

SME		Target: Better performing local/regional construction related enterprises enhance their contribution for economic development in UCBP regions.		1. Number of employees in local construction sector increased by 10% compared to previous year. 2. Number of construction related enterprises organized in institutions increased by 10% compared to previous year. 3. Business creation in construction sector increased by 10% compared to previous year.											
		1. 10. 2007 - 30. 09. 2008													
Q/T/C			key performance indicator	performance process	target group	contractual deliverable	firm/project level	responsible contractually	responsible at gtz	with whom	location	submitted to	copy to	earliest start	finish
	1	Result 1:	Project unit is working efficiently.	1. Unit - Plan of operation established, observed and monitored. 2. Activity plans for all sites prepared, observed and monitored.	Described in sub-activities!	Members of SME unit at head office and sites	project level	GTZ IS	GF	SME unit	HQ + Sites			01.10.07	30.09.08
	a	Activities:	Complete and establish project unit structure.	Planning and working procedures are established and used effectively					GF		HQ			01.10.07	30.11.07
	aa		Employ SME - officers on remaining sites.	Up to 7 SME-Officers employed until 30.11. and apply working procedures					GF	SM	HQ			8.10.07	30.11.07
	ab		Coordinate and supervise SME - officers on sites.						BS	SM	HQ			05.11.07	30.09.08
	ac		Define working procedures for SME - officers.						GF	SM coord., SM	Sites			8.10.07	30.11.07
	ad		Refine reporting system.						JK					8.10.07	15.11.07
	ae		Organize + Conduct planning workshops for SME officers.	6 workshops conducted till end of sept.08					BS/GF	SME officer	HQ			8.10.07	06.11.07
	b		Maintain SME data base and coordinate permanent use and improvement by all sites.	Data base is increasingly used by sites and concerned stakeholders					ST	SME officer	HQ			8.10.07	30.08.08
	c		Prepare presentation of SME component (websites, brochures, etc.)	SME brochure established, SME website designed					JK		HQ			08.10.07	31.12.07
	d		Administrate project unit.	Administrative procedures developed and used effectively					GF		HQ			01.10.07	30.09.08
	da		Plan + monitor the budget	Budget provision for planning period established					GF	Finance Dpt.				01.10.07	30.09.08
	db		Administrate human resources						GF					01.10.07	30.09.08
	dc		Organize logistic support						GF					01.10.07	30.09.08
	e		Monitoring the unit activities.	M+E system developed + implemented					GF	M+E Dpt.	HQ			01.10.07	30.09.08
	ea		Employ M+E officer	M+E officer employed					GF		HQ			15.10.07	30.11.07
	eb		Design M+ E system						JK					15.10.07	30.12.07
	ec		Implement system						JK					15.11.07	30.11.08
	f		Refine reporting system	Quality data timely available + increasingly used					JK	SM coord.	HQ			15.10.07	15.11.07
	fa		Improve SME unit internal reporting						JK					15.10.07	15.11.07
	fb		Present relevant data to concerned stakeholders						JK		HQ			15.10.07	30.09.08
	g		Participate in meetings with MOCB.	Regular monthly meetings conducted and joint action points are agreed upon					GF		HQ			01.10.07	30.09.08
	h		Coordinate with other Project units.	Regular monthly meetings conducted and joint action points are agreed upon					GF	Coord. SM, Tier I, II, III, Finance, contract				01.10.07	30.09.08
	i		Coordinate with ECBP/DED/CIM.	Regular monthly meetings conducted and joint action points are agreed upon					GF	ECBP+DED+CIM				01.10.07	30.09.08
	j		Coordinate with OE 41	Agreed TOR concluded					GF	OE 41				01.10.07	15.12.07

	2	Result 2:	Sub - contracting system successfully implemented.	1. At the end of Lot 1 A constructions, a minimum of 25% of the contract value, less GC overhead/profit, have been sub-contracted to local/regional enterprises/cooperatives. 2. At the end of Lot 1 B constructions, the subcontracting target (25%) is observed. 3. At the end of lot 2 A, the subcontracting target (40%) is observed.	Described in sub-activities	GC + local/regional enterprises/ cooperatives + TVET graduates + stakeholders + SM + SU	IV, 1	Project + site level	GTZ IS	GF	Site Coord, SM,SME officer, SU, Contract Mgmt, Finance Dep., Tendering Com., Infrastruct., ISO Dep., Tier I+III	HQ + sites			01.10.07	30.09.08
	a	Activities	Improve subcontracting system	Number of complaints decreased		GC + Subcontractors		Project level		GF	Tier III, SM, Contract Mgmt., Finance	HQ			01.10.07	30.09.08
	aa		Systematically collect feedback of contracting partners					Project level							01.10.07	30.09.08
	ab		Prepare proposal for improved subcontracting process					Project level		GF	SM coord., contracts				01.10.07	15.12.07
	ac		Propose special GTZ/GC - contract conditions which ensure the target for subcontracting and monitor the design of the contracts.	Tender committee accepted all proposed items.				Project level		GF	Contract Mgmt, Tendering Com.,	HQ			01.10.07	15.12.07
	b		Support cooperation with Offices of Trade & Industry, Chambers of Commerce & Sectorial Associations + other relevant stakeholders at sites.	Regular monthly meetings conducted and joint action points are agreed upon		Management of Offices of Trade and Chambers		Project level + Site level		GF	Coord. SM, SM	HQ			01.10.07	30.09.08
	ba		Conduct regular stakeholders meetings at all sites					Site level		ST	SM, SME officer				01.10.07	30.09.08
	bb		Elaborate action plans for concerned stakeholders					Site level		ST	SM, SME officer				01.10.07	30.09.08
	bc		Assist stakeholders by implementing planned activities					Site level		ST	SM, SME officer				01.10.07	30.09.08
	c		Support implementation of sub-contracting process at all sites	Subcontracts timely signed		GC + Subcontractors		Project level + Site level		ST	Coord. SM, SM, Contract Mgmt., Finance Dpt., Infrastr., Tier I + III	HQ/site			01.10.07	30.09.08
	ca		Support SM + other relevant stakeholders to obtain data on construction related companies					Site level		SME officer	SM				01.10.07	30.09.08
	cb		Assist SM in defining with GC types of trades to be subcontracted					Site level		SME officer	SM				01.10.07	30.09.08
	cc		Conduct company visits for selecting eligible enterprises/cooperatives					Site level		SME officer	SM				01.10.07	30.09.08
	cd		Facilitate subcontracting of qualified TVET cluster groups (cooperatives)			TVET graduates		Site level		SME officer	SM				15.11.07	30.09.08
	ce		Assist GC on final selection and tendering					Site level		SME officer	SM				01.10.07	30.09.08
	cf		Assist GC identifying potential subcontracting enterprises/cooperatives					Site level		SME officer	SM				01.10.07	30.09.08
	d		Conduct related training			GC, Subcontractors, Tier I, SM, SU		Project + site level		JK	SM				15.11.07	30.09.08
	da		Conduct needs assessments					Project level		BS	Coord. SM, SM, Tier III, ISO Dpt., Coord. SU				15.11.07	30.09.08
	db		Establish training plan					Project level		BS					30.11.07	15.12.07
	dc		Organize training of GC + Subcontractors management in related subjects.	At least one training for each GC + Subcontr. untill end of period conducted				Project level + Site level		BS	Tier III, ISO Dpt., SM,				30.11.07	30.09.08
	dd		Organize management and technical skill up-grading training of potential subcontracting enterprises/cooperatives	At least two trainings at each site till end of period conducted				Site level		BS	Tier III, SM, SU				15.11.07	30.09.08
	de		Organize training of Tier I companies in related subjects.	At least one training for each Tier I company conducted				Project level		BS	Tier I				15.11.07	30.09.08
	df		Organize training of UCBP - Site Manager and Skill - up grader in related subjects.	At least one training for each SM + SU till end of period conducted				Project level		BS	Coord. SM + SU,	HQ			01.12. 07	30.09.08
	e		Organize related consulting services by ConCons at GC head quarters + sites	By SM + SME unit requested services are conducted timely		GC		Project level + Site level		BS	Tier III				01.10.07	30.09.08

	3	Result 3	Direct - contracting system successfully implemented	1. 40% of temporary constructions in on-going phases are directly contracted to local/regional enterprises/ cooperatives. 2. At least 40% of infrastructure are directly contracted to local/regional enterprises/cooperatives.	Described in sub-activities	Local/regional construction related enterprises + cooperatives		Project + site level	GTZ IS	GF	SM	HQ + Sites			01. 01. 08	30.09.08
	a		Develop and improve system for on-going phases.	Recommendations from tested systems have been adopted and proposed for further upscaling				Project level		ST	SME officer				01.01.08	30.09.08
	aa		Evaluate on-going direct-contracting activities							ST	SME officer				01.01.08	31.03.08
	ab		Recommend improved and enlarged direct - contracting system							ST	SME officer				31.03.08	30.04.08
	ac		Identify appropriate enterprises							SME officer					01.01.08	30.09.08
	b		Support the development of direct-contracting system for infrastructure works at all sites					Project + Site level		ST	SME officer				01.01.08	30.09.08
	ba		Support SM to identify appropriate enterprises in the following trades: water supply, treatment plants, electric/energy, roads/cobblestone							SME officer	SME officer				01.01.08	30.09.08
	bb		Conduct company visits for selecting eligible enterprises/cooperatives							SME officer					01.01.08	30.09.08
	bc		Facilitate direct-contracting for qualified TVET cluster groups							SME officer					01.01.08	30.09.08
	bd		Assist SM on final selection and tendering							SME officer					01.01.08	30.09.08
	be		Follow-up direct - contracting process					Project + site level		ST	SME officer				01.01.08	30.09.08

	4	Result 4	Entrepreneurial and management training program successfully conducted.	1. At the end of sept. 2008, at least 250 participants coming from local/regional enterprises/cooperatives successfully concluded CEFE workshop. 2. At the end of Sept. 2008, at least 1000 participants coming from local/regional enterprises/cooperatives past successfully tests after participating in mangement modules. 3. Ten local/regional enterprises, which participated in ISO - Program, passed "Third Party Audit" end of sept. 08.		Entrepreneurs + Management of subcontracted enterprises/coops + skilled workers at subcontracted enterprises + TVET graduates	IV, 2	Site level	GTZ IS	JK	SM, SU Coord.	HQ + sites			01.10.07	30.09.08
	a	Activities	Conduct CEFE workshops at all sites	A total of 12 CEFE workshops conducted		Entrepreneurs + Management of subcontracted enterprises/coops		Site level		JK	SM/SMEofficer	sites			10.11.07	30.09.08
	aa		Conduct needs assessment (CBNA) of participating companies					Site level		BS		sites			15.10.07	30.09.08
	ab		Elaborate appropriate CEFE training plan					Project level		BS		HQ			08.10.07	15.11.08
	ac		Conduct CEFE workshops for qualified TVET graduates	Up to 4 CEFE workshops for TVET graduates conducted		TVET graduates		Site level		BS		sites			15.11.07	30.09.08
	ace		Select qualified participants							BS		sites			15.11.07	30.09.08
	acb		Identify financial institutions willing to finance business plans							BS		HQ+sites			15.11.07	15.01.08
	ad		Select + recruit trainers					Project level		BS		HQ			08.10.07	31.10.07
	ae		Support organization of workshops					Site level		BS	SME officer	HQ			08.10.07	30.09.08
	af		Organize upgrading of CEFE trainers	15 CEFE - trainer upgraded till Sept 30th, 2008		CEFE trainer		Project level		JK		HQ			01.01.08	30.06.08
	afa		Identify upgrading needs							JK		HQ			01.01.08	29.02.08
	afb		Develop + modify CEFE training material							JK		HQ			01.01.08	29.02.08
	afc		Conduct CEFE - TOT							JK		HQ			01.03.08	30.06.08
	ag		Organize translation of working material into local language					Project level		BS		HQ			12.11.07	15.12.07
	b		Conduct short management training modules	100 training modules conducted		Management of subcontracted enterprises/coops + TVET graduates		Site level		JK	SM/SMEofficer	sites			01.10.07	30.09.08
	ba		Conduct portfolio analysis					Site level		BS	SM/SMEofficer	sites			01.10.07	30.09.08
	bb		Assist selecting trainers					Project level		BS		HQ +sites				
	bc		Organize BDS provision by request					Site level		BS	SM/SMEofficer	sites				
	c		Support ISO unit implementing practical ISO requirements			Management of subcontracted enterprises/coops		Project level		BS	ISO Department	HQ+sites			01.10.07	30.09.08
	ca		Organize specific training modules for ISO certification					Site level		BS	ISO Department				01.10.07	30.09.08
	cb		Organize participation of SU in "Internal Auditor training" at QSAE					Project level		AJ	ISO Department				01.10.07	05.10.07
	cc		Organize SU providing training on ISO requirements					Site level		AJ	ISO Department				08.10.07	30.09.08
	d		Coordinate activities with ECBP/CIM/DED					Project level		GF	ECBP/CIM/DED				01.10.07	30.09.08

	5	Result 5	Technical skill up-grading successfully implemented.	1. At the end of September 2008, in at least 30 local/regional enterprises/cooperatives, the output in a minimum of 2 working sectors has been increased at least 20 % because of technical skill up-grading. 2. At the end of September 2008, in at least 180 local/regional enterprises/cooperatives, the quality of a minimum of four working sectors has been increased by at least 20 % because of technical skill up-grading.	Described in sub-activities	Skilled workers at subcontracted enterprises/coops + TVET graduates + students + SU	IV, 3	Project + site level	GTZ IS	AJ	Coord. SM, SM, SU	HQ + sites			01.10.07	30.09.08
	a		Coordinate with SM + support SU assignments regarding needs of local/regional enterprises/coops	15 national skill up-grader for each of the 6 major trades are recruited and trained		SU		Project level		AJ	Coord. SM, SM, SU	HQ + sites			01. 10.07	30.09.08
	aa		Define entry qualification of SU to be recruited					Project level		AJ	SM + SU	HQ			08.10.07	01.11.07
	ab		Recruit 15 national SU for all 6 mayor trades			SU		Project level		AJ		HQ + sites			01.11.07	30.11.07
	ac		Train + test knowledge of skills of national SU in accord. to existing concept					Project level		AJ	SU	HQ + sites			01.12.07	31.01.08
	ad		Allocate trained national SU to all sites					Project level		AJ	SM Coord., SM	Sites			01.02.08	30.09.08
	b		Implement skill upgrading activities on all sites.	50 skilled and semi-skilled workers (incl. TVET graduates) per trade and site received training and passed final examination test until september 30th, 2008		Skilled + semi skilled workers		Site level		AJ	Coord. SM	Sites			05.11.07	30.09.08
	ba		Facilitate introduction + adaptation of "Good Practices" according to internat. Standards					Project level		AJ	Coord. SM, SU, Tier III	Sites			01.10.07	30.09.08
	bb		Upgrade subcontracted enterprises in accordance to developed training schedules					Project level		AJ	SM, SU	Sites			01.10.07	30.09.08
	bc		Develop training material + presentations focussed on "Good Practises" on site					Project level		AJ	SM, SU	HQ + sites			01.10.07	30.09.08
	bd		Determine, record + report benchmarks of all involved trades in accord. to time, cost + quality					Project level		AJ	SM, SU	HQ + sites			01.10.07	30.09.08
	c		Integrate TVET colleges	TVET colleges on 4 selected sites are cooperating with UCBP SME unit in the jointly planned activities.		TVET graduates + students		Project + Site level		JK	SM, SMEoff, ECBP, CIM	HQ + sites			01.10.07	30.09.08
	ca		Develop + improve concept for TVET integration					Project level		JK	ECBP, CIM	HQ			01.10.07	30.09.08
	cb		Support establishment of subsidized scheme to employ TVET graduates by subcontractors	On 4 sites a total of 60 graduates have 8 months working contract with UCBP-contracted companies till 30.09.08				Project level		JK	SM, Finance Dep, ECBP, CIM	HQ + sites			15. 11. 07	30.09.08
	cc		Promote internships for selected TVET students at subcontracted enterprises	On 4 sites, a total of 120 students undergone a 2 months internship				Project level		ST	SM, SMEoff, ECBP, CIM	Sites			15.11.07	30.09.08
	cd		Support establishment of TVET graduates clustered in trades eligible for subcontracting	On 4 sites, at least one cluster in one trade out of TVET graduates has been formed				Project + site level		ST	SM, SMEoff, ECBP, CIM	Sites			15.11.07	30.09.08
	ce		Involve TVET colleges in the concertation process with all concerned stakeholders	TVET colleges on all 4 selected sites participating in regular meetings				Site level		ST	SM, SMEoff, ECBP, CIM	HQ + sites			15.11.07	30.09.08
	cf		Disseminate outcome and findings of first 4 sites for upscaling and implementation on the other sites	Other sites are prepared to implement the concept				Site level		JK	SM, SMEoff, ECBP, CIM				01. 06.08	30.09.08
	cg		Plan + Coordinate with ECBP/CIM/TVET training activities	Regular monthly meetings conducted and joint action points are agreed upon				Project level		JK/AJ/GF	SM, SMEoff, ECBP, CIM	HQ + sites			15.10.07	30.09.08

	6	Result 6	Regional/local public+private sector institutions are involved in UCBP/SME activities and their capacity in economic development is strengthened	Activity plans developed and implementation ongoing	Described in sub-activities	Management + staff of regional/local public+private sector institutions for economic development		Project level		GF	SM, ECBP, DED	HQ/Reg/Sites			01.10.07	30.09.08
	a		Conduct regular stakeholder meetings with private+public representative organisations	3 quarterly meetings per region conducted till 30.11.08				Project level		GF	SM, ECBP, DED	Regions			15.11.07	30.09.08
	b		Conduct awareness workshops on local economic development in cooperation with ECBP	A total of at least 6 workshops conducted till 30.09.08				Project level		GF	SM, ECBP, DED	Regions + sites			01.12.07	30.09.08
	c		Fulfil agreements with regional bureaus of Trade & Industry					Project level		ST	SM, SME officer	Regions + sites			01.10.07	30.09.08
	ca		Enhance Bureaus in the implementation of their tasks					Project level		ST	SM, ECBP, DED	Regions + sites			15.11.07	30.09.08
	cb		Follow up on agreed activities to improve the program					Project level		ST	SM, ECBP, DED	Regions + sites			01.10.07	30.09.08
	cc		Assist Bureaus in conducting regular baseline surveys in the region of the sites					Site level		ST	SM, ECBP, DED	Regions + sites			15.11.07	30.09.08
	cd		Cooperate with Housing Projects in UCBP regions					Site level		ST	SM, ECBP, DED	Regions + sites			15.10.07	30.09.08
	cf		Support other regional SME within the construction sector value chain beyond those in contractual relation with UCBP					Project level		ST	SM, ECBP, DED	Regions + sites			10.11.07	30.09.08