MONITORING AND EVALUATION SUPPORT ACTIVITY (MEASURE-BiH)

YEAR 5 WORK PLAN

October 1, 2018 – September 30, 2019

This document is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of authors and do not necessarily reflect the views of USAID or the United States Government.
MONITORING AND EVALUATION SUPPORT ACTIVITY (MEASURE-BiH)

YEAR 5 WORK PLAN

October 1, 2018 – September 30, 2019

Prepared under the USAID Monitoring and Evaluation Support Activity (MEASURE-BiH), Contract Number AID-168-C-14-00003

Submitted to:
USAID/Bosnia and Herzegovina in August 2018 in draft version.

Contractor:
IMPAQ International, LLC
MEASURE-BiH is pleased to submit our Year Five Work Plan covering the period from October 1, 2018 to September 30, 2019. This work plan builds on our accomplishments during the first four years of the Activity and responds to the requests of USAID/BiH for performance management, monitoring and evaluation, system development, training support, and the continuation of local capacity building through our Research Fellows Program and demand-driven customized institutional capacity building of BiH authorities.

This work plan also includes our administrative and organizational structure and processes for the fifth year of operations. We are pleased with our accomplishments during the first four years and have summarized them briefly in the report. Accomplishments will be summarized in depth in our Annual Report, which will be submitted in October 2018.

The USAID Monitoring and Evaluation Support Activity (MEASURE-BiH) has two primary objectives:

1. To provide USAID/Bosnia and Herzegovina (BiH) with technical, analytic, advisory, training, monitoring, evaluation, and related support services to assist USAID/BiH in effectively monitoring, evaluating, and relaying information about interventions.

2. To build social science research and program evaluation capacity in BiH and develop local capacity to conduct high-quality independent evaluations and other studies.

MEASURE-BiH works to achieve the above two objectives through the following five components:

**Component 1**: Provide technical assistance for the Mission’s performance management plan (PMP), Project M&E Plans, and Activity M&E Plans

**Component 2**: Design and conduct evaluations, surveys, studies, and sector assessments:
   A. Performance and impact evaluations.
   B. Surveys, studies, and sector assessments.

**Component 3**: Geographic Information System (GIS) mapping

**Component 4**: Provide M&E training and technical assistance:
   A. M&E support to implementing partners
   B. M&E support to Mission staff

**Component 5**: Strengthen local M&E capacity

The MEASURE-BiH Work Plan for fiscal year (FY) 2019 is organized by task and subtask within each of the five components. An additional section is added that outlines Activity administration and deliverables. The appendix presents the Activity’s implementation schedule for FY2019.

As prime contractor, IMPAQ International, LLC will continue to lead the management of the MEASURE-BiH Activity using a set of proven processes and approaches to ensure the successful achievement of the Activity’s objectives. IMPAQ Chief of Party (COP) Davorin Pavelic will lead the MEASURE-BiH Activity and serve as the primary liaison with the USAID’s
contracting officer (CO) and contracting officer’s representative (COR). The COP is responsible for the allocation of staff and consultant resources, efficient and effective Activity implementation, quality control of all deliverables, and close and regular communication with USAID/BiH and MEASURE-BiH Activity stakeholders. Overall project management oversight of the Activity is led by Dr. Amy Kracker Selzer, who serves as MEASURE-BiH’s Project Director.
I. TECHNICAL ASSISTANCE FOR THE MISSION’S PERFORMANCE MANAGEMENT PLAN, PROJECT MEL PLANS, AND ACTIVITY MEL PLAN

The goal of Component 1 is to enhance the capacity of USAID/BiH and its Implementing Partners (IPs) to conduct high quality performance management. This goal is achieved by strengthening and improving USAID/BiH and IP MEL systems, procedures, and staff capacities. This enhances USAID/BiH’s capacity to collect, analyze, and report data that can inform management decisions and resource allocation.

Component 1 work is divided into: 1) consultations and technical assistance to the Mission in terms of content of the Mission’s PMP, Project and Activity MEL systems and 2) the development and adoption of the performance information management system - BiHPERFORM - to facilitate the streamlining of these MEL systems.

1.1 CONSULTATIONS AND ASSISTANCE TO USAID/BiH AND IPS

Providing consultations and assistance to USAID/BiH and IPs is highly demand-driven and resource-intensive, it requires continuous effort and swift responsiveness. As earlier, our tasks in this area during FY2019 will build on previous work accomplished and continue to be based on demand-driven assistance to the Mission and IPs.

1.1.1. PROVIDE CONSULTATIONS AND ASSISTANCE TO USAID/BiH RELATED TO MISSION AND PROJECT MEL AND IN STRATEGIC PLANNING/PROGRAMMING

Within this important sub-component, MEASURE-BiH will continue to provide ad hoc demand-driven assistance to the Mission as was done in the previous four years. MEASURE-BiH continuously revises and updates USAID/BiH’s four Project LogFrames and associated indicators within the current CDCS. We collect comprehensive data (indicator baselines, actuals, targets, data sources, and other explanations) on all Project indicators for the Mission’s Project Portfolio Reviews (PPRs) and reporting to USAID/Washington.

For many Project indicators, MEASURE-BiH collects information from secondary sources directly, while for indicators relying on Activity data, MEASURE-BiH collects data directly from IPs (through BiHPERFORM and/or through direct liaison with the Activities to get the data in appropriate/standardized format). Once these data are collected, MEASURE-BiH calculates baselines, actuals, and targets based on data collected from each relevant Activity for the Project LogFrame indicators to which multiple Activities contribute. MEASURE-BiH also prepares and regularly updates the comprehensive PIRS documentation for Project-level indicators. This includes preparing PIRS documentation for Project-level indicators for which MEASURE-BiH is responsible, drafting the PIRS documentation for new Project-level indicators to which multiple Activities contribute (including PPR indicators), updating Project-level indicators with DQA findings (including revisions in PIRS for the respective indicators), and reviewing and proposing changes to the Project-level indicators to which only one Activity contributes. This systematic process is done in close cooperation with USAID/BiH.

Revised Project LogFrame Tracking Tables (TTs) and associated explanations prepared by MEASURE-BiH are used by USAID/BiH for its Project Portfolio Reviews and reporting to USAID/W. For Project Portfolio Reviews, MEASURE-BiH updates all Project-level TTs, Results Hierarchies, and Project-level PIRS documentation. We also prepare graphs and
presentation slides showing targets and actuals for all PPR and other selected Project indicators. Additional assistance provided previously included preparation of GIS maps showing Project indicators on Prosecutor Offices’ work on corruption and economic crime cases, along with narrative analysis of data on these indicators, which we annually update. Furthermore, in late FY2017 and during FY2018 we developed a self-standing ArcGIS application for these indicators and individual disaggregation that was launched and presented to the Mission in Q2 FY2018. The application was subsequently updated with the latest data (for more details on this please see Component 3).

In assisting the Mission in PPR reporting, MEASURE-BiH prepares a template for data collection for each indicator for each reporting unit/IP, including previously reported data. We also prepare a PPR TT for USAID as well as other USG agencies and update it as data arrives. Finally, we adjust and update the Project Tracking Tables with new PPR indicators and assist the Mission in preparing for Project Portfolio Reviews.

MEASURE-BiH also assists the Mission in reviewing and analyzing any updates of Standard Foreign Assistance Indicators (SFAI) for possible indicators that may be relevant to USAID/BiH and subsequently update Project TTs and/or Activity LogFrames to reflect changes or additions to the SFAI indicators. Furthermore, SFAI indicators are continuously reviewed for new USAID/BiH Activities whenever possible and feasible.

Finally, MEASURE-BiH provides the Mission with assistance in strategic planning and programming of future interventions. This task includes preparation of ad-hoc required data analysis based on surveys conducted by MEASURE-BiH, desk review research and literature reviews, as per USAID/BiH request. In FY2018, as in previous years, we provided additional cross-tabulations on selected National Survey of Citizens Perceptions (NSCP) questions relevant to the DEMO office (e.g. citizens perceptions on NATO and EU), organized focus groups to provide additional insights for data interpretation, and prepared an analysis on ethnic homogeneity in BiH to compare results to other similar surveys and sources of information on the topic. Furthermore, we provided the DEMO Office with an analysis of data from the National Youth Survey related to civil society organization to assist the mission with the related programming.

During FY2019, MEASURE-BiH will continue to collect data and update the current CDCS Project TTs based on a demand-driven approach and in close collaboration with USAID/BiH. This includes comprehensive data collection and analyses for Mission PMP and Project Portfolio Reviews. We will also assist the Mission in reporting PPR indicators as described above. Along with data collection for the current CDCS Project TTs, MEASURE-BiH expects to continue assisting the Mission in preparing the new CDCS and the associated measurement tools. This includes possible assistance in preparing a new CDCS Mission Performance Management Plan. Other examples of possible assistance provided by MEASURE-BiH in FY2019 include designing specific Activities based on a new CDCS and the Results Framework, ensuring integration of appropriate impact evaluation requirements early in the Activity design cycle, developing Activity LogFrame and contractual performance indicators in the design stage, and providing additional subject-matter expertise in defining the development hypothesis.
1.1.2. PROVIDE CONSULTATIONS AND ASSISTANCE TO IPS RELATED TO ACTIVITY MEL

As with the previous sub-component, we will continue to provide ad hoc demand-driven assistance to IPs through their CORs/AORs and MEASURE-BiH COR.

While completing tasks under 1.1.1, which includes revising and updating Project LogFrame results, indicators, and collecting data on baselines, actuals, and targets, MEASURE-BiH also supports Activity MEL documentation. This begins with an in-depth review of PIRS documentation and the Activities’ data reporting for the Project-level indicators to ensure that they are in line with the Mission’s needs and that indicator definitions are clear. Where needed, IPs are provided with technical assistance to revise or improve their PIRS documentation and data collection methodologies for Project-level indicators. MEASURE-BiH pays special attention to the Project-level indicators to which multiple Activities are reporting to ensure comparable methodologies were employed by each relevant Activity. In this process, some guidance was provided to almost all IPs in previous years.

In addition to the guidance provided to IPs to improve Project-level Log Frames and enter Project indicator data, MEASURE-BiH provides assistance on Activity monitoring and evaluation on an individual basis for each Activity through their COR/AOR and the MEASURE-BiH COR. At Activity inception, this includes reviewing the existing MEL Plans and MEL reporting documentation (and cross-referencing with the Activity award documentation) and providing extensive comments on those plans. In later stages of implementation, MEASURE-BiH assists the Activities in developing their MEL Plans by providing initial suggestions to their LogFrame and indicators and reviewing their draft MEL Plans (including PIRS documentation). This technical assistance to the individual IPs was provided to almost all existing IPs in previous years, and all new IPs in FY2018. In FY2018, we also revised and updated the all sections of the Activity MEL Plan template to simplify it and align it with the ADS and Project Level LogFrame changes.

In Year 5, MEASURE-BiH will continue to review the data collection methodologies, approaches and MEL-related documentation of IPs to ensure that results and indicators are aligned with those of the Mission, that the data is clear, and that data reporting formats are standardized and in line with ADS and USAID/BiH guidance. We will further update the Activity MEL Plan Template if needed.

The technical assistance that MEASURE-BiH provides is customized to each IP (and their CORs/AORs), depending on their needs and capacities. It is highly demand-driven and usually provided on an ad-hoc basis. Consequently, such assistance varies in its intensity among different IPs. Technical assistance of this type is typically requested by both USAID CORs/AORs/Project Managers and IPs themselves. All of the communication is coordinated closely among MEASURE-BiH, the MEASURE-BiH COR, and respective Activity’s COR/AOR to ensure a harmonized process and increased ownership of the process by USAID/BiH. MEASURE-BiH’s assistance in Activity MEL is guided by:

i. USAID’s LogFrame requirements (prescribing \textit{inter alia} capturing of high-level indicators to which Activities contribute),

ii. each Activity’s program description/statement of objectives (including expected results and indicators) as defined in their award documentation, and

iii. the USAID/BiH PMP.
As in year four, in year five we will continue assistance to the IPs in uploading their MEL documentation and data into BiHPERFORM (see section on BiHPERFORM below), including assistance in adjusting Activity MEL documentation (LogFrames, PIRS documentation, and Activity Tracking Tables) where needed to harmonize with the entry format required by BiHPERFORM.

### 1.1.3. ASSIST USAID/BIH IN PLANNING AND CONDUCTING DATA QUALITY ASSESSMENTS

MEASURE-BiH invests considerable effort in conducting Data Quality Assessments (DQAs) for the Mission. In FY2018, MEASURE-BiH conducted desk-review DQAs for USAID/BiH’s PPR indicators and selected Project indicators (note that the total number of project indicators is 108). In FY2018, we also conducted full DQAs, including site visits for a total of 51 Project and Activity indicators, visiting 14 Activities during this process. We prepared and submitted draft DQA reports to USAID/BiH. Subsequently, we assisted Activities in clarifying the recommendations and revising their MEL Plans to align with the DQA recommendations.

In FY2019, we will repeat this process for all new Activities and Activities that were not visited in FY2018 and contribute to Project Level or PPR indicators, including selected Activity indicators (we anticipate visiting 8 Activities associated with 30 indicators). MEASURE-BiH will work closely with the Mission to facilitate DQAs and ensure that they are conducted within the established ADS guidelines.

### 1.2 PERFORMANCE INFORMATION MANAGEMENT SYSTEM (BiHPERFORM)

In earlier periods of implementation, MEASURE-BiH worked closely with the Mission to identify business requirements for BiHPERFORM and developed a custom-made performance reporting system that fully meets the Mission’s MEL needs, including complex functionalities (such as the requirement for the system to handle indicators whose calculation base changes with each reporting period). In addition to the originally planned information system for performance management and based on USAID/BiH requirements, BiHPERFORM also includes a system for managing information and data on financial allocations of USAID/BiH on a quarterly basis by work type (small grants, property, plant and equipment, and technical assistance) and USG key issues. BiHPERFORM is integrated with Geographic Information System (GIS) to facilitate geographic allocation of information and data on both performance and financial allocations of USAID/BiH interventions by work type.

In FY2018, MEASURE-BiH continued to provide assistance with BiHPERFORM data-entry to IPs USAID/BiH CRs/AORs. This included making revisions in BiHPERFORM to accommodate changes recommended through the DQA process. To enable this, MEASURE-BiH adjusted the system functionality to introduce an option for MEL Plan amendments. We also added functionality that allows administrators to add new Projects to BiHPERFORM and move Activities across Projects. We continuously worked on maintaining and further improving the system and its functionality based on users’ feedback.

In FY2019, MEASURE-BiH will continue holding individual training sessions for data upload with individual IPs, as needed, and offer demand-driven assistance to users in uploading data/documents into BiHPERFORM and using the system. We will also continue to monitor
IPs data entry and provide updates to the MEASURE-BiH COR on the compliance of Activities with timelines and document submission requirements.

In FY2019, MEASURE-BiH will continue developing and maintaining BiHPERFORM and will deliver periodic bug fixes and enhancement releases, based on users’ feedback and new requirements, as necessary. MEASURE-BiH will also provide all necessary support for transferring maintenance and future development of the system to a local legal entity and train available IT/GIS professionals to take over BiHPERFORM system maintenance and support. Migrating the BiHPERFORM platform to the local legal entity will entail the following tasks:

- Transferring the Amazon Web Service (AWS) resources to the local legal entity’s AWS account
- Transferring the management of the bihperform.com domain to the local legal entity
- Transferring the management of the ArcGIS Online account and geodatabase to the local legal entity
- Transferring the management and monitoring of the bihperform@measurebih.com support email address to the local legal entity

II. EVALUATIONS, SURVEYS, STUDIES, AND SECTOR ASSESSMENTS

2.1 PERFORMANCE AND IMPACT EVALUATIONS

During the prior four years of implementation, MEASURE-BiH conducted three impact evaluations (Fostering Agricultural Markets Activity – FARMA, Fostering Interventions for Rapid Market Advancement – FIRMA, and Trust-Understanding-Responsibility for the Future in BiH – PRO-Future), eight performance evaluations (Strengthening Independent Media – SIM, Strengthening Governing Institutions, Systems, and Processes – SGIP, Civil Society Sustainability Project – CSSP, Trust-Understanding-Responsibility for the Future in BiH – PRO-Future, Democracy Network – DemNET Program, Development Grants Program – DGP, FARMA II, Justice Activity), and one Whole of Project Evaluation – WOPE (Project 2.2.). In Year 5, MEASURE-BiH expects to continue to design and conduct evaluations, based on requests from USAID/BiH.

Upon receipt of a draft evaluation SOW, MEASURE-BiH reviews and strengthens the evaluation SOW for review and approval by the MEASURE-BiH COR. The SOWs are designed to ensure that the evaluation is objective and meets all USAID guidance and policy directives for rigorous evaluations. It includes background information about the Project or Activity to be evaluated, evaluation and research questions, the proposed design and methodology to address each of the evaluation questions, data collection methods, and a description of methodological and data limitations. The SOW also lays out each of the expected deliverables of the evaluation task and the timeline for their delivery. MEASURE-BiH will continue developing a Work Plan for each evaluation that includes detailed description of evaluation methodology and limitations, all data collection instruments, a list of all respondents, including key informants, focus group participants, mini-survey respondents, detailed data collection schedule, overall evaluation timeline, and other key elements of the evaluation strategy.
The exact evaluation schedule will depend on requests by USAID/BiH. Based on information currently available to MEASURE-BiH from USAID/BiH Evaluation Plan, a tentative list of evaluations which MEASURE-BiH will conduct in Year 5 is provided in the following sections.

2.1.1. CONDUCT PERFORMANCE EVALUATION OF ANTI-CORRUPTION CIVIC ORGANIZATIONS’ UNIFIED NETWORK (ACCOUNT)

In Q1 FY2019, MEASURE-BiH will conduct a performance evaluation of the Anti-Corruption Civic Organizations’ Unified Network (ACCOUNT) Activity implemented by the Center for Media Development and Analysis (CRMA). Upon receiving guidelines for this evaluation, MEASURE-BiH will prepare the evaluation SOW and submit it for COR review and approval, draft and submit a work plan, and conduct the performance evaluation of ACCOUNT according to an agreed upon methodology.

In FY2019, in addition to the ACCOUNT evaluation, MEASURE-BiH expects to conduct two additional evaluations of USAID/BiH Activities. The specific Activities to be evaluated will be determined in consultation with the Mission.

2.2 SURVEYS, STUDIES, AND SECTOR ASSESSMENTS

In FY2018, we finalized monitoring the overpass construction project in Tuzla. We also completed the data collection and analysis for the 2017 National Survey of Citizens’ Perceptions (NSCP-BiH), defined the calculation model and calculated the relevant USAID/BiH Project-level citizen perception indicators, and prepared and delivered a comprehensive NSCP-BiH 2017 Findings Report and extensive cross-tabs for all survey results (this included expanding disaggregation categories and conducting statistical tests). Similarly, we completed the data collection and analysis for the National Youth Survey and prepared and delivered the related report and cross tabulations of survey results. We also completed the development of the Judicial Effectiveness Index 2017. During FY2018, we also completed the Preventing Violent Extremism in Education (PVE/E) Assessment and Justice Sector Assessment, which was conducted in combination with the Justice Activity Evaluation.

In FY2019, MEASURE-BiH will continue to conduct surveys, studies, and sector assessments as requested by USAID/BiH. In response to USAID/BiH’s requests, we will prepare and submit a draft SOW for review and approval. The SOWs are designed to ensure that the survey, study, or sector assessment is objective and meets all USAID guidance and policy directives. As appropriate for each specific assignment, the SOWs will include the survey, study, or sector assessment goals and objectives and the proposed methodology to address them; data collection methods; and a description of methodological and data limitations. The SOW will also lay out each of the expected deliverables and the timeline for their delivery in accordance with the requirements outlined in the MEASURE-BiH implementation contract.

The exact assessment/study schedule will depend on requests by USAID/BiH. Based on information currently available to MEASURE-BiH, a description of anticipated surveys, studies, and sector assessments are provided in the following sections.

2.2.1. CONDUCT THE 2018 NATIONAL SURVEY OF CITIZENS’ PERCEPTIONS

In FY2019, MEASURE-BiH will conduct the fourth wave of the National Survey of Citizens’ Perceptions (NSCP-BiH) and prepare detailed reports as was the case in previous years. The
questionnaire will be further adjusted as needed based on USAID/BiH and/or USAID/IP requests.

2.2.2. 2018 JUDICIAL EFFECTIVENESS INDEX

MEASURE-BiH will collect data and produce the JEI-BiH results for 2018 in FY2019. The JEI-BiH analysis will include indicators derived from data in the NSCP. Additionally, we will conduct the 2019 wave of the Survey of Judges and Prosecutors and analyze the associated data. Finally, the HJPC administrative data sourced from CMS/T-CMS databases for 2018 will be collected and analyzed. Data from all three sources of data will be compared with data and trends in 2015-2017 and presented in the JEI-BiH 2018 Report. We will also present findings to USAID/BiH, and upon further request, to the local judicial community.

The data and findings from JEI-BiH 2015 – 2017 were used in MEASURE-BiH’s brief assessment of justice sector, and we will continue to seek for other areas in which JEI-BiH can be used or circulated to judicial and research communities. Furthermore, if requested, MEASURE-BiH will work on enhancing JEI-BiH data visualization through the GIS technology at our disposal.

Upon request, MEASURE-BiH will work with a selected local institution/organization on transferring JEI-BiH know-how and tools to achieve continuous production of JEI-BiH upon the end of MEASURE-BiH contract.

2.2.3. CONDUCT E-SERVICE ASSESSMENT

In Q3 FY2019, MEASURE-BiH will initiate the e-service assessment which will be used by the USAID/BiH Mission for designing a new Activity related to fighting corruption. The research questions and methodology will be determined in close consultation with USAID/BiH.

2.2.4. PREPARE DELIVERABLE 2 OF THE COUNTRY BIODIVERSITY ASSESSMENT

After submitting Deliverable 1 of the Country Biodiversity Assessment (Actions Necessary for Biodiversity Protection) in FY2016, MEASURE-BiH received USAID/BiH’s notification that Deliverable 2 (USAID/BiH: Addressing the Biodiversity Needs in 2016-2021) is delayed until a new CDCS is prepared. Thus, this will be prepared in FY2019, contingent on a new CDCS.

III. GEOGRAPHIC INFORMATION SYSTEM (GIS) MAPPING

3.1 MAINTAIN AND UPGRADE THE MAPPING/DATABASE GIS TOOL

During FY2015 and FY2016, MEASURE-BiH assessed USAID/BiH mapping and databases, worked with Mission staff to understand their needs and requirements, and designed and developed a GIS. In FY2017 and FY2018, MEASURE-BiH performed regular maintenance on and made improvements to the system based on users’ feedback and additional requirements of the Mission.

MEASURE-BiH designed the GIS to be completely integrated with BiHPERFORM to facilitate the geographic display of data on both performance and financial allocations of USAID/BiH interventions by work type. In FY2018, MEASURE-BiH held training sessions for data upload with individual IPs. In addition, BiHPERFORM User Guides for the four user roles (COR/AOR,
IP, General Mission User and Admin User) were updated with a detailed section on enhancements to the mapping interface and reporting outputs from the mapping application. In FY2019, MEASURE-BiH will also review and update the BiHPERFORM user guides, to ensure that all system enhancements and improvements are included and described for relevant user roles.

In FY2018, MEASURE-BiH maintained and enhanced the GIS mapping tool. The GIS team updated the mapping interface within the BiHPERFORM system, improved reporting outputs from the mapping application, added new GIS administrator options for secondary data layer uploading. In addition, MEASURE-BiH integrated secondary spatial data into the geodatabase during FY2018 and will continue doing so. Specifically, in FY2019, we will integrate the results of general elections, which will be held in Bosnia and Herzegovina on October 7, 2018. This secondary spatial data serves a variety of purposes. First, it provides a source of existing spatial data for georeferencing the USAID/BiH Activities described previously. Additionally, integrating secondary data with Activity/Project information enables USAID/BiH and IPs to make more informed evidence-based management decisions. For example, overlaying locations of USAID/BiH Activities on socioeconomic characteristics will enable Mission staff to identify spatial relationships between ongoing Activities and levels of community need. While MEASURE-BiH has already incorporated a substantive library of secondary data into the online system, this is an ongoing effort. Throughout the contract period, additional data sources will be assessed and updated data will be requested as available and as requested by USAID/BiH.

In the last four years, we have integrated spatial data from our MEASURE-BiH evaluations/studies into the GIS, including data from the FIRMA impact evaluation, EPP Study, PVE/E assessment, and the JA assessment and evaluation. In FY2018, MEASURE-BiH also created ArcGIS Online web applications presenting data on corruption and economic crime-related cases processed by POs and courts in BiH (2014-2017). Using Operations Dashboard for ArcGIS, we created various interactive infographic solutions (dashboard and comparative views) to display judicial data across all PO administrative regions in BiH. These web applications are extendable and can be updated with the newest datasets as they become available (e.g. 2018 datasets on corruption and economic crime-related cases). We will continue these efforts in FY2019 where appropriate, including work on visualizing judicial data, if requested by USAID/BiH.

In FY2018, MEASURE-BiH also worked with USAID/BiH to support the use, refinement, and future maintenance of GIS by the Mission. We developed an RFI to gather information about the existing capacities of BiH-based informatics engineering legal entities that could take over system maintenance. In FY2019, the GIS component of BiHPERFORM will be transferred to this entity as part of the process described under Component 1.

IV. M&E TRAINING

4.1 DESIGN AND DELIVERY OF TRAINING COURSES TO IPS AND USAID/BiH

Under Component 4, MEASURE-BiH envisaged to provide structured targeted trainings to IPs and USAID/BiH staff based on their needs and requests. During FY2015, MEASURE-BiH conducted a Training Needs Assessment (TNA) of both the Mission and IP staff to determine
their initial training needs. Training of IPs was initiated in July 2015 with the topic “Introduction to Performance Management and Activity M&E Plan.” The M&E training curriculum and schedule is informed by: i) TNA findings, ii) most common general training needs of the IPs and USAID/BiH, as identified through Component 1 work, and iii) USAID/BiH priorities and instructions.

In developing training materials, to the extent applicable, MEASURE-BiH draws on training resources currently available on USAID Learning Lab and ProgramNet and from USAID/PPL/LER, along with USAID/BiH practices and examples. M&E training support to USAID/BiH and its IPs is envisaged to be supplemented by M&E technical assistance, delivered under Component 1. Thus, Component 4 tasks are coordinated closely with Component 1.

In FY2018, MEASURE-BiH delivered two trainings under Component 4. These included a one-day training for civil society organizations (CSOs) on M&E, which was attended by 25 CSO representatives. MEASURE-BiH also provided a half-day training on program evaluation to USAID/BiH IPs. This training was attended by 30 representatives from 19 USAID/BiH Activities.

In FY2019, MEASURE-BiH’s focus under Component 4 will be on ensuring that M&E and program design capacity are transferred to the Mission in the final year of the Activity. To do this, we will facilitate a number of workshops and trainings. These will cover topics such as Project design and development, Activity monitoring, and BiHPERFORM reporting. For each topic, we will first hold a brief workshop with the relevant stakeholders to identify remaining gaps in knowledge or skills. This workshop will then be followed by a training that addresses these gaps.

While it will be further informed by the related workshop, we anticipate that the Project design and development training will occur over two days and will work with USAID/BiH staff to discuss techniques for results framework development and designing Projects and Activities that support the Mission Strategy. The training will also discuss how to design M&E activities at all levels of the results framework to better understand outcomes. We anticipate that the workshop will take place in Q1 FY2019 and the training will take place in Q2.

In addition, MEASURE-BiH will hold a workshop and subsequent one day training for AOR/CORs and IPs related to Activity monitoring and reporting. In addition to any gaps in knowledge identified through the workshops, this training will include discussing monitoring techniques, ensuring compliance with ADS requirements, and adapting Activities based on monitoring results. As a supplement to this training, we will also offer a half day refresher training to ensure that all IPs and Mission staff are taking advantage of the full range of MEASURE-BiH functionality for indicator and amount spent reporting. This refresher training will also ensure that AOR/CORs and IPs understand how to use BiHPERFORM’s reporting features to inform Activity learning and adaptation. We anticipate holding the workshop in Q2 FY2019 and the training in Q3 FY2019.

V. STRENGTHEN LOCAL SOCIAL SCIENCE RESEARCH AND M&E Capacities

The second objective of MEASURE-BiH is to build social science research and program evaluation capacity in BiH through Component 5. Work under this component aims to develop local capacity to conduct high quality, independent evaluations, and other studies for
USAID/BiH and other donors. Doing so will strengthen the local capacity to use research tools to conduct independent analysis of public policy initiatives. In addition, MEASURE-BiH, through Component 5 and institutional partnerships with BiH government institutions from different levels, helps foster a culture of data-driven, evidence-based policymaking by BiH authorities.

5.1 STRENGTHENING LOCAL CAPACITY OF RESEARCHERS THROUGH RESEARCH FELLOWS PROGRAM (TRAINING COURSES, LEARNING BY DOING, AND RESEARCH SUPPPOORT PROGRAM)

MEASURE-BiH established the Research Fellows Program in early 2015. Currently, 55 Research Fellows are engaged in the program in total. Out of these, 25 enrolled as members of the first cohort in mid-2015, 18 as members of the second cohort in mid-2017, and others joined at different times as individuals or representatives of BiH government institutions. MEASURE-BiH will continue providing a series of training courses in M&E and social science research to our Research Fellows in FY2019.

Tasks under Component 5 will build on our previous accomplishments and continue to offer our Fellows high-quality training courses in program evaluation and social science research through our partnership with the Evaluators’ Institute (TEI) at Claremont Graduate University (CGU). We will also continue to offer supplemental trainings in applied econometrics and STATA software from MEASURE-BiH staff. Our Research Fellows Program will continue to implement a “Learning by Doing” approach and the Research Support Program we initiated in 2017.

5.1.1. RESEARCH FELLOWS TRAINING PROGRAM

MEASURE-BiH will offer 10 days of TEI courses during FY2019 to continue to bring international M&E trainers and academic researchers into our Research Fellows Program.

<table>
<thead>
<tr>
<th>TEI Course</th>
<th>Days</th>
<th>Planned Dates</th>
<th>Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Regression</td>
<td>3</td>
<td>Spring 2019</td>
<td>Gary Henry</td>
</tr>
<tr>
<td>Sampling</td>
<td>1</td>
<td>Spring 2019</td>
<td>Gary Henry</td>
</tr>
<tr>
<td>Hierarchical Linear Modeling</td>
<td>1</td>
<td>Spring 2019</td>
<td>Gary Henry</td>
</tr>
<tr>
<td>Survey Methods</td>
<td>2</td>
<td>TBD</td>
<td>Jolene Smyth</td>
</tr>
</tbody>
</table>

Through the end of FY2018, 19 MEASURE-BiH Research Fellows and one MEASURE-BiH staff member successfully fulfilled the credit requirements and awarded the TEI Certificate in Evaluation Practice (CEP). These individuals will be officially acknowledged during a public award ceremony to be held on October 1, 2018. This event will also provide an opportunity for Research Fellows to highlight the evaluation and social science research they have been doing as part of the MEASURE-BiH “Learning by Doing” approach described below. MEASURE-BiH has begun preparations for this event, which will host prominent researchers and evaluators from the American Evaluation Association, as well representatives of IMPAQ
International, USAID/BiH, BiH government institutions, members of academia, and the media. Our continuing training efforts with TEI will see more Fellows fulfilling the CEP requirements in FY2019.

In addition to TEI courses, based on feedback received from USAID/BiH, MEASURE-BiH will design and conduct an intensive training course on micro-econometrics with STATA, open to all faculty members and graduate students at the School of Economics and Business at University of Sarajevo in addition to our Research Fellows. This course will take place in Q1 FY2019 and be led by Dr. Kajal Gulati, Research Associate at IMPAQ International. The purpose of this course is to expose participants to econometric techniques frequently used in applied microeconomic and program evaluation research. It will introduce tools including STATA and will provide participants with knowledge about when and how to use them in their own empirical research.

All training modules, to the extent possible, will incorporate BiH case-specific illustrations and opportunities for the demonstration and practice of instructional content in small group exercises. Training materials include PowerPoint slides, supporting documents, worksheets, evaluation and research checklists, and other applicable tools. Through the MEASURE-BiH Research Fellows Program YouTube channel, we will continue to provide Research Fellows with all video recorded lessons, case studies, and other teaching materials.

5.1.2. RESEARCH FELLOWS “LEARNING BY DOING”

In FY2019, MEASURE-BiH will continue to emphasize our “Learning by Doing” approach by involving Research Fellows in many MEASURE-BiH M&E tasks. In FY2018, we engaged Research Fellows across a variety of tasks. For example, Research Fellow Lejla Lazovic Pita, who has expertise in fiscal policy and regulations, was involved in the Whole of Project Evaluation of the USAID Fiscal Sector Reform (FAR) Activity. We also engaged our Research Fellow Amila Mujcinovic, an attorney and legal expert, in the Justice Activity Evaluation and Brief Assessment of BiH Justice Sector (JAPe&JSba), and our Research Fellows Jasmina Mangafic and Davorin Pavelic in the performance evaluation of USAID/FARMA II. Two of our Research Fellows, Jasmina Okicic and Meldina Kokorovic Jukan, conducted an impact evaluation of Tuzla Canton’s subsidy program for SMEs with MEASURE-BiH’s technical support and guidance. Moreover, we extended a contract with our Research Fellow Nermin Oruc, to conduct the impact evaluation of the Job for All Program implemented by Sarajevo Canton Employment Bureau, as well as an impact evaluation of a two-year compulsory secondary education program in Sarajevo Canton. Five additional Fellows were engaged in the aforementioned Sarajevo Canton evaluations – Ljiljan Veselinovic, Hatidza Jahic, Azra Pasic Mesihovic, Bojan Baskot, and Maja Pandza. Through open competition, three of our Research Fellows, Davorin Pavelic, Jasmina Mangafic, and Nermin Oruc, also conducted a performance evaluation of a Development Grants Program through a sub-contract with MEASURE-BiH. Research Fellow, Davorin Pavelic, was engaged in several evaluations and was appointed to be MEASURE-BiH Chief of Party (COP) in Spring 2018.

In FY2019, MEASURE-BiH will continue to involve Research Fellows in our M&E tasks, also recognizing that not all M&E tasks within MEASURE-BiH are suitable to accommodate Research Fellows “Learning by Doing” due to MEASURE-BiH internal staffing needs and expertise requirements. We will work closely with USAID/BiH to identify appropriate M&E tasks to maximize the scope of Research Fellows “Learning by Doing.” Additionally, many
Research Fellows have been “Learning by Doing” through our Research Support Program and our efforts strengthening M&E capacities of BiH institutions as described below.

5.1.3. RESEARCH SUPPORT PROGRAM

In FY2017, MEASURE-BiH initiated the Research Fellows Research Support Program to provide demand-driven academic assistance to our Research Fellows. The program:

- assesses the viability of innovative and interdisciplinary research topics/projects;
- supports taking research ideas/projects to “proof of concept” stages;
- helps to identify and develop potential funding sources; and
- provides specific guidance on the process of getting papers accepted by international conferences and journals.

During FY2018, MEASURE-BiH finalized several issue briefs and empirical papers written by Research Fellows that were initiated in FY2017. These include: “Helping Youth through Active Labor Market Programs: Synthesizing 20 Years’ Experience in BiH,” “Determinants of Youth Not in Employment, Education or Training in Bosnia and Herzegovina,” “Do Citizens Trust Media in Bosnia and Herzegovina,” and “Non-Formal Education and Labor Market Outcomes of Youth in Bosnia and Herzegovina.” In FY2019, we will work with Research Fellows to identify additional opportunities to produce issue briefs in order to provide policy makers, researchers, program managers, and service providers with quality and timely information that describes various BiH economic development and democracy and governance-related topics in language geared towards a general audience. We will focus on developing additional issue briefs using data collected by MEASURE-BiH throughout FY2019, specifically through NYS 2017. Moreover, we will organize a working meeting with Research Fellows to present the findings of these issue briefs.

In FY2018, as part of the Research Support Program, MEASURE-BiH began cooperating with a leading peer-reviewed journal in the region – Economic Research Journal co-published by Juraj Dobrila University of Pula and Taylor & Francis. The journal publishes rigorous scientific papers that make a significant contribution to economics – theoretical, applied or empirical – with special attention given to experiences of the transition from socialism to market economies in Eastern Europe. As part of our efforts to build social science research capacity in BiH, we worked with the publishers to provide our Fellows an opportunity to publish articles in this prestigious Journal. Specifically, the journal will publish a special issue containing papers prepared by our Fellows. Following our internal paper development and quality assurance procedures, initiated in FY2018, we will submit papers to the journal for peer review in October 2018. The special issue of the journal is expected to be published in Q3 FY2019, upon which we will organize a conference or a public event to promote the published papers, as well as the work of our Research Fellows.

In addition to the Economic Research Journal, MEASURE-BiH will continue to support Research Fellows in identifying international research conferences and providing technical assistance in submitting papers/abstracts and preparing conference presentations/papers on a demand-driven basis. We will also continue to publish our bi-weekly program evaluation and social science research newsletter to help our Fellows track recent developments in the evaluation research community. Moreover, in FY2019, MEASURE-BiH will continue to
maintain computing services (four laptop computers at MEASURE-BiH office) available to the Research Fellows who need to access STATA and SPSS.

5.2 STRENGTHENING M&E CAPACITY OF BiH INSTITUTIONS

In addition to strengthening the capacity of BiH institutions through the demand-driven involvement of their representatives in our Research Fellows Program, MEASURE-BiH continues to strengthen their capacities through direct technical assistance in carrying out rigorous impact evaluations to generate useful evidence for policymaking.

5.3.1. GOVERNMENT OF TUZLA CANTON

In FY2018, two MEASURE-BiH Research Fellows, with technical support and guidance provided by MEASURE-BiH, finalized the impact evaluation of Tuzla Canton Subsidy’s Program for SMEs. This is the first time that public institutions in BiH have decided to evaluate the impact of government subsidy programs in BiH. This is also the first time that such analysis is based on rigorous and precise scientific methods and that the analysis is a product of the knowledge and expertise of domestic researchers. The scientific methods used can be replicated, with a few adjustments, to evaluate the impact of other similar programs financed from the budget of public institutions.

In FY2019, the two Fellows will work on follow-up evaluations, including an impact evaluation of subsidies to SMEs funded from the Tuzla Canton budget after 2015, and an impact evaluation of grants provided to SMEs from the City of Tuzla budget. In late FY2018, the two Fellows will discuss specific terms for conducting the two evaluations with the programs' implementers. MEASURE-BiH will provide its technical support and guidance in conducting these evaluations, as well as support in providing the administrative data needed for the evaluations. Both evaluations are expected to be finalized by end of July 2019, upon which a public event will be organized to present results.

5.3.2. MINISTRY OF FINANCE OF SARAJEVO CANTON

Led by two Research Fellows and beginning in Q2 FY2017, MEASURE-BiH has been working with the Ministry of Finance of Sarajevo Canton on an impact evaluation of the canton’s compulsory secondary education program. Combining administrative records from the Educational Management Information System (EMIS) and the survey of labor market outcomes, we are assisting the Ministry of Finance of Sarajevo Canton and our Research Fellows in conducting a non-experimental impact evaluation based on a regression discontinuity design. The survey of labor market outcomes and analysis of administrative data from the EMIS database were finalized in FY2018. In FY2019, MEASURE-BiH will continue to provide technical guidance and review to the Research Fellows who are leading the evaluation in preparing the evaluation report. Moreover, MEASURE-BiH will participate in dissemination activities of the evaluation findings. All evaluation activities are expected to be finalized in Q1 FY2019.

5.3.3. EMPLOYMENT BUREAU OF SARAJEVO CANTON

Beginning in Q2 of FY2017 and led by a Research Fellow, MEASURE-BiH has been working with the Employment Bureau of Sarajevo Canton on an impact evaluation of the “Jobs for All” subsidized employment program. In FY2018, MEASURE-BiH worked with the Bureau on
extracting the data necessary for conducting the evaluation. In addition, MEASURE-BiH composed the evaluation team that began working on the evaluation. The evaluation is expected to be finalized by the end of Q1 FY2019.

5.3.4. EMPLOYMENT BUREAU OF FBIH

Beginning in Q2 of FY2017, with efforts led by a Research Fellow, MEASURE-BiH has been working with the Federal Employment Bureau on an impact evaluation of subsidized employment programs. In FY2019, MEASURE-BiH will continue to work with the Bureau to ensure appropriate data are extracted and to complete this non-experimental impact evaluation.

5.3.5. FEDERAL INSTITUTE FOR DEVELOPMENT PROGRAMMING

In FY2017, with efforts led by a Research Fellow, MEASURE-BiH had an initial meeting with the Federal Institute for Development Programming to discuss a possible impact evaluation of minimum wage policy in FBiH. We subsequently held meetings to define needed variables and data. In FY2018, the Federal Institute for Development Programming collected the necessary data for conducting the evaluation. By the end of FY2018, MEASURE-BiH will meet with the Institute representative and our Research Fellow to review the database and decide on the possibility of beginning data analysis and completing the evaluation. If there is a positive outcome of the meeting, MEASURE-BiH will provide support for conducting this evaluation in FY2019.

5.3.6. BUILDING EVALUATION CAPACITY OF LOCAL RESEARCH ORGANIZATIONS

As part of MEASURE-BiH’s efforts to develop a common vision of BiH’s need for more rigorous policy analysis, we invited research organizations in BiH to submit proposals for rigorous impact evaluations of social and economic programs in BiH in any area during FY2017. MEASURE-BiH selected three local research organizations to conduct three impact evaluations in different social and economic areas. The selected organizations and evaluations include:

- Center for Development Evaluation and Social Science Research: Impact Evaluation of Life Skills Curriculum Implementation in Primary Schools in BiH,
- Evaluation Society of BiH: Impact Evaluation of Mandatory Protection Measures for Domestic Violence in BiH,

The teams working on these three evaluations include nine MEASURE-BiH Research Fellows, including: Rijad Kovac, Fahrudin Memic, Marijana Galic, Amra Fetahovic, Haris Huskic, Nermin Oruc, Jasmina Okicic, Meldina Kokorovic Jukan, and Danijel Hopic. Hence, in addition to building evaluation capacity of local research organizations, by supporting these evaluations, MEASURE-BiH is also providing “Learning by Doing” experience to its Fellows.

In FY2018, MEASURE-BiH provided technical guidance, assistance, and review to these organizations and all three organizations made significant progress in conducting their evaluations. In FY2019, MEASURE-BiH will continue providing this support to achieve both high quality impact evaluations and increased program evaluation research capacities in BiH. All three impact evaluations are expected to be finalized in FY2019, as follows:
- Impact Evaluation of Mandatory Protection Measures for Domestic Violence in BiH: October 2018;

In addition, MEASURE-BiH will organize a public event(s) to present the main findings of these impact evaluations.

VI. ACTIVITY ADMINISTRATION AND DELIVERABLES

6.1 ONGOING DELIVERABLES

6.1.1 BIWEEKLY ACTIVITY UPDATES

During FY2019, MEASURE-BiH will continue to submit a short Activity update to the MEASURE-BiH COR every two weeks. This will cover key tasks carried out and any significant issues noted during the two-week period, as well as tasks planned in the following two weeks.

6.1.2 QUARTERLY REPORTS

As required for each year of MEASURE-BiH implementation, during FY2019 MEASURE-BiH will submit three Quarterly Reports that document progress made in the implementation of the Annual Work Plan by component, task, and deliverable, and will contain any issues and challenges encountered, along with a feasible and concrete proposed course of action to resolve them. The Quarterly Reports also include tasks planned in the following quarter. The Annual Report serves as the fourth quarterly report. Reports will include an overview of the tasks performed for the period of performance, problems encountered, planned activities, and open issues. Quarterly reports will be submitted to the MEASURE-BiH COR not later than 30 days after the end of each quarter, based on the fiscal year.

6.1.3 ANNUAL REPORTS

As required in all Annual Reports throughout the implementation of MEASURE-BiH, the FY2019 Annual Report will present the cumulative achievements, including all studies, evaluations, and other reports prepared by MEASURE-BiH during the first three quarters and achievements during the last quarter of the fiscal year. It will include successes and challenges related to contract implementation, corrective actions, status of activities, and a summary of key findings, conclusions, and recommendations to USAID/BiH. The Annual Report will include the cumulative expenditures for the year. The FY2019 Annual Report will be submitted prior to the end of the contract.

6.2 MANAGEMENT OF MEASURE-BIH ACTIVITY

The MEASURE-BiH Activity’s organizational and reporting structure is organized by team structure, rather than strictly by component, with team members expected to offer their skills and expertise across several components as needed.
6.2.1 PERIODIC FIELD VISITS BY HOME OFFICE TECHNICAL PERSONNEL AND PROGRAM MANAGEMENT/COMPLIANCE STAFF

Relevant home office technical personnel will visit BiH on a periodic basis to support implementation of various tasks. The home office program management and compliance lead will visit BiH to perform a review of the project operations to ensure compliance with FAR and AIDAR clauses incorporated into the contract award including compliance with Branding and Marking provisions, procurement standards, and anti-trafficking regulations.

6.2.2 CAPACITY BUILDING OF MEASURE-BIH STAFF

The MEASURE-BiH technical staff will participate in training modules carried out under Components 4 and 5, where relevant. In addition, MEASURE-BiH will actively seek opportunities to upgrade the skills of both administrative and technical staff on an opportunity-driven basis.

6.2.3 PERFORMANCE APPRAISALS OF MEASURE-BIH STAFF

The MEASURE-BiH Activity will conduct semi-annual performance appraisals of its staff in accordance with IMPAQ International’s human resources policies and procedures, as a means to monitor performance in meeting both the ongoing responsibilities and period-specific goals.

6.2.4 ACTIVITY CLOSEOUT

At least 120 days before the end of the contract, MEASURE-BiH will provide USAID with a plan for Activity closeout and dispossession of remaining assets at the end of the contract.
## USAID/BiH MEASURE-BiH Activity Implementation Schedule FY 2019

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables/Tasks/Subtasks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Component 1: Technical Assistance for the Mission’s Performance Management Plan, Project M&amp;E Plans, and Activity M&amp;E Plan</strong></td>
</tr>
<tr>
<td>1.1</td>
<td><strong>Consultations and Assistance to USAID/BiH and IPs</strong></td>
</tr>
<tr>
<td>1.1.1</td>
<td>Provide Consultations and Assistance to USAID/BiH Related to Mission and Project MEL and in Strategic Planning/Programming</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Provide Consultations and Assistance to IPs Related to Activity MEL</td>
</tr>
<tr>
<td>1.1.3</td>
<td>Assist USAID/BiH in Planning and Conducting Data Quality Assessments</td>
</tr>
<tr>
<td>1.2</td>
<td><strong>Performance Information Management System (BIHPERFORM)</strong></td>
</tr>
<tr>
<td>2.1</td>
<td><strong>Performance and Impact Evaluations</strong></td>
</tr>
<tr>
<td>2.1.1</td>
<td>Conduct Performance Evaluation of Anti-Corruption Civic Organizations’ Unified Network (ACCOUNT)</td>
</tr>
<tr>
<td>2.2</td>
<td><strong>Surveys, Studies, and Sector Assessments</strong></td>
</tr>
<tr>
<td>2.2.1</td>
<td>Conduct the 2018 National Survey of Citizens’ Perceptions</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Calculate the 2018 Judicial Effectiveness Index</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Conduct E-Service Assessment</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Prepare Deliverable 2 of the Country Biodiversity Assessment</td>
</tr>
<tr>
<td>No.</td>
<td>Deliverables/Tasks/Subtasks</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------------</td>
</tr>
<tr>
<td>3.1</td>
<td>Mapping and Upgrade the Mapping/Database GIS Tool</td>
</tr>
<tr>
<td>4.1</td>
<td>Design and Delivery of Training Courses to IPs and USAID/BiH</td>
</tr>
<tr>
<td>5.1</td>
<td>Strengthening Local Capacity of Researchers through Research Fellows Program (Training Courses, Learning by Doing, and Research Support Program)</td>
</tr>
<tr>
<td>5.2</td>
<td>Strengthening M&amp;E Capacity of BiH Institutions</td>
</tr>
</tbody>
</table>

### Component 3: Geographic Information System (GIS) Mapping

- Mapping and Upgrade the Mapping/Database GIS Tool

### Component 4: M&E Training to Implementing Partners and USAID/BiH

- Project Design and Development Workshop and Training
- Monitoring and BiHPEROFRM Refresher Training

### Component 5: Strengthen Local Social Science Research and M&E Capacities

#### 5.1.1 Research Fellows Training Program
- Research Fellows Training Program
- Research Fellows “Learning by Doing”
- Research Support Program

#### 5.2. Strengthening M&E Capacity of BiH Institutions
- Government of Tuzla Canton
- Ministry of Finance of Canton Sarajevo
- Employment Bureau of Canton Sarajevo
- Employment Bureau of FBiH
- Federal Institute for Development Programming
- Building Evaluation Capacity of Local Research Organizations
MONITORING AND EVALUATION SUPPORT ACTIVITY (MEASURE-BIH)

Fra. Andela Zvizdovića 1
UNITIC Tower B, Floor 21
71000 Sarajevo
Bosnia and Herzegovina
Phone: + (387) 033 941 676
contacts@measurebih.com