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Advancing Performance Management

IRAQI FIELD MONITOR HANDBOOK

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INTRODUCTION

Iraqi Field Monitors (IFMs) play an essential role in supplementing USAID/Iraq staff project management by ensuring that USAID's projects are actually implementing activities as reported. This handbook is a concise¹ resource for IFMs to follow in their work monitoring USAID/Iraq programs.

KNOWLEDGE AND SKILLS REQUIRED

Iraqi Field Monitors must be impartial, proactive, and flexible in order to effectively perform their duties. They are trained on various aspects of writing their monitoring site visit reports, including: completeness; timeliness; proper organization of report topics; evidence versus analysis; taking good photos; photo captions; and English grammar. IFMs are also trained on using database tools and capturing global positioning system (GPS) coordinates. USAID's guidance on marking and branding is provided so that IFMs are able to recognize proper from improper use by implementing partners (IPs). Other training includes: effective communications; performing required administrative and financial tasks; and security precautions that should be exercised while in the field. IFMs are expected to take full advantage of the training provided and use it in performing their jobs.

ETHICS AND BUSINESS CONDUCT

IFMs are expected to perform their work morally, ethically, and in compliance with applicable laws and regulations. IFMs must be free of any personal interest that could influence their judgment or action in the conduct of Advancing Performance Management (APM) business. They avoid situations that give rise to a conflict of interest, as well as situations that create the appearance of a conflict of interest. Specific rules include:

- a) No project funds or assets may be used for any unlawful or improper purpose, or for the personal gain of the IFM.
- b) No gifts may be made, directly or indirectly, by the IFM to any official or employee of any Government or Government agency. Likewise, gifts must not be solicited or accepted from parties doing business with or seeking official action from USAID.
- c) Any information (including personal financial data) given by the IFM must be accurate, complete, and current.
- d) IFMs may not serve as a representative of another organization if the potential for a conflict of interest exists.
- e) No IFM or family member of the IFM, which includes parents, parents-in-law, step parents, siblings, siblings-in law, step siblings, spouses, children, and step children, may have a significant financial interest in any business which does or seeks to do business with USAID, QED, or the companies implementing projects being monitored.

Pursuant to the U.S. Executive Order on Terrorism Financing and U.S. law, IFMs are prohibited from making transactions with or providing resources and support to individuals and organizations associated with terrorism. It is the legal responsibility of the IFM to ensure compliance with these Executive Orders and laws.

IFMs must protect and conserve U.S. Government property, such as computers, telephones, printer/scanners, and office supplies that are provided to them for their work. These may not be used for unauthorized purposes.

In monitoring USAID/Iraq funded projects, IFMs have access to proprietary information and documents about the companies or organizations implementing the projects, project activities and staff, partner

¹ The Statement of Work for this handbook that was provided by USAID/Iraq specifies that it should not exceed 5-7 pages, not including annexes.

organizations, and beneficiaries. All information gained through the IFM's work that is not already publicly available about USAID, QED, and about the projects being monitored is strictly confidential and may not be disclosed to any third party.

IFMs must report fraud, waste, abuse, and corruption to the U.S. Government Inspector General (IG). This may be done anonymously unless the IG determines that disclosure is unavoidable during the course of the investigation. A report to the U.S. Government Inspector General for Iraq can be made at <https://oig.usaid.gov/iraqinformation> or by e-mail to ig.hotline@usaid.gov.

IFMs must report to USAID any violations of trafficking in persons.

IFMs must act impartially in the course of their work with all groups, persons, and organizations, regardless of race, color, religion, sex, national origin, disability, sexual orientation, marital status, political affiliation, parental status, or age.

REPRESENTATION

IFMs present themselves to IPs, IP counterparts, and IP beneficiaries as third party monitors for USAID-funded projects. IFMs use their QED e-mail address for all business communication, except when personal email is necessary for accessing the database tool. While in travel status to or from any monitoring assignment, IFMs should always first consider their safety and security. They may represent themselves as working for a U.S. private company, or not disclose any affiliation, as they judge prudent in the particular circumstance.

Only USAID's Contracting Officer's Representatives or Agreement Officer's Representatives (C/AORs) are allowed to provide technical direction to IPs. As such, IFMs are not authorized to advise IPs or project beneficiaries. They are also not authorized to speak on behalf of USAID or commit U.S. Government funds or assistance.

PLANNING MONITORING SITE VISITS

Each IFM is assigned a geographic region and projects to monitor based on the priorities conveyed by USAID to APM. USAID provides materials about the projects to be monitored, such as their monitoring and evaluation (M&E) plans, work plans, programmatic reports, and activity calendars. Additionally, IFMs are provided with point of contact information for the IPs. IFMs utilize the project activity calendars and points of contact to plan four monitoring site visits per week.

IFMs may plan monitoring site visits to:

- attend events hosted by IPs;
- attend the distribution or confirm the continued use of equipment;
- observe infrastructure or renovations provided by an IP;
- visit the partners of prime contractors;
- observe the award or conduct of a small grant;
- interview participants or beneficiaries of past activities in order to find out how they are making use of or benefiting from past assistance.

IFMs may also plan other types of site visits that are relevant to the projects assigned to be monitored.

When choosing amongst events hosted by IPs, USAID prioritizes: events with higher numbers of anticipated participants; kick-off or concluding events of an initiative; and events that are re-scheduled after having been postponed (in order to find out why). For multi-day events, USAID requires IFMs to attend the first and last day of the event, or another significant event day, such as when a key speaker or press conference is scheduled.

For site visits to confirm the continued use of equipment; observe infrastructure or renovations; or meet with partners, sub-grantees, or past beneficiaries, the IFM identifies and coordinates in advance with the relevant stakeholders. In the case of infrastructure projects, this may include both the contractor implementing the project and the government counterpart in charge of the structure.

IFMs do not attend routine coordination meetings between IPs and their counterparts. Furthermore, if USAID personnel will be present at an event, IFMs do not attend unless they are asked to be there. Less than four monitoring site visits may take place in weeks when: the IFM is on approved leave or there is a holiday; the IFM is called to attend a meeting or training; or an IP cancels or postpones an event that the IFM had planned on attending.

IFMs prepare weekly monitoring plans and submit them to the APM M&E Specialist, copying the Senior M&E Specialist, no later than noon each Sunday for approval. IFMs write a remark for any planned site visits which are not listed in the IP calendars of events. APM shares a consolidated version of these weekly monitoring plans each Sunday with USAID. No later than the following Sunday at noon, IFMs prepare and submit a weekly summary actual and final plan confirming the actual monitoring site visits conducted, noting any deviations from the approved weekly plan. A consolidation of these reports is also shared on a weekly basis with USAID.

Before conducting a site visit, IFMs identify the relevant component and activity of the IP's work plan and results and indicators in the IP's M&E plan of the event/assistance. IFMs are either provided with a data collection tool or specific questions to be answered from USAID or APM or else the IFM develops a data collection tool specific to the situation.

CONDUCTING MONITORING SITE VISITS

During a site visit, IFMs use the methodology of direct observation and write detailed notes. Notes may be taken by hand on paper since travelling with technological devices can expose IFMs to security risks. As well, many facilities prohibit visitors from bringing in computers and tablets. During site visits, IFMs take note of the following, as is relevant to the site visit:

- a) **Participants:** Information on participants in attendance at the event being monitored allows USAID to triangulate the data provided by the IP. IFMs note the number of relevant participants. Irrelevant attendees, such as guards of invited government officials, are not be included in the count. In situations where attendees are not from the target group, such as a different government department than was targeted by the IP for an event or participants who had not attended prerequisite training, they are counted but a note is made of this. IFMs attempt to find out the reason that non-targeted participants attended and the effect this had on the way the IP handled the event. IFMs also note the number of women and the number of men. IFMs note if any internally displaced people (IDPs), religious/ethnic minorities, youth, and government officials were in attendance.
- b) **Environmental Compliance:** When USAID has provided APM with a project's Initial Environmental Examination, the IFM notes whether the project is being implemented in compliance with it.
- c) **Marking/Branding:** Materials distributed and displayed, equipment provided, and the venue used should be observed to determine if marking and branding were used properly, and this should be noted. If materials, equipment, or venue are not marked/branded, IFMs independently judge whether or not the environment was safe enough for the IP to use branding.
- d) **GPS Coordinates:** GPS coordinates of the site are captured to be noted in the report. USAID uses the GPS coordinates from the IFM database to generate tabular and cartographic output for GIS information products.
- e) **Topics Presented and Discussed:** During site visits of events conducted by IPs, IFMs note the role of the IP and the role of participants. IFMs take detailed notes about the highlights of an official presentation as well as the topics discussed by participants. IFMs write quotes of important points raised by participants. IFMs note whether the actual topics covered were different from the agenda,

and if so why. IFMs note the involvement of government officials in order to judge buy-in and political will. IFMs also note the integration of vulnerable groups in an activity. During site visits to confirm the continued use of equipment; observe infrastructure or renovations; or meet with partners, sub-grantees, or past beneficiaries, the IFM uses the data collection tool prepared in advance to lead the discussions.

- f) Logistics: IFMs should note the logistics of the event, including the room capacity, air conditioning/heating, lighting, equipment, and breaks. If participants of a large event are unfamiliar with each other, IFMs note whether name tags were provided.
- g) Photographs: IFMs should take photographs that depict core elements of the activity; important documents; participants; facilities; equipment; infrastructure; IP representatives; the USAID logo and marking and branding; and participant, beneficiary, or country counterpart interaction. IFMs should ask individuals for their consent before photographing them. Since the photographs are used only for internal management purposes and not published or disseminated publicly, written statements of their consent are not necessary. IFMs note the names of important individuals in the photographs. Because metadata is often not retained on photographs once they are uploaded to the database, IFMs file and back up original, unedited photographs taken at each site visit in case it is needed.

IFMs interview at least two beneficiaries during breaks or after the conclusion of an event. IFMs use these interviews to inquire about: what support they have received from the project; whether and how it has been useful; how they will use the knowledge/information from the current event; and what they learned that they did not know prior to the event. For infrastructure projects, IFMs interview community members who are or will benefit to find out how the infrastructure affects them.

If an IP prohibits an IFM from visiting an event, a location where equipment or infrastructure are in place, a partner organization's office, or a grantee or beneficiary's location, then the IFM notifies the APM Senior M&E Specialist and Chief of Party. The APM Chief of Party then notifies the USAID Program Office to determine if any action should be taken to facilitate the IFM's access in the future.

WRITING MONITORING SITE VISIT REPORTS

IFMs produce one report for each monitoring site visit conducted. In cases where the IFM attends more than one day of a multi-day event, USAID requires IFMs to produce only one report. For infrastructure projects, the IFM may conduct separate interviews with the contractor and with the government counterpart but consolidates the input to provide one report on the status of the project. In addition to the mandatory fields of the HTML data entry form provided, IFMs draft a narrative for the Comments section. The Comments are organized under six headings: Introduction, Findings and Observations, Issues Encountered, Conclusions, Recommendations, and Next Steps.

Introduction:

- The Introduction includes the background or context in which the event took place. IFMs explain the activities which preceded the event and the purpose of the specific meeting or event. IFMs reference the appropriate section of the IP's work plan that the activity falls under and/or the result from the IP's M&E plan which the activity is intended to contribute. It is important to note the target beneficiaries of a particular event.
- In this section, IFMs also explain the purpose of the visit, which is to observe first-hand the progress that the IP is making, whether implementation is on track, and whether desired results are being achieved.

Findings and Observations:

- Under the section Findings and Observations, IFMs describe the participants, whether they were relevant to the event, based on the offices where they work for instance, their qualifications, and whether they were among the targeted beneficiaries, as stated in the Introduction. When the IFM

sets up a meeting to confirm the continued use of equipment; observe infrastructure or renovations; or meet with partners, sub-grantees, or past beneficiaries, IFMs also note whether the beneficiary, grantee, contractor, government counterpart, or key stakeholder sent a surrogate instead of meeting directly with the IFM. IFMs make note of the presence of government officials as this reflects on the buy-in of the host-country counterpart. IFMs note the consistency of attendance throughout the duration of an event, whether participants attended the full duration of an event or were frequently interrupted.

- IFMs describe the subjects addressed and discussed at an event. They should note:
 1. Whether USAID's role, the project's goal, and the purpose of the event were introduced to the participants, and by whom.
 2. Whether the agenda for the event was explained to participants and by whom.
 3. What role participants, key stakeholders, beneficiaries, or grantees played. IFMs relay what was said and done, and by whom, during the site visit. Quotes are used when appropriate.
 4. Whether the topics that were actually covered strayed from the planned agenda, and if so, why.
 5. What level of professionalism and experience the IP representatives demonstrated, what methodologies they used, and their clarity in communicating.
- IFMs describe the materials or equipment distributed (including the quality and quantity according to the bill of quantities), language, whether printed materials were provided in electronic or hard copies, and whether marking and branding were properly used. If no marking and branding were used, IFMs provide a statement as to whether the environment was safe enough for the IP to brand the event, equipment, or facility.
- IFMs describe the logistics and whether they facilitated or impeded the activity. The IFM takes into consideration whether the IP was responsible for providing them.
- IFMs describe the output produced by the event. This might include: the people trained, technologies developed, new buildings constructed or existing structures renovated, guidelines or manuals developed, facility equipped, courses developed, or public service messages broadcast as a result of the activity.
- IFMs discuss the outcome of the interviews conducted with beneficiaries.

Issues Encountered:

- The Issues Encountered section is used to describe any impediments to the activity or to the IFM's ability to monitor the activity. In this section, the IFM can share the concerns of the beneficiaries, IPs, contractors, government counterparts, or of the IFM. The IFM can also mention security challenges in this section. This section can be left blank if the IFM encountered no significant issues.

Conclusions:

- The Conclusions section of the report includes the IFM's analysis of the activity. This analysis must be directly supported by the information included in the Findings and Observations section. IFMs explain whether the objective of the activity (as stated in the "Introduction") was met. IFMs describe the quality of the IP's training, task, event, technical assistance, equipment, or structure. IFMs comment on whether the IP is on track to achieve the benchmarks or activities on time. IFMs comment, if relevant, on whether buy-in or political will was exhibited, especially by government officials. IFMs state the impact of the activity, and specifically whether and how the activity contributed to the result in the IP's M&E plan.

Recommendations:

- Any recommendations from the participants, IP, or IFM can be listed in the section Recommendations. Recommendations are clearly directed to specific individuals or entities, i.e.

who exactly should take the recommended action. In this section, IFMs can also discuss any lessons learned or practices that can be duplicated.

Next Steps:

- In this section, IFMs explain any further monitoring that should follow up the site visit.

IFMs draft the content of the Comments in MS Word and send within six calendar days to IraqIFMReports@qedgroupllc.com for editing. IFMs receive a marked up copy in order to review and revise the Comments section accordingly. IFMs pay close attention to the markups when deciding to accept or reject them, considering that the editor was not in attendance on the site visit and may have misunderstood the IFM's intended meaning.

IFMs select four photos from among those taken during the site visit to include as part of the report. IFMs write a caption for each photo that links it to the narrative in the Findings and Observations section. Captions can provide more detail about a moment in time. The first sentence of a caption is in the present tense and describes who, what, when, and where the action happened. The second sentence is in past tense and gives more information about what is not obvious from the photo. An optional third sentence can include a quote, naming the speaker.

The database form includes an option to request USAID C/AOR action when the IFM believes that a situation with an IP or project urgently requires USAID intervention. This option should be used carefully and only when there is a vital concern requiring an immediate response.

IFMs upload reports to the database within seven days of the site visit. The IFMs receive an automated message via e-mail confirming that a report was submitted with the report identification number that was assigned. Occasionally when the IFM's connection to the internet is weak or broken while a report is being uploaded, the report is uploaded more than once. When an IFM receives more than one confirmation e-mail after uploading a report, the IFM notifies IraqIFMDatabase@qedgroupllc.com, referencing the number of the duplicate report.

The database includes options for the C/AOR to either request edits to the report or give feedback to the IFM. In this case, IFMs receive an automated message via e-mail that has been generated through the database from the C/AOR. When edits to a report are required as a response, IFMs send clear, detailed instructions on what edits should be made to a report in the database to IraqIFMDatabase@qedgroupllc.com. The instructions include the report number and date of visit. If any changes to the Comments section of the report are necessary based on the C/AOR's request, IFMs send the entire Comments section, with edits incorporated, in MS Word to replace the original Comments section.

SITUATIONAL AND OTHER AD HOC REPORTS

When requested by USAID, IFMs provide various supplemental reports.

Guidelines for Preparation of Supplemental Reports:

Except for the Conclusions section, all information in these reports is impartial and based on factual evidence. Evidence can be obtained from direct observation and from interviews. IFMs note the source of information for each fact.

Interviews can be held in person or by telephone with relevant government officials and other experts to gain official information, as well as with common citizens of the province as a way for USAID to triangulate information from official news sources. Information obtained from interviews is included in quotes. The quotes reference the person's name (if it is appropriate to do so) and title so that an individual's inherent bias and perspective can be understood through their position in society, profession, etc.

Photos, either taken by the IFM or by others who were present at an incident being described, can be included in the reports. IFMs include captions and photo credits for each photo.

Examples of situational and other ad hoc reports include the following.

Provincial Situation Reports:

One situation report for each province that the IFM is assigned to cover is required every four weeks. This is based on a schedule provided by the APM Senior M&E Specialist in accordance with the needs expressed by USAID. The situation report includes four sections. In the first section, Project Activities Observed, IFMs summarize the major accomplishments or successes of projects that were monitored. In the section Overall Atmosphere, IFMs describe any relevant humanitarian issues; issues with IDPs; government reforms and announcements; changes in high-level government officials; public services provided to citizens; and economic issues. In the third section, Security Situation, IFMs provide information about checkpoints, restriction of movement, accessibility of areas, terrorist incidents, violence, and civilian deaths. In the section Conclusions and Trends, IFMs provide analyses of the facts presented in the prior sections. Evidence provided in previous situation reports can be referenced in this section to suggest trends that the IFM recognizes.

Demonstration Reports:

One demonstration report for each province that the IFM is assigned to cover is required every two weeks. This is based on a schedule provided by the APM Senior M&E Specialist in accordance with the needs expressed by USAID. The demonstration reports describe any demonstrations, protests, and community mobilizations which happened. IFMs provide the date, time, duration, location, estimated number of protestors, and protestors' demands. IFMs note any evidence of any political parties which were involved in organizing or which participated in the protest. Likewise, IFMs note any evidence of civil society organizations which organized or participated in the protest. IFMs remark on any incidents of violence. They explain the government's reaction and any changes made because of the current or past protests. In the section Conclusions and Trends, IFMs provide analyses of the facts presented in the prior sections. Evidence provided in previous demonstration reports can be referenced in this section to suggest trends that the IFM recognizes.

Ad hoc Reports:

IFMs may also be assigned ad hoc ("as needed") reports, which can vary in subject and length. Some ad hoc reports might have a very narrow topic with a specific question that needs to be answered; others might have a broad topic with many open-ended questions. For all ad hoc reports, IFMs answer each question directly, without deviating from the topic. IFMs answer the questions in order and clearly tie their answers to the individual questions.

SECURITY AND SAFETY MEASURES

The security situation throughout Iraq is very volatile, dangerous, unpredictable, and could deteriorate further with very little warning. Da'esh terrorists and other extremists have the ability to attack throughout Iraq.

In planning and conducting site visits, IFMs should monitor media reports. In addition, APM provides IFMs with regular updates on the security situation in the regions where they are assigned. Before beginning travel, IFMs should ensure that they have a plan to deal with urgent situations. IFMs should avoid political gatherings and large crowds and observe any instructions given by local security authorities. If an IFM becomes aware of any nearby violence, they should leave the area immediately. IFMs contact the APM Security Liaison Assistant by phone, text message, Skype, or e-mail if they are involved in a security incident. APM then immediately advises the USAID COR of the security incident.

ANNEXES

CHECKLIST FOR MONITORING SITE VISIT REPORTS

CHECKLIST FOR SITE VISIT REPORTS

I. MANDATORY FIELDS OF DATA ENTRY FORM

- 1) Monitor Name
- 2) Date Of Visit
- 3) Province
- 4) District
- 5) Sub-District/Village
- 6) Type of Visit
- 7) Project Name
- 8) Follow-Up Actions
- 9) Priority Area
 - a) IDP
 - b) Religious/Ethnic Minorities
 - c) Women/Gender Issues
 - d) Youth
 - e) No vulnerable groups targeted
- 10) Title of Event and Venue
- 11) Principal Contact Name
- 12) Contact Number
- 13) Contact email
- 14) Number in Attendance
 - a) GOI entities
 - b) Men
 - c) Women
- 15) Environmental Issues
- 16) Branding and Marking
- 17) GPS Coordinates

II. COMMENTS SECTION OF DATABASE FORM

- 1) Introduction
 - A) Background for context in which event took place.
 - B) Type of IP event and its relevance to work plan.
 - C) Purpose of IFM visit
- 2) Findings and Observations
 - A) Subjects addressed at event
 - a) Introduction of USAID's role, objective of project, and objective of event
 - b) Agenda
 - c) Topics actually covered (*as per the planned agenda or did the topics stray from the agenda?*); questions asked by participants
 - d) Outcome of event
 - B) Materials distributed
 - a) Quality
 - b) Language/translations
 - c) Electronic / hard copies

- C) If no marking or branding observed, note whether the environment was safe enough for the IP to brand the event
 - D) Performance of IP staff
 - a) Professionalism
 - b) Proficiency and demonstrated experience
 - c) Clarity
 - d) Methodology
 - E) Participants
 - a) Relevancy to purpose of event – offices where they work, qualifications
 - b) Buy-in from GOI
 - c) Interactions during event (including integration of gender, vulnerable groups, and IDPs)
 - d) Whether attendance was interrupted or cut short
 - F) Logistics
 - a) Room capacity
 - b) A/C or heating
 - c) Lighting
 - d) Data show
 - e) Name tags
 - f) Breaks
 - G) Beneficiary comments obtained from IFM's interviews (*at least 2 in most cases*) about the support received from the IP; whether it has been helpful and useful; how they will use the knowledge/information; what they learned that they didn't know prior to the event.
- 3) Assessment
- A) Issues Encountered During the Field Visit
 - a) Security challenges
 - b) Beneficiary concerns or challenges
 - c) Implementing partner concerns
 - B) General Conclusions (*Conclusions should be supported by the information included in sections above.*)
 - a) Whether objective of activity was met
 - b) Quality of the IP's training, task, event, or technical assistance
 - c) Impact of the IP's event
- 4) Recommendations for USAID and/or the IP
- A) IFM's
 - B) IP's
 - C) Participants'
 - D) Lessons learned
 - E) Practices that could be duplicated by others
- 5) Next Steps

III. PHOTOS

- 1) Four in total, capturing:
 - Core elements of event
 - Important documents
 - Participants and their offices
 - IP representatives
 - USAID logo / marking and branding
 - Participant interaction
- 2) Captions:

- First sentence: present tense, tells the basic who, what, where, when. Identify the main people in the photo.
- Second sentence: past tense, give more info about the event or person pictured, telling the reader what can't be seen in the photo.
- Third sentence: a quote in past tense adding an emotional sense to the caption. *(Second and third sentences can be switched around.)*

DEFINITIONS

Activity - mechanism or other interventions using program funds of the project (ADS 200.6);

Agreement Officer's Representative (AOR) - individual employed by USAID who performs functions designated by the Agreement Officer or is specifically designated by policy or regulation as part of assistance administration (ADS 200.6);

Analysis - detailed examination of the elements or structure of something, typically as a basis for discussion or interpretation (ADS 201.3.9);

Bias - extent to which a measurement, sampling, or analytic method systematically underestimates or overestimates the true value of a variable or attribute (USAID Evaluation Policy, page 6);

Conflict of interest - situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity;

Contracting Officer's Representative (COR) - individual employed by USAID who performs functions designated by the Contracting Officer or is specifically designated by policy or regulation as part of contract administration (ADS 200.6);

Direct observation - systematic, structured process of gathering data by watching what is actually going on at assistance activity sites;

Evidence - factual basis for programmatic and strategic decision making in the program cycle resulting from systematic and analytical methodologies or from observations that are shared and analyzed;

Impact - higher order effects, generally medium- and long-term, produced by a project (ADS 200);

Implementing partner - profit or not-for-profit organization that receives funding from USAID or its partners to implement the activities;

Monitoring - ongoing and routine collection of performance indicator data to reveal whether desired results are being achieved and whether implementation is on track (ADS 203.3.2);

Monitoring and evaluation plan - a management tool with a systemized approach for tracking progress towards results;

Output - tangible, immediate, and intended product or consequence of an activity within USAID's control (ADS 200-203);

Performance management - systematic process of planning, collecting, analyzing and using performance monitoring data and evaluations to track progress, influence decision-making, and improve results (ADS 200.6);

Project - set of executed interventions, over an established timeline and budget, intended to achieve a discrete development result (i.e. the project purpose) through resolving an associated problem (ADS 200-203);

Situation report - concise document intended to inform USAID about the general environment;

Triangulation - validation of data through cross verification from more than two sources.

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