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NAME OF THE ACTIVITY AND ACRONYM

Monitoring and Evaluation Plan (*note the document version, e.g. draft, revised*)

Period of coverage (should cover the entire Activity implementation period, e.g. October 1, 2014–September 30, 2019)

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NAME OF THE ACTIVITY AND ACRONYM

Monitoring and Evaluation Plan
(document version)

Period of coverage (from-to)

Prepared under the USAID's Bosnia and Herzegovina ________________Activity, Contract Number ________________(*or Cooperative Agreement Number or Grant Number*)

Submitted to:
USAID/Bosnia Herzegovina, __________*(month, year)*

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____

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[1] FYI, in case of multilateral funding, also acknowledge other donors, e.g. suppose Sweden is participating in the Activity through Swedish International Development Cooperation Agency (Sida), then the phrasing would be "generous support of the American and Swedish people, through the United States Agency for International Development (USAID) and Swedish International Development Agency (Sida)." Also include the same acknowledgement on the front page. Further, restate the caveat clause to "and do not necessarily reflect the views of USAID, Sida, or the United States or Swedish government."

Table of Contents

1. ACTIVITY AND HOW IT SUPPORTS USAID PROJECT

This document is the Monitoring and Evaluation (M&E) Pan for the USAID/BiH _____________ Activity for the period _______ (life of Activity).

Section 1 is the description of the Activity and its contribution to the relevant USAID/BiH Project[2]. Section 2 describes the Activity's performance indicators and reporting (M&E system) and Section 3 discusses evaluation framework and learning approaches.

In order to have a well-designed and comprehensive M&E system at Activity level, the development of the Activity LogFrame (see section 1.2.2 and Appendix 3) should be closely based on the relevant Project Logical Framework (LogFrame) (see section 1.2.1 and Appendices 1 and 2). There should be clear connection between the two LogFrames.

The Activity Development Hypothesis needs to be explained clearly within the M&E Plan (see section 1.2.3 and Appendix 4).

M&E Plan developed by each Activity needs to include Performance Indicator Summary Worksheet (see section 2.2). This Worksheet should serve as the basis for the development of more detailed Indicator Performance Tracking Table (IPTT) (see Appendix 5), which should be used for reporting within each Activity Quarterly and Annual Report.

In addition to the Performance Indicators Summary Worksheet, initial M&E Plan must include an Appendix with Performance Indicator Reference Sheets (PIRS) for each Activity indicator (see Appendix 6). For Project-level indicators which your Activity reports on, contact USAID MEASURE-BiH or your COR/AOR to receive Project-level PIRS, based on which you should prepare your Activity PIRS using definition, data source, and methodology in line with the Project-level specification. For Project-level indicators which are included in your Activity LogFrame, but which your Activity does not report on (for example, secondary data indicators), you do not have to develop PIRS documentation (it is prepared by USAID MEASURE-BiH or your COR/AOR).

Initial Activity M&E Plan should be developed simultaneously with the Activity Work Plan, with clear timeline and responsibilities (see Appendix 7).

It should be noted that the narrative part of the M&E Plan should explain general approach for the indicated sections, while the table templates (PIRS and Performance Indicators Worksheet) should include specificities for each individual indicator.

Also note that templates/figures/explanations given in the Appendices of this document should not be included in your Activity M&E Plan, they are attached here for the purpose of resource/background/information, with the exception of Appendix 6 (PIRS). Appendix 6 should be used as template for PIRS documentation which your Activity needs to develop for each indicator and attach it to your Activity M&E Plan as an Appendix. In addition, your Activity M&E Plan needs to include relevant USAID/BiH Project LogFrame, which you should copy into 1.2.1 straight from the Appendix 2 of this document.

Please note that once the Activity M&E Plan is approved it is valid for the entire duration of Activity and targets defined over the life of Activity which are set in PIRS documentation attached to the M&E

[2] Current Version of USAID-BiH Project Logical Frameworks (LogFrames) are presented in Appendix 2.

Plan should not be changed. Any change in either name/definition of indicators or the value of targets requires adjustment and the approval of the new M&E Plan (with associated explanations of reasons for changes) by USAID/BiH. Data on actuals is reported regularly in Indicator Performance Tracking Tables within Quarterly/Annual Reports (with the targets in those Tracking Tables reflecting the exact targets set within the PIRS documentation of the Activity M&E Plan) and the analyses of actuals should be given in the textual part of the Quarterly/Annual Reports.

Please delete instructions/explanations as you fill in your Activity M&E Plan.

1.1 Activity Description

Insert the Activity Purpose as defined in the Contract/Grant/Cooperative Agreement and a brief general overview of the Activity.

1.2 Activity LogFrame and How Activity Contributes to USAID Project

In this section, present your Activity LogFrame in the required format provided in the sub-section 1.2.2 with necessary explanations.

The Activity LogFrame is usually developed by the USAID Mission in the Activity design phase. If the Activity LogFrame has not been developed yet in the required format, please refer to the Appendix 1, which explains how to develop the Activity LogFrame from the relevant Project LogFrame.

In sub-section 1.2.1, copy the relevant LogFrame for the Project your Activity contributes to from Appendix 3.

In sub-section 1.2.2, fill in your Activity LogFrame in the provided template. Please delete the instructions/explanations as you fill in the LogFrame.

In sub-section 1.2.3, describe the logic of your Activity LogFrame, i.e. Activity Development Hypothesis, as well as underlying assumptions and risks.

In sub-section 1.2.4, discuss how the Activity contributes to the Project LogFrame Results.

1.2.1 Relevant Project LogFrame

Please copy the relevant Project LogFrame from the Appendix 2.

1.2.2 Activity LogFrame

Please fill in your Activity Logframe.

Level of result	Narrative Summary	Indicators	Data Sources	Assumptions
Activity Goal	*Activity Goal usually corresponds to the USAID Project Purpose or to the USAID Project Sub-purpose. Select the appropriate result from the list below.* Choose an item. Choose an item.	*What is the performance indicator you will use to determine the Activity's contribution to the Goal? A good indicator includes the unit of measure, but not the desired direction. Employ the relevant indicators from the Project LogFrame.*	*Specify where the indicator data will come from?*	
Activity Purpose	*This is the purpose of the Activity's existence, the key result to be achieved by the Activity. It usually correspond to the USAID Project Sub-purpose or to Project Outputs. Select below from the list of Project Sub-purposes and Project Outputs.* Choose an item. Choose an item.	*What are the performance indicators you will use to determine the achievement of this result? A good indicator includes the unit of measure, but not the desired direction. A result should generally have minimum 1 and maximum 3 indicators.*	*Same as above.*	*If the purpose is achieved, which assumptions must hold true to achieve the Activity Goal? If the Activity team can influence or control an action, it should not be listed as an assumption but rather an input, output, or sub-purpose.*
Activity Sub-purpose 1	*Activity Sub-purpose is a more elaborate and specific definition of the Activity Purpose. Number of sub-purposes should not go beyond manageable*	*Same as above.*	*Same as above.*	*If this sub-purpose is achieved, which assumptions must hold true to achieve the Activity Purpose? If the Activity team can influence or control an action, it should not be listed as an assumption but rather an input, output, or sub-purpose.*
Activity Outcome/ Output 1.1	*Outputs are the tangible, immediate, and intended products or consequences of an activity within USAID's control or influence, produced as a direct result of inputs. Outcomes are the conditions affecting people, systems, or institutions that indicate progress or lack of progress toward achievement of goals. Outcomes are any results higher than an output to which a given Activity output contributes to but for which the Activity is not solely responsible.* *One or more Outcomes/Outputs contribute to one sub-purpose, although in reality it might relate to different sub-purposes.*	*Same as above.*	*Same as above.*	*If this outcome/output is achieved, which assumptions must hold true to achieve the respective sub-purpose? If the Activity team can influence or control an action, it should not be listed as an assumption but rather an input or an output.*
Activity Input 1.1.1	*List key tasks to achieve the respective Activity Outcome/Output.*	*List key general inputs necessary per each respective task, such as human and physical resources. In order to organize a training for example, rented facilities, equipment, trainer, materials, etc. would be listed here.*	*Same as above.*	*If this input is invested and Activity tasks implemented, which assumptions must hold true to achieve the respective output. If the team can control it, it should not be listed as an assumption, but an input.*
Activity Outcome/ Output 1.2	*Outputs are the tangible, immediate, and intended products or consequences of an activity within USAID's control or influence, produced as a direct result of inputs. Outcomes are the conditions affecting people, systems, or institutions that indicate progress or lack of progress toward achievement of goals. Outcomes are any results higher than an output to*	*What are the performance indicators you will use to determine the achievement of this result? A good indicator includes the unit of measure, but not the desired direction. A result should generally have minimum 1 and maximum 3 indicators.*	*Same as above.*	*If this outcome/output is achieved, which assumptions must hold true to achieve the respective sub-purpose? If the Activity team can influence or control an action, it should not be listed as an assumption but rather an input or an output.*

	which a given Activity output contributes to but for which the Activity is not solely responsible. *One or more Outcomes/Outputs contribute to one sub-purpose, although in reality it might relate to different sub-purposes.*			
Activity Input 1.2.1	*List key tasks to achieve the respective Activity Outcome/Output.*	*List key general inputs necessary per each respective task, such as human and physical resources. In order to organize a training for example, rented facilities, equipment, trainer, materials, etc. would be listed here.*	*Same as above.*	*If this input is invested and Activity tasks implemented, which assumptions must hold true to achieve the respective output. If the team can control it, it should not be listed as an assumption, but an input.*
Activity Sub-purpose 2	*Activity Sub-purpose is a more elaborate and specific definition of the Activity Purpose. Number of sub-purposes should not go beyond manageable*	*Same as above.*	*Same as above.*	*If this sub-purpose is achieved, which assumptions must hold true to achieve the Activity Purpose? If the Activity team can influence or control an action, it should not be listed as an assumption but rather an input, output, or sub-purpose.*
Activity Outcome/ Output 2.1	*Outputs are the tangible, immediate, and intended products or consequences of an activity within USAID's control or influence, produced as a direct result of inputs. Outcomes are the conditions affecting people, systems, or institutions that indicate progress or lack of progress toward achievement of goals. Outcomes are any results higher than an output to which a given Activity output contributes to but for which the Activity is not solely responsible.* *One or more Outcomes/Outputs contribute to one sub-purpose, although in reality it might relate to different sub-purposes.*	*Same as above.*	*Same as above.*	*If this outcome/output is achieved, which assumptions must hold true to achieve the respective sub-purpose? If the Activity team can influence or control an action, it should not be listed as an assumption but rather an input or an output.*
Activity Input 2.1.1	*List key tasks to achieve the respective Activity Outcome/Output.*	*List key general inputs necessary per each respective task, such as human and physical resources. In order to organize a training for example, rented facilities, equipment, trainer, materials, etc. would be listed here.*	*Same as above.*	*If this input is invested and Activity tasks implemented, which assumptions must hold true to achieve the respective output. If the team can control it, it should not be listed as an assumption, but an input.*
Activity Outcome/ Output 2.2	*Outputs are the tangible, immediate, and intended products or consequences of an activity within USAID's control or influence, produced as a direct result of inputs. Outcomes are the conditions affecting people, systems, or institutions that indicate progress or lack of progress toward achievement of goals. Outcomes are any results higher than an output to which a given Activity output contributes to but for which the Activity is not solely responsible.* *One or more Outcomes/Outputs contribute to one sub-purpose, although in reality it might relate to different sub-purposes.*	*What are the performance indicators you will use to determine the achievement of this result? A good indicator includes the unit of measure, but not the desired direction. A result should generally have minimum 1 and maximum 3 indicators.*	*Same as above.*	*If this outcome/output is achieved, which assumptions must hold true to achieve the respective sub-purpose? If the Activity team can influence or control an action, it should not be listed as an assumption but rather an input or an output.*
Activity Input 2.2.1	*List key tasks to achieve the respective Activity Outcome/Output.*	*List key general inputs necessary per each respective task, such as human and physical resources. In order to organize a training for example, rented facilities, equipment, trainer, materials, etc. would be listed here.*	*Same as above.*	*If this input is invested and Activity tasks implemented, which assumptions must hold true to achieve the respective output. If the team can control it, it should not be listed as an assumption, but an input.*

1.2.3 Description of the Activity LogFrame and Underlying Development Hypothesis, Assumptions, and Risks

In this section, lay out the Activity Development Hypothesis, which is the narrative description of your Activity LogFrame. See Appendix 4, which explains vertical and horizontal logic of the LogFrame approach.

Also explain how the Activity will monitor its Development Hypothesis in order to determine whether it is valid and that it could potentially be modified if data so indicates.

Finally, please describe what assumptions were used in the development of indicators, and how (if altered) those assumptions would affect Activity implementation, and thus, your ability to meet targets and expected results. You can group those however you wish: general/Activity-specific; by type of underlying risk (such as, macro- or microeconomic, exogenous, endogenous, etc.).

1.2.4 How Activity Contributes to Project

In this sub-section, please draft a narrative that explains how the Activity contributes to the USAID/BiH Project results.

If possible, also discuss how your Activity relates to other USAID-funded activities that contribute to the same Results in the relevant Project and how you may coordinate your tasks.

1.3. Organizational Structure of Activity and Tasks to Achieve Results

In this section, please present the organizational structure of the Activity and the major tasks to be undertaken to achieve results.

2. PERFORMANCE INDICATORS AND REPORTING

2.1 Indicators

This is the sub-section which should include discussion of general characteristics of your Activity indicators, including baseline and targets. Explanation should include discussions on why your Activity selected specific indicators and why.

For example:

"Indicators have been identified for each Activity result. These indicators are sufficient to enable a full report on the achievement of each intended objective. The indicators are designed to enable the XYZ team and USAID/BiH to: capture and communicate major Activity results; and track implementation progress."

In this section, discuss the Activity LogFrame Outcome/Outputs, Sub-Purpose, and Purpose, and present the indicators you will employ to measure these. Please include these in a matrix form, using the following template:

Performance Indicator Summary Worksheet (with Annual Targets) to be Included in M&E Plan

	Unit of Measure	Disaggre-gation	Frequency	Data Source	Overall Activity Baseline	Target for Fiscal Year 1	Target for Year 2	Target for Year 3	Target for Year X	Life of Activity Cumulative Target*
Activity Goal:										
Number and name of indicator 1: E.g. Total amount of…										
Activity Purpose:										
Number and name of indicator 2:										
Number and name of indicator 3:										
Add rows per each indicator…										
Activity Sub-Purpose:										
Number and name of indicator x:										
Add rows per each indicator…										
Add rows per each sub-purpose…										
Activity Outcome/Output:										
Number and name of indicator x:										
Add rows per each indicator…										
…										

**All targets need to be annual, except for the final column which shown Life of Activity Cumulative Target.*

In addition to this Summary Worksheet, Activity M&E Plan should have an Appendix with Performance Indicators Reference Sheet (PIRS) documentation (one per each indicator), which focuses in more detail on each individual performance indicator. The PIRS includes all the information shown in the table above for a single performance indicator, it also includes additional information, such as Data Quality issues, plans and the estimated costs of obtaining performance data for the indicator addressed, etc.

Use the PIRS template given in Appendix 6 in this document to develop PIRS for each of your Activity indicators, which you will attach to your M&E Plan.

Specifying each indicator in detail within PIRS facilitates data consistency and clarity throughout the life of the Activity.

2.2 Information and Data Sources

Please discuss general approaches related to data and information sources.

For example:
"The information needed for the M&E system comes from a variety of sources. We will collect basic M&E information directly from participating organizations/beneficiaries— (list)—using a set of standardized tools. We will collect additional M&E data, when necessary, from the various administrative and technical records of ____________. When appropriate, we will also consult secondary sources of data— (list of secondary sources).

It should be noted that there must be a balance between M&E data collection and XYZ technical responsibilities. Our M&E system is designed so that, rather than presenting a data collection burden for Activity staff and their counterparts, it complements ongoing technical activities. Care was taken to eliminate indicators that were correlated, redundant, or not indicative of Activity performance. The Activity will employ appropriate information technology in M&E system implementation to ease the burden of data entry and management and employ user-friendly information systems for data entry and analysis. "

2.3 Responsibilities of the XYZ Team

Please describe here who is responsible for what in your M&E system.

2.4 Quality Control and Data Verification

Please explain here how you will ensure data quality and verifiability. Who is responsible for what in your M&E system data quality control and verification?

For example:
"XYZ technical staff will provide initial quality control for the various M&E raw data elements. After data entry is completed, the COP will conduct data quality control by examining the quantitative data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors. Should any problem be identified, the COP will help the technical units verify data against original sources and alternate data sources, when they are available. Any quality

issues will be noted and elaborated in regular reports. The same quality control system will apply to qualitative information.

A great deal of primary data will be recorded as part of XYZ's normal business practice. XYZ staff will review the data to ensure their accuracy. When an issue is identified, the COP will discuss the issue with relevant XYZ team member and find a way to resolve it. Information voluntarily disclosed by the counterparts will be treated bona fide. The data analysis, when included in the quarterly and annual reports, will also document specific changes in data and further verification analysis as necessary."

2.5 Baselines and Targets

In this section, discuss how the baseline and targets were set; what the process was; how data was collected; where these data can be found, etc.

In particular, discuss how you expect to accomplish the targets, and the process you will employ to monitor the progress and revise the targets if necessary. Targets are set after completing an analysis that illustrates what realistic targets are.

2.6 Data Collection and Analysis

Please briefly explain Activity's general approach to collecting and analyzing data.

For example:
"In order to review the data generated through the M&E plan to measure progress toward achieving Activity objectives and to report to USAID, XYZ has designed data collection tools and instruments that are for internal use; but they will be made available to USAID upon request and during a Data Quality Assessment. Data analysis will primarily be done using spreadsheets and formulas calculating results to reduce human errors. All calculations will be made available to USAID upon request and during a Data Quality Assessment."

Explain what types of data collection instruments are used (for example, sign-in sheets, data entry forms, questionnaires/surveys, secondary data, third party data etc.).

3. EVALUATION FRAMEWORK AND LEARNING APPROACHES

In this section, discuss any plans for evaluation of your Activity, either commissioned separately by USAID/BiH (external evaluation) or your own (internal evaluation).

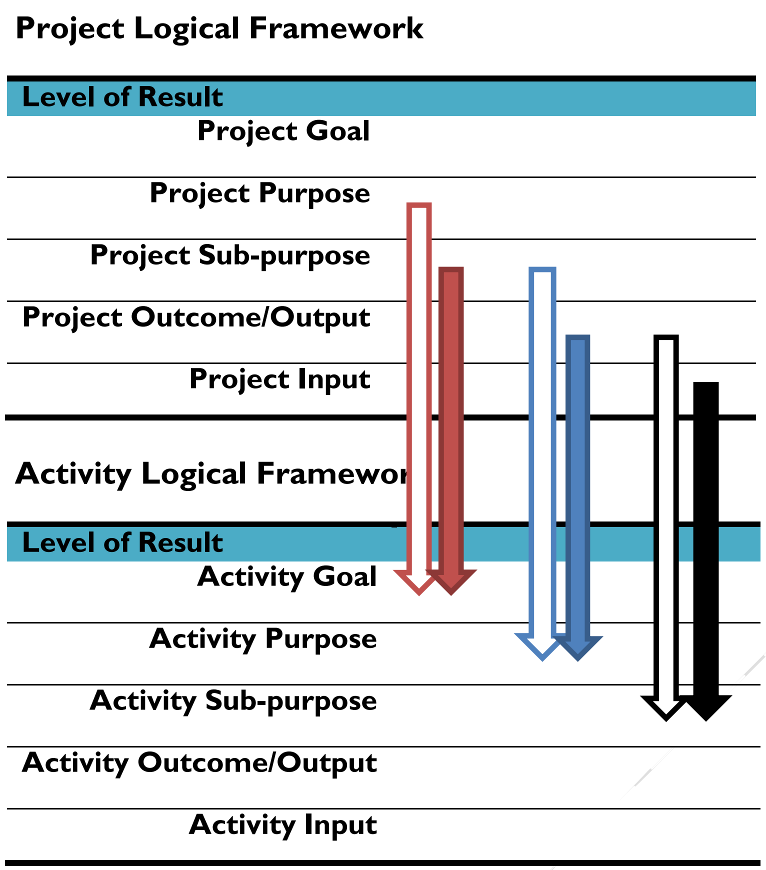
Discuss the major evaluation questions that you perceive important for your Activity and how it can be ensured that adequate data (including baseline data) is collected to answer these questions. Discuss what methodologies would be most appropriate.

If comparison groups are to be established, discuss how these groups will be established and monitored, how baseline data will be collected, and how follow-up data will be collected during implementation.

If applicable, discuss plans for any initial assessments or analyses required for informing Activity implementation, as well as any suggestions for innovative evaluation approaches and collaboration of your Activity with external evaluation teams.

Discuss how you plan to use the findings and recommendations from any evaluation to improve your Activity. Also discuss learning approaches you will use and how you will provide knowledge as an input into the Mission and the Agency wide learning approaches.

APPENDIX I. PROJECT LOGICAL FRAMEWORK CONNECTIONS TO ACTIVITY LOGICAL FRAMEWORK



Project – Activity Connections

When the Activity Logical Framework is being **developed**, the starting point is the appropriate USAID Project Logical Framework.

Case 1 (outline arrows) Project Purpose serve as the Activity Goal when the Activity is of high-value/high-level in terms of desired results comparing to others in the Mission. In this case, one of the Project Sub-purposes will serve as the Activity Purpose, and some of the Project Outcomes/Outputs as the Activity Sub-purposes.

Case 2 (filled arrows) Project Sub-purpose is, in many cases, the Activity Goal. Then one of the Project Outputs is the Activity Purpose, and Project Inputs can serve as the Activity Sub-purposes.

These two cases illustrate the most usual cases, however, for some activities, Activity goal can correspond to Project result at lower level (i.e. Project Outcome/Output).

In addition, in some cases, the exact wording does not match between the two LogFrames, but in the M&E Plan, the connection should be clearly stated.

APPENDIX 2. USAID/BiH PROJECT LOGICAL FRAMEWORKS

Project 1.1 More effective judicial, executive and legislative branches of government

Level of Result	Narrative Summary	Indicators	Data Sources
Project Goal 1.	*1. More functional accountable institutions and actors that meet citizens' needs*	*1-A Freedom House, Nations in Transit Democracy Score* *1-B World Bank Worldwide Governance Indicators Government Effectiveness Percentile Rank* *1-C Percentage of citizens satisfied with public service delivery*	*Freedom House NIT Website* *World Bank Worldwide Governance Indicators Website* *National Survey, MEASURE-BiH*
Project Purpose 1.1.	*1.1. More effective judicial, executive and legislative branches of government.*	*1.1-a.1 BiH Legislative Capacity Index Score* *1.1-a.2 FBiH Legislative Capacity Index Score* *1.1-b.1 World Justice Project Rule of Law Index – Civil Justice* *1.1-b.2 World Justice Project Rule of Law Index - Criminal Justice* *1.1-c NIT's Local Democratic Governance Score*	*Activity reports, SGIP* *Activity reports, SGIP* *World Justice Project Rule of Law Index Website* *World Justice Project Rule of Law Index Website* *Freedom House NIT Website*
Project Sub-purpose 1.1.1.	*More effective, independent and accountable justice actors*	*1.1.1-1 Judicial Effectiveness Index Score* *1.1.1-2 Percentage of citizens confident in in the rule of law* *1.1.1-3 Number of judicial personnel trained with USG Assistance*	*JEI Report, MEASURE-BiH* *National Survey, MEASURE-BiH* *Activity reports, JSA*
Project Outcome/ Output 1.1.1.1.	*Status and performance of prosecutors/offices strengthened*	*1.1.1.1-1 Percentage of investigations completed for cases of corruption and economic crime* *1.1.1.1-2 Number of Partner Prosecutor Offices with score 4 or 5 on JSA Prosecutors Office Capacity Matrix (POCM) for appraisal process dimension*	*HJPC Reports* *Activity reports, JSA*
Project Outcome/ Output 1.1.1.2.	*Efficiency in the enforcement of courts' decisions improved*	*1.1.1.2-1 Number of unresolved civil execution cases*	*HJPC Reports*
Project Outcome/ Output 1.1.1.3.	*Justice sector institutions strengthened to combat corruption*	*1.1.1.3-1 Summary score of Judicial Effectiveness Index (JEI-BiH) components related to prosecutors' efficiency in combatting corruption* *1.1.1.3-2 Percentage of citizens who perceive the judiciary effective in combating corruption*	*JEI Report, MEASURE-BiH* *National Survey, MEASURE-BiH*
Project Sub-purpose 1.1.2.	*Strengthened government's capacity to counteract trafficking in persons*	*1.1.2-1 State Department's country ranking*	*U.S. Department of State Trafficking in Persons Report Website*
Project Sub-purpose 1.1.3.	*BH governing institutions' capacity to adopt, implement and account for more effective policies, laws, and budgets that address critical EU accession issues*	*1.1.3-1.a BiH Score on Legislative Capacity Index (LCI) - Policy Development and Law Making Dimension* *1..1.3-1.b FBiH Score on Legislative Capacity Index (LCI) - Policy Development and Law Making Dimension*	*Activity reports, SGIP* *Activity reports, SGIP*

Project Outcome/ Output 1.1.3.1.	*The quality and effectiveness of legislation is improved as a result of increased use of evidence-based policy development in the law making process*	*1.1.3.1-1 Score on Standard Policy Development Methodology - SPDM Matrix*	*Activity reports, SGIP*
Project Outcome/ Output 1.1.3.2.	*Increased parliament's participation and expertise in, and scrutiny of, budget preparation, review, adoption, implementation, and oversight processes*	*1.1.3.2-1.a BiH Score on Legislative Capacity Index (LCI) - Budget Review, Adoption and Implementation Dimension* *1.1.3.2-1.b FBiH Score on Legislative Capacity Index (LCI) - Budget Review, Adoption and Implementation Dimension*	*Activity reports, SGIP* *Activity reports, SGIP*
Project Outcome/ Output 1.1.3.3.	*BiH governing institutions are increasingly accountable and transparent as a result of strengthened systems of public accountability and transparency*	*1.1.3.3-1.a Ratio of non-compliant agencies and poorly performing programs that are the subject of evidence-based public hearings in BiH* *1.1.3.3-1.b Ratio of non-compliant agencies and poorly performing programs that are the subject of evidence-based public hearings in FBiH*	*Activity reports, SGIP* *Activity reports, SGIP*
Project Sub-purpose 1.1.4.	*Strengthened local governments' ability to deliver public services*	*1.1.4-1 Municipal Capacity Index score* *1.1.4-2 Percentage of citizens satisfied with the quality of services provided by local government*	*TBD* *National Survey, MEASURE-BiH*
Project Outcome/ Output 1.1.4.1.	*Improved intergovernmental functional and fiscal framework in both BiH entities*	*1.1.4.1-1 Percentage of public sector revenue (excluding health and pension funds) accrued to the municipal sector*	*TBD*
Project Outcome/ Output 1.1.4.2.	*Strengthened local government management capacity and accountability for effective and efficient public service delivery and local development*	*1.1.4.2-1 Municipal Capacity Index score - Local Democracy Score*	*GAP/TBD*
Project Sub-purpose 1.1.5.	*Improved political parties' accountability and representativeness*	*1.1.5-1 Percentage of citizens who think political parties are guided by public interest*	*National Survey, MEASURE-BiH*
Project Outcome/ Output 1.1.5.1.	*Political party platforms provide clear choices for electorate*	*1.1.5.1-1 Percentage of NDI partner political parties that are assessed composite average scores of five or higher (on a scale of one to seven) regarding political representativeness and accountability via engaging in issue-based communication with citizens*	*Activity reports, Political Process Support Program*
Project Outcome/ Output 1.1.5.2.	*Improved political party communication with constituencies*		
Project Sub-purpose 1.1.6.	*Increased integrity of the elections*	*1.1.6-1 Number of citizen election observers trained with USG assistance* *1.1.6-2 Number of reports identifying real or potential problems in the electoral process, issued by the coalition on election observation and findings*	*Activity reports, Domestic Election Monitoring Activity* *Activity reports, Domestic Election Monitoring Activity*
Project Sub-purpose 1.1.7.	*Increased support for constitutional reform (all levels)*	*1.1.7-1 Percentage of citizens supporting constitutional reform at state level*	*National Survey, MEASURE-BiH*

Project Sub-purpose 1.1.8.	*Strengthen institutional capacity to fight corruption*	*1.1.8-1.a Number of performance audit reports deliberated in parliamentary committees BiH* *1.1.8-1.b Number of performance audit reports deliberated in parliamentary committees BiH* *1.1.8-2 Ratio of convictions to indictments (prosecution) for corruption-related crimes*	*Activity reports, SGIP* *Activity reports, SGIP* *HJPC Reports*
Project Sub-purpose 1.1.9.	*Women empowered to be engaged in governance at all levels*	*1.1.9-1.a BiH Score on Legislative Capacity Index: Gender Dimension* *1.1.9-1.b FBiH Score on Legislative Capacity Index: Gender Dimension* *1.1.9-2 Number of parliamentary actions that address gender issues or issues of concern to women*	*Activity reports, SGIP* *Activity reports, SGIP* *Activity reports, SGIP and Political Process Support Program*
Project Sub-purpose 1.1.10.	*Youth empowered to be engaged in governance at all level*	*1.1.10-1 Percentage of youth who self-reported activity in political/public affairs*	*National Survey, MEASURE-BiH*
Project Inputs	*ACTIVITIES:* *Justice Support Activity (JSA)* *Strengthening Governing Institutions and Processes (SGIP)* *Political Process Support Program* *Domestic Election Monitoring Activity* *Government Accountability Project*	*IMPLEMENTING PARTNERS:* *Millennium* *SUNY* *CEPPS - NDI, IRI* *CEPPS - IFES* *Chemonics*	

Project 1.2 Increased citizen participation in governance

Level of Result	Narrative Summary	Indicators	Data Sources
Project Goal 1.	*1. More functional accountable institutions and actors that meet citizens' needs*	*1-A Freedom House, Nations in Transit Democracy Score* *1-B World Bank Worldwide Governance Indicators Government Effectiveness Percentile Rank* *1-C Percentage of citizens satisfied with service delivery*	*Freedom House Website* *World Bank Worldwide Governance Indicators Website* *National Survey, MEASURE-BiH*
Project Purpose 1.2.	*1.2. Increased citizen participation in governance.*	*1.2-a USAID Civil Society Organization Sustainability Index (CSOSI)* *1.2-b Percentage of citizens participating in decision making process* *1.2-c Trust in institutions value on the SCORE Index*	*USAID CSOSI Website* *Activity reports, CSSP* *SCORE report and website, MEASURE-BiH*
Project Sub-purpose 1.2.1.	*Civil society is representative and credible*	*1.2.1-1 Average percentage of surveyed and informed citizens who express positively about CSOs* *1.2.1-2 Average percentage of business, parliamentary and government representatives who express positively about CSOs*	*Activity reports, CSSP* *Activity reports, CSSP*
Project Outcome/ Output 1.2.1.1.	*Citizens have access to unbiased information*	*1.2.1.1-1 Percentage of citizens aware of local CSO anti-corruption strategies* *1.2.1.1-2 Percentage of non-state news outlets assisted by USG* *1.2.1.1-3 Percentage of citizens satisfied with trustworthiness of information in media* *1.2.1.1.-4 Number of individuals receiving voter and civic education through USG-assisted programs*	*National Survey, MEASURE-BiH* *Activity reports, SIM* *National Survey, MEASURE-BiH* *Activity reports, YB, YBF in BD, CPT, Pro-Future, EfJS*
Project Outcome/ Output 1.2.1.2.	*CSOs influence government policy development decision-making*	*1.2.1.2–1 Percentage of citizens who believe CSOs have influence on the government decision-making* *1.2.1.2.-2 Number of policy proposals submitted to executive governments and parliaments with citizens input*	*National Survey, MEASURE-BiH* *Activity reports, ACCOUNT Follow-on, CSSP*
Project Outcome/ Output 1.2.1.3.	*CSO Capacity and Sustainability is strengthened*	*1.2.1.3-1 Local Organizational Capacity Assessment (OCA) score* *1.2.1.3-2 Percentage of international funding within the engaged CSOs*	*OCA Reports, CSSP* *Activity reports, CSSP*
Project Outcome/ Output 1.2.1.4.	*Civil society organizations advocate in partnership with other stakeholders*	*1.2.1.4-1 Number of stakeholders (other than CSOs) engaged in advocating for sectoral issues* *1.2.1.4.-2 Number of CSOs receiving USG assistance engaged in advocacy interventions*	*Activity reports, CSSP* *Activity reports, ACCOUNT Follow-on, CSSP, ACCOUNT, PILPG*
Project Sub-purpose 1.2.2.	*Trust and Reconciliation between and among people of all ethnicities is improved*	*1.2.2-1 Percentage of surveyed BiH citizens in targeted municipalities with mutual trust and confidence* *1.2.2-2 Percentage of surveyed BiH citizens in targeted municipalities expressing readiness to advocate* *1.2.2.-3 Reconciliation value on the SCORE Index*	*Activity reports, PRO-Future* *Activity reports, PRO-Future* *SCORE report and website, MEASURE-BiH*
Project Outcome/ Output 1.2.2.1.	*Communities demonstrate tolerance and respect of human rights*	*1.2.2.1-1 Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict* *1.2.2.1-2 Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance* *1.2.2.1-3 Number of people reached by a USG funded intervention providing GBV services*	*Activity reports, PRO-Future, CPT, EfJS, YBF in BD, YB* *Activity reports, PRO-Future*

Project Outcome/ Output 1.2.2.2.	*Partnership between communities are strengthened to support environment for reconciliation*	*1.2.2.2-1 Number of communities engaging in interfaith dialogue, healing, and reconciliation initiatives* *1.2.2.2-2 Number of key influencers engaged in local reconciliation initiatives* *1.2.2.2-3 Percentage of interviewed citizens in targeted municipalities who indicate increased interaction among key influencers*	*Activity reports, PRO-Future* *Activity reports, PRO-Future* *Activity reports, PRO-Future*
Project Outcome/ Output 1.2.2.3.	*Community media promotes diversity and tolerance*	*1.2.2.3-1 Number of media stories disseminated with USG support to facilitate the advancement of reconciliation or peace process*	*Activity reports, PRO-Future*
Project Outcome/ Output 1.2.2.4.	*Increased trust and partnership among targeted youth*	*1.2.2.4-1 Score change in level of trust among targeted students*	*Activity reports, EfJS*
		1.2.2.4-2 Percentage of surveyed BiH youth in targeted municipalities with mutual trust and confidence *1.2.2.4-3 Average percentage of surveyed children who mind interacting with peers from other parts of BiH*	*Activity reports, PRO-Future* *Activity reports, Fair Play*
Project Sub-purpose 1.2.3.	*Individuals and CSOs representing underrepresented groups (youth, women, Roma, disabled, LGBT) are constructively engaged in civic/political issues*	*1.2.3-1 Number of public policy recommendations proposed to improve the antidiscrimination framework and practice* *1.2.3-2 Number of underrepresented people assisted by a USG funded intervention providing services to beneficiaries*	*Activity reports, EfA* *Activity reports, EfA, ER PWDs, Service Centers for Children with Disabilities, PPMG*
Project Outcome/ Output 1.2.3.1.	*CSOs representing and led by under-represented groups advocate for policy changes*	*1.2.3.1-1 Number of advocacy initiatives focused on improving the status of youth, women, Roma, disabled, or LGBT in public and political life in BiH* *1.2.3.1-2 Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support*	*Activity reports, PPMG, EfA* *Activity reports, PPMG, EfA*
Project Outcome/ Output 1.2.3.2.	*CSOs representing and led by under-represented groups have capacity for civic and political participation.*	*1.2.3.2-1 Number of discrimination cases reported*	*Activity reports, PPMG, EfA*

	ACTIVITIES:	*IMPLEMENTING PARTNERS:*
	Civil Society Sustainability Project (CSSP)	*CCI, CPCD*
	Anti-corruption Civic Organizations Unified Network	*Center for Media Development and Analysis, InfoHouse*
	Anti-corruption Civic Organizations Unified Network Follow-on Activity	*Center for Media Development and Analysis, InfoHouse*
	Strengthening Independent Media (SIM	*InterNews*
	PRO-Future	*Catholic Relief Services, Mozaik*
	Education for Just Society (EfJS)	*Step-by-Step, ProMente*
	Fair Play, Fair Childhood	*Youth Sports Games*
	Equality for All (EfA)	*Mediacentar, Analitika, Rights for All, Vasa Prava*
Project Inputs	*Marginalized Populations Support (PPMG)*	*KULT*
	Empowerment and rehabilitation for people with disabilities in BiH	*SUMERO*
	Service Centers for Children with Disabilities	*Association of Families of Children and Persons with Developmental Disabilities 'Give Us a Chance'*
	Choosing Peace Together (CPT)	*CRS*
	Peacing the Future Together (Youth Banks-YB)	*Mozaik*
	Youth Building Future In Brcko District (YBFBD)	*Youth Build International, PRONI*
	Engaging Civil Society in Constitutional Reform	*PILPG*

Project 2.1 Improved capacity of private sector firms to compete in a market

Level of result	Narrative Summary	Indicators	Data Sources
Project Goal 2.	*2. A competitive, market-oriented economy providing better economic opportunities for all its citizens*	*2-A Annual percent change in total exports* *2-B Total investments as % of GDP* *2-C World Bank's Doing Business Ranking* *2-D World Bank's Doing Business, Distance to Frontier'*	*Agency for Statistics Website* *Agency for Statistics Website* *World Bank Doing Business Website* *World Bank Doing Business Website*
Project Purpose 2.1.	*2.1. Improved capacity of private sector to compete in market economy*	*2.1-a -1 Number of new full time officially registered jobs in USAID-assisted enterprises and other private sector partners/beneficiaries* *2.1-a -2 Number of part-time, seasonal and other types of jobs not considered full time officially registered jobs in USAID-assisted enterprises and other private sector partners/beneficiaries* *2.1-b Number of private sector firms (and other private sector partners/beneficiaries) that have improved management practices or technologies as a result of USAID assistance* *2.1-c Number of farmers and others who have applied improved technologies or management practices as a result of USAID assistance* *2.1-d Percentage of female participants in USAID-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment)*	*FIA/APIF database or Activity reports in the cases FIA/APIF data is not available and beneficiary surveys conducted* *Beneficiary surveys conducted* *Internal Activity records, FIRMA, GOLD, PI, Via Dinarica, FARMA II* *Internal Activity records, annual reports, FARMA, Agribusiness Microenterprise Development, Diaspora GDA, FARMA II* *Internal Activity records, FIRMA, FARMA, GOLD, PI, Via Dinarica, Agribusiness Microenterprise Development, Diaspora GDA, FARMA II*
Project Sub-purpose 2.1.1.	*Integrative Growth: Increased market access of assisted enterprises and other partners/beneficiaries*	*2.1.1-1 Annual percent change in sales of USAID-assisted private enterprises and other partners/beneficiaries*	*FIA/APIF database or Activity reports in the cases FIA/APIF data is not available and beneficiary surveys conducted*
Project Outcome/ Output 2.1.1.1.	*Increased exports of USAID-assisted enterprises and other partners/beneficiaries*	*2.1.1.1-1 Annual percent change in exports of USAID-assisted private enterprises and other partners/beneficiaries*	*FIA/APIF database or Activity reports in the cases FIA/APIF data is not available and beneficiary surveys conducted*
Project Outcome/ Output 2.1.1.2.	*Improved capacity of private enterprises and other partners/beneficiaries related to trade, certification, and market access*	*2.1.1.2-1 Number of private enterprises and other partners/beneficiaries certified*	*Internal Activity records, FIRMA, FARMA, GOLD, FARMA II*
Project Sub-purpose 2.1.2.	*Investment Growth: Increased investment into private sector*	*2.1.2-1 Value of direct investment (domestic and foreign) resulting from USAID assistance*	*Activity records for beneficiary, survey results, GOLD, Diaspora GDA, FARMA II*
Project Outcome/ Output 2.1.2.1.	*Increased volume of financing for private sector investment resulting from USAID assistance*	*2.1.2.1-1 Volume of loans with DCA guarantee*	*Reports from DCA partner banks, DCA*
Project Outcome/	*Improvement in government services and*	*2.1.2.2-1 Number of improved/simplified municipality laws/regulations/procedures*	*Municipal official documents, GOLD*

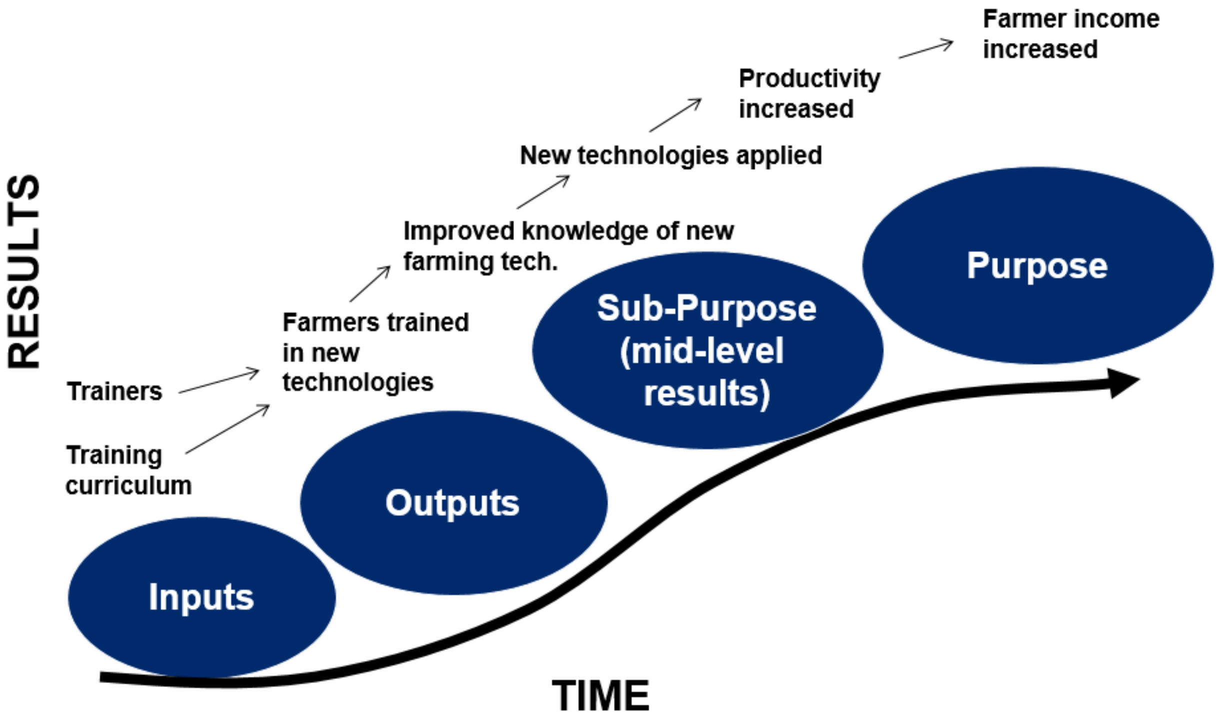
Output 2.1.2.2.	*regulations relevant for business activity*	*2.1.2.2-2 Number of certificates/standards attained by the public sector organizations* *2.1.2.2-3 Number of policies, laws, regulations, and administrative procedures, analyzed, drafted, adopted and being implemented in agricultural sector, as a result of USAID assistance*	*Internal Activity records, GOLD, FARMA II* *Internal Activity records, FARMA II*
Project Sub-purpose 2.1.3.	*Smart Growth: Enhanced entrepreneurship and adoption of new technologies*	*2.1.3-1 Score on the Global Innovation Index*	*Global Innovation Index Website*
Project Outcome/ Output 2.1.3.1.	*Enhanced skills, entrepreneurship, and employment among youth resulting from USAID assistance*	*2.1.3.1-1 Number of viable start-ups incubated (among youth)*	*Internal Activity Reports, PI*
Project Outcome/ Output 2.1.3.2.	*Strengthened competitiveness of USAID-assisted private enterprise by increasing use of value-added ICT*	*2.1.3.2-1 Number of SMEs that report improved profitability (resulting from use of value-added ICT)*	*Public income statements and surveys conducted, PI*
Project Inputs	*ACTIVITIES:* *Fostering Interventions for Rapid Market Advancement (FIRMA)* *Fostering Agricultural Markets Activity (FARMA)* *Agribusiness Microenterprise Development in B&H* *Partnership for Innovation Activity (PI)* *Growth-Oriented Local Development Program in B&H (GOLD)* *Via Dinarica* *Diaspora GDA – USAID Alliance for Agribusiness Development Activity* *Fostering Agricultural Markets Activity II (FARMA II)* *DCA*	*IMPLEMENTING PARTNERS:* *Cardno Emerging Markets* *Chemonics* *Nešto Više* *Education Development Center, Inc.* *Deloitte* *UNDP* *AGRONA* *Cardno Emerging Markets* *USAID*	

Project 2.2 Improved economic aspects of governance relevant to business activity

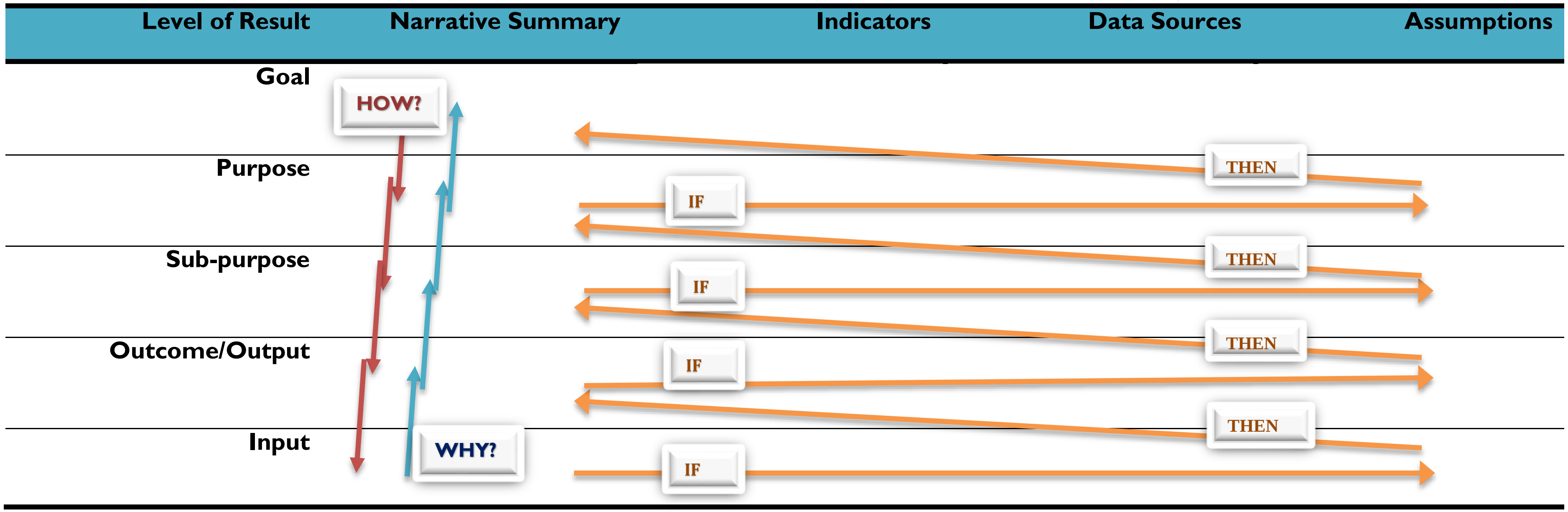
Level of result	Narrative Summary	Indicators	Data Sources
Project Goal 2.	*2. A competitive, market-oriented economy providing better economic opportunities for all its citizens*	*2-A Annual percent change in total exports* *2-B Total investments as % of GDP* *2-C World Bank's Doing Business Ranking* *2-D World Bank's Doing Business, Distance to Frontier'*	*Agency for Statistics Website* *Agency for Statistics Website* *World Bank Doing Business Website* *World Bank Doing Business Website*
Project Purpose 2.2.	*2.2. Improved economic aspects of governance relevant to business activity.*	*2.2-a Score on the Regulatory Quality dimension of the Worldwide Governance Indicators* *2.2-b Score on Economic Governance Index (EGI)*	*World Bank Worldwide Governance Indicators Website* *MEASURE-BiH*
Project Sub-purpose 2.2.1.	*Fiscal policies reformed*	*2.2.1-1 Score in the Fiscal Freedom dimension of the Government Size pillar within the Economic Freedom Index* *2.2.1-2 Level of alignment with the best practices in debt management identified within the World Bank Debt Management Performance Assessment Tool (DeMPA)* *2.2.1-3 Score in Paying Taxes dimension of Doing Business (measuring time and costs saved for businesses)*	*Economic Freedom Index Website* *FAR assessment, FAR* *World Bank Doing Business Website*
Project Outcome/ Output 2.2.1.1.	*Improved coordination of budget and treasury systems*	*2.2.1.1-1 Number of government units which have newly installed Treasury System (IT System introduced in TS)*	*Software Installation Acceptance document, quarterly and annual reports, FAR*
Project Outcome/ Output 2.2.1.2.	*Fiscal Council (FC) strengthened*	*2.2.1.2-1 Number of procedures and recommendations adopted and implemented by the Fiscal Council*	*Activity records and Fiscal Council, FAR*
Project Outcome/ Output 2.2.1.3.	*Government debt management strengthened*	*2.2.1.3-1 Number of procedures/regulations drafted and adopted related to government debt management (Number of procedures/regulations/IT system introduced)*	*Software Installation Acceptance document, Activity's IT Specialist reports and Activity records, FAR*
Project Outcome/ Output 2.2.1.4.	*Tax regime restructured*	*2.2.1.4-1 Amount of direct tax revenue collected attributable to USAID assistance*	*Tax Authority reports on revenues collected, FAR*
Project Outcome/ Output 2.2.1.5.	*Parafiscal taxes eliminated*	*2.2.1.5-1 Number of para-fiscal taxes eliminated*	*Activity records and Tax Administration records, FAR*
Project Sub-purpose 2.2.2.	*Employment, social and disabilities policies reformed*	*2.2.2-1 Score in the Labor Market Regulation Annex of the Doing Business Report, indicator on maximum length of fixed-term contracts, including renewals (months)*	*World Bank Doing Business Website*
Project Outcome/ Output 2.2.2.1.	*Workman's compensation system introduced*	*2.2.2.1-1 Number of workman's compensation litigation cases*	*Future activity in labor/social reform*
Project Outcome/ Output 2.2.2.2.	*Labor market reformed*	*2.2.2.2-1 Number of labor reform related policies/regulations and procedures drafted and adopted*	*Future activity in labor/social reform*
Project Outcome/ Output 2.2.2.3.	*Pension system reformed*	*2.2.2.3-1 Number of pension related policies/ regulations and procedures drafted and adopted*	*Future activity in labor/social reform*

Project Sub-purpose 2.2.3.	*Financial sector in line with international standards*	*2.2.3-1 Level of compliance with relevant international financial standards*	*Future activity in financial sector reform*
Project Outcome/ Output 2.2.3.1.	*Adoption of relevant international standards*	*2.2.3.1-1 Number of financial sector policies/ regulations and procedures drafted and adopted* *2.2.3.1-2 Basel II and III regulations enacted*	*Future activity in financial sector reform* *Future activity in financial sector reform*
Project Sub-purpose 2.2.4.	*Energy sector's sustainable contribution to economy increased*	*2.2.4-1 Value of investment in energy sector*	*Activity reports, EIA*
Project Outcome/ Output 2.2.4.1.	*Compliance with the EU accession requirements in the energy sector*	*2.2.4.1-1 Number of policy reforms/laws/regulations/administrative procedures drafted and adopted to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USAID assistance*	*Activity reports, EIA*
Project Sub-purpose 2.2.5	*Green development introduced*	*2.2.5-1 Air quality*	*Future green development activity*
Project Outcome/ Output 2.2.5.1	*Slowed rate and reduced effects of climate change*	*2.2.5.1-1 Greenhouse gas emission*	*Future green development activity*
Project Sub-purpose 2.2.6.	*Improved public service delivery efficiency and enhanced broad stakeholder involvement in public service by high-quality e-Governance*	*2.2.6-1 UN e-Government Survey ranking*	*UN Public Administration Country Studies Website*
Project Outcome/ Output 2.2.6.1.	*Utilization of eGovernance improved*	*2.2.6.1-1 Annual e-governance metric*	*Future E-government activity*
Project Inputs	*ACTIVITIES:* *Fiscal Sector Reform Activity (FAR)* *Energy Investment Activity (EIA)*	*IMPLEMENTING PARTNERS:* *Finit Consulting* *AEAI*	

APPENDIX 3. EXAMPLE OF LEVELS OF RESULTS MEASURED



APPENDIX 4. VERTICAL AND HORIZONTAL LOGIC OF THE LOGICAL FRAMEWORK APPROACH



The Logical Framework Approach establishes **a vertical logic** that defines the series of causal linkages intended to transform inputs into developmental changes. The hierarchical structure can be tested by asking the question "how" when moving down the causal chain, and asking "why" when moving up the causal chain. The LogFrame demands logical causality to articulate the Activity Development Hypothesis, and to evaluate its achievements. **The logic should always start from the Activity Goal in order to develop lower level results.** The vertical logic is "means-and-end" logic. Description of means: We are going to contribute to the Goal by achieving the Purpose, while the Purpose will be achieved by realizing the Sub-purposes, and so forth. Description of ends: We are investing the Inputs in order to realize the Outcomes/Outputs, and we are realizing Outcomes/Outputs in order to achieve Sub-purposes, etc.

The **horizontal logic**, on the other hand, is "if-then" logic which puts the entire LogFrame into a narrative by connecting Inputs and results to respective assumptions that need to hold so that the higher level results can be achieved. Description: If we invest the Inputs and the assumption at the input level holds true, we will then realize the Outcome/Output. If we realize all of our Outcomes/Outputs, and the assumptions at Outcome/Output level hold true, we will then achieve all our Sub-purposes. If all our Sub-purposes are achieved, we will then meet the Purpose. If our Purpose is met, and the Purpose level assumptions hold true, we will have contributed to the goal.

APPENDIX 5. ACTIVITY INDICATOR PERFORMANCE TRACKING TABLE (IPTT), TO BE ATTACHED TO QUARTERLY AND ANNUAL REPORTS

INDICATOR NAME	UNIT OF MEASURE	FREQUENCY	DISAGGREGATION	OVERALL ACTIVITY BASELINE		REPORTING PERIOD 1				REPORTING PERIOD 2				…	LIFE OF ACTIVITY		Explanation of Deviation in Comparison to Targets
				Date	**Value**	*Calculation base for the reporting period, if applicable*	*Calculation base value, if applicable*	**Target**	**Actual**	*Calculation base for the reporting period, if applicable*	*Calculation base value, if applicable*	**Target**	**Actual**		**End of Activity Target**	**% Target Achieved**	
1. E.g. Number of farmers and others who have applied new technologies or mana-gement practices as a result of USAID assistance			**TOTAL**														
			FEMALE														
			MALE														
Add row per each indicator			**TOTAL**														
			GROUP 1														
			GROUP 2														
…																	

To fill out this table, keep the following notes in mind:

1. This Table will be used for reporting actuals and will be attached to your Quarterly and Annual Reports (note that only those indicators with quarterly frequency defined within your PIRS will be attached to Quarterly Reports).
2. Precise definition of every indicator is important, especially if this IPTT is filled out by different partners (included in the Activity consortium). They need to understand and report the same data.
3. *Calculation base for the reporting period* and *Calculation base value* need to be filled out only for those indicators for which the calculation base changes with each reporting period. This refers to indicators expressed in percent/fraction (e.g. share, ratio, proportion) or percent change (e.g. annual or quarterly change), with the exception of indicators for which denominator stays the same in each reporting period, such as representative surveys, in which denominator covers entire population in each reporting period. For example, if indicator measures percent change in sales of Activity beneficiaries (companies assisted by activity) and if number of beneficiaries increases from one year to the next, calculation bases are different for each year and should be noted. Another example is an indicator that measures organizational capacity, where the number of organizations that contribute to overall score changes from one year to the next. In such cases, in addition to Overall Activity Baseline that is set in PIRS, Activities also need to report on Calculation Base Date, Value, Unit of Measure, and Description when filling out actuals in Activity Indicator Performance Tracking Table attached to the Quarterly/Annual Reports. For example, if indicator is Annual Change of Sales of Activity Beneficiaries, you will set your baseline (e.g. 0%) and annual targets in percent (e.g. 10% increase in 2016) when filling out this PIRS. When you report actuals for this indicator within the Activity Indicator Performance Tracking Table at the time of preparation of your first Annual Report, you will need to report that total sales of your beneficiaries were e.g. 10 mil KM in 2015, while the actual percent change for 2016 was e.g. 20% (meaning that actual sales in 2016 were 12 mil KM).

   For all other indicators, Activity should have only one baseline (*Overall Activity Baseline*), describing the status of the performance indicator at the onset of implementation of USAID-supported intervention that contribute to the achievement of the relevant result.
4. It is possible that some indicators (for example, higher level indicators at Goal or Purpose level) are measured annually, while other indicators are measured on quarterly basis. Please note that
5. Fiscal year starts at October 1 and ends at September 30.
6. Note that annual values for actuals do not necessarily simply add quarterly values (e.g. if indicators measures percent change).
7. Baselines, targets and actuals should be set for total indicator values, as well as for each disaggregation category (e.g. sex). Note, however, that activities can use additional break-downs of data (e.g. by age) for their internal management use and in their data analysis, which should be explained in the PIRS section on Plan for Data Analysis, Review, and Reporting.
8. Annual/quarterly targets need to refer to the reporting period only (i.e. they should not be cumulative), while the Life of Activity Target should be cumulative.
9. Please note that all people-level indicators must be sex-disaggregated.

APPENDIX 6. PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS) TO BE ATTACHED TO THE ACTIVITY M&E PLAN

Performance Indicator Reference Sheet *Please delete instructions in italics as you fill in the form.*	
Project Purpose: *Select only one Project the indicator falls under. If the indicator is at the Project goal level, please note so (use the LogFrame of the Project your Activity belongs to).*	Choose an item.
Name of Project Results Measured: *Select only one specific Project result the indicator contributes to. If the indicator is at the Project goal level, please note so (use the LogFrame of the Project your Activity belongs to). If the indicator is not related to Project Result, leave empty.*	Choose an item. Choose an item.
Activity Purpose: *Enter your Activity's purpose (use your Activity's LogFrame).*	
Name of Activity Result Measured: *Enter the Activity result this indicator measures (use your Activity's LogFrame).*	
Name of Indicator: *Enter the full title of the indicator.*	
Is this a Project Indicator: Yes ☐ No ☐ *If Yes, select the Project indicator to which this Activity indicator contributes.* If No, leave empty. Choose an item. *IMPORTANT: If this is a Project indicator, note that you must consult Project PIRS for this indicator when preparing this PIRS for your Activity indicator. Your main PIRS fields (Precise Definition, Calculation Model, Unit of Measure, Disaggregation, Geography, Data Collection Methods, and Data Source) need to include detailed explanation of how your Activity will track the indicator, but paying close attention that the general methods are in line with those prescribed in Project-level PIRS for this indicator. This is particularly important in the case of Project indicators on which multiple Activities report, in order for the Mission to be able to use your Activity data along with the data from other Activities.*	
DESCRIPTION	
Precise Definition(s): *Define the specific words or elements used in the indicator, especially qualitative terms, such as effective, improved, strengthened, accountable, etc. Clarify numerator and denominator for all percent based units of measure.*	
Calculation Model (if applicable): *Describe the statistical formula you will use to calculate the indicator. A reader should be able to reconstruct the indicator from the raw data and the formula. If the indicator is merely a 'number of…', write n/a.*	
Unit of Measure: Choose an item. **Description of Unit of Measure**: *Describe what exactly is being measured. E.g.,* *i) if chosen unit is Simple Number, description can be Score on rating scale 1-7, 7 being the best (maximum citizen satisfaction),* *ii) if chosen unit is Simple Number, description can be Tons of vegetables produced,* *iii) if chosen unit is Simple Number, description can be Jobs,* *iv) if chosen unit is Percent/Fraction, description can be Ratio of convictions to indictments,* *v) if chosen unit is Percent/Fraction, description can be Investment in % of GDP,* *vi) if chosen unit is Percent Change, description can be Annual change of sales of Activity beneficiaries.* **Does this Indicator Have a Changing Calculation Base with Each Reporting Period: Yes ☐ No ☐** *If indicator is expressed in percent/fraction (e.g. share, ratio, proportion) or percent change (e.g. annual or quarterly change), its calculation base changes with each reporting period (the exceptions are indicators for which denominator stays the same in each reporting period, such as representative surveys, in which denominator covers entire population in each reporting period). For example, if indicator measures percent change in sales of activity beneficiaries (companies assisted by activity) and if number of beneficiaries increases from one year to the next, baselines are different for each year and should be noted. Another example is an indicator that measures organizational capacity, where the number of organizations that contribute to overall score changes from one year to the next. In such cases, in addition to Overall Activity Baseline that you need to set here, during the implementation of your Activity, you will also need to report on Calculation Base Date, Value, Unit of Measure, and Description when filling out your actuals in Activity Indicator Performance Tracking Table with your Quarterly/Annual Report. For example, if indicator is Annual Change of Sales of Activity Beneficiaries, you will set your baseline (e.g. 0%) and annual targets in percent (e.g. 10% increase in 2016) when filling out this PIRS. When you report actuals for this indicator within the Activity Indicator Performance Tracking Table at the time of preparation of your first Annual Report, you will need to report that total sales of your beneficiaries were e.g. 10 mil KM in 2015, while the actual percent change for 2016 was e.g. 20% (meaning that actual sales in 2016 were 12 mil KM).*	
Desired Direction: *Indicate in which direction the indicator should preferably go (e.g. up, down)*	
Disaggregation: *List planned ways of disaggregating the data (sex, age, urban/rural, etc.) and justify why useful. Note that all people-level indicators must be sex-disaggregated. Baselines and targets (as well as actuals, to be reported later within the Activity Indicator Performance Tracking Tables as an Appendix to each Quarterly/Annual Report) should be set for total indicator values, as well as for each disaggregation category (e.g. sex) specified here. Note, however, that Activities can use additional break-downs of data for their internal management and in their data analyses (which should be explained in the field on Plan for Data Analysis, Review, and Reporting), in which case actuals for these additional break-downs of data can be monitored within the textual part of Activity Quarterly/Annual Reports, but not within the official Activity Indicator Performance Tracking Table (thus, no need for targets and baseline to be established for these additional break-downs of data).*	
Geography: *At what geographic scale will actuals for this indicator be measured during Activity implementation (thus, no need for targets and baseline to be established for geographical distribution).Select all that apply.* Choose an item.	
Rationale or Justification for Indicator: *Describe why this particular indicator was selected to measure the intended result and how it will be useful for managing performance.*	
PLAN FOR DATA ACQUISITION BY USAID	
Data Collection Method: *Describe the tools and methods for collecting the raw data, e.g.: ledger of patient names, document review, structured interviews, focus groups, written survey, direct observation, self-reported information, review of sign-in sheets, and so on. If the indicator is constructed, such as an index or an expert panel assessment, describe the procedure for construction. If the indicators is collected from a secondary source (e.g. Statistics Agency), please explain their methodology used, at least in simplest terms.*	

Data Source: *Identify the source of data (e.g., Household Budget Survey; ministry data; partner records; Freedom House Nations in Transit website with a link; etc.). For indicators that require calculation based on multiple indicators from different sources, list data source for each.*

Frequency of Reporting Data Within Activity Tracking Table: *E.g. quarterly or annually. Baselines and targets (as well as actuals, to be reported later within the Activity Indicator Performance Tracking Table) should be set for indicators based on frequency defined here (e.g. for quarterly indicator, quarterly targets need to be set and actuals will need to be reported in Activity Indicator Performance Tracking Table with each Quarterly Report). Note, that in the case of indicators for which defined frequency is annual, Activities can still report and analyze quarterly progress within the textual part of the Quarterly Reports. Specify here any overlap/discrepancies in data collection and reporting periods – for example, some indicators are only measured on the basis of calendar year, in which cases, the value reported for one fiscal year will be the most recent available value (the value for previous calendar year).*

Estimated Cost of Data Acquisition: *What is the cost of direct data acquisition, not including the Activity staff time?*

Data Collected by: *Name and contact details of the person/organization that collects the raw data.*

Individual Responsible at USAID: *Identify the specific USAID staff member directly responsible for acquiring the data.*

Individual Responsible at Activity: *Identify the specific Activity staff member directly responsible for acquiring the data.*

Location of Data Storage: *Explain where the data will be stored.*

DATA QUALITY ISSUES

Date of Initial/Previous Data Quality Assessment: *Enter the date of the initial quality assessments and the responsible party. If the initial DQA has yet to be conducted, write when and the responsible party. Enter dates and responsible parties also for all other previous DQAs.*

Date of Future Data Quality Assessments: *Enter the planned date for subsequent data quality assessments.*

Known Data Limitations and Significance (if any): *Enter any major data limitations that affect the USAID data quality standards, namely validity, reliability, timeliness, precision, and integrity of data.*

Actions Taken or Planned to Address Data Limitations (if any): *Explain how identified limitations will be addressed or controlled.*

PLAN FOR DATA ANALYSIS, REVIEW, AND REPORTING

Data Analysis Method: *Explain how the indicator will be analyzed to measure the progress and performance. E.g. comparison of actuals vs. targets, comparing results between disaggregation groups (e.g. male vs. female), measuring trends, developing more complex indices or matrices, geo-analysis, econometrics, etc. Be realistic, use analyses that are relevant for decision-making. Explain any break-down of data (other than official disaggregation) which you plan to use for analyses purposes (e.g. by geographic location).*

Responsible for Data Analysis: *Identify the specific USAID/Activity staff or organization responsible for conducting data analysis. E.g. M&E Officer and COP at the Activity-level, as well as Activity COR and relevant USAID/BiH Technical Office.*

Presentation of Data Analysis: *Describe the format the data analysis will be presented in (e.g. charts) and which program/software will be used.*

Reporting of Data Analysis: *Explain when and who will submit the data analysis, in which type of a report (e.g. the CoP will submit analyses of the data and relevant actions if needed within each Activity Quarterly/Annual Report, while COR will report within material for Project Portfolio Review at Project level).*

Review and Use of Data Analysis: *Explain who will be using the data analysis and for which type of decisions (e.g. analyses will be used by COP, COR, and Project Manager in : i) determining intervention effectiveness and efficiency, ii) work planning iii) timely adjusting and improving the tasks if needed, and iv) planning of future USAID/BiH interventions if applicable). Review should ideally be done in a participatory manner.*

CHANGES TO INDICATOR

Changes to Indicator: *Document here any changes to indicator, such as a change in how the data is collected, not changes in the indicator data. Specify (1) the date of the change (2) the change that was made, and (3) the reason for the change.*

Other Notes:

PERFORMANCE INDICATOR VALUES (also specify for disaggregation, if any)

Overall Activity Baseline: *State the timeframe (quarter, year, etc.) that will serve as the overall Activity baseline value for this indicator. Overall Activity baseline describes the status of the performance indicator at the onset of implementation of USAID-supported interventions that contribute to the achievement of the relevant result. See ADS 203.3.9 for more information on baselines. As noted above, baselines and targets (as well actuals, to be reported later within Indicator Performance Tracking Table in Quarterly and Annual Reports) should be set for total indicator values, as well as for each disaggregation category (e.g. sex). Note, however, that Activities can use additional break-downs of data for their internal management and in their data analysis (can be explained in the PIRS section on Plan for Data Analysis, Review, and Reporting) which do not have disaggregated baselines and targets (and later actuals).*

Rationale for Targets: *Explain the basis on which targets are set (e.g., identify specific trends to make reasonable projections based on anticipated level of effort and resources). See ADS 203.3.9 for more information on targets. Note that annual/quarterly targets need to refer to the reporting period only (i.e. they should not be cumulative), while the Life of Activity Target should be cumulative.*

Reporting Period (e.g. Year of Quarter)	**Indicator Values** – *this section should be filled out in accordance with the frequency defined above in the field Frequency of Reporting Data within Activity Tracking Table. Baselines and targets should be given for each category noted in the field Disaggregation.*	
	Overall Activity Baseline	**Target**
e.g. FY2015	*e.g. x total, x women, x men*	
FY2016		*e.g. x total, x women, x men*
FY2017		*e.g. x total, x women, x men*
	Life of Activity Cumulative Targets	*e.g. x total, x women, x men*

THIS SHEET LAST UPDATED BY: DATE:

To avoid version control problems, type the date of most recent revision or update to this reference sheet.

APPENDIX 7. SCHEDULE OF PERFORMANCE MONITORING TASKS AND RESPONSIBILITIES TO BE USED IN ACTIVITY WORK PLANS

Fill in your sequence of performance monitoring tasks, timeline, and individuals responsible for tasks.

Performance Management Task	Activity Year 1				Activity Year 1				Activity Year 1				Activity Year 1				Activity Year 1				Responsible Task Personnel
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

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