**Logframe matrix**

|  | ***Results chain*** | ***Indicator*** | ***Baseline*** ***01´2020*** | ***Current value 12´2020*** | ***Target******06’2023*** | ***Source and mean of verification*** | ***Assumptions*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Impact (Overall objective)*** | *To boost the development of the private sector and the economic diversification in Central Asia, via empowering and strengthening private companies in the sector of housing management in countries XX and YY* | *Number of professional housing managers / companies providing services to homeowners* | *XX: 7500* *YY: 334*  |  | *Increased number of private housing management companies by 4-6%*  | *Statistic information from Ministry of Housing (YY) and Ministry of Industry and Infrastructural Development (XX) on the numbers of private housing companies*  | *Not applicable* |
| ***Outcome (s) (Specific objective(s))*** | * SO 1. to enhance the capacities of MSMEs and Business intermediary organisations (BIOs) to represent their interests and encouraging them to take an active role in housing policy decision-making processes
 | *Regular joint consultations & round tables in each target country between BIOs and local, national authorities on the improvement of framework* | *XX: 0YY: 0* | *XX: 4YY: 4* | *Consultations at least twice per year in each target country*  | *Short reports of consultations and round tables (participants, topics discussed, next steps, photographs)* |  |
|  | * SO 2. to improve professionalism as well as organisational and institutional capacities of BIOs to provide training and skill development activities for MSMEs (i.a. housing management, financial management, energy efficiency (EE) in buildings et al.)
 | *Concepts for services provided by BIOs elaborated / further improved* | *XX: 0YY: 0* | *XX: 0YY: 0* | *2 concepts*  | *elaborated concepts for each BIO* | *Sufficient stakeholders' interest* |
|  |  | *BIOs representatives and external trainers are trained in relevant topics identified in the concept (i.a. housing management, financial management, energy efficiency (EE) in buildings et al.) (participated at least 80% in the courses A.5.5 and A.4.3). Trainers - representat. of vocational schools who can conduct trainings and members of BIOs* | *XX: 0YY: 0* | *XX: 10YY: 7* | *At least 5 XX & 5 YY trainers from BIOs are qualified to provide trainings*  | *Training agenda, participants lists, photographs* | *Appropriate staff nominated to participate in training of trainers* |
|  |  | *Networks of trainers for providing further trainings to MSMEs are established by signing MoUs between BIOs and external trainers* | *XX: 0YY: 0* | *XX: 2YY: 1* | *Representatives of BIOs and external trainers sign in each country at least 5 MoUs*  | *Signed MoUs* | *Staff trained by the action remain in post long enough to have an impact* |
|  | * SO 3 to initiate vocational education and training (VET) for housing managers at CA VET institutions
 | *Number of VET experts & relevant stakeholders involved in the development of curricula* | *XX: 0YY: 0* | *XX: 11YY: 14* | *6-10 per country*  | *Participation of curriculum developers at the study tour to EBZ Germany (20 persons), at meetings of working groups* | *Appropriate staff nominated to participate in development of curricula* |
|  |  | *Number of curricula developed for the VET education of professional housing managers* | *XX: 0YY: 0* | *XX: 2* *YY: 0* | *2 (1 per country)* *XX: two curricula -* *´housing manager´ ´caretaker´* | *Developed curricula (programs, learning material)* | *Sufficient interest from state side to allow VET institutions to participate in project* |
|  |  | *Number of VET teachers prepared & trained to teach housing management at VET institutions* | *XX: 0YY: 0* | *XX: 7YY: 3* | *6-10 per country*  | *Participants lists of Training of Trainers (8-10 per country)* | *VET teachers trained by the action remain in post long enough to have an impact* |
|  |  | *Number of VET institutions, where the developed curricula are tested* | *XX: 0YY: 0* | *XX: 0YY: 0* | *4 (2 in XX, 2 in YY)*  | *Signed memoranda of understanding between local project partners and VET institutions* | *Sufficient interest from state side to allow VET institutions to participate in project* |
|  | * SO 4. to increase professional capacities of entrepreneurs and job seekers, in order to stimulate job creation and MSMEs development
 | *Number of trainings provided by BIOs & external trainers to entrepreneurs and job seekers (A.4.4)* | *XX: 0YY: 0* | *XX: 0YY: 2* | *Representatives of BIOs and external trainers provide in each country at least 5 trainings (at least in total for each country 20 training days)* | *Training agendas, participants lists, photographs* |  |
|  |  | *Number of participants in trainings provided by BIOs & external trainers to entrepreneurs and job seekers (A.4.4)* | *XX: 0YY: 0* | *XX: 0YY: 68* | *At least 200 participants should be trained (100 in XX, 100 in YY)*  | *participants lists, photographs* | *Sufficient number of interested participants* |
|  | * SO 5. to support innovation, through the experimentation and dissemination of new building and maintenance technologies, materials (by vocational training)
 | *Recommendations made by project will be acknowledged and implemented by stakeholders (recommendations for curricula)* | *XX: 0YY: 0* | *XX: 100 %YY: 0* | *At least 50% of responding local project stakeholders have implemented acquired innovative techniques and materials*  | *Feedback from project stakeholders and other target groups* | *Acceptance of innovative techniques, technologies and materials by the stakeholders* |
|  | * SO 6. to strengthen links and networks between European and CA BIOs and LA
 | *Interaction and cooperation between project stakeholders is increased: new contacts and networks beyond CA* | *XX: 0**YY: 0*  | *XX: 2**YY: 1* | *At least six cooperation/ partnership agreements initiated within the project*  | *Signed cooperation / partnership agreements + number of new joint projects/activities* |  |
| ***Outputs for SO 1*** | ***Outputs for SO 1*** |
| * Ot 1.1. Capacities enhanced of MSMEs and BIOs to represent their interests
* Ot 1.2. Better participation of BIOs in decision-making processes
* Ot 1.3. BIOs have increased capacities and resources and are able to draft recommendations based on findings regarding economically efficient housing management.
 | *Ot 1.1: # of participants taking part at the International workshop on lobbying in Estonia (A.3.2.2)**Ot 1.2.1: # of round tables conducted by BIOs with national stakeholders (A.3.2.1)**Ot 1.2.2: # of authorities attended round tables, informational events and workshops; (A.3.2.1; A.3.3.3)**Ot 1.2.3: # of consultations conducted with relevant stakeholders (gov./busin./CSO) (A.3.2.1)**Ot 1.2.4: # of participants in consultations with stakehold. (gov./busin./CSO) (A.3.2.1)**Ot 1.3.1:* *Report on overview of housing management in post-Soviet countries (A.2.2)**Ot 1.3.2: Jointly elaborated recommendations are presented and discussed with the national authorities and related stakeholders (A.2.3)* | *XX: 0**YY: 0* *XX: 0**YY: 0* *XX: 0**YY: 0* *XX: 0**YY: 0* *XX: 0**YY: 0* *XX & YY: 0* *XX: 0**YY: 0*  | *XX: 0**YY: 0* *XX: 1**YY:0**XX: 25**YY: 9**XX: 15**YY: 6**XX: 88**YY: 73* *XX & YY:* *1**XX: 0**YY: 0* | *Ot 1.1: 20 BIOs & MSME representatives participated at the workshop on lobbying in Estonia* *Ot 1.2.1: at least 4 round tables (2 in XX, 2 in YY)* *Ot 1.2.2: at least 30 decision makers in each country* *Ot 1.2.3: at least 30 consultations (15 in XX, 15 in YY)* *Ot 1.2.4: at least 40 participants (20 in XX, 20 in YY)* *Ot 1.3.1: one report* *Ot 1.3.2: 2 jointly elaborated recommendations*  | *Ot 1.1.: Agenda, participants list**Ot 1.2.1: Participants lists, photographs**Ot 1.2.2: Participants lists, photographs**Ot 1.2.3: Participants lists, photographs**Ot 1.2.4: Participants lists, photographs**Ot 1.3.1: Report**Ot 1.3.2: Report on recommendations (A.2.3)* | *Sufficient number of interested participants**Acceptance by the target groups* |
| ***Outputs*** | ***Outputs for SO 2*** |
| * Ot 2.1. Professionalism as well as organisational and institutional capacities of BIOs to provide training for MSMEs is improved
* *Ot 2.2: Further developed concepts for training and services of BIOs*
 | *Ot 2.1:* *# of BIOs representatives & trainers (gender-balanced participants) at the workshops and study tour to Estonia (age- and gender-disaggregated reporting) (A.4.2 & A.4.3)**Ot 2.2: # of further developed concepts (A.4.1)* | *A.4.2**XX: 0**YY: 0* *A.4.3**XX: 0**YY: 0**XX: 0**YY: 0* | *A.4.2**XX: 0**YY: 0* *A.4.3**XX: 55* *(25m / 30w)**YY: 30* *(20m / 10w)**XX: 0**YY: 0* | *Ot 2.1:* *at least 20 participants per workshop/study tour**Ot 2.2: 2 concepts further developed*  | *Ot 2.1: Participation list; Agenda; Feedback survey after the training & study tour**Ot 2.2: Documents on concepts* | *Sufficient amount of interested participants for trainings & study tour to Estonia.**The available and recruited staff is skilled and motivated* |
| ***Outputs*** | ***Outputs for SO 3*** |
| * Ot 3.1. VET system for professional housing managers at VET colleges & work-based learning for VET students of housing management is initiated
 | *Ot 3.1.1: # of participants at the study tour to EBZ, Germany for developer of VET curricula (A.5.1)**Ot 3.1.2: # prepared VET curricula for professional housing managers for XX & YY circumstances (A.5.3)**Ot 3.1.3: # of created concepts of ´Training for VET teachers´ (A.5.4)**Ot 3.1.4: # of participants at “Training for VET teachers” (A.5.5.)* *Ot 3.1.5: Initiated official accreditations of the housing manager curriculum in XX & YY (A.5.3)**Ot 3.1.6: # of selected participants for first course education of housing managers at VET colleges (A.5.6)**Ot 3.1.7: # of internship concepts developed by BIOs for VET students in companies (A.5.7)**Ot 3.1.8: # of facilitated internship places by BIOs at housing management companies (A.5.8)* | *XX: 0YY: 0**XX: 0YY: 0**XX&YY: 0**XX: 0YY: 0**XX: 0**YY: 0**XX: 0**YY: 0**XX: 0**YY: 0**XX: 0**YY: 0* | *XX: 0YY: 0**XX: 2YY: 0**XX&YY:* *1**XX: 27YY: 25**XX: 0**YY: 0**XX: 0**YY: 0**XX: 0**YY: 0**XX: 0**YY: 0* | *Ot 3.1.1: 20 participants at the study tour to EBZ, Germany for developer of VET curricula* *Ot 3.1.2: 2 prepared VET curricula for professional housing managers (1 in XX & 1 in YY)* *Ot 3.1.3: 2 created concepts of ´Training for VET teachers´ (1 in XX & 1 in YY) (A.5.4.)* *Ot 3.1.4: up to 20 participants at ´Training for VET teachers´ (10 XX, 10 YY) (A.5.5.)* *Ot 3.1.5: 2 initiated official accreditations of the curriculum (1 in XX & 1 in YY)* *Ot 3.1.6: 30 participants for first course education of housing managers at VET colleges selected (15 in XX & 15 in YY)* *Ot 3.1.7: 2 concepts developed by BIOs for VET students in companies (1 in XX & 1 in YY)**Ot 3.1.8: at least 16 facilitated internship places by BIOs (8 XX, 8 YY)*  | *Ot 3.1.1: Agenda; Participants lists**Ot 3.1.2: Curricula documents**Ot 3.1.3: Concepts**Ot 3.1.4: Agenda; Participants lists* *Ot 3.1.5: Official confirmation from state bodies that accreditations of the housing manager curriculum in XX & YY has started**Ot 3.1.6: enrolments statistics of the partner institutions**Ot 3.1.7: concepts developed by BIOs for VET students in companies (documents)**Ot 3.1.8: Signed cooperation/partnership agreements between VET institutions and companies; statistics of the partner institutions* |  |
| ***Outputs*** | ***Outputs for* SO 4** |
| * Ot 4.1. Increased community impact (local employment and economic development) through integration of MSMEs in value-chain solutions
* Ot 4.2. Awareness on job potentials is increased (through dissemination of project results & joint activities at annual events as “Housing Fair” in XX & “Day of housing sector” in YY)
 | *Ot 4.1:* *Increased demand on services provided by members of partner BIOs**Ot 4.2.1:* *# reached people through dissemination of project results at information and advertising events (A.3.3.3)**Ot 4.2.2**: Participation in ´Housing Fair´ in XX & ´Day of housing sector´ in YY (A.3.3.3)**Ot 4.2.3:* *# reached people through project publications, internet platform, media et al. (A.3.3.3, A.3.3.4; A.6.5.1-A.6.5.6)*  | *XX: 0**YY: 0**XX: 0**YY: 0**XX: 0**YY: 0**XX: 0**YY: 0* | *XX: 0**YY: 0**XX: 0**YY: 0**XX: 0**YY: 0**XX: 4646**YY: 4006* | *Ot 4.1:* *Increased demand by 5 %* *Ot 4.2.1:* *250 people directly informed (100 in XX, 150 in YY)**Ot 4.2.2:* *At least 2 participations (1 in XX, 1 in YY)* *Ot 4.2.3:* *6000 people (3000 in XX, 3000 in YY)*  | *Ot 4.1: Survey among BIOs members**Ot 4.2.1: agendas, participants lists;**Ot 4.2.2: agendas & photographs of “Housing Fair” in XX & “Day of housing sector” in YY,* *Ot 4.2.3: disseminated publications & Statistical data on number of visitors for internet platform (Google analytics; press releases* | *People recognize the advantages of prof. housing management and are willing to pay for it* |
| ***Outputs*** | ***Outputs for SO 5*** |
| * Ot 5.1. Practical knowledge of specialized on-site workers facilitates an increased use of digital technologies for building maintenance and an increase of implementation of EE measures in building stock
 | *Ot 5.1.1: # of housing companies actively participate in 12 information events (A.3.3.3)**Ot 5.1.2: # of housing managers / on-site workers completed trainings on topics digital technologies for building maintenance and implementation of EE measures (A.4.4)* | *XX: 0**YY: 0**XX: 0**YY: 0* | *XX: 0**YY: 0**XX: 0**YY: 0* | *Ot 5.1.1: 30 companies (15 XX, 15 YY) participate at 12 information events (5 in XX and 7 in YY) (A.3.3.3)* *Ot 5.1.2: at least 80 people (40 in XX, 40 in YY)*  | *Ot 5.1.1: Agenda of events, Feedback from target groups**Ot 5.1.2.: participant lists; training agenda; evaluation results of trainings* | *Acceptance of innovative techniques, technologies and materials by the project stakeholders*  |
| ***Outputs*** | ***Outputs for SO 6*** |
| Ot 6.1. Further developed and expanded national and international partnerships to exchange best practice experiences ensuring sustainability of results | *Ot 6.1.1: # of international participants (not from XX & YY) in project events (A.3.2.1 - A.3.3.1; A.3.3.2; A.4.2, A.5.1, A.6.3.2; A.1.4 events from synergies with other projects)**Ot 6.1.2: Participation in international events, (A.1.4 events from synergies with other projects)*  | *XX&YY 0**XX &**YY: 0* | *XX&YY* *38**XX &**YY: 2* | *Ot 6.1.1: 30 participants from countries (not from XX & YY)* *At least in eight international events participated or events organising with another intern. projects / organisations* | *Ot 6.1.1: Agendas; Participants lists**Ot 6.1.2: Agendas; Participants lists* |  |

**2.4 Activity matrix**

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| --- | --- | --- | --- |
| ***Activities*** | *What are the key activities to be carried out to produce the intended outputs?* ***Related to SO 1:*** *to enhance the capacities of MSMEs and BIOs to represent their interests and encouraging them to take an active role in housing policy decision-making processes.*A.3.2.1. Round tables and meetings with local, regional & national stakeholdersA.3.2.2. International workshop on lobbyingA.3.3.3. Information and advertising events for promotion of housing managementA.2.2. Develop a short overview of housing management market in post-Soviet countriesA.2.3. Recommendations for further implementation of prof. housing management & staff qualifications***Related to SO 2:*** *to improve professionalism as well as organisational and institutional capacities of BIOs to provide training and skill development activities for MSMEs (i. a. housing management, financial management, energy efficiency (EE) in buildings et al.).*A.4.1. Elaboration of services & modular capacity building concepts implemented by the BIOsA.4.2. Study tour to Estonia for BIOs staff members A.4.3. Conduct “Train the Trainer” trainings & Create a network of trainers***Related to SO 3****: to initiate vocational education and training (VET) for housing managers at CA VET institutions.*A.5.1. Study tour to Germany for VET expertsA.5.2. Review of the German curriculum from the EBZ & adaptation to Central Asian circumstances A.5.3. Preparation of curricula & initiation of an official accreditation of the housing manager curriculum in XX & YY A.5.4. Creation of “Training of Trainers” (ToT) concept A.5.5. Conduction of ToT on housing management topics for VET teachers A.5.6. Selection of first participants for education of housing managers at VET colleges A.5.7. BIOs develop internship concepts for VET students in companiesA.5.8. BIOs facilitate internship places at housing management companies***Related to SO 4****: to increase professional capacities of entrepreneurs and job seekers, in order to stimulate job creation and MSMEs development.*A.3.3.3. Information and advertising events for promotion of housing. management A.3.3.4. Update compendium for housing management and EER in XX and YYA.6.5.1. Design and dissemination of project leaflet A.6.5.2. Project roll-up banner A.6.5.3. Preparation of press releases A.6.5.4. Organisation of media coverage (articles, TV and radio broadcasts) A.6.5.5. Online appearance of the project A.6.5.6. Project Newsletter***Related to SO 5:*** *to support innovation, through the experimentation and dissemination of new building and maintenance technologies, materials, and the participation to local networks and clusters.*A.2.3. Recommendations for further implementation of prof. housing management & staff qualificationsA.3.3. Dissemination of project results and awareness campaigns for job potentials in housing sectorA.4.4. Conduction of a series of trainings for BIO members & other housing management companies ***Related to SO 6:*** *to strengthen links and networks between European and CA BIOs and LA.*A.1.4.: Ensuring sustainabilityA.3.2.1. Round tables and meetings with local, regional & national stakeholders A.3.2.2. International workshop on lobbying A.3.3. Dissemination of project results and awareness campaigns for job potentials in housing sectorA.3.3.1. International Knowledge Sharing Events in XX & YY A.3.3.2. Final Conference in YY A.4.2. Study tour to Estonia for BIOs staff members A.5.1. Study tour to Germany for VET expertsA.6.3.2. Kick-Off Seminar in XX A.6.4. Establishment of international/national partnerships  | ***Means**** Qualified staff to prepare implement and evaluate project activities
* Involvement of experienced local, national and international experts
* Technical standard equipment
* Necessary project logistic and communication infrastructure.

***Costs***Human resources; EUR 637.325Travel: EUR 114.130Equipment and supplies: EUR 4.600Local office: EUR 25.200Other costs and services: EUR 131.725Indirect costs: EUR 63.909 | ***Assumptions****Factors outside project management's control that may impact on the activities-outputs linkage.**Institutional stability of project partners**Support and direct involvement by the associates and the governmental and local authorities from the target countries**Available and recruited staff is skilled and motivated**Financial viability of BIOs to continue delivering project activities beyond EU support**Accessing the project funding in time* |