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USAID & SIDA FIRMA PROJECT

QUARTERLY REPORT: QUARTER #1 – DECEMBER 2009 – FEBRUARY 2010

March 19, 2010

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USAID & SIDA FIRMA PROJECT

QUARTERLY REPORT: QUARTER #21 – SEPTEMBER-NOVEMBER 2014

Submitted by:

Cardno Emerging Markets USA, Ltd.

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Quarterly Report

FIRMA Project USAID-Sida Bosnia & Herzegovina

Implemented by Cardno Emerging Markets USA, Ltd.



To:	Vlado Milin CÔTR, USAID Sarajevo
From:	David King Chief of Party, FIRMA
RE:	Quarterly Project Progress Report: #2 – Dec 2009-Feb 2010 Contract # 168-C-00-09-00103-00
Date:	19-Mar-10

This report is submitted pursuant to contractual requirements under USAID-Sida’s *Fostering Interventions for Rapid Market Advancement* Project for Bosnia & Herzegovina (“FIRMA” or “the Project”), implemented by Emerging Markets Group. In keeping with contractual guidelines for report content, it is organized as follows:

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Many of the detailed results of the review quarter are contained in the following tables:

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1. Project Overview

FIRMA is a five-year, \$20 million project that began in September 2009 and is funded by USAID and Sida. The purpose of the project is to support enterprise competitiveness in selected value chains of the tourism, wood, and light manufacturing sectors of BiH, in the process advancing the country's ability to meet the Copenhagen Economic Criteria for accession to the European Union. To support sustainability, the project works primarily through a group of key local partners – “Value Chain Facilitators” (VCFs) – who cover all regions of the country.

The goals of USAID and Sida for FIRMA are ambitious and transformational, and therefore require wide impact – in product design and quality, in ways of connecting to markets, in expertise of workforce, and in investment attractiveness. FIRMA's strategy is directed toward these systemic objectives.

The FIRMA workplan is defined at the private sector value chain level. VCFs organize stakeholders to first identify and prioritize competitiveness obstacles through value chain analysis, and to then originate and manage discrete activities to address these obstacles. FIRMA supervises and supports these activities, providing strategic and operational guidance, expert technical assistance, and grants from its \$3 million Small Grants Fund. FIRMA works closely with other donor and local government development assistance programs consistent with its objectives – so-called “collaborating implementers”, in order to maximize scale and impact.

FIRMA is implemented by Emerging Markets Group (Arlington, VA), with consortium subcontractors SIPU International (Stockholm, Sweden), JE Austin Associates (Arlington, VA), Making Cents International (Washington, DC), and Pi Consulting (Sarajevo, BiH).

2. Highlights During the Reporting Period

This report covers the second quarter of FIRMA's operation – December 2009-February 2010. Most of the project's work during this period continued that of the first quarter – building the foundation for applied action. In the first quarter, the members of FIRMA's primary implementing partner group – the VCFs – were mobilized and organized, the value chains for project focus were selected, and meetings with other donors and government agencies (collaborating implementers) were held. In the second quarter, the focus was on action planning.

The basic elements of the project workplan sequence for moving FIRMA to the applied action stage are as follows:

- (i) Selection of VCFs and Value Chains
- (ii) Baseline Survey of selected Value Chains
- (iii) Identification of Collaborating Implementers and their programs
- (iv) Preparation of Action Plans
- (v) Presentation of Action Plans to collaborating donors and government agencies to obtain shared buy-in to strategies
- (vi) Implementation of Action Plans

As of the second project quarter items (i) through (iv) were mostly completed, and items (v) and (vi) initiated.

Noteworthy activities for the period were:

General and Cross-Cutting

- *Baseline survey:* Primarily through the VCF group, FIRMA organized and implemented an extensive in-person survey of approximately 600 companies –

roughly 200 in each of the three focus sectors. The Baseline Survey gathered information on:

- Business results – sales, employment, finance, and exports – for 2006-2009, plus an estimate for 2010, and expectation for growth over the medium-term future.
- Access to finance, including identification by SMEs of types of financial products used and major obstacles they face in obtaining finance
- EU alignment, including certifications obtained, certifications in process, awareness of need for quality certifications and needs for assistance in obtaining certifications
- Workforce development, including the satisfaction of firms with the skills of workers coming out of the educational system and experience of those hired on the job market
- Employment of women and the socially/economically excluded (Roma and persons with disabilities)
- Competitiveness obstacles, identified and prioritized, and needs for assistance in meeting them.

This information was compiled and organized for presentation to the VCF group at a workshop held just after the quarter-end, and is now in the process of being documented. It will provide the basis for measurement of progress toward FIRMA results objectives.

Baseline survey information also served as an important input in the preparation of value chain action plans.

- *Cross-cutting area assessments:* Using baseline survey information and additional research, the consultants responsible for FIRMA's cross-cutting areas (Access to Finance, Workforce Development, EU Alignment, and Gender/Inclusion) completed preliminary presentations for these areas, including key identified obstacles and recommended activities. These assessments are in the process of being fully documented and published for each cross-cutting area.
- *Meetings with other donors:* A priority for FIRMA implementation is collaboration with other donors, both to avoid duplication and to achieve the scale of activities required for systemic impact. Many further meetings were held with these "collaborating implementers", in order fully to map all projects current and planned that are related to FIRMA priorities. Organizations with which meetings were held during the quarter are listed in Attachment 2 below.
- *Action planning:* Armed with baseline survey information and with guidance from cross-cutting teams, sector teams initiated action planning sessions with VCFs. This process included:
 - Development and finalization of *action planning templates*. In order to speed the action planning process toward defined implementable activities, FIRMA developed templates to channel organization. FIRMA has pre-defined five "Competitiveness Areas", and 2-4 components within each competitiveness area. This categorization is generic, applying to all value chains, encouraging immediate focus on specifying obstacles, and then actions to address the obstacles. A standard approach also promotes a common language and simplifies communication with implementing partners. The breakdown of Competitiveness Areas and their Components is presented in Attachment 3 below.

- Many sessions were held with VCFs to define actual action plans over the month of February in all three sectors. Finalization of action plans is expected by the end of March.
- FIRMA commenced Activities supporting its focus sectors in the review quarter. Attachment 1 below presents all Activities completed or underway during the quarter.
- *Staffing:* Additional personnel were proposed, approved, and engaged, bringing total employment to 20 full-time and 6 part-time staff the end of the quarter, consisting of 13 full-time and 4 part-time professional technical staff, and 7 full-time and 2 part-time general and administrative staff (including grants management, IT, public communications, and finance and operations). (Organization chart in Attachment 5 below.)

Wood Processing

- With FIRMA's encouragement and participation, the Una-Sana Canton Log Distribution System was re-established for 2010 after a hiatus of two years. The system was agreed and adopted by a working group consisting of USK WP companies, Una-Sana Šume (the USK forest management company), and the USK Ministry of Economy. In the process, prices for soft wood were reduced up to 10% by the USK FMC.
- FIRMA collaborated with the USAID EI project in promoting new design and production technologies, supporting EI client and FIRMA stakeholder Arteco/Artisan's exhibit at the IMM Cologne fair. There was substantial foreign buyer interest and a number of sales contracts were concluded.

Tourism

- FIRMA facilitated and supported exhibition by BiH outdoor tourism operators at ITB 2010 in Berlin, in the outdoor-focused Youth and Experience Adventure hall. Many marketing contacts were established.
- FIRMA established cooperation with MOFTER over several meetings, and succeeded in setting a timetable for the re-launch of the inter-entity Tourism Working Group.
- FIRMA supported ZUP Basčaršija, an organization created through an initiative of the predecessor CCA project which became self-sustained, on launching a public-private dialog mechanism for in-country cooperation on the status and protection of intangible heritage, including handicrafts and culture.

Light Manufacturing

- Three value chains within LM were selected – automotive, aluminum joinery, and construction elements and tools – based on analysis by VCFs and expat consultants. In-depth assessment of needs continued with the support of Swedish consultants who conducted site visits to 67 LM companies during the review quarter. The LM Assessment is now being finalized.

3. Review of Project Progress

a. Progress versus Workplan

In Attachment 4 below, we extract and report the status of all of the tasks and activities contained in the submitted Year 1 Workplan that were due to be completed or initiated during the review period, as well as activities due to be completed earlier but carried over.

Most activities due to be completed during the period were completed, and almost all due to be initiated are in process. Significant exceptions were:

General and Cross-Cutting

- The assessments for Workforce Development, Access to Finance, EU Alignment, and Gender / Inclusion were not finalized in the proposed timeframe as originally scheduled, because results from our Baseline Survey needed to be incorporated in each report. The Baseline Survey was completed in late February and the assessments are now being finalized for distribution.
- Implementation of workplan activities for cross-cutting areas did not start in February as was originally planned, because the assessments were ongoing. All cross-cutting activities will be incorporated into Value Chain Action Plans, which are now being completed, and implementation has started.

Light Manufacturing

- Donor mapping: Initial meetings with all the donors were held, but full mapping will be incorporated into the Action Plans.
- Action plans: Not yet completed as planned, but numerous meetings were held with VCFs and planning was well underway.
- Industry convention and B2B: Concept initiated, for ZEPS Intermetal fair at October 2010; activity preparation in process.
- Standards and certifications needs mapping: Not quite completed as planned but well underway.
- Market mapping: Not fully completed as planned but well underway. Baseline Survey defined focus markets for all three LM VCs.

Wood Processing

- Joint Forestry Conference: It proved too late to organize with key stakeholders this conference in 2009, partly because its purposes overlapped with a seminar organized under the World Bank forestry project already underway. We will consider it again in Fall 2010.

Tourism

- The launch of several activities – including country branding and marketing, tourism policy and legislation, and tourism statistics – was held up because national-level institutions were not yet operational. The Tourism Working Group had frozen its activities in early 2009, and did not re-establish itself until late in the period – with FIRMA's encouragement. In addition, a large EU project supporting tourism policy and institutions with which FIRMA expected to work was delayed. However, the TWG will be re-launched shortly, and FIRMA is now proceeding with technical assistance for country branding and marketing.

The principal tasks listed in the previous Quarterly Report as planned for the review quarter were the following:

- Establishment of Sector VCFs Working Groups as key custodians of overall value chain strategies development and supervision *Completed*
- Baseline surveys of companies in the 11 candidate value chains and selection of a subset of VCs for initial project focus *Completed*
- Completion of the Light Manufacturing sector assessment *Underway*
- Completion of Workforce Development, EU Alignment, Access to Finance, and Gender / Inclusion assessments and workplans *Underway*

- Completion of initial VC Assessments to identify and prioritize competitiveness obstacles, and initial 6-month forward-rolling VC Workplans to address *Underway*
- Initiation of technical activities, including FIRMA technical and grant support, in keeping with VC and Cross-Cutting Workplans *Initiated*
- 1-day conference on access to finance for BiH SMEs, in collaboration with USAID PARE project *Postponed*

In Attachment 1 below, we list all of the activities undertaken in the review quarter, and their deliverables.

b. Progress versus PMP

The FIRMA PMP consists of three primary elements:

- *ROI model*: Staff have been trained in the ROI model, the VCF group informed of ROI requirements, and the process of ROI estimation incorporated in the FIRMA Small Grants Manual. The ROI model will be integrated into the Project Activities Database software for *ex ante* and *ex post* estimation.
- *PMIs*: FIRMA Performance Management Indicators are based on technical activity outputs and beneficiary business results. Technical activities have only recently commenced, so there are no outputs yet to report.
- *PAD*: The Project Activities Database is in preparation for installation. It will record all stakeholders, activities, grants, technical assistance LOE, ROI calculations, and PMI results.

c. Progress vs. Budget

Spending versus budget to first quarter-end is summarized according to broad line items in the following table.

Table 1: Expenditure vs. Budget Summary		
<i>Cumulative Accrued through Project Q2</i>		
Line Item	Budget	Expenses
Labor	\$ 880,680	\$761,865
Operating & General	928,910	473,982
Grants & Procurements	159,750	3,000
Total	\$ 1,969,340	\$ 1,238,847

The budget number in the table is a level running rate. Spending in the second project quarter was approximately \$936,000, up from only \$303,000 in the project startup quarter and close to the budgeted running rate of \$985,000 per quarter for Year 1. Purchases in both the first and second project quarters were inflated somewhat by one-time acquisitions of equipment and vehicles, but beginning with the third quarter program expenses on the Grants & Procurements line will move significantly higher, because action plans that are now being completed with partners and implementation will proceed on a broad front.

4. Plans for Next Quarter

Principal implementation tasks for the third quarter of the project, covering March-May 2010, are:

- Documentation and publication of Baseline Survey Results (April)
- Finalization and publication of Light Manufacturing Sector Assessment (April)

- Publication of Workforce Development, EU Alignment, Access to Finance, and Gender / Inclusion assessments and workplans (April)
- Completion of nine Value Chain Action Plans and four Cross-Cutting Action Plans (April-May)
- Implementation of technical activities, including FIRMA technical and grant support, in keeping with Action Plans (Mar-May)
- Mapping of projects of Collaborating Implementers (Mar-May)
- Publication of TourBiH newsletter (April)
- Launch of FIRMA Consortium weekly update (April)
- Completion of Outdoor Tourism sector assessment (May)
- Federation Forest Management Companies Forest Certification Kickoff Workshop (April)

This concludes the narrative section of our first Quarterly Report. Supporting detail is provided in the following attachment exhibits and tables.

Attachment 1: Current Activities & Deliverables

The following tables list all FIRMA activities that were ongoing, completed, or initiated during the review period, and their deliverables.

<i>Table 2: Activities During the Period</i>					
	Activity Name	Activity #	Start Date	Activity Type	Complete Date
1.	Light Manufacturing Sector Assessment	2009 004	10-Nov-09	STTA & Report	15-Apr-10
2.	Obstacles & Recommendations for Access to Finance for FIRMA Sector SMEs	2009 003	15-Dec-09	STTA & Report	30-Apr-10
3.	USAID Environmental Reports	2009 005	1-Nov-09	STTA & Report	30-Dec-09
4.	EU Alignment Assessment	2009 009	15-Nov-09	STTA & Report	30-Apr-10
5.	ITB '10 Berlin Trade Fair	2010 001	1-Feb-10	Event / Trade Fair	15-Mar-10
6.	GAST '10 Split Trade Fair	2010 002	22-Feb-10	Event / Trade Fair	31-Mar-10
7.	INTERIO '10 Sarajevo Trade Fair	2010 003	22-Feb-10	Event / Trade Fair	31-Mar-10
8.	BiH Tourism Branding and Marketing	2010 004	25-Feb-10	STTA & Report	31-Jul-10
9.	VCF Workshop 2	2010 005	15-Feb-10	Training	5-Mar-10
10.	Gender and Socially-Economically Excluded Obstacles	2009 001	15-Nov-09	Report	31-Mar-10

<i>Table 3: Deliverables During the Period</i>				
	Item	Date	Type	Note
1.	Small Grants Manual	30-Nov-09	Contractual - Document	COTR and CO approval received
2.	Survey of Gender-Related Projects and Organizations	1-Dec-09	Technical - Report	Identification of all gender related projects in BiH as potential Collaborating Implementers
3.	Report on Obstacles to Mainstreaming Gender in the Private Sector	1-Dec-09	Technical - Report	General obstacle provided, will be updated with baseline assessment results
4.	Environmental Monitoring & Mitigation Plan	12-Dec-09	Contractual - Document	Submitted as part of the annual workplan. No separate COTR approval received

Table 3: Deliverables During the Period			
Item	Date	Type	Note
5. FIRMA EU Alignment Training	12-Jan-10	Technical - PowerPoint	Training to FIRMA staff on EU Alignment issues
6. FIRMA Gender Training	15-Jan-10	Technical - PowerPoint	Training to FIRMA staff to identify activities to promote gender balance in FIRMA targeted sectors
7. VCF Agreement	18-Jan-10	Technical - Agreement	Agreement to Partnership signed with 7 VCFs
8. Environmental Impact Assessment for WP & LM	25-Jan-10	Technical-Guidance	Internal document developed to identify projects in the WP & LM sectors that may have an environmental impact
9. Pollution Prevention Guidance for WP & LM	25-Jan-10	Technical-Guidance	Guidance for WP & LM sectors to reduce pollution emissions
10. List of mandatory and voluntary certificates and standards for WP and TO sector	31-Jan-10	Technical - Report	To be presented as an annex to the EU Alignment Initial Assessment Report
11. Identification of Donor & government programs to support the introduction of standards & certificates	31-Jan-10	Technical - Report	To be presented as an annex to the EU Alignment Initial Assessment Report
12. Identification of BDSP to support the introduction of standards & certificates	31-Jan-10	Technical - Report	To be presented as an annex to the EU Alignment Initial Assessment Report
13. Assessment of Quality Assurance System related to FIRMA targeted sectors	31-Jan-10	Technical - Report	To be presented as an annex to the EU Alignment Initial Assessment Report
14. Environmental Impact Assessment for TO	3-Feb-10	Technical-Guidance	Internal document developed to identify projects in the TO sectors that may have an environmental impact
15. Small Grants Monitoring and Evaluation Manual	9-Feb-10	Technical - Manual	Manual for VCFs to provide guidance on administering and monitoring FIRMA small grants
16. Value Chain Action Plan Template	15-Feb-10	Technical - Form	Template provided to VCFs and FIRMA Sector teams to complete action plans for value chains, identifying obstacles and activities

<i>Table 3: Deliverables During the Period</i>			
Item	Date	Type	Note
17. Identification of Workforce Development Projects in BiH	16-Feb-10	Technical - Report	To be presented as an annex to the WFD Assessment Report
18. Assessment of Automotive Value Chain	25-Feb-10	Technical - Report	This report will be combined with the aluminium joinery and metal construction & tools value chain assessments.
19. Baseline Assessment Surveys	25-Feb-10	Survey Results	Surveys conducted by FIRMA and VCFs completed: 505 companies interviewed in the FIRMA-targeted areas

Attachment 2: Meetings with Collaborating Implementers

<i>Table 4: Collaborating Agencies Met With</i>
Association of Craftsmen FBiH
Austrian Commercial Attache
BBI Bank
BH Agency for Statistics
BH Foreign Trade Chamber
BH ŽEM (Bosnia and Herzegovina Womens Economic Network)
BiH Agency for Labor and Employment
BiH Department of Economic Planning
BiH Export Promotion Agency
Bihać Municipality (Mayor)
Bosanski Petrovac Municipality (Mayor)
Center for Financial and Investment Counseling, Tuzla
Center for Social Work and Roma Day Care Center, Sarajevo
Coordination Board of Persons with Disabilities Sarajevo
DOWN-SY Promotion of rights of persons with Down syndrome
EBRD
European Commission
FBiH Development Bank
FBiH Ministry of Development, Entrepreneurship & Crafts
Federation Employment Institute
Gender Center of Federation of BiH
ICE / Italian Embassy
ILO BiH office, Sarajevo
Information Center for Persons with Disabilities LOTOS, Tuzla
Mercy Corps, Tuzla
MI-BOSPO MCO, Tuzla
Ministry for Labour and War Veterans of Republika Srpska, Banja Luka
Ministry of Economy, Energy and Development of Republika Srpska
Ministry of Foreign Trade and Economic Relations (MOFTER)
OSCE BiH office in charge of disability monitoring
RS Agency for SMEs
RS Chamber of Commerce
RS Ministry of Agriculture, Forestry, & Water Management
RS Ministry of Economic Relations and Collaboration
RS Ministry of Economy, Energy, & Development
RS Ministry of Trade & Tourism
SERDA, NERDA, REZ, REDAH
SUMERO
Swiss Agency for Development and Cooperation / SIPPO
TAM/BAS programme

Table 4: Collaborating Agencies Met With
UCODEP – Cultural Tourism Project
UNDP
UNIFEM
University of Sarajevo, Center for Interdisciplinary Postgraduate Studies, Gender Studies
USAID DCA – Washington
USAID Excellence in Innovation Project
USAID IPR Project
USAID PARE Project
USK Ministry of Economy
Women for Women International, Sarajevo
World Bank/IFC

Attachment 3: Topical Organization of Action Plans

Action Planning Technical Framework

Competitiveness Area	Principal Components
1. Product & Productivity	1.1 Design & Product Development 1.2 Quality Management 1.3 Technology & Productivity
2. Connection to Markets	2.1 Branding & Promotion 2.2 Marketing & Sales
3. Access to Finance	3.1 Financial Sources & Products 3.2 Financial Management
4. Workforce Development	4.1 Workforce Skills Needs – Demand Side 4.2 Workforce Institutions – Supply Side
5. Business Environment	5.1 Governance & regulation 5.2 Development policy

Attachment 4: Progress versus Workplan

The following table extracts all of the tasks and activities contained in FIRMA's submitted Year 1 Workplan that were due to be completed or initiated during the quarter, plus any tasks and activities planned for previous quarters but not completed, and reports their status. (Task and activity numbering is from original workplan)

<i>Table 5: Workplan Tasks & Status</i>			
Task Area	Tasks / Activities	Activity Period	Status
I. GENERAL / ORGANIZATIONAL			
1. Environmental	Complete Environmental Monitoring and Mitigation Plan	Nov/Dec-09	Completed
3. Mobilize Value Chain Facilitators (VCFs)	b. Hold kickoff meetings and proceed to implementation	Dec 2009	Completed
4. Gather Baseline Data	b. VCFs conduct baseline survey	Dec-09–Jan-10	Completed
5. Establish and Launch FIRMA Grants Programs	b. Publicize grants via VCFs and other Implementing partners, internet and media; invite registration	Dec-09	Completed
	c. Publish initial Requests For Applications; approve initial grants	Jan/Mar-10	RFA published
6. Project Activities Database (PAD)	Complete PAD requirements; complete software program	Nov-09 – Feb-10	In process
7. Post-Assessment Action Planning	a. Compile and review initial assessments identified in Workplan <ul style="list-style-type: none"> • LM Sector Assessment • Workforce Development Assessment • Access to Finance Assessment • EU Alignment Assessment • Gender and Inclusion Assessment b. Hold post-assessment internal Workshop to detail action plans in these areas tied to Year 1 and General FIRMA Workplans	Jan-Feb 10	Partly completed; In process
II. WOOD PROCESSING			
1.1 Baseline Sector Assessment	Prepare and perform Baseline Sector Assessment including forestry, primary processing, and value added wood processing, covering product and productivity, connection to markets, and business environment issues/gaps, and crosscutting issues (gender, access to finance, WfD, EU Alignment).	Dec – 2009 Jan - 2010	Completed
1.2 Map WS Collaborating Implementers	Comprehensively identify and establish working relationships with Collaborating Implementers (CIs – SIPPO, World Bank, SNV, USAID EI Project, Chambers, Ministries, etc.). Identify collaborating activities and agree on participating (e.g. JFC 09, INTERIO 10, etc.). Establish Wood Sector Donors Coordinating Group (DCG).	Dec – 2009 Feb - 2010	In process

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
1.3 WS ROI Analysis & Value Chain Selection	Prepare gap analysis for three sub-sectors (Forestry, Joinery, Furniture), estimate ROI, and select focus value chains..	Feb – 2010 Mar – 2010	Initiated
2.1 Product Improvement through Design	<p>Improve / expand producers' connections with designers</p> <ul style="list-style-type: none"> Identify domestic and foreign WP design BDSPs; develop contacts, assess needs/ interest; Prepare and launch a design promotion campaign "Design Sells" encouraging sustainable business linkages of VA WP companies and renown designers Promote and support QUERCUS regional wood products design awards program at INTERIO fair, Promote disabled persons' facilities based on Design for All/Universal Design principles. 	Jan – 2010 Jun - 2010	Completed / In process
2.2 Standards and Certifications	<p>a. Enhance extent of application of international standards and providing of certificates in accordance with the assessment for EU Alignment</p> <ul style="list-style-type: none"> Map all WP quality and safety standards and certifications, required and desirable, for EU alignment and global export markets generally, Develop action plans for major outreach in application of wood products safety related standards, including CE marking and QMS, EMS, OHSAS and other certificates, Help establish regional, cantonal and entity funds to increase export readiness Develop and pursue plan of trainings and TA to solicit of stakeholders for wider application and conformance to international standards and certificates 	Jan – 2010 Aug – 2010	Initiated
	<p>b. Collaborate with lead donors in survey of BH WS industry needs for product testing; map BH laboratories; define gaps and resources needed for improvement, equipping, staffing and accreditation.</p>	Jan – 2010 Jun – 2010	Initiated
2.3 Product Quality Consistency and Sustainability	<p>Identify product quality gaps and define improvements, applying both systematic product quality assurance and/or quick fix approaches. Focus on product finishing, repeatability of the production process, application of CAD/CAM and CNC technologies.</p> <ul style="list-style-type: none"> Assess typical causes of inadequate product quality and their occurrence, Identify and register suitable local BDSPs (AIs) and international STTAs Define product quality improvement action plans (AP) for WP companies (workshops, trainings and direct consulting). 	Jan – 2010 Aug – 2010	Initiated
2.4 Productivity Improvement	<p>Identify the typical productivity gaps and define improvements applying both systematic measures and/or quick fix approaches. Focus on input management processes, layout and handling optimization, outsourcing, application of CAD/CAM and CNC technologies.</p> <ul style="list-style-type: none"> Establish collaborative working groups and identify problem-solving BDSPs (AIs) Prepare productivity improvement action plans for groups for VA WP companies and launch their implementation, 	Jan – 2010 Aug – 2010	Initiated

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
	<ul style="list-style-type: none"> Map needs for Technology Parks and development potentials as well as works done so far, including cosponsored funding (coordinate with 2.2 to 2.3 and 2.6). 		
2.5 Forestry Output Improvement	a. Support improvement of forestry resources management related to sustainable supply of industrial sawlogs. Survey current issues in Forestry, FMCs, and impact on WP SMEs <ul style="list-style-type: none"> Pursue forestry improvement activities focusing on cost reduction, log quality and timely delivery, forest certification on whole BH territory (FSC FM), opening of forest roads, demining, better use of private forests etc. Review current practice and update the log contracting, pricing and distribution processes and procedures including log classification, Assess replacement of already obsolete JUS standards in forestry assortments classification with EU standards in an overall EU Alignment effort. 	Dec – 2009 Aug – 2010	Initiated / In process
	b. Collaborate with major cosponsors in organizing of BH Private Forests Owners' Associations (PFOA) for better usage of private owned forests (ca. 20% of BH forest territory). Support PFOA founding campaign as appropriate.	Dec – 2009 Aug – 2010	Initiated
	c. In collaboration with key stakeholders and other potential co-sponsors prepare the program of demining of BH forest land - survey of mine infested forest land and key issues, develop demining plan including fund raising campaign and AP implementation.	Dec – 2009 Aug – 2010	Initiated
	d. Cosponsor and co-organize 5th annual Joint Forestry Conference 2009 (JFC)	Dec - 2009	Not yet initiated
3.1 Update Market Opportunities	Update survey of sales and export opportunities at major target markets and position of BH value-added wood products manufacturers	Jan – 2010 Mar - 2010	In process
3.3 Widen / Deepen Export Agents Network	Collaborate in expansion of the wood export agents network (WEAN) and expand B2B activities <ul style="list-style-type: none"> Conduct incoming B2B for WEAN at Sarajevo INTERIO 10 trade fair Organize WEAN events at key int'l WP trade shows whose attendance FIRMA will support 	Dec – 09 Jun - 2010	Completed / In process
3.4 International Trade Shows	Support attendance of BiH WP sector at major int'l trade shows (Salone Mobile Milan, GAST Split, Ambijenta Zagreb, IMM Cologne, Made Expo Milan, House & Home Cologne). <ul style="list-style-type: none"> Plan attendance strategy / schedule Provide advance preparation training Collaborate with other donor projects supporting exhibiting in EU, Switzerland, and SEE region 	Dec – 09 Jun - 2010	Completed / In process
4.1 Forestry Law and Regulations	Collaborate with key stakeholders in preparing forestry law and regulations supporting sustainable forest management, including forest certification	Dec – 2009 Aug – 2010	Initiated
4.2 Doing Business	Collaborate with key stakeholders in improving of Doing Business Environment (DBE)	Dec – 2009	Initiated

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
Environment for WS SMEs	<ul style="list-style-type: none"> Review DBE assessments as they apply to WS SMEs Include assessment of utilities and transport infrastructure Provide online support in informing of new legislation and regulations 	Aug – 2010	
	Collaborate in preparation of formal development policy for BiH wood sector	Dec – 2009 Aug – 2010	Initiated
4.3 Wood Sector Business Statistics	Collaborate with public statistics agencies and their supporters in improvement of business statistics for wood sector	Dec – 2009 Aug – 2010	Initiated / In process
III. TOURISM			
1.1 Comprehensively Review Existing Development Projects in Tourism	a. Develop initial list of potential Collaborating Implementers (CIs) and their projects that directly or indirectly support tourism in BiH b. Hold information gathering meetings with identified donors/projects, current and planned c. Develop matrix of projects and donors d. Identify overlapping and complementary areas of intervention e. Develop and deliver presentation for TWG and TDG f. Establish working relationships with CIs and identified initiatives	Nov-09 Jan-10	Initiated; in process
1.2 Tourism Working Group Support (TWG)	a. Conduct meetings with MOFTER and TWG; assess needs, other donor involvement b. Solicit TWG members adoption and commitment doe proposed support schedule; launch support	Nov – Dec 09	Strategy reconsidered
1.3 Tourism Donor Group (TDG)	a. Conduct bilateral consultative meetings with key donors (EC, GTZ, UNDP, . . .) b. Develop matrix of donors and projects (see 1.1 c.) c. Develop proposal for TDG work d. Solicit key donor commitment to TDG approach e. Launch quarterly TDG meetings	Nov 09 Jan 10	Initiated; in process
1.4 Annual BiH Tourism Industry Convention	a. Develop Annual Convention Concept	Jan-Feb 10	Initiated
	b. Develop technical requirements of Convention organizer; tender and select	Jan 10	In planning
1.5 Re-Launch TourBiH Industry Newsletter	Define TourBiH concept and support, select editorial board, mobilize industry information process, launch first re-issue	Nov-09 Jan-10	Initiated
2.1 Review Status of Outdoor and Cultural Tourism Offers	a. Review status of outdoor and cultural tourism assets, including range of products; map by product group (currently available and potential) b. Design and develop tourism sites database	Nov-Jan 10	Initiated; in process
2.2 Rafting and Whitewater Product Base	a. Identify needed improvements (based on reviewed status) (linked to 2.1.a) b. Develop schedule of assistance including different support options (funds, TA)	Dec-09 Apr-10	In process
2.3 Hiking Product Base	c. Implement assistance as per schedule developed		In process

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
2.4 Other Outdoor Products			In process
2.5 City Break	a. Identify needed improvements for Sarajevo city break (based on reviewed status); identify other locations with city break potential (Banja Luka, Bihac, Tuzla, Mostar)	Dec-09 Aug-10	In process
2.6 Arts based tourism	b. Identify arts based potential (linked to 2.1) - art colonies, festivals, film & production		Not yet initiated
2.7 Heritage based tourism	a. Identify needed improvements (linked to 2.1. a, b, and d) (old towns and forts, historic periods, historic communities and landmarks, gastronomic routes, archeological and architectural sites, World Heritage sites) c. Develop assistance plan including different support options (funds, TA) d. Implement support as per plan developed		Initiated
3.1 Country Branding	a. Review existing draft and develop action plan for adoption b. Mobilization meetings for adoption of BiH Tourism Brand c. Develop Brand Manual for Tourism (branding guidelines) d. Develop guidelines for wider (non-tourism) brand application (linked to 4.1.)	Dec 09 Mar 10	Initiated
3.2. Country Marketing	a. Review existing draft and develop plan for adoption b. Hold consultations with product groups (outdoor, culture) c. Finalize BH marketing plan including detailed marketing budget for period 2010-2011 d. Mobilize support and financial commitment	Jan 10 Jun 10	Initiated
	e. Support implementation of country marketing plan <ul style="list-style-type: none"> Attend key fairs (i.e. ITB, WTM, FITUR, Vakantiebeurs, RDA, BIT, TIP) Targeted promotional actions (i.e. familiarization and study trips, media trips) 	Jan 10 onwards	In planning
3.3. Product marketing	a. Review current client base and marketing (communication) channels (linked to 2.1) b. Identify products for marketing support (outdoor and cultural) <ul style="list-style-type: none"> Already at market, needing stronger targeted presence Ready for market entry New / niche products 	Dec 09 Jun 10	Initiated
	c. Identify key markets for selected group of products; conduct market research d. Develop cross-product marketing and packaging d. Develop and support marketing activities for selected product groups	Feb 10 onwards	In planning
4.2 Enabling Policy and Legislation for Tourism Development	a. Overview of international guidelines and standards for tourism industry (segment of EU Alignment assessment); gap analysis <ul style="list-style-type: none"> Agencies and tour operators Hotels 	Nov 09 Jan 10	Initiated; in process

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
	<ul style="list-style-type: none"> • Guides (general and specialized) • Heritage management b. Develop and implement plans for Industry-implemented standards addressing identified gaps (based on EU alignment recommendations and linked with WfD)		
4.3 Strengthen Private Sector Structures for Tourism Sector	a. Identify existing business and professional associations (tourism and related activities); assess capacities b. Select business/professional associations and develop tailored support plans <ul style="list-style-type: none"> • building internal procedures and practices; • capacity building for representation and membership mobilization • quality industry service 	Nov-09 Feb-10	Initiated; in process
4.4 Improve tourism statistics	a. Update assessment of BiH tourism statistics b. Mobilize Tourism Statistics Group (BiH Agency for Statistics, FBiH Institute for Statistics, RS Institute for Statistics) c. Update action plans d. Design and launch in-country data collection (customer surveys); analyze data <ul style="list-style-type: none"> • Design surveys and implementation plans • Mobilize support of other relevant agencies <ul style="list-style-type: none"> ○ BiH Border Police ○ International Airport(s) Management 	Dec 09 Mar 10	Not yet initiated
IV. LIGHT MANUFACTURING			
1.1 Map the LM Sector; select focus Value Chains	b. Analysis of results of received Value Chain proposals from potential VCFs; prepare recommendation for selection of 2-3 subsector value chains; agree with USAID and Sida	Dec09	Completed
	c. Conduct Baseline Surveys of selected VCs	Jan-Feb10	Completed
1.2 Mapping of all donor supported projects in LM sector	a. Conduct bilateral consultative meetings with key donors (EU, GTZ, others)	Nov09	Initiated; in process
	b. Develop comprehensive matrix of donors and projects working related to FIRMA LM Sector	Dec09	Initiated; in process
1.3 Mobilize LM sector internal business networking, working groups, communications	a. Facilitate initial sector conferences and value chain workshops <ul style="list-style-type: none"> • Set up working groups of stakeholders within the VCs • Organize and set up clusters • Identify key VC gaps and constraints b. Develop action plans for competitiveness-enhancing activities	Dec09 – Jan 10	In process

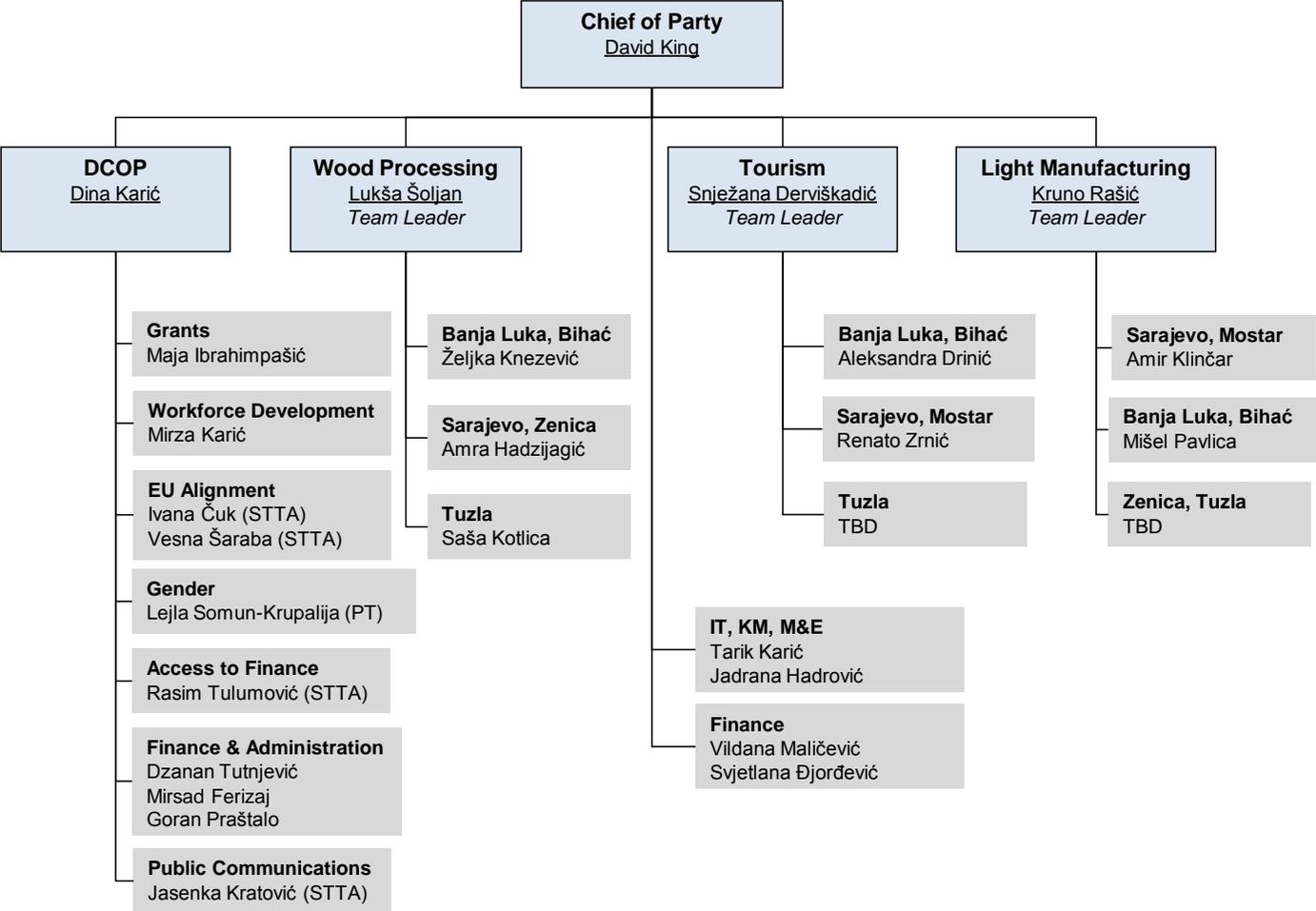
Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
	c. Establish communications platforms for subsector value chain networks – electronic newsletters and web homepages	Feb-Aug10	Initiated
1.4 Annual LM Industry Convention / B2B event	a. Develop Convention concept around current ZEPS fair & provide TA	Jan-Feb10	Initiated
2.1 Enhance product design and development	a. Engage design STTA / consultants; <ul style="list-style-type: none"> hold workshops to expose LM firms to product design / functionality / quality needs in selected subsectors VCs Introduce improved product development / sample-making capacities Facilitate sustainable relationships between domestic and international design firms and LM producers from selected VCs 	Feb-Apr10	Initiated
2.2 Improve manufacturing processes and obtain required Standards and Certifications	a. Map required and desired standards and certifications for MP producers for EU alignment and market access; prepare and launch training and certification programs through BDSPs	Dec09-Jan10	Initiated; in process
	b. Map funding support mechanisms for obtaining quality certifications	Dec09-Jan10	Initiated; in process
	c. Provide training for QFD implementation leaning on VCs needs	Feb-Apr10	Not needed
3.1 Map market opportunities and improve market connections	a. Carry out mapping exercise, supported by market research, of challenges and opportunities with respect to potential exports for the selected LM subsector value chains in 5 country markets with greatest potential	Jan-Feb10	Initiated
	c. Introduce / expand PSA model in LM sector	Feb-Aug10	Initiated
3.2 International Trade Shows	a. Identify suitable international trade shows relevant for selected LM VCs b. Provide TA for preparations and attendance at selected trade shows c. Implement trade shows exhibition support	Jan-Aug10	Initiated
4.1 Improvement of Doing Business Environment for LM Compaies	a. Organize workshops in Sarajevo to increase knowledge of domestic institutions about tools and instruments for business environment improvements in Sweden/Western Europe which are specific for the LM sector b. Collaborate with stakeholders in providing new sector's legislation to confirm with EU legislation	Jan-Aug10	Initiated
V. WORKFORCE DEVELOPMENT			
1.1 Map WfD programs	Comprehensively review programs and projects relevant to FIRMA that have been completed in the past 5 years, are underway, or are planned. Identify potential implementing partners.	Nov-Dec 2009	Initiated; in process
1.2 Establish WfD Public-Private Dialog groups (PPDs) for curriculum reform	Hold individual meetings together with RDA representatives, vis-à-vis principal public educational institutions & ministries to discuss FIRMA's support for WfD in the three sectors, frame curriculum reform strategy, and obtain buy-in. <ul style="list-style-type: none"> Organize permanent WfD PPDs / working groups in all three sectors, develop curriculum reforms 	Nov. 2009 – Mar. 2010	Initiated; in process

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
	<ul style="list-style-type: none"> If counterparts consider desirable, identify / establish apex PPD for common WfD strategy issues 		
1.3 Develop methodology for WfD assessment	Prepare Manual on WfD assessments		Initiated; in process
1.4 Select WfD program locations	Identify prospective multiple locations/centers across BiH, and principal local institutional partners, for WfD program implementation, where possible shared across FIRMA sectors		Initiated; in process
2.1 Establish PPD groups that ensure that education and training providers deliver needed skills and competencies	a. Update existing WP WfD assessment (CCA 2007); recommendations for developing adequate capacities	Nov. 2009 – Mar. 2010	Initiated; in process
	b. Facilitate workshop with key implementing partners, government ministries (Education, Labor, Economy – entity and cantonal), local WP clusters, and private sector representatives <ul style="list-style-type: none"> Establish permanent WP WfD working groups / PPDs with industry & institutional education representation <ul style="list-style-type: none"> Develop shared strategy for curriculum reform, skills training institutionalization and promotion Prioritize internship programs for youth and targeted training for inclusion of disadvantaged groups including physically and mentally handicapped Identify skills training to encourage women employment in improved competitiveness of WP Select multiple locations across BiH for the WP WfD program 	Feb. – Sep. 2010	Initiated; in process
3.1 Expand and formalize tourism Workforce Development	a. Conduct BiH tourism workforce development (WfD) assessment <ul style="list-style-type: none"> Review current educational programs and offerings available in BiH and accessible in region – professional high school training and university tourism programs Assess needed specialized skills training across tourism professional categories: guides, information officers, front office personnel, management, public sector governance Assess capacities of existing business and/or professional associations to facilitate training programs needed by the industry (UTA, UHIR, Cooks) 	Nov. 2009 – Mar. 2010	Initiated; in process
4.1 Improve workforce development in MP	a. Conduct workforce assessment for LI/MP, identifying skill needs in private sector, education / training services and methods, and gaps. Prepare recommendations for institutionalized comprehensive WfD strategy, including information on all existing programs and projects.	Nov. 2009 – Mar. 2010	Initiated; in process
VI. ACCESS TO FINANCE			
1.1 Assessment of needs for FIRMA targeted sectors, Financial Institutions and Financial Service Providers	a. Complete desk research of reports and projects completed in BiH over the last 3 years, underway, and planned on access to finance; identify key implementing partners	Nov. 2009	Completed
	b. Conduct survey of companies in the FIRMA targeted sectors to determine access to finance obstacles	Dec 2009	Completed
	c. Conduct survey of financial institutions	Dec 2009-Jan 2010	Completed
	d. Complete workplan with recommended actions for access to finance	Jan 2010	Completed

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
2.1 Implementation of workplan activities for access to finance	Implement activities specific to increasing access to finance for FIRMA sectors as identified in assessment	Feb 2010 - onwards	Initiated
VII. EU ALIGNMENT			
1.1 Assessment of EU Alignment needs for FIRMA targeted sectors	a. Complete full list of mandatory and voluntary certificates and standards. b. Collect all manuals available in BiH for standards and certificates c. Identify consultancy services providers for standards and certificates and recommend how to improve their services d. Survey of donor and government programs that support the introduction of standards and certificates	Nov-Dec 2009	Mostly completed
	e. Delivery of basic internal FIRMA staff training on standards and certificate requirements for 3 sectors	Dec. 2010	Completed
	f. Progress assessment for Quality Assurance Systems in regards to the 3 FIRMA sectors, to be completed through desk study based on reports completed.		Completed
	g. Determining areas of FIRMA intervention to support IPs to address policy issues in regards to EU alignment		Initiated; in process
2.1 Implementation of findings from assessment	Implementation of recommendations in EU alignment identified in assessment pertaining to three FIRMA sectors	Feb 2010 - onwards	Initiated
VIII. GENDER / INCLUSION			
1.1 Gather baseline data	c. Desk review of best practices and projects on gender mainstreaming in private sector in region and in EU	Nov-Dec 09	Completed
	d. Participate with Team Leaders in their field assessment/meetings with IPs/VCFs in order to assess obstacles on gender mainstreaming, empowerment of women and socially/economically excluded in private sector	Nov-Dec 09	Completed
	e. Hold meeting with key stakeholders on solutions for overcoming obstacles and mitigating risks in gender mainstreaming, empowerment of women and socially/economically excluded in private sector	Jan 10	Completed
1.2 Finalize Year 1 Work plan	Revise draft Year 1 Work plan after based on baseline data and consultations with Team Leaders based on analysis of above obtained data and information	Dec 09	Completed
1.3 Conduct internal staff training program	a. Provide internal gender awareness training – FIRMA staff <ul style="list-style-type: none"> • Gender mainstreaming concepts and priorities • Sex disaggregated data in monitoring • Gender analysis (reason for inequalities), productive roles, presence in education / training for the sector • Methods of target support • Women's representation in implementing partners and WGs 	Jan-Feb 10	Completed

Table 5: Workplan Tasks & Status			
Task Area	Tasks / Activities	Activity Period	Status
	b. Develop desk checklists for gender mainstreaming monitoring in FIRMA Economic Sectors	Dec 09-Jan 10	Completed
1.4 Gender and socially/economically excluded statistics	a. Develop procedures to ensure gender and socially/economically statistics are incorporated in FIRMA performance management indicators	Dec 09-Jan 10	Completed
	b. Identify gender and social/economic exclusion baseline data in FIRMA sectors		Completed
2.1 Monitor activities for gender mainstreaming	Ongoing consultations with Team Leaders on gender issues in the sector	Jan-Aug 10	Initiated; in process
2.2 Workforce development program	a. Gender analysis and recommendations in WfD assessments	Dec 09-Jan 10	Completed
	b. Identify skills training to encourage women employment in improved competitiveness of WP	Feb 10	In process
2.3 Promotion of Design for All	a. Review "Design for All" principles (Design for All or Universal Design that is design for human diversity and social inclusion)	Dec 09-Jan 10	Complete
	b. Promote "Design for All" principles to VCFs/IPs		Not initiated
3.1 Participate in PPD activities promoting policy and legal environment on gender and social inclusion issues	a. Participate in Bosnia and Herzegovina Gender Action Plan activities that contribute to gender mainstreaming of the private sector and empowerment of women entrepreneurs	Oct 09-Sept 10	Initiated; in process
	b. Participate in Bosnia and Herzegovina Disability Policy activities that contribute to increased inclusion of PWDs in the private sector		Initiated; in process
	b. Participate in Bosnia and Herzegovina Action Plan for Roma Employment (Housing and Health Protection) activities that contribute to increase social inclusion of Roma in the private sector		Initiated; in process

Attachment 5: FIRMA Work Organization



Mar-10