



BOSNIA AND HERZEGOVINA WORKFORCE AND HIGHER ACCESS TO MARKETS ACTIVITY (WHAM)

QUARTERLY REPORT

June 9, 2017 – September 30, 2017

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LIST OF ACRONYMS

AO	Agreement Officer
AOR	Agreement Officer's Representative
B2B	Business-to-business
BAM	Bosnia Mark
BiH	Bosnia and Herzegovina
CoP	Chief of Party
CESES	Confederation of European Senior Expert Services
DCoP	Deputy Chief of Party
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FTC	Foreign Trade Chamber of Bosnia and Herzegovina
GIZ	German Corporation for International Cooperation
IESC	International Executive Service Corps
IMM	International Interiors Show in Cologne, Germany
ISO	International Organization for Standardization
MEL	Monitoring, Evaluating, and Learning
MOU	Memorandum of Understanding
PIRS	Performance Indicators Reference Sheets
RFA	Request for Application
RDA	Regional Development Agency
STTA	Short-term Technical Assistance
USAID	United States Agency for International Development
VEGA	Volunteers for Economic Growth Alliance
WHAM	Workforce and Higher Access to Markets

ACTIVITY OVERVIEW

The Balkan country of Bosnia and Herzegovina (BiH) is experiencing an estimated 3 percent annual growth in GDP.¹ Increasing exports and collaborating with market actors will further this growth, drive innovation, and increase opportunities for new employment and high-growth enterprise expansion. Closer interaction with the European Union (EU) and regional markets is key to the stability, growth, and renaissance of this important intersection for trade, relations, and culture between the East and West.

The Workforce and Access to Higher Markets (WHAM) Activity is designed to stimulate job creation by advancing BiH's trade integration with, and expansion into, the EU and regional markets. The Activity will accomplish this goal primarily via a grant program for BiH private enterprises. Grants will prioritize high-growth, exporting or export-ready enterprises aiming to expand capacity, reach more markets, and generate employment. The Activity's efforts focus on BiH organizations and enterprises working in, or linked to, three main sectors: wood processing, metal processing, and textile/footwear sectors.

The WHAM Activity includes the following three key intervention areas:

Intervention 1: Workforce Development. The objective of this intervention is to help high-growth enterprises source skilled employees from a qualified labor force. Presently, the BiH workforce development system is fragmented and not well-aligned with industry needs. The WHAM Activity aims to address this issue through channeling training and capacity building assistance to companies through intermediaries such as regional development agencies (RDAs), employment agencies, business associations, chambers of commerce, and educational institutions to ensure their workforce has the skills to capitalize on market opportunities, with special attention to developing a qualified cohort of young people and women. Business demand drives workforce development interventions, specifically, businesses planning expansion and new employment that need workforce training to deliver required skills for these new job opportunities.

Intervention 2: Access to Markets. The objective of this intervention is to support high-growth enterprises identify and access new customers in existing or new markets to increase exports from BiH. Many BiH enterprises export through middlemen. This limits direct links with export markets and impedes their ability to receive market signals. Although market-access activities for BiH enterprises will primarily be transaction-oriented, the WHAM Activity will also support the abilities of enterprises to collect market information and mine key international market data critical to the development of successful market strategies and engagement plans.

Intervention 3: Product Quality and Capacity Building. The objective of this intervention is to enable enterprises to meet the product and quality requirements of target markets in the EU and the region. Grant opportunities will support enterprises to achieve new market-relevant certifications and introduce new chain of custody systems. WHAM will prioritize efforts that incorporate new manufacturing processes, new technology, and greater energy efficient equipment that improve BiH

¹ Three percent average GDP growth includes 2015 actuals, 2016 estimates, and 2017 forecast. Source: World Bank's June 2017 *Global Economic Prospects* report.

high-growth enterprise competitiveness in global markets. Whenever possible, the Activity will link market access support to grantees' internal capabilities. For example, WHAM will seek to fund grant applications that respond to end market demands by making quality improvements, integrating technology in new product development, and addressing needed improvements in business management processes and strategies. WHAM will improve grantee product quality and capacity through grants that will enable high growth potential firms to acquire modern equipment, obtain new certifications, and develop business strategies that optimize these improvements to the enterprise's competitiveness.

The WHAM Activity is a USAID-funded activity administered by the Volunteers for Economic Growth Alliance (VEGA) and implemented by the International Executive Service Corps (IESC), in conjunction with local sub-recipient ENOVA. WHAM is governed under the Leader-with-Associate Cooperative Agreement No. EEM-A-00-04-00002-00, and the Associate Cooperative Agreement No. AID-I 68-LA-17-00001. The period of performance for the award is June 9, 2017 to June 8, 2020. The Quarterly Report is submitted in accordance with Attachment A, Section A.5 Reporting and Evaluation of the Agreement of the Associate Cooperative Agreement.

EXECUTIVE SUMMARY

This report covers the period between June 9 and September 30, 2017. During this first reporting period, the WHAM Activity team primarily focused on start-up activities. All administrative tasks have been completed successfully and in a timely manner, and the Activity is now fully operational. In the month of June, WHAM entered into an office lease agreement in Sarajevo. The Activity registered with the Federation of Bosnia and Herzegovina (FBiH) Tax Administration in the month of July and set-up bank accounts at Unicredit Bank in the month of August. The Activity's management completed the recruitment process in September, and all six WHAM Activity staff are hired and registered in accordance with local regulations.

All expected deliverables were produced and submitted per Agreement requirements during the reporting period. These deliverables include the following:

- 1) Gender Analysis, submitted on July 21, 2017: approved by USAID on August 14, 2017;
- 2) Year-One Work Plan, submitted on August 8, 2017: approved by USAID on August 24, 2017;
- 3) Grants Manual, submitted on August 8, 2017: approved by USAID on September 21, 2017;
- 4) Branding Strategy and Marking Plan, submitted on August 8, 2017: approved by USAID on September 1, 2017; and,
- 5) Activity Monitoring, Evaluation and Learning Plan (AMELP), submitted on September 7, 2017: approval from USAID pending.

In addition to the administrative tasks and production of deliverables, a wide variety of other activities took place to enforce the Activity's mandate and complete tasks contained in the approved annual work plan. The most important ones include meetings with counterparts and stakeholders, as well as the development of the first Request for Applications (RFA). The aim of the meetings was to promote the Activity, find potential implementing partners and intermediaries to participate in the grant process, and gain information on fast-growing enterprises to better understand the current needs and trends in each targeted industrial sector. Annex A of this report provides insights from some of the most significant meetings.

The draft of the first RFA was finished in late September 2017. After comments and suggestions provided by the Agreement Officer Representative (AOR) on the RFA, the approach to grants has pivoted. Going forward, there will be two types of RFAs: a generic one, which encompasses all three areas of intervention; and, a specific one for single areas of intervention. WHAM engaged a volunteer grants advisor, Donagh Houlihan, who provided significant contribution to the draft and final versions.

As volunteer experts are a key element of the technical assistance WHAM will provide, and to enhance IESC's network of volunteers, WHAM started negotiations with the Confederation of European Senior Expert Services (CESES) for the provision of European volunteers, experts in EU markets and market requirements. WHAM also met with four relevant BiH universities for the provision of local student volunteers.

ACTIVITY IMPLEMENTATION

A. DELIVERABLES

Pursuant to the Agreement, the WHAM Activity has produced and delivered five deliverables to USAID:

I. WORK PLAN – YEAR ONE

In accordance with the WHAM Activity Cooperative Agreement and supplementing documents, the Work Plan – Year One for the period of June 9, 2017 to September 30, 2018 was submitted to USAID for AOR review on August 8, 2017.

The Work Plan – Year One contains all elements required by the respective WHAM Activity Cooperative Agreement, including:

- 1) Activity overview;
- 2) Description of implementation activities with the rationale behind the activities (rationale derives from an analysis of the system constraints and feedback from stakeholders);
- 3) Estimated timeline and benchmark indicators for achieving the objectives of each intervention area;
- 4) Anticipated results for the activities for each intervention area;
- 5) Sub-section on collaboration with other USAID-funded activities and other donors;
- 6) Annex A - Implementation plan is a Gantt chart containing details of planned implementation, including:
 - The establishment of the grant system;
 - Specific interventions grouped within each of the three Activity intervention areas; and,
 - Rapid mobilization and management of the Activity.
- 7) Annex B – Budgetary forecast that includes the anticipated budget required for the items within the Work Plan; and,

- 8) Annex C – draft MoU with CESES represents the agreement between IESC and CESES on recruitment of expert volunteers. (Later, this document turned into a service agreement between IESC and CESES as this was the appropriate legal instrument for this engagement).

In addition to explaining future activities, the work plan also reports on activities that were completed before the date of its submission, keeping USAID updated on the status of activities that were due prior to its submission. The work plan was approved by the AOR on August 24, 2017.

2. GRANTS MANUAL

In accordance with the Cooperative Agreement, the draft Grants Manual was submitted to USAID on August 8, 2017. In addition to the IESC home office staff and the WHAM Activity staff, grants expert Donagh Houlihan was engaged as a consultant to provide expertise in creating a fast, flexible, and decisive grant mechanism able to meet the needs of the enterprises within the target sectors of BiH. Due to the number and nature of suggestions and comments, as well as requests given by the Agreement Officer (AO), the Grants Manual had four revisions. Grants expert Donagh Houlihan participated in the redesign as a volunteer, following the submission of the first draft to USAID.

The result of the intense work on the Grants Manual redesign during this period is a shorter and more streamlined document with more efficient procedures, clearly defined roles of participants in the grant process, and clearer separation of duties between the Activity staff.

The Grants Manual was approved by the AO on September 21, 2017.

3. BRANDING STRATEGY AND MARKING PLAN

As defined in the Agreement, the Branding Strategy and Marking Plan (BSMP) was submitted to USAID on August 8, 2017. USAID provided suggestions and comments, which were fully accepted and included in the final revised submission. The plan was re-submitted to USAID on August 31, 2017. The BSMP was approved by the AOR on September 1, 2017.

4. ACTIVITY MONITORING, EVALUATION, AND LEARNING PLAN

Per the WHAM Agreement, the Activity Monitoring, Evaluation, and Learning (MEL) Plan was submitted to the AOR on September 7, 2017. Concrete details of the MEL plan (performance indicators, collection of baseline and follow-up data, numerical targets, performance indicators reference sheets (PIRS)) and instructions on how to structure the MEL plan are prescribed by the Agreement. The content of the MEL plan, also regulated by the Agreement, includes the following:

- 1) Results to be achieved;
- 2) Qualitative and quantitative indicators;
- 3) Method of data collection; and,
- 4) Targets for each indicator by year.

The IESC startup team and WHAM Activity staff members consulted with the AOR, Mission MEL specialist, and Mission MEL contractor in the development of the MEL plan. Prior to starting the development of the MEL Plan, a joint meeting with USAID MEASURE project and Mission MEL specialist

took place on July 19, 2017. Key issues relative to the MEL plan and USAID/BiH standard reporting requirements were discussed and clarified. The outcome of this meeting molded the MEL plan, particularly in terms of its structure, number of indicators, data quality, data collection process, and PIRS. Helpful suggestions were provided by the USAID MEASURE Activity that guided the finalization of the MEL Plan, submitted to USAID on September 7, 2017. The AOR submitted the MEL Plan to the USAID MEASURE Activity for a more detailed review. Approval for the MEL Plan is still pending.

5. GENDER ASSESMENT

Attachment B – Program Description, Section – Technical Approach of the Agreement sets the obligation of the Activity to undertake a gender analysis within 45 days of the date of the project start-up. This provision sets July 24, 2017 as the final due date for this deliverable.

The main purpose of the gender assessment was to provide relevant information that identified issues affecting female entrepreneurs and employees in the targeted areas. The findings informed the WHAM Activity outreach strategy, potential beneficiaries, assistance implementation plans, and helped determine potential impacts via the WHAM's Activity MEL Plan gender targets.

The gender assessment was conducted and produced by the local sub-recipient ENOVA. The requirement for the assessment was that it needed to be built on the "Gender Analysis Report for Bosnia and Herzegovina" from November 2016, produced by USAID MEASURE. Specific tasks were as follows:

- 1) Identify key obstacles to women's ability to access employment and training; and,
- 2) Identify the ways in which enterprises are currently integrating women.

Key recommendations of the Gender Assessment are:

- 1) Focus on gender equality through gender sensitive planning, implementation, outreach, and monitoring of WHAM activities;
- 2) Support enterprises from WHAM target sectors empower women by ensuring equitable access to and benefits from resources, services, and opportunities that are supported by the Activity; and,
- 3) Review the Activity MEL plan and update the achievable gender equality targets.

The Gender Assessment was submitted to USAID on July 21, 2017. It was approved by the AOR on August 14, 2017.

B. VOLUNTEERS

I. SERVICES CONTRACT WITH CONFEDERATION OF EUROPEAN SENIOR EXPERT SERVICES

Taking into consideration that the WHAM Activity focuses on economic integration of BiH into the EU Single Market (as defined by the European Commission), the use of expert volunteers from the EU is indispensable to achieve Activity goals and targets, especially in the access to markets area of intervention.

IESC has been making efforts to enable the participation of EU expert volunteers since the date of the award. This was presented in the Year One – Work Plan, particularly through the Annex C: “Draft MoU with the Confederation of European Senior Expert Services”.

Negotiations with CESES were interrupted by the summer vacation break in the EU and were restarted in September, resulting in a draft Contract for Services. This services agreement changes the legal nature of the WHAM – CESES relationship from a legally non-binding agreement (MOU) to a typical service agreement where CESES will receive payment in compensation for its efforts in identification and recruitment of the best suited volunteer experts among CESES’ twenty-one-member organizations. The advantage of the negotiated new terms is that the service agreement gives more legal weight to the WHAM Activity’s requests for qualified EU expert volunteers. The agreement will be finalized and signed in October, 2017.

2. MEMORANDA OF UNDERSTANDING (MOU) WITH UNIVERSITIES

Attachment B - Program Description of the Agreement establishes a local Business Student Volunteer Program to assist enterprises with the application process and enhance student skills. Initial contacts with universities did not result in concrete arrangements regarding the engagement of student volunteers, as the WHAM Activity began during the summer break. However, meetings with key university officials have begun to take place as the 2017/2018 academic year has recently begun and universities are fully operational again. Since no RFAs have been posted, this timing issue has not affected Activity operations, and there has not yet been a need to engage with student volunteers to assist potential grantees fill grant applications.

A draft MoU to be used with four universities has been developed to enable more efficient communication with universities and faster negotiations. This MoU establishes legally non-binding relationships between WHAM and the faculties of economics in selected universities. It provides the terms and conditions of student engagement, including the associated logistics costs.

The planned level of effort for student volunteers throughout the life of the Activity is 200 days for 20 students, which provides an average of ten days per student.

The WHAM Activity intends to enter the MoU with the Faculties of Economics from four universities:

Mostar:

- 1) University of Mostar, <http://ef.sve-mo.ba/>
- 2) University Džemal Bijedić, <http://www.efmo.ba/>

Banja Luka:

- 3) University of Banja Luka, <http://www.ef.unibl.org/>

Sarajevo:

- 4) University of Sarajevo, <http://www.efsa.unsa.ba/ef/bs>

C. GRANTS

In parallel with the development of the Grants Manual, the Activity has focused on the development of the first RFA with the aim to launch it in September, as stipulated in the work plan. To complement the efforts of the Activity staff, Grants Advisor Donagh Houlihan was engaged as a volunteer expert to assist in strategizing the approach and development of the RFA.

The initial approach included posting specific RFAs per area of intervention, resulting in three different RFAs: one for access to markets; one for development of workforce; and, one for product development and use of new technologies.

A draft RFA to cover the access to markets area of intervention was initially developed and submitted to AOR for feedback. The WHAM Activity selected this area first as two important trade shows, the International Interiors Show (IMM) in Cologne (wood-working industry) and Hannover Messe trade show (metal-working industry), which are taking place in early 2018.

Following discussions with the AOR, a new strategic method to grants was developed. The first RFA will cover all three areas of intervention and, depending of the outcome with respect to meeting Activity goals and targets, more targeted RFAs aiming at specific areas of intervention will be posted to complement the first RFA's results. The RFA has been thoroughly redesigned and two new types of RFAs have been developed: one that covers all three areas of intervention; and, one that covers a single area of intervention. The first RFA is fully finalized and ready to be publicly posted.

The dissemination of information on the WHAM Activity, posting of RFAs, and submission of grant applications was initially envisioned to be done through IESC's main website and local outreach channels. To make it easier for the general public and potential grantees to find information about the Activity, download documents, and submit grant applications, the AOR suggested that the program develop and create a new website. The website creation is in process and will be completed in October; it should not cause any significant delay to publishing the RFA and starting the grant process.

D. KEY ACTIVITIES

1. MEETINGS WITH STAKEHOLDERS AND ENTERPRISES

Meetings between project staff, counterparts and stakeholders started in July 2017. These meetings aimed to promote the Activity, find possible implementing partners and intermediaries to participate in the grant process, and gain information on the current needs and trends of fast-growing enterprises in each industrial sector that the WHAM Activity covers.

All meetings can be divided into two groups: a) meetings with potential partners and intermediaries; and, b) meetings with fast growing enterprises. Summaries of the most important meetings are presented in Annex A.

2. VOLUNTEER ASSIGNMENTS

During this reporting period, Grant advisor volunteer, Donagh Houlihan travelled to Sarajevo between August 27 – September 16, 2017. During his assignment, Mr. Houlihan assisted WHAM in the revision

of WHAM's Grants Manual as well as with the design of the first batch of RFAs and ensured a smooth and efficient kick-off to the WHAM Activity's Competitiveness Grant Fund.

The grants advisor volunteer worked in conjunction with the DCoP, business facilitators, and MEL/volunteer expert manager in undertaking the following tasks:

- Draft workforce and technology improvement RFAs;
- Create communications and outreach strategy (PowerPoint and handouts), and demonstrate roadshow materials (agenda, handouts, presentation, Q/A, and documentation);
- Support grants and finance team on procurement processes related to grants; and,
- Demonstrate a mock-selection committee process that included a review of a concept note against a sample RFA, a full grant application against a sample RFA, and the required forms.

Mr. Houlihan accomplished these tasks and integrated the process of weighing criteria based on the following indicators that are supposed to be reached through effective grant design and planning:

- Number of private enterprises and other partners/beneficiaries certified;
- Number of individuals who complete WHAM-assisted workforce development programs;
- Number of new transactions realized by the WHAM-assisted enterprises as a result of the WHAM Activity's market access assistance; and,
- Number of enterprises with new or updated technology as a result of the WHAM Activity assistance.

The assignment was successfully completed. The volunteer advisor remains available for further assistance and is expected to return in October.

VE Source	Proposed # of VE Assignments	Previous # of VE Assignments Completed	# of VE Assignments Completed in Current Period	Total # of Completed VE Assignments	Remaining # of VE Assignments
IESC/Expat	44	N/A	1	1	43
IESC/Local	37	N/A	0	0	37
TOTAL	81	N/A	1	1	80

VE Source	Cost-Share Budget	Previous Cost-Share	Current Period Cost-Share	Cumulative Cost-Share	Cost-Share Remaining
IESC/Expat					
IESC/Local					
TOTAL					

MANAGEMENT AND ADMINISTRATIVE ACTIVITIES

Part of the IESC home office team, composed of Chad Ford, associate vice president, Gabriela Kliewer, senior program manager, and Lauren LaRochelle, MEL/Operations associate, traveled to BiH during July of 2017 and assisted the local team in the development of key deliverables including workplan, MEL plan, gender assessment and grants manual. The home office team also assisted in administrative activities including office lease, staff recruitment, registration and office set up.

A. WHAM ACTIVITY REGISTRATION

The WHAM Activity was registered with the FBiH tax authorities on July 14, 2017. Registration with tax authorities is a critical foundation to the full functionality of the WHAM Activity. Securing a tax ID is the condition precedent to opening a bank account, creating an Activity stamp, registering the employment contracts of the employed staff, payment of taxes and social contributions, and making payments in general. Since the WHAM Activity is neither a natural nor juridical person, but a program that implements activities established and funded by foreign legal entities based on international treaties, it has a privileged status that differs from the one of ordinary legal entities in terms of compliance with the law. This status exists only in the FBiH; in the Republika Srpska (RS), tax authorities treat foreign projects as private companies.

All WHAM-employed staff have been duly registered with the Tax Administration and extra-budgetary funds (healthcare, pension etc.) are also set-up in accordance to local regulations.

B. BANK ACCOUNT

Two bank accounts (one in United States Dollars, the other in Bosnian Convertible Marks) were opened with Unicredit Bank BiH on August 16, 2017. The previous attempt to open a bank account with the Raiffeisen Bank of BiH was unsuccessful, due to unexpected problems rooted in the incorrect interpretation of legal regulations by the bank officers. It required documents produced by the U.S. authorities that are supposed to be equivalent to the ones in BiH. Required documents were not related to the WHAM Activity but to IESC as an organization. Some of the required documents were impossible to produce because such documents did not exist in the U.S. legal system. The legal department of the bank was not cooperative and did not demonstrate the capability to solve the problem, so a different bank was selected.

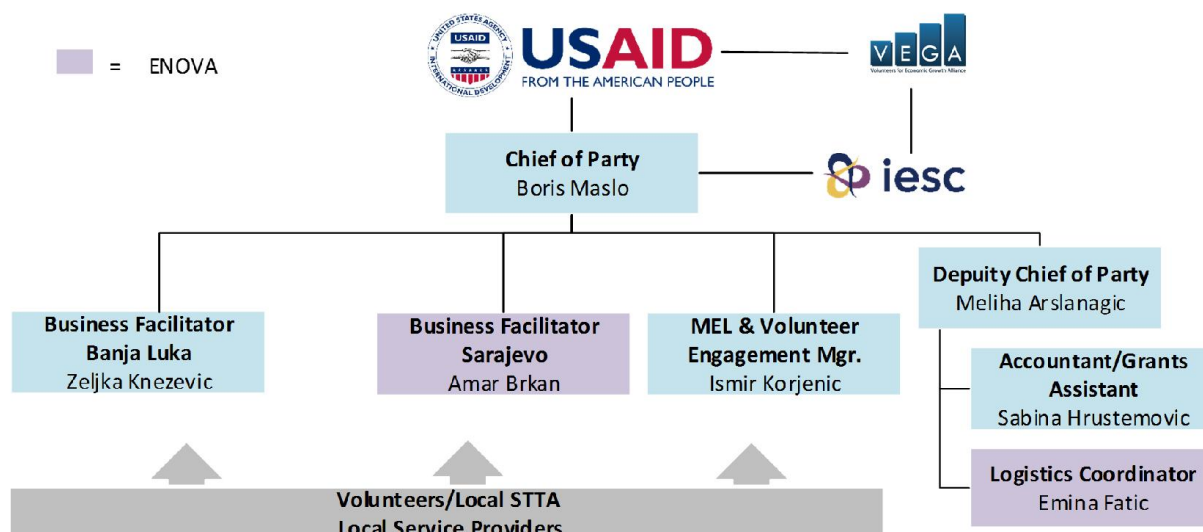
C. STAFF RECRUITMENT

Four vacant positions needed to be filled-out once the Activity effectively started to operate:

- Business facilitator in Banja Luka position;
- Business facilitator in Sarajevo position (ENOVA provided significant time from their executive director for economic development during startup, while a full recruit was undertaken for a long-term employee);
- Accountant/grants assistant position; and,
- Logistic coordinator position.

All vacancies were publicly advertised, and at least three candidates for each position were interviewed. Each candidate was scored against the job description before the final selection was made. The recruitment process ended on September 25, 2017, when the last two vacancies were filled: business facilitator positions in Banja Luka and Sarajevo.

The WHAM Activity staff and support staff from ENOVA and IESC home office are displayed in the following organizational chart:



VEGA, IESC, AND ENOVA STAFF

NAME	POSITION
David Simpson	Managing Director of Programs and Compliance, VEGA
Coy Isaacs	Director of Programs, VEGA
Chad Ford	Associate Vice President, Economic Growth, IESC
Gabriela Kliwer	Senior Program Manager, IESC
David Stein	Senior Program Associate, IESC
Jasmin Gabela	Project Manager, ENOVA

D. OFFICE SET UP

The WHAM Activity is assisted by ENOVA who, as the local sub-award recipient, provides logistics, IT, and other administrative support as needed. IESC and ENOVA conduct research and selected an office space. The selected WHAM Activity office is adjacent to ENOVA's premises, which makes communication and work collaboration easier and time saving. The office space was available starting July 1, 2017. IESC procured office furniture, IT equipment, office supplies, and other services (cleaning,

internet and security) promptly after that. For the business facilitator located in Banja Luka will work remotely from her home. Meeting space in Banja Luka will be rented as needed.

The WHAM Activity office has been fully furnished and operational as of August 2017. It is located at the following address: Podgaj 15, 71000 Sarajevo, BiH.

LESSONS LEARNED

It is too early in the project lifecycle to produce lessons learned.

ACTIVITIES PLANNED FOR NEXT REPORTING PERIOD

To enhance WHAM's network of potential volunteers with experience in the EU market, after USAID approval, IESC will sign a service agreement with the Confederation of European Senior Expert Services (CESES in October of 2017. Since WHAM also expects to provide local volunteer assistance, mainly through local university students, IESC prepared draft MoUs with four universities in BiH. We expect to have these MOUs signed in October as well.

Other activities planned for the next quarter are mostly related to the Activity launch and the grant fund kick-off, which includes posting the first RFA, roadshows presenting the WHAM Activity, and work with intermediaries on grant applications. Key activities planned for the next reporting period include the following:

- Develop the WHAM Activity website;
- Hold the kick-off of the WHAM Activity grant fund by publishing first RFA and assist potential partners in understanding the application process;
- Search to establish joint efforts with intermediaries to combine funds to support many enterprises in targeted sectors;
- Visit remaining RS and Una-Sana Canton municipalities, who may financially contribute to the WHAM Activity supported activities;
- Support to enterprises in the WHAM Activity targeted sectors through leading intermediaries in Banja Luka and Una-Sana Canton regions;
- Conduct meetings with companies and intermediaries in high growth/potential regions, including the municipalities of Mostar, Zenica, Tuzla, Tešanj and Goražde;
- Conduct meetings with BFC (business friendly certificate) municipalities in BIH to discuss and utilize possible PPP opportunities;
- Work closely with all relevant stakeholders (enterprises, intermediaries, municipalities, and government) to ensure WHAM strategic objectives are met;
- Organize road shows to local intermediaries (Chambers of Commerce, RDAs), universities/faculties, enterprise/technology parks, associations, etc.) and companies with the aim of presenting WHAM and its grant mechanism (RFA, process, documentation preparation, selection and evaluation criteria);

- Sign service agreement with CESES and MoUs with BiH universities for the recruitment of European and local volunteers, respectively;
- Recruit volunteer experts to support grantees' participation in the IMM 2018 and Hannover 2018 trade fairs, as well as other needed volunteer expert technical assistance per demand of local counterparts;
- Prepare and organize the WHAM Activity launch event;
- Respond to USAID feedback on MEL Plan and ensure responses facilitate a final approval;
- Prepare intake forms for creation of database for the Activity MEL Plan – work on survey questionnaire forms for beneficiaries;
- Adopt all potential suggestions and changes provided by MEASURE-BiH and USAID to make the MEL process efficient and responsive to the needs of the client;
- Research all potential leads to initiate dialogue with more potential partners and beneficiaries; and,
- Complete other initiatives that support the overall goals of the WHAM Activity