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# FINAL WORK PLAN

## PERFORMANCE AND IMPACT EVALUATIONS FOR USAID/MACEDONIA

**MAY 17, 2013**

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

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## PERFORMANCE AND IMPACT EVALUATIONS FOR USAID/MACEDONIA



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Contracted under GS-23F-8012H, Task Order AID-165-M-13-00001

Performance Evaluation of YES Network and Impact Evaluation of Small Business Expansion and Civil Society  
Projects in Macedonia

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

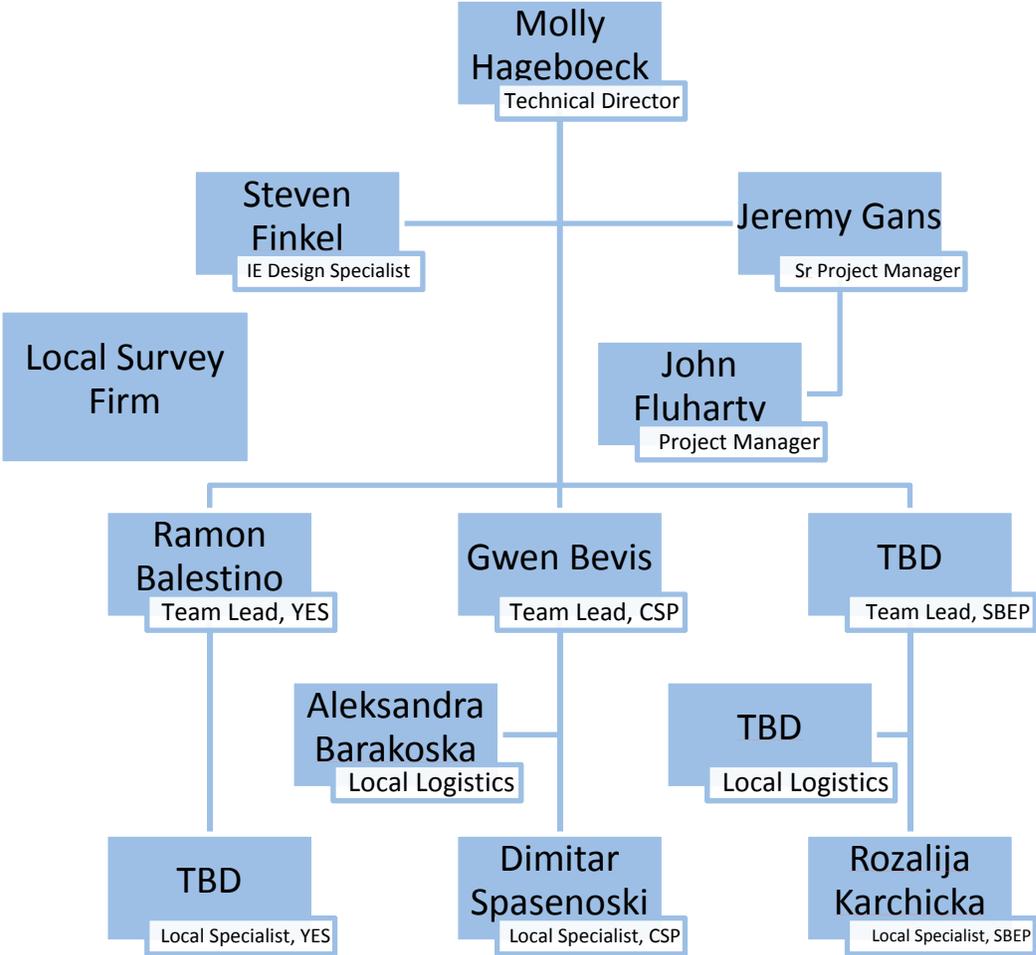
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# I. MSI EVALUATION TEAM: ROLES & RESPONSIBILITIES

USAID/Macedonia requires three evaluations to be conducted between May 2013 and September 2015: YES Network Project (Performance Evaluation); Civil Society Project (Impact Evaluation); and Small Business Expansion Project (Impact Evaluation). The team provided by Management Systems International (MSI) to conduct these three evaluations will consist of: a Technical Director; a Cross-Cutting Impact Evaluation Design Specialist; one Team Leader and one Local Expert for each evaluation required (who will also provide cross-cutting support across the other evaluations); a team of local assistants to provide administrative and logistical support in Macedonia; and a project management team based in MSI’s Home Office. The Technical Director will have overall responsibility for the successful completion of all deliverables required for the three evaluations. Each Team Leader will oversee the implementation and reporting for their respective evaluation. The Impact Evaluation Design Specialist will consult with the Technical Director and Team Leader on any design, methodology, and data collection and analysis issues related to the two impact evaluations as well as provide feedback on the corresponding reports. The Local Experts will report to the Evaluation Team Leaders and provide evaluation expertise as well as subject matter knowledge and local context for the relevant projects being evaluated. MSI’s Project Management Team will provide backstopping to the Evaluation Team and coordinate with USAID on administrative, contractual, financial and logistical matters. Finally, a local survey research firm will be contracted to support data collection and analysis for surveys and focus groups.

The current MSI team members are shown in the organizational chart below, with positions shown as TBD that are in the process of being filled by MSI.



## II. DELIVERABLES SCHEDULE

Contract Deliverable	Due Date (all dates o/a)	Required Content per Task Order Statement of Work
<b>1. Final Work Plan for three evaluations</b>	May 17, 2013	A work plan for each evaluation with for each evaluation with schedules of meetings, briefing with USAID and timing of deliverables. The work plan, to the extent possible, will include a tentative draft outline of the draft and final evaluation reports for consideration by the COR (the headings and subheadings being proposed). The work plan will delineate the roles and responsibilities of the evaluation team members to ensure coverage of all elements of the Statement of Work. A Gantt chart with the timeline shall be included. All proposed team members must provide a signed statement of interest attesting to a lack of conflict of interest or describing an existing conflict of interest relative to the project being evaluated.
<b>2. Evaluation Design Report incl. three evaluations</b>	June 7, 2013	A detailed evaluation design matrix, including the key question(s), and for each question the methods used to address it, sources of information, the type of evaluation design, data analysis plan, and draft questionnaires and other data collection instruments, planned sampling methods including size and locations, arrangements for employing local staff for data collection, data analysis plans detailing how data will be presented, and known limitations to the evaluation design. The final design, including all evaluation questions and sub-questions, requires COR's approval.
<b>3. Baseline Data Report for two impact evaluations</b>	August 22, 2013	The baseline report will focus exclusively on the data from the baseline survey. The report should include data tables with information by key demographic groups and regions. A narrative description of the data is not required. However, the report should include a narrative introduction and description of the methodology.
<b>4. Interim Evaluation Report for two impact evaluations</b>	September 2, 2013	The interim evaluation report should focus on the data from the baseline survey, as well as data from field visits. It should include an introduction, background of the local context and the projects being evaluated, the main evaluation questions, the methodology or methodologies, and findings.
<b>Inception Data Collection Report for Performance Evaluation - YES Network Project (only in SOW)</b>	No date specified	The Inception data collection report will focus exclusively on the data collected by the implementer during the field work. The report could be a matrix that includes data tables with information by key demographic groups and regions, as well as any detected data gaps that could limit the evaluators' ability to answer the evaluation questions. Data disaggregation requirements will be discussed at the in-briefing with USAID. A narrative description of the data is not required. However, the report should include a narrative introduction and description of the methodology.
<b>5. Draft Report – Performance evaluation of the YES Network Project</b>	December 21, 2013 (NOTE: MSI understands that USAID expects to modify this date to o/a June 18, 2014 given changes in its requirement for the timing of this evaluation)	The draft evaluation report should include all of the elements of the final report as described below, in draft form.

Contract Deliverable	Due Date (all dates o/a)	Required Content per Task Order Statement of Work
<p><b>6. Final Report – Performance evaluation -YES Network Project</b></p>	<p>January 15, 2014            (NOTE: MSI understands that USAID expects to modify this date to o/a July 8, 2014 given changes in its requirement for the timing of this evaluation)</p>	<p>The evaluation final report should include an executive summary, introduction, background of the local context and the projects being evaluated, the main evaluation questions, the methodology or methodologies, the limitations to the evaluation, findings, conclusions, recommendations (if applicable) and lessons learned (if applicable). It should incorporate analysis of the field data collected and the comparison with the data collected by the project at its inception.</p> <p>The executive summary should be up to 4 pages in length and summarize the purpose, background of the project being evaluated, main evaluation questions, methods, findings, conclusions, and recommendations and lessons learned (if applicable).</p> <p>The evaluation methodology shall be explained in the report in detail. Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (e.g., selection bias, recall bias, unobservable differences between comparator groups, etc.).</p> <p>Evaluation Findings: (no more than 15 pages), which provides analysis and answers the questions listed in this Statement of Work for the evaluation of the YES Network Project.</p> <p>The annex to the report shall include:</p> <ul style="list-style-type: none"> <li>• The Evaluation Statement of Work</li> <li>• A cross-reference guide listing the evaluation questions and specifying on which page the questions are answered in the report.</li> <li>• Team composition and study methods (2 pages maximum)</li> <li>• Any “statements of differences” regarding significant unresolved difference of opinion by funders, implementers, and/or members of the evaluation team</li> <li>• All tools used in conducting the evaluation, such as questionnaires, checklists, and discussion guides</li> <li>• All data collected during the evaluation as it is the property of the United States Agency for International Development</li> <li>• Sources of information, properly identified and listed (including a list of documents consulted and of individuals and agencies interviewed.)</li> <li>• Disclosure of conflicts of interest forms for of all evaluation team members, either attesting to a lack of conflict of interest or describing existing conflict of interest</li> <li>• The evaluation design</li> </ul> <p>Upon approval of the final content by USAID/Macedonia, the Contractor will be responsible for editing and formatting the final report, with approximately 30 calendar days to do so.</p>

<b>Contract Deliverable</b>	<b>Due Date (all dates o/a)</b>	<b>Required Content per Task Order Statement of Work</b>
<b>7. Interim Report on Project Implementation Fidelity Monitoring for two impact evaluations</b>	September 15, 2014	The impact evaluations that Contractor will conduct for USAID/Macedonia will be designed to determine the effects of USAID-funded activities under two separate projects: the Civil Society Project and the Small Business Expansion Project. Determining the effects of USAID activities requires not only a valid counterfactual comparison, but also an adequate degree of certainty that the activities hypothesized as being likely to cause specific effects, or impacts, were actually delivered. Through limited periodic data collection (including observation, key informant interviews, and project data reviews), Contractor will track whether and to what extent the project activities were implemented as well as what modifications, if any, were made to activity delivery plans (i.e., how, to whom, how much). Contractor's Interim Report on Project Implementation Fidelity Monitoring will document deviations in activity delivery from original plans and examine the implications of those changes for the conclusions the impact evaluations will be able to reach.
<b>8. Updated Final Year Data and Reporting Plans for two impact evaluations</b>	September 15, 2014	None specified
<b>9. End-line Data Report for two impact evaluations</b>	July 31, 2015	None specified
<b>10. Oral Presentations for two impact evaluations</b>	July 31 to August 14, 2015	None specified
<b>11. Draft Evaluation Report for two impact evaluations</b>	August 15, 2015	The draft evaluation report shall include all of the elements of the final report as described in the deliverables incorporated in the Statements of Work specific to each evaluation.

Contract Deliverable	Due Date (all dates o/a)	Required Content per Task Order Statement of Work
<p><b>12. Final Evaluation Report for two impact evaluations</b></p>	<p>September 15, 2015</p>	<p>The evaluation final report should include an executive summary, introduction, background of the local context and the projects being evaluated, the main evaluation questions, the methodology or methodologies, the limitations to the evaluation, findings, conclusions, recommendations (if applicable) and lessons learned (if applicable). It should incorporate analysis of data from all three surveys and the field data collection.</p> <p>The executive summary should be up to 4 pages in length and summarize the purpose, background of the project being evaluated, main evaluation questions, methods, findings, conclusions, and recommendations and lessons learned (if applicable).</p> <p>The evaluation methodology shall be explained in the report in detail. Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (e.g., selection bias, recall bias, unobservable differences between comparator groups, etc.).</p> <p>The annex to the report shall include:</p> <ul style="list-style-type: none"> <li>• The Evaluation Scope of Work</li> <li>• Any “statements of differences” regarding significant unresolved difference of opinion by funders, implementers, and/or members of the evaluation team</li> <li>• All tools used in conducting the evaluation, such as questionnaires, checklists, and discussion guides</li> <li>• All data collected during the evaluation as it is the property of the United States Agency for International Development</li> <li>• Sources of information, properly identified and listed</li> <li>• Disclosure of conflicts of interest forms for of all evaluation team members, either attesting to a lack of conflict of interest or describing existing conflict of interest</li> <li>• The evaluation design</li> </ul> <p>Upon approval of the final content by USAID/Macedonia, the Contractor will be responsible for editing and formatting the final report, with approximately 30 calendar days to do so.</p>

### III. GANTT CHART WITH PROJECT TIMELINE: FY2013-2015 (MAY 2013 – SEPTEMBER 2015)

**KEY**



Key Task	FY 13					FY14								FY 15														
	Q3		Q4			Q1		Q2			Q3			Q4		Q1		Q2			Q3			Q4				
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11
<b>Phase I: Planning &amp; Design</b>																												
MSI Team Planning Meetings																												
Document collection and review																												
Initial evaluation work plan and design consultations with Mission																												
Scoping Visit to Macedonia																												
Finalize and submit <b>Deliverable 1 Work Plan</b>																												
Finalize and submit <b>Deliverable Inception Data Collection Report</b> for YES Performance Evaluation																												
Evaluation Instruments Developed																												
Comparison Groups for IEs established																												
Finalize and submit <b>Deliverable 2 Evaluation Design</b>																												

Key Task	FY 13					FY14												FY 15											
	Q3		Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>Phase II: Data Collection &amp; Reporting</b>																													
Baseline survey data collection for two IEs			■	■																									
Qualitative data collection for 2 IEs: surveys, site visits, focus groups, informant interviews	■	■	■	■																				■	■				
Finalize and submit <b>Deliverable 3 Baseline Data Report for 2 IEs</b>				■																									
Finalize and submit <b>Deliverable 4 Interim Evaluation Report for 2 IEs</b>				■																									
Quantitative & qualitative data collection for YES Performance Evaluation: survey, site visits, focus groups, informant interviews									■	■	■																		
Project implementation fidelity monitoring for CSP and SBEP				■	■	■	■	■	■	■	■	■	■	■	■	■	■												
Finalize and submit <b>Deliverable 7 Interim Report on Project Implementation and Fidelity Monitoring for 2 IEs</b>																■													
Finalize and submit <b>Deliverable 8 Updated Final Year Data and Reporting Plans for 2 IEs</b>																■													
End-line data collection survey for two IEs (CSP & SBEP)																								■	■				
Finalize and submit <b>Deliverable 9 End-line Data Report for 2 IEs</b>																											■		

Key Task	FY 13					FY14												FY 15											
	Q3		Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<b>Phase III: Synthesis &amp; Sharing to USAID Macedonia</b>																													
Finalize and submit <b>Deliverable 5 Draft Report Performance Evaluation of YES Network</b>																													
Finalize and submit <b>Deliverable 6 Final Report Performance Evaluation of YES Network</b>																													
Finalize and submit <b>Deliverable 10 Oral Presentations for 2 IEs</b>																													
Finalize and submit <b>Deliverable 11 Draft Evaluation Report Evaluation for 2 IEs</b>																													
Finalize and submit <b>Deliverable 12 Final Evaluation Report Evaluation for 2 IEs</b>																													

## IV. SCHEDULE OF MEETINGS AND BRIEFINGS WITH USAID

### MSI Initial Scoping Visit: Molly Hageboeck and Ramon Balestino, May 13-17, 2013

Date	Time	Organization / Key Contact	Purpose
May 13	09:00 – 10:30	Ivica Vasev, Contracting Officer's Representative, USAID/Macedonia	Planning meeting
May 13	13:30 – 14:20	LeAnna Marr, Acting Mission Director/Program Office Director, USAID/Macedonia	Introductory meeting
May 13	14:30 – 16:30	Melita Cokrevska (AOR) and DG on CSP Evaluation, USAID/Macedonia	Introductory meeting
May 14	09:00 – 10:30	Tanja Markovska (COR) and EG on SBEP Evaluation, USAID/Macedonia	Introductory meeting
May 14	13:00 – 14:00	Antoaneta on DG Survey, USAID/Macedonia	Introductory meeting
May 15	09:00 – 10:30	Natasha Buleska (AOR) and EDU on YES Network Evaluation, USAID/Macedonia	Introductory meeting
May 15	13:00 – 14:30	Nikola Spasov, Rating Agency (local survey firm)	Discussion with potential survey firm
May 15	15:00 – 16:30	YES Network Project implementing partner, Education Development Center (EDC)	Introductory meeting
May 16	09:00 – 09:45	Mevlija Grbovic, GfK Skopje (local survey firm)	Discussion with potential survey firm
May 16	10:30 - 11:15	Elida Medarovska and Boge Bozinovski, TNS BRIMA (local survey firm)	Discussion with potential survey firm
May 16	12:00 - 12:45	Marko Trosanovski, Institute for Democracy "Societas Civilis" Skopje (IDSCS, local survey firm)	Discussion with potential survey firm
May 16	14:00 – 15:30	Civil Society Project implementing partner, Foundation Open Society – Macedonia (FOSM)	Introductory meeting
May 16	17:30 – 19:30	Internal meeting with entire MSI team	Team planning meeting
May 17	08:30 – 10:00	Small Business Expansion Project implementing partner, Carana	Introductory meeting
May 17	10:30 – 12:00	M&E Specialist, EDC	Introductory meeting
May 17	15:00 – 16:00	MSI and USAID teams	Discussion of CSP

## **Baseline Data Collection for Impact Evaluations: CSP and SBEP Evaluation Team Leaders, June 3-14, 2013 (Notional schedule subject to confirmation)**

### **CSP evaluation**

- Introduction of CSP Team Leader to USAID staff
- Impact evaluation (IE) design discussion with USAID COR and key DG team representatives (based on “discussion draft” of the evaluation design provided to the COR by COB May 30).
- Meeting(s) with CSP Implementing Partner and subcontractors
- Planning/start up meetings with CSP IE research firm regarding surveys and other data collection
- Interviews with School for Active Citizenship representatives
- Interviews with grantee organizations (includes travel to locations with multiple CSP grantee activities focused on citizen activism)
- Interviews with selected informed observers regarding local context
- Pre-departure briefing for USAID

### **SBEP evaluation**

- SBEP Team Leader initial discussion with USAID staff
- Impact evaluation design discussion with USAID COR and key EG team representatives (based on “discussion draft” of the evaluation design provided to the COR by COB May 30).
- Meeting(s) with SBEP Implementing Partner (Skopje and Tetovo)
- Planning/start up meetings with SBEP IE research firm regarding surveys and other data collection
- Interviews with key project local partners, e.g., Regional Development Centers
- Group interviews and/or focus groups with public and private sector representatives in participating municipalities in Polog and Pelagonia.
- Interviews with selected program beneficiaries (firms, farms)
- Pre-departure briefing for USAID

## **V. DRAFT OUTLINE OF EVALUATION REPORTS**

- I. Executive Summary
- II. Introduction
  - a. Evaluation Purpose & Evaluation Questions
  - b. Project Background
  - c. Evaluation Methods & Limitations
- III. Findings
- IV. Conclusions and Recommendations / Lessons Learned

### **Annexes**

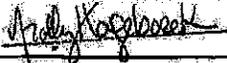
- A. The Evaluation Statement of Work
- B. Evaluation Methods & Limitations
- C. Data Collection Instruments
- D. Sources of Information
- E. Disclosure of conflicts of interest

## **VI. ANNEX: DISCLOSURE OF CONFLICT OF INTEREST FORMS FOR MSI EVALUATION TEAM MEMBERS**

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Molly Hageboeck
Title	Technical Director
Organization	Management Systems International
Evaluation Position?	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	AID-165-M-13-00001
USAID Project(s) Evaluated (Include project name(s), Implementer name(s) and award number(s), if applicable)	YES Network Project (IP: Education Development Center, 165-A-00-10-00106-00) Civil Society Project (IP: Foundation Open Society Macedonia, AID-165-A-12-00004) Small Business Expansion Project (IP: Carana, 165-C-12-00101)
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p>Real or potential conflicts of interest may include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	5/16/2013

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Steven Finkel
<b>Title</b>	Professor of Political Science, U. of Pittsburgh
<b>Organization</b>	Management Systems International
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-165-M-13-00001
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	YES Network Project (IP: Education Development Center, 165-A-00-10-00106-00) Civil Society Project (IP: Foundation Open Society Macedonia, AID-165-A-12-00004)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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<b>Signature</b>	
<b>Date</b>	5-17-2013

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Ramon Balestino
<b>Title</b>	YES Network Evaluation Team Leader
<b>Organization</b>	Management Systems International
<b>Evaluation Position?</b>	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	<b>AID-165-M-13-00001</b>
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	YES Network Project (IP: Education Development Center, 165-A-00-10-00106-00) Civil Society Project (IP: Foundation Open Society Macedonia, AID-165-A-12-00004) Small Business Expansion Project (IP: Carana, 165-C-12-00101)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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<b>Signature</b>	
<b>Date</b>	05/17/2013

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Gwendolyn G. Bevis
<b>Title</b>	Technical Director
<b>Organization</b>	Management Systems International
<b>Evaluation Position?</b>	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-165-M-13-00001
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	YES Network Project (IP: Education Development Center, 165-A-00-10-00106-00) Civil Society Project (IP: Foundation Open Society Macedonia, AID-165-A-12-00004) Small Business Expansion Project (IP: Carana, 165-C-12-00101)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p><b>If yes answered above, I disclose the following facts:</b></p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

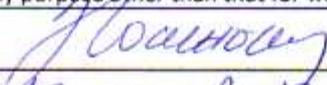
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	Gwendolyn G. Bevis	<small>Digitally signed by Gwendolyn G. Bevis DN: cn=Gwendolyn G. Bevis, ou=Management Systems International, ou=Governance and Conflict Protocol Area, email=gwendolyn@msi.com, c=US Date: 2013.05.16 14:04:10 -0400</small>
<b>Date</b>	May 16, 2013	

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	DIMITAR SPASENOSKI
<b>Title</b>	LOCAL EXPERT - CIVIL SOCIETY
<b>Organization</b>	Management Systems International
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-165-M-13-00001
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	YES Network Project (IP: Education Development Center, 165-A-00-10-00106-00) Civil Society Project (IP: Foundation Open Society Macedonia, AID-165-A-12-00004) Small Business Expansion Project (IP: Carana, 165-C-12-00101)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	
<b>Date</b>	17 May 2013

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Rozalija Karchicka Vasilevska, M.Sc.
<b>Title</b>	Local Expert, SBEP Impact Evaluation
<b>Organization</b>	Management Systems International
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-165-M-13-00001
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	YES Network Project (IP: Education Development Center, 165-A-00-10-00106-00) Civil Society Project (IP: Foundation Open Society Macedonia, AID-165-A-12-00004) Small Business Expansion Project (IP: Carana, 165-C-12-00101)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p><b>If yes answered above, I disclose the following facts:</b></p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

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<b>Signature</b>	
<b>Date</b>	9 May 2013, Skopje , RM