore the data reported will have a lag of 3 months and will be analyzed on an annual basis by the M&E Specialist and COP for USAID review.					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Trends, comparison, qualitative examples					
Data Presentation	Graphs, tables, trends, comparison					
Review	Quarterly					
Reporting	Annual					
BASELINE AND TARGETS						
Baseline	0 at start of project (Moving baseline based on the companies reporting data)					
Targets – TBD based on the previous period	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	+0.5%	+0.5%	+0.5%	+0.5%	+0.5%	0.5%
Other Notes	As the baseline is moving, the actual target of the indicator for the reporting period can only be determined at the end of that reporting period, to include all companies that were assisted and benefited from the project.					
SHEET CREATED: 03/2010	UPDATED: 03/2011					

G2. PIR1 – Trade and Investment Capacity Strengthened (9 Indicators)

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
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						
DESCRIPTION						
Precise Definition	This indicator refers to the ability of managers, administrators and owners of companies to use information on the sector, market trends, competition, demand, and use it to make business decision, establish connections with potential business partners and close deals. Rritje Albania looks to long-term behavior change, by focusing on behavior change that result in return buyers, a process that requires mentoring and coaching. Changes at the company level are noticed in the following: • Participation in trade fairs and B2B; • Utilization of websites, portals, catalogues and other materials to prepare for accessing new markets; • Attending workshops that equip management with sales and marketing skills in general and for specific markets; • Corporate identity, brand and product development processes that prepare companies to better present themselves to clients.					
Units of Measure	Number of firms/ enterprises					
Disaggregation	Sector, municipality					
Management Utility	The more firms have information, data and input on trade, competition and understand better markets, the greater their ability to access these markets with sustained repeat business deals (retained through high standards of products).					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Client profiles collected from technical advisors, AAQM applicants from IDRA					
Data Source(s)	Client quarterly reports; STTA reports; business advisor reports B2B meetings follow-up forms; Client website usage; Industry website usage data; emails/ letters/ feedback from client companies					
Frequency of Data Collection	Quarterly					
Responsible Individual(s)	Technical advisors, local partners/contractors coordinated by M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	Ability of a company to use information and data to access markets measured based on successful behavior change, not on a standardized knowledge scale					
Plans to Address Limitations	Identify concrete tools to measure ability – actual deals, contracts following trade fairs, industry promotion programs turning to concrete deals, etc.					
Data Quality Assessment Plans	To be held in August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, trends in time					
Data Presentation	Reports, tables, graphs of process and progress					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	10	25	35	40	40	20
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
Indicator 1.2 – Number of firms receiving USG assistance that obtain certification with international quality control, environmental and other process voluntary standards or regulations						
DESCRIPTION						
Precise Definition	Number of firms receiving USG assistance that obtain certification for compliance with international quality control, environmental, and other process voluntary standards. Source: www.state.gov/f/indicators As a demand-driven project, Rritje Albania focuses on promoting the type of standards and certification that will ensure a greater demand for Albanian goods and services that meet these standards. Therefore, the project might not offer assistance for standard and certification programs such as ISO only, but also design and implement initiatives such as the Authentic Albania Quality Mark, promote the next step for ITMark in Albania, and other industry-specific standards. In the second half of the project, the technical team will review what standards are needed to facilitate the economic integration of Albania and Albanian companies in EU markets. While receiving a certificate/ standard for the first time is important, retaining in during follow-up assessments is as important. *This indicator will include companies that retain a certification/ standard and move to the next one, as well as companies that are certified for the first time.*					
Units of Measure	Number of firms					
Disaggregation	Sector, location, new/ renewal as needed					
Management Utility	Demonstrates ability of local firms to meet international standards for improved international trade. For example, missions could report certification to the International Standards Organization's "ISO 9000" quality control standards, or to a range of national or international product specific standards for electrical components, machine tools, engineering products, etc. source: www.state.gov/f/indicators					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical advisors for clients, AAQM awards for tourism accommodations Partners for other initiatives					
Data Source(s)	Quarterly reports for CGP companies, AAQM Award Committee awards					
Frequency of Data Collection	Quarterly Event-specific (e.g. a round of assessments)					
Responsible Individual(s)	Technical advisors coordinated by M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	N/A					
Plans to Address Limitations	N/A					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, trend over time, repeat certifications (retain)					
Data Presentation	Narrative report, tables, graphs					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	25	40	25
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
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	Number of companies that use internet and communication technologies to design better products, apply new processes that improve the quality of these products, and research, prioritize and link with buyers in other countries.					
Units of Measure	Number of firms					
Disaggregation	Industry, location if needed					
Management Utility	The higher the number of firms that use modern tools, such as ICT, the greater the access of Albanian companies in EU markets.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical advisors, observation reports					
Data Source(s)	Trip reports, emails, CGP reports, STTA audits/ reports					
Frequency of Data Collection	Case by case basis Quarterly CGP reports					
Responsible Individual(s)	Technical advisors coordinated by M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	The extent of employment of ICT is qualitative, therefore while one company might introduce one way to use ICT for improved trade in one reporting period, they could also introduce a new ICT-based tool the next reporting period, and they would only be counted once.					
Plans to Address Limitations	Remove overlap in annual reporting, by ensuring that each company is counted only once, even when they carried out several improvements.					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, percent ICT penetration in businesses, % have websites, etc.					
Data Presentation	Tables, graphs, narrative					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	5	15	25	30	30	15
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
Indicator 1.1.1 – Number of USG-supported training events on topics related to investment capacity building and improving trade						
DESCRIPTION						
Precise Definition	Number of events held that provided training on topics related to investment capacity building and improving trade. Source: www.state.gov/f/indicators In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local experts, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. Events on the same topic held in various locations are counted as different events. STTA delivered at the firm-level focused on the same set of materials/ agenda, will be counted as ONE event.					
Units of Measure	Number of events					
Disaggregation	Location, sector, type of event, returnees to multi-session events					
Management Utility	This is an output measure of training in trade and investment capacity building area. This is a primary means of delivering technical assistance.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Events could also be one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	20	20	10
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
Indicator 1.1.2 – Number of participants in USG supported trade and investment capacity building training						
DESCRIPTION						
Precise Definition	Number of participants trained on trade and investment capacity building. Source: www.state.gov/f/indicators In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. One person attending two of more events on different topics will be counted each time as an individual participant.					
Units of Measure	Number of people					
Disaggregation	Gender, location, industry as appropriate					
Management Utility	This is an output measure of training in trade and investment related areas. Source: www.state.gov/f/indicators					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Events could also be one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	50	150	250	300	300	150
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
Indicator 1.2.1 – Number of trainings offered in certification with international quality control, environmental and other process voluntary standards and regulations						
DESCRIPTION						
Precise Definition	Number of events organized with USG assistance that provide training, information, and assistance on how to *obtain* and *retain* certification for compliance with international quality control, environmental, and other process voluntary standards In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. Events on the same topic held in various locations are counted as different events. STTA delivered at the firm-level focused on the same set of materials/ agenda, will be counted as ONE event.					
Units of Measure	Number of events					
Disaggregation	topic, location, industry as appropriate					
Management Utility	This is an output measure of training in trade and investment related areas, focusing on international standards, certification and other requirements to access markets.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Events could also be one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	10	10	8	3
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED: 03/2011			

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
Indicator 1.2.2 – Number of persons trained in certification with international quality control, environmental and other process voluntary standards and regulations						
DESCRIPTION						
Precise Definition	Number of participants in events organized with USG assistance that provide training, information, and assistance on how to obtain and retain certification for compliance with international quality control, environmental, and other process voluntary standards In the case of Rritje Albania, this also includes people that receive on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. A person will be considered trained on these topics when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. One person attending two or more events on different topics will be counted each time as an individual participant.					
Units of Measure	Number of people					
Disaggregation	Gender, location, industry as appropriate					
Management Utility	This is an output measure of training in trade and investment related areas, focusing on international standards, certification and other requirements to access markets.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Participants could receive training as one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	30	80	125	150	125	50
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
Indicator 1.3.1 – Number of USG supported training events related to trade communications and technologies						
DESCRIPTION						
Precise Definition	Number of events organized with USG assistance that provide training, information, and assistance on how to use internet and communication technologies to design better products, apply new processes that improve the quality of these products, and research, prioritize and link with buyers in other countries. In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. Events on the same topic held in various locations are counted as different events. STTA delivered at the firm-level focused on the same set of materials/ agenda, will be counted as ONE event.					
Units of Measure	Number of events					
Disaggregation	topic, location, industry as appropriate					
Management Utility	This is an output measure of training in trade and investment related areas, focusing on internet and communication technologies that enhance trade expansion activities in domestic and export markets.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Events could also be one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	5	8	10	10	5
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR1 – TRADE AND INVESTMENT CAPACITY STREGNTHENED						
Indicator 1.3.2 – Number of persons trained in trade communications and technologies						
DESCRIPTION						
Precise Definition	Number of participants in events organized with USG assistance that provide training, information, and assistance on how to use internet and communication technologies to design better products, apply new processes that improve the quality of these products, and research, prioritize and link with buyers in other countries. In the case of Rritje Albania, this also includes people that receive on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. A person will be considered trained on these topics when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. One person attending two or more events on different topics will be counted each time as an individual participant.					
Units of Measure	Number of people					
Disaggregation	Gender, location, industry as appropriate					
Management Utility	This is an output measure of training in trade and investment related areas, focusing on international standards, certification and other requirements to access markets.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Participants could receive training as one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	50	100	150	225	250	125
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

G3. PIR2 – Enterprise Productivity Improved (8 Indicators)

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.1 – Number of enterprises receiving USG assistance to invest in improved technologies						
DESCRIPTION						
Precise Definition	This indicator measures the number of firms that receive USG assistance to invest in improved technologies. Source: www.state.gov/f/indicators In the case of Rritje Albania, this will also include companies that obtain ICT and web-based technologies, such as websites, software packages and computer-based Management Information Systems (e.g. productivity KPIs/MIS). Rritje Albania looks to long-term behavior change, by focusing on behavior change that results in improvements in productivity and retention of high quality of products, a process that requires mentoring and coaching.					
Units of Measure	Number of firms					
Disaggregation	Industry as appropriate					
Management Utility	Firms improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets. Source: www.state.gov/f/indicators					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical team collect from CGP companies					
Data Source(s)	Quarterly advisor and CGP report, STTA reports					
Frequency of Data Collection	Quarterly					
Responsible Individual(s)	Technical team, STTA coordinated by M&E specialist					
DATA QUALITY ISSUES						
Known Data Limitations	Investing in improved technologies might span more than one quarter as it is a long-term process.					
Plans to Address Limitations	Annually this indicator will be updated although progress will be reported quarterly, even when it has just started					
Data Quality Assessment Plans	August- September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, trends in time					
Data Presentation	Reports, tables, graphs of process and progress					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	35	80	120	165	190	100
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.2 – Number of enterprises receiving USG assistance to improve their management practices						
DESCRIPTION						
Precise Definition	This indicator measures the number of firms that receive USG assistance to improve their management practices (financial management, strategic planning, marketing, etc). source: www.state.gov/f/indicators Rritje Albania looks to long-term behavior change, by focusing on behavior change that results in improvements in productivity and retention of high quality of products, a process that requires mentoring and coaching. In the case of management practices, these changes could include any of the following: • New or improved productivity MIS/ KPI application; • New or improved HRM systems • Marketing and sales function, department and strategy, • Financial management systems and practices; • Operational management/ factory layout, processes; • Cost reduction practices and management systems.					
Units of Measure	Number of firms					
Disaggregation	Industry as appropriate					
Management Utility	Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices. source: www.state.gov/f/indicators					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical team collect from CGP companies					
Data Source(s)	Quarterly advisor and CGP report, STTA reports					
Frequency of Data Collection	Quarterly					
Responsible Individual(s)	Technical team, STTA coordinated by M&E specialist					
DATA QUALITY ISSUES						
Known Data Limitations	One company might carry out different improvements/ changes in management practices during different reporting periods.					
Plans to Address Limitations	On an annual basis report the total number of companies, not the total number of changes.					
Data Quality Assessment Plans	August – September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, trends in time					
Data Presentation	Reports, tables, graphs of process and progress					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	35	80	120	165	190	100
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.3 – Number of companies that reduce production cost as a result of USG assistance						
DESCRIPTION						
Precise Definition	Rritje Albania looks to long-term behavior change, by focusing on behavior change that results in improvements in productivity and retention of high quality of products, a process that requires mentoring and coaching. In the case of cost reduction, these changes in access to technology and improved management that result in reduced cost can include any of the following: • Improved productivity and efficiencies • Access to new cost-saving technologies • Improve factory layout and organization of production processes • Access to raw materials, packaging and accessories • Improved linkages with sub-contractors • Any other changes that affect fixed or variable costs					
Units of Measure	Number of firms					
Disaggregation	Industry, type of cost-saving change as needed					
Management Utility	An outcome level improvement resulting from management and technological changes.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical team collect from CGP companies					
Data Source(s)	Quarterly advisor and CGP report, STTA reports					
Frequency of Data Collection	Quarterly					
Responsible Individual(s)	Technical team, STTA coordinated by M&E specialist					
DATA QUALITY ISSUES						
Known Data Limitations	One company might carry out different improvements/ changes that result in cost-saving during different reporting periods.					
Plans to Address Limitations	On an annual basis report the total number of companies, not the total number of changes.					
Data Quality Assessment Plans	August – September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, trends in time					
Data Presentation	Reports, tables, graphs of process and progress					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	35	80	120	165	190	100
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.4 – Number of enterprises receiving USG assistance to access bank loans or private equity						
DESCRIPTION						
Precise Definition	Number of small and medium enterprises who are receiving assistance from USG supported sources to obtain bank loans or private equity. Source: www.state.gov/f/indicators					
Units of Measure	Number of enterprises					
Disaggregation	Sex of firm owner, industry and other as needed					
Management Utility	Output level indicator that shows that firms improve their productivity, and in turn their competitiveness, by accessing capital and increasing investment in productive assets. Source: www.state.gov/f/indicators					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical team from CGP companies, partners from A2F roundtables firms					
Data Source(s)	Quarterly advisor, CGP report, STTA reports, reports on A2F roundtables					
Frequency of Data Collection	Quarterly					
Responsible Individual(s)	Technical team, STTA coordinated by M&E specialist					
DATA QUALITY ISSUES						
Known Data Limitations	One company might access more than one type of financing during different reporting periods.					
Plans to Address Limitations	On an annual basis report the total number of companies, not the total number of changes.					
Data Quality Assessment Plans	August – September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, trends in time					
Data Presentation	Reports, tables, graphs of process and progress					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	20	20	10
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.1.1 – Number of training events in improved technologies						
DESCRIPTION						
Precise Definition	Training events and one-on-one training that transfer knowledge, skills and awareness with the purpose of bringing about behavior change and access to technologies. In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. Events on the same topic held in various locations are counted as different events. STTA delivered at the firm-level focused on the same set of materials/ agenda, will be counted as ONE event.					
Units of Measure	Number of events					
Disaggregation	topic, location, industry 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.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Events could also be one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	13	15	13	5
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.1.2 – Number of persons trained in improved technologies						
DESCRIPTION						
Precise Definition	Participants in training events and one-on-one training that transfer knowledge, skills and awareness with the purpose of bringing about behavior change and access to technologies. In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. One person attending two or more events on different topics will be counted each time as an individual participant.					
Units of Measure	Number of people					
Disaggregation	Gender, location, industry 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.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Participants could receive training as one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	50	150	250	300	250	100
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.2.1 – Number of training events in good management practices						
DESCRIPTION						
Precise Definition	Training events and one-on-one training that transfer knowledge, skills and awareness with the purpose of bringing about behavior change and improvements in management. In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. Events on the same topic held in various locations are counted as different events. STTA delivered at the firm-level focused on the same set of materials/ agenda, will be counted as ONE event. Rritje Albania looks to long-term behavior change, by focusing on behavior change that results in improvements in productivity and retention of high quality of products, a process that requires mentoring and coaching. In the case of management practices, these changes could include any of the management improvements listed in indicator 2.2 description: Improved productivity MIS/ KPI application; Improved HRM systems; Marketing and sales; Financial management; Operational management/ factory layout, processes; Cost reduction, and other changes as needed.					
Units of Measure	Number of events					
Disaggregation	topic, location, industry as appropriate					
Management Utility	This is an output measure of training in enterprise productivity related areas, focusing on increasing access to technologies that improve management and governance practices.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Events could also be one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	10	10	10	5
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR2 – ENTERPRISE PRODUCTIVITY IMPROVED						
Indicator 2.2.2 – Number of people receiving training in good management practices						
DESCRIPTION						
Precise Definition	Training events and one-on-one training that transfer knowledge, skills and awareness with the purpose of bringing about behavior change and improvements in management. In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. An activity will be counted when there is demonstrable skill- or knowledge-transfer based on an agenda, from a qualified trainer. One person attending two or more events on different topics will be counted each time as an individual participant. Rritje Albania looks to long-term behavior change, by focusing on behavior change that results in improvements in productivity and retention of high quality of products, a process that requires mentoring and coaching. In the case of management practices, these changes could include any of the management improvements listed in indicator 2.2 description: Improved productivity MIS/ KPI application; Improved HRM systems; Marketing and sales; Financial management; Operational management/ factory layout, processes; Cost reduction, and other changes as needed.					
Units of Measure	Number of people					
Disaggregation	Gender, location, industry as appropriate					
Management Utility	This is an output measure of training in enterprise productivity related areas, focusing on increasing access to technologies that improve management and governance practices.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainer, partner organizations submit reports, agenda and training materials					
Data Source(s)	Reports, sig-up sheets, pre- and post-training questionnaires					
Frequency of Data Collection	On a case by case basis Quarterly					
Responsible Individual(s)	Technical team with M&E specialist coordination					
DATA QUALITY ISSUES						
Known Data Limitations	Participants could receive training as one-on-one knowledge and skills-transfer					
Plans to Address Limitations	Team members that deliver one-on-one training will deliver reports that include topics covered, names of individuals attending and materials used					
Data Quality Assessment Plans	August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Narrative, tabulation, examples					
Data Presentation	Reports, graphs, tables					
Review	Quarterly					
Reporting	Quarterly					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	25	100	175	225	250	125
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

G4. PIR3 – Workforce Development Improved (5 Indicators)

PIR3 – WORKFORCE DEVELOPMENT IMPROVED						
Indicator 3.1 – Number of people gaining employment or better employment as a result of participation in USG-funded workforce development programs						
DESCRIPTION						
Precise Definition	Number of people gaining employment or better employment within six months of participation in USG funded workforce development programs. Better employment is based on the participant's perception of whether the employment is better. (It could be better because it is closer to home, has better pay, a better schedule, etc.) source: www.state.gov/f/indicators In the case of Rritje Albania, better employment can be defined as: • increased responsibilities within the same workplace; • improved performance within the same workplace; • promotion to a position of greater responsibility and/or salary within the same workplace; and/or • higher retention rates in client enterprises.					
Units of Measure	Number of people					
Disaggregation	Sex, age, municipality, sector/ industry, new vs. improved employment					
Management Utility	This indicator is critical for identifying the contribution of improved workforce development to employment and economic growth, as it demonstrates higher number of successful matches between the supply of appropriately-prepared labor and the demand for labor in the client enterprises through workforce development activities.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainers, local and international experts and partners collect according to methods provided by Rritje Albania					
Data Source(s)	Sign-up sheets from workforce development activities, STTA support sheets STTA and partner progress reports Quarterly Client Reports – new employment data					
Frequency of Data Collection	On a training/event basis and STTA provision basis Client Enterprise Monthly Employment Data – collected quarterly					
Responsible Individual(s)	Technical team coordinated by M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	Data reported includes only those who sign documents, not all those who might have benefited from the materials/ training Measuring **better employment** is a qualitative change					
Plans to Address Limitations	Return/ follow-up visits to inquire on the training given					
Data Quality Assessment Plans	DQA review in August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Numbers, returnees to long-term initiatives					
Data Presentation	Graphs, reports narratives, tables, etc					
Review	Quarterly					
Reporting	Quarterly and in initiative/ program reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	25	70	90	100	100	50
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR3 – WORKFORCE DEVELOPMENT IMPROVED						
Indicator 3.2 – Number of persons completing USG-funded workforce development programs						
DESCRIPTION						
Precise Definition	Number of persons completing USG-funded workforce development programs, including technical and vocational education programs and workforce readiness programs. Source: www.state.gov/f/indicators In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. Completion of a USG-supported workforce development will be measured through full-attendance and/or post-test results. Each individual completing one program/session will be counted as one. An individual completing several programs in the same reported period will be counted as many times as he completes a full program/session.					
Units of Measure	Numbers of persons					
Disaggregation	Sex, location, job placement (students, management, unemployed, etc.) if appropriate/ necessary					
Management Utility	This indicator measures the numbers of individuals who have increased workforce skills by completing training in USG-funded workforce development programs and are available for employment by Rritje Albania clients and other businesses.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainers, local and international experts and partners collect according to methods provided by Rritje Albania					
Data Source(s)	Sign-up sheets from workforce development activities, STTA support sheets Pre and Post-test questionnaires delivered by the training providers					
Frequency of Data Collection	On a training/event basis and STTA provision basis Quarterly reports from technical team members					
Responsible Individual(s)	Technical team coordinated by M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	Data reported includes only those who sign documents, not all those who might have benefited from the materials/ training					
Plans to Address Limitations	Return/ follow-up visits to inquire on the training given					
Data Quality Assessment Plans	DQA review in August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Numbers, returnees to long-term initiatives					
Data Presentation	Graphs, reports narratives, tables, etc					
Review	Quarterly					
Reporting	Quarterly and in initiative/ program reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	40	90	125	150	150	75
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

PIR3 – WORKFORCE DEVELOPMENT IMPROVED						
Indicator 3.3 – Number of persons participating in USG-funded workforce development programs						
DESCRIPTION						
Precise Definition	Number of persons participating in USG-funded workforce development programs, including technical and vocational education programs and workforce readiness programs. Source: www.state.gov/f/indicators In the case of Rritje Albania, this also includes on-the-job training, coaching and mentoring offered by international and local expert, project technical advisors, based on needs identified during audits and TNAs. Participation in a USG-supported workforce development will be measured through attendance sheets from workforce development programs. Each individual participating in one program/session will be counted as one. An individual participating in several programs of different content/topics in the same reported period will be counted as many times as he completes a full program/session.					
Units of Measure	Number of persons					
Disaggregation	Sex, location, job placement (students, management, unemployed, etc.) as necessary / appropriate					
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.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Trainers, local and international experts and partners collect according to methods provided by Rritje Albania					
Data Source(s)	Sign-up sheets from workforce development activities, STTA support sheets Pre and Post-test questionnaires delivered by the training providers					
Frequency of Data Collection	On a training/event basis and STTA provision basis Quarterly reports from technical team members					
Responsible Individual(s)	Technical team coordinated by M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	Data reported includes only those who sign documents, not all those who might have benefited from the materials/ training					
Plans to Address Limitations	Return/ follow-up visits to inquire on the training given DQA review in August-September 2011					
Data Quality Assessment Plans	Develop based on DQA results					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Numbers, returnees to long-term initiatives					
Data Presentation	Graphs, reports narratives, tables, etc					
Review	Quarterly					
Reporting	Quarterly and in initiative/ program reports					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	50	200	300	300	300	150
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR3 – WORKFORCE DEVELOPMENT IMPROVED						
Indicator 3.1.1 – Number of pre-employment, vocational, and technical training programs supported						
DESCRIPTION						
Precise Definition	This indicator includes the number of work-learning initiatives created that target individuals, such as internships, short-term trainings, and mentorships, as well as initiatives created by stakeholders to facilitate improved workforce opportunities for populations, such as seminars, roundtables, job fairs, etc. Where initiatives targeting individuals are included, the number of initiatives should be counted, not the number of participants source: www.state.gov/f/indicators In order to bridge the workforce demand and supply gap, Rritje Albania works with existing non-profit organizations, private educational institutions, technical and vocational training schools and centers to support pre-employment and employability programs. All programs will be delivered through one of the following methods: • Training-of-Trainers for existing curricula; • Series of competency-based workshops; • Awareness raising workshops; • Roundtables with an educational component; • New curriculum development or existing curriculum enhancement; • Program that improve linkages between job-seekers and employers; • 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 programs					
Disaggregation	Location, sector/topic/ type as needed/ appropriate					
Management Utility	This indicator shows the ways in which the project is bringing job-seekers skills and knowledge closer to the demands of the job market.					
PLAN FOR ACQUISITION OF DATA						
Method of Collection	Technical staff that manages the initiative and trainer/ STTA submit reports					
Data Source(s)	Reports on initiatives, TNA, agenda and training manuals					
Frequency of Data Collection	Quarterly reports from partners, trainers and team members					
Responsible Individual(s)	Technical team coordinated by the M&E Specialist					
DATA QUALITY ISSUES						
Known Data Limitations	No data limitations					
Plans to Address Limitations	Will be developed based on DQA to be conducted during mid-term review					
Data Quality Assessment Plans	To be conducted in August-September 2011					
PLAN FOR ANALYSIS, REVIEW & REPORTING						
Data Analysis	Number, topics/ sector, partnerships					
Data Presentation	Graphs, tables, written reports, program one-pagers, curricula packages					
Review	Quarterly					
Reporting	Quarterly and at the end of each initiatives					
BASELINE AND TARGETS						
Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	3	8	15	20	20	10
Other Notes	N/A					
SHEET CREATED: 01/2010	UPDATED: 03/2011					

PIR3 – WORKFORCE DEVELOPMENT IMPROVED	
Indicator 3.1.2 – Number of persons participating in USG-supported pre-employment, vocational and training programs	
DESCRIPTION	
Precise Definition	Number of company staff, students at educational and training institutions and other job-seekers that take part in a USG-supported workforce development program described in Indicator 3.1.1. Pre-employment programs will include those initiatives that provide participants with skills and knowledge that they can apply to identify and find job placements, and workplace skills, including but not limited to: • Job search, CV and resume development, interview skills; • Rules, rights and responsibilities in the workplace; • Legal and contractual requirements; and • Other topics/skills/knowledge that affect the recruitment process. Technical and vocational training programs will include activities that provide competency-based training to job-seekers and equip them with skills and knowledge on following areas: • Technical information needed to better carry out existing job description; • Skills and knowledge to perform a higher level job; • new curriculum development; • other programs designed based on needs identified through TNA by sector and topic (e.g. productivity, technology audits)
Units of Measure	Total number of people trained
Disaggregation	Gender, municipality, sector/ topic
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	Report activities on an activity-basis; Partner progress reports on a quarterly basis
Responsible Individual(s)	Partners and trainers, data quality and review by M&E Specialist
DATA QUALITY ISSUES	
Known Data Limitations	When the same individual participates in several types or events of topics, they will be counted as different participants for each event of varying topics.
Plans to Address Limitations	Electronic records of training participants will allow sorting and following up of individuals. For multi-session training programs, attendance (returnees) rate will be tracked to review effectiveness of delivery method.
Data Quality Assessment Plans	Self-assessment using the DQA criteria conducted during mid-term (September – October 2011)
PLAN FOR ANALYSIS, REVIEW & REPORTING	
Data Analysis	Number of trainees, returnees, gender and location disaggregation
Data Presentation	Graphs, tables, written reports
Review	Quarterly
Reporting	Quarterly report, included in reports (deliverables) when appropriate
BASELINE AND TARGETS	

Baseline	0					
Targets	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
	25	75	150	200	200	100
Other Notes	N/A					
SHEET CREATED: 01/2010			UPDATED:	03/2011		

H. Rritje Albania Database Presentation

Rritje Albania Database

www.rritjealbania.dabbledb.com

User name: e-mail address

Password: automatic initially, the user-selected

Pre-Database System

- Data Collection Forms
  - CGP profile
    - Qualitative
    - Quantitative
  - Event specific documents
    - Sign-up Lists
    - Pre-questionnaires
    - Follow-up questionnaires
  - Quarterly Reports
    - Advisors
    - Client-specific
  - STTA reports
- Data Analysis Tools
  - Client Masterlist
  - Productivity Enhancement Program
  - Authentic Albania Quality Mark Program

Overall Features

- Administrator can track data entry by user and time
- Accessible through link from anywhere (online)
- Reports are automatically updated when new data entered
- New reports can be generated based on requests for analysis of data sets
- Confidentiality of data entered, especially sales
- Can attach files and photos to track documents
- Various level users
  - Administrator can create structure, forms, and delete/correct entries
  - Users can read, write, delete (or only one of these tasks)

Data entry: sources and analysis

- Company-level
  - Basic profile
  - CGP profile
  - Quarterly Reports
- Activities
  - Meeting tracker
  - Event tracker

- Reports Produced
  - Contact Directory
  - CGP Profile
  - CGP Document
  - CGP signed to date
  - Events Calendar
  - Meeting Calendar
  - Quarterly Reports Summary

Quality Control

- Entry-level quality control
  - advisors check data received from various sources while entering them into database
  - Out-of-range and outliers double-checked
- Post-data entry check
  - automatic notice sent to administrator on new data entered
  - when issues identified, data source consulted and corrections made
- Analysis for monthly, quarterly and annual reports
  - when out-of-range results observed, review of data source and reasons for result

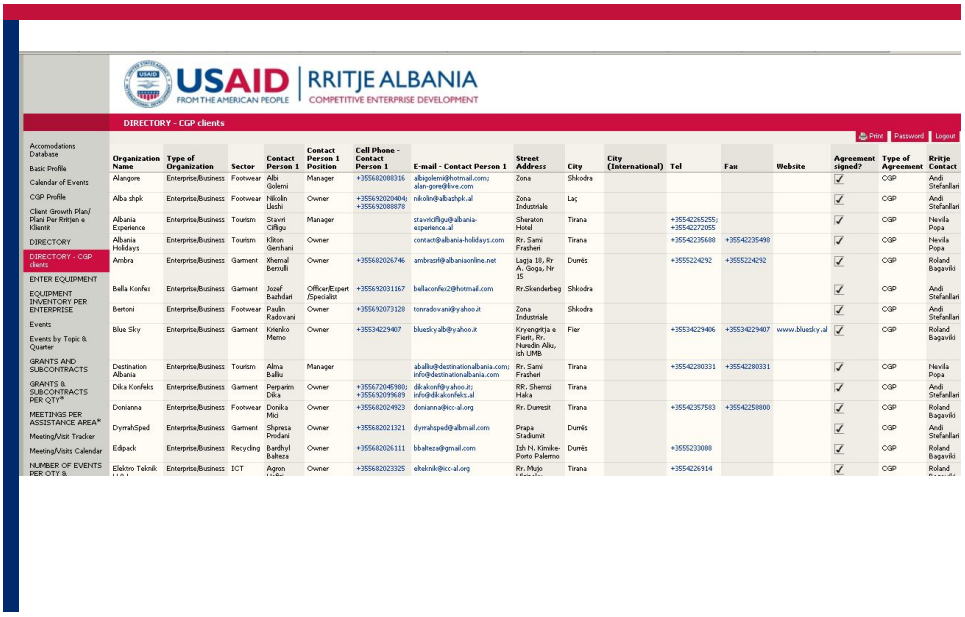
Contact Directory – 800+ contacts in 7 categories

RRITJEALBANIA

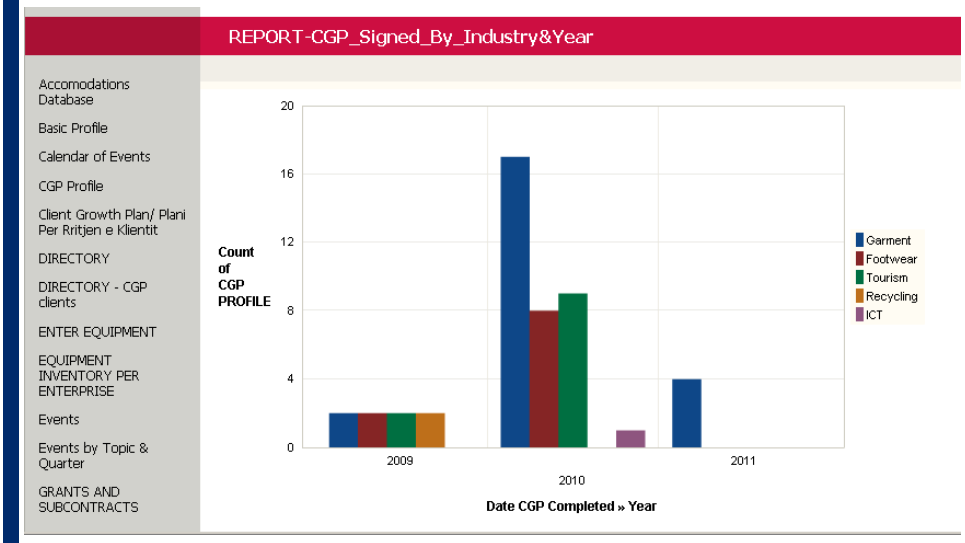
DIRECTORY — January 24, 2011

Type of Organization	Count of BASIC PROFILE
Enterprise/Business	378
Association/Chamber of Commerce	42
Donor/Cooperation/Donor Project	75
Governmental Institution/Organization	75
Embassy/Foreign Mission	12
BSP/RDA/Consultant	26
Financial Institution	38
Other	13
-None-	204
	863

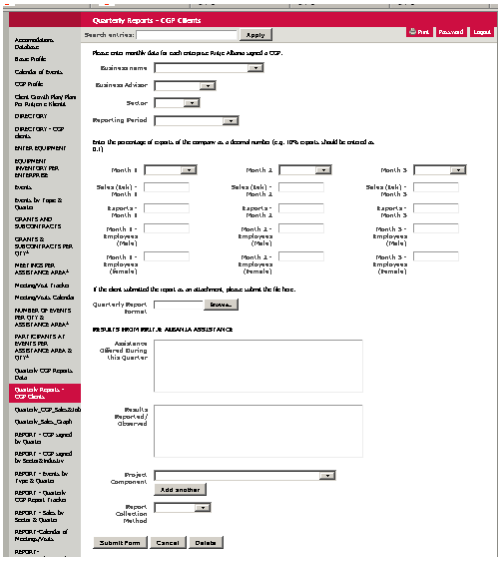
Directory – CGP Clients



CGP Clients by Industry



Quarterly Report for Clients - Entry Form



- Entries can be edited and added to from the field or following additional data collection
- automatic calculation of exports based on % reported from clients
- submitted data automatically updated in the reports

Quarterly Reports – Sales and Jobs

- Data shown below fully entered for Oct-Dec 2009 and Oct-Dec 2010 to review quarterly report progress.

USAID FROM THE AMERICAN PEOPLE | RRITJE ALBANIA COMPETITIVE ENTERPRISE DEVELOPMENT

Quarterly_CGP_Sales&Jobs_Table

Print | Password | Logout

Accomodations Database
Basic Profile
Calendar of Events
CGP Profile
Client Growth Plan/ Plani Per Rritjen e Klientit
DIRECTORY
DIRECTORY - CGP clients

Reporting Period	Quarterly Sales (Lek)	Quarterly Domestic Sales (Lek)	Quarterly Exports (Lek)	Average Monthly Employment (Male) » 0	Average Monthly Employment (Female) » 0	Average Monthly Employment (TOTAL) » 0
2009_October-December	1,021,212,444	73919158	947293286	300	1,645	1,945
2010_April-June	36,550,367	36550367	0	20	267	287
2010_January-March	31,135,535	31135535	0	20	267	287
2010_July-September	28,206,905	28206905	0	20	267	287
2010_October-December	1,535,476,189	486698216	1048777973	602	4,820	5,422
	2,652,581,440	656510181	1996071259	962	7,266	8,228