

**EVALUATION IQC**  
**PERFORMANCE MONITORING REPORT (PMR) #16**  
**Second Quarter, FY 2004**

**TO:** Joseph Lieberman, CTO, USAID  
**FROM:** Jack Sullivan, Development Associates  
**RE:** USAID Evaluation IQC (#AEP-I-00-00-00023-00)  
**DATE:** July 21, 2004

**A. NEW (PREVIOUSLY UNREPORTED) TASK ORDER**

During the reporting period Development Associates was awarded one new task order, as follows:

- ▶ **Kosovo/Evaluation of the Independent Media Program (KIMP).** *Contract No. AEP-I-00-00-00023-00, Task Order, Period of Performance: 6/4/04 - 7/30/04, Amount: \$72,200.*

A major component of the USAID program in Kosovo since 2000 has been strengthening the independent media of the country. At that time the Mission awarded a contract to the International Research and Exchange Board (IREX) for a program of technical assistance and training for the media in Kosovo. Known as the KIMP, the program expired in July 2004. Because assistance to media was part of the Mission's continuing efforts, it sought an evaluation of KIMP to determine its successes and shortfalls. The assignment was awarded to Development Associates under our Evaluation Services IQC. We deployed two seasoned American journalists with good analytic skills and a local professional as a three person evaluation team. Their evaluation had four principal objectives: 1) to assess the effectiveness of IREX's approach, 2) identify and quantify the degree of success reached by assisted media, 3) provide a cost-benefit analysis on the several elements of the program, and 4) assess the management structure and business practices employed by IREX. The Team's report assisted the Kosovo USAID in its efforts to conceptualize future potential interventions in the media sector. It provided the facts and evidence needed by decision-makers to design a well-targeted successor activity.

*The Client Reference: Tina Grazhdani, Cognizant Technical Officer. Telephone: (381-38) 243-673. E-mail: agrazhdani@usaid.gov. Urim Ahmeti, Contracting Officer. Telephone: (381-38) 243-673. E-mail: uahmet@usaid.gov.*

**B. COMPLETED TASK ORDERS**

- ▶ **Macedonia/Public Sector Finance Assessment.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 849, Period of Performance: 2/27/04 - 4/30/04, Amount: \$141,384.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Bruce Gelband, RCO, Cognizant Technical Officer, Telephone: (380) 44-462-5678, Email: bgelband@usaid.gov. Geoffrey Minott, Cognizant Technical Officer, Telephone: (995) 32-778-540, Email: gminott@usaid.gov.*

- ▶ **Philippines/Evaluation of the Economic Governance Technical Assistance (EGTA).** *Contract No. AEP-I-00-00-0023-00, Task Order No. 848, Period of Performance: 3/4/04 - 4/30/04, Amount: \$\$78,176.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Maria Theresa Robielos, Cognizant Technical Officer, Telephone: (632) 552-9800, Email: mrobielos@usaid.gov. William E. Reynolds, Contracting Officer, Telephone: (632) 552-9800, Email: wreynolds@usaid.gov.*

- ▶ **Cyprus/Evaluation of USAID's Bicomunal Development Program (BDP).** *Contract No. AEP-I-00-00-00023-00, Task Order No. 27, Period of Performance: 2/4/04 3/30/04, Amount: \$213,002.*

***Problems Encountered and Remedial Action:*** The difficulties of moving between the Greek Cypriot and Turkish Cypriot zones plagued the team throughout its work. In addition, one key team member left the group to take on a U.S. State Department assignment to help negotiate a settlement between the two sides. We were able to replace him quickly with a U.S. expatriate living in Cyprus that Development Associates earlier had identified. He carried on the work very well. Despite these difficulties the evaluations proceeded successfully.

*The Client Reference: Nicholas Studzinski, Cognizant Technical Officer, E&E/ECA. Telephone: (202) 712-3181 . E-mail: nstudzinski@usaid.gov. Karen Kolstrom, Contracting Officer. Telephone: (202) 712- 0699. E-mail: kkolstrom@usaid.gov.*

- ▶ **Kosovo Evaluation of SME Development and Microfinance Programs.** *Contract No. AEP-I-00-000-00023-00, Task Order No. 846, Period of Performance: 2/19/04 - 4/16/04, Amount: \$92,993.*

***Problems Encountered and Remedial Action:*** No problems, our Kosovo SME team and the Agricultural/Agribusiness team (see following) agreed with Mission on a single report.

*The Client Reference: Courtney Blair, Cognizant Technical Officer. Telephone: (258) 135-2000. E-mail: cblair@usaid.gov. Bruce Gelband, Contracting Officer. Telephone: (380) 44-462-5678. E-mail: bgelband@usaid.gov.*

- ▶ **Kosovo Evaluation of Agribusiness and Agricultural Development Programs.** Contract No. AEP-I-00-000-00023-00, Task Order No. 847, Period of Performance: 2/19/04 - 5/30/04, Amount: \$97,784.

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Courtney Blair, Cognizant Technical Officer. Telephone: (258) 135-2000. E-mail: cblair@usaid.gov. Bruce Gelband, Contracting Officer. Telephone: (380) 44-462-5678. E-mail: bgelband@usaid.gov.*

- ▶ **Kosovo/Evaluation of USAID Strategic Objective 3.1: Restored Normalcy in Living Standards and Opportunities.** Contract No. AEP-I-00-00-00023-00, Task Order No. 845, Period of Performance: 12/1/03 - 1/31/04, Amount: \$128,477.

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Urim Ahmeti, Cognizant Technical Officer, USAID/Kosovo. Telephone: (880) 2-885-550. E-mail uahmeti@usaid.gov. Maureen Shauket, Contracting Officer, RCO, Budapest. Telephone: 381-38-243-673. E-mail: mashauket@usaid.gov.*

- ▶ **Philippines/Energy and Clean Air (ECA) Program Assessment.** Contract No. AEP-I-00-00-00023, Task Order No. 841, Period of Performance: 8/15/03 - 10/31/03, Amount: \$200,000.

**Problems Encountered and Remedial Action:** No problems reported.

*The Client Reference: Rosario Calderon, Cognizant Technical Officer. Telephone: 63-2-552-9800. E-mail: rcalderone@usaid.gov. William Reynolds, Contracting Officer. Telephone: 63-2-552-9800. E-mail: wireynolds@usaid.gov.*

- ▶ **Bolivia/Evaluation of Alternative Development (AD) Activities in the Chapare and Yungas Regions and Design of a Chapare Follow-On Activity.** Contract No. AEP-I-00-00-00023-00, Task Order No. 844, Period of Performance: 9/22/03 - 12/22/03, Amount: \$272,398.

**Problems Encountered and Remedial Action:** A very challenging working environment required extraordinary staff diligence.

*The Client Reference: Peter Natiello, Cognizant Technical Officer. Telephone: 591-2-278-6445. E-mail: lpnatiello@usaid.gov. Clemence Bucher, Contracting Officer. Telephone: 591-2-278-6445. E-mail: cbucher@usaid.gov.*

- ▶ **Azerbaijan/Assessment of the American International Health Alliance (AIHA) Program.** Contract No. AEP-I-000-00-00023-00, Task Order No. 842, Period of Performance: 9/23/03 - 11/23/03, Amount: \$55,900.

**Problems Encountered and Remedial Action:** Mission had questions on the first draft. The final report met with approval.

*The Client Reference: George Mataradze, Cognizant Technical Officer, USAID/Tbilisi. Telephone: (995) 32-778540. E-mail: gmataradze@usaid.gov. Gary V. Kinney, Contracting Officer, RCO, Tbilisi. Telephone: (995) 32-778540.*

- ▶ **Philippines/Environmental Governance Program Evaluation.** Contract No. AEP-I-00-00-0023, Task Order No. 840, Period of Performance: 8/15/03 -10/19/03, Amount: \$179,370.

**Problems Encountered and Remedial Action:** No problems. Mission approval.

*The Client Reference: Rosario Calderon, Cognizant Technical Officer. Telephone: 63-2-552-9800. rcalderone@usaid.gov. William Reynolds, Contracting Officer. Telephone: 63-2-522-9800. E-Mail: wireynolds@usaid.gov.*

- ▶ **Angola/Evaluation of the USAID/OFDA Humanitarian Response.** Contract No. AEP-I-00-00-00023-00, Task Order No. 25, Period of Performance: 9/4/03- 11/30/03, Amount: \$129,649.

**Problems Encountered and Remedial Action:** No problems.

*The Client Reference: Gilbert Collins, Cognizant Technical Officer. Telephone: (202) 712-0981. E-mail: gcollins@usaid.gov. Michael Clark, Contracting Officer. Telephone: (202) 712-1323. E-mail: mclark@usaid.gov.*

- ▶ **Macedonia/Local Government Sector Assessment.** Contract No., Task Order No. 843, Period of Performance: 9/30/03 - 11/30/03, Amount: \$151,979.

**Problems Encountered and Remedial Action:** No problems. Mission approved.

*The Client Reference: Salja Afrodita, Technical Officer. Telephone: (359) 91-117-211. E-mail: asalja@usaid.gov. Bruce Gelband, Regional Contracting Officer (Budapest). Telephone: (361) 302-6300. E-mail: bgelband@usaid.gov.*

- ▶ **Thailand/Evaluation of the Kenan Institute Asia (KIA) Implementation of the USAID Accelerating Economic Recovery in Asia (AERA) Program.** Contract No. AEP-00-00-00023-00, Task Order No. 19, Period of Performance: 7/7/03 - 11/6/03, Amount: \$111,666.

**Problems Encountered and Remedial Action:** No problems. CTO sent email of commendation.

*The Client Reference: Rebecca Maestri, Cognizant Technical Officer. Telephone: (202) 712-0405. Email: rmaestri@usaid.gov. Cherie Hunter, Contracting Officer. Telephone: (202) 712-5006. Email: chunter@usaid.gov.*

- ▶ **Georgia/Mid-Term Evaluation of the Community Mobilization Initiative.** *Contract No. AEP-00-00-00023-00, Task Order No. 835, Period of Performance: 5/22/03 - 7/11/03, Amount: \$85,632.*

**Problems Encountered and Remedial Action:** No problems reported. CTO sent email of appreciation.

*The Client Reference: Khalid Khan, Cognizant Technical Officer, Office of Humanitarian Response, USAID/Georgia. Telephone: (994) 12-990335. Email: kkhan@usaid.gov. RCO Gary V. Kinney, Contracting Officer, Telephone: (995) 32-778540. Email: gkinney@usaid.gov.*

- ▶ **Bolivia/Assessment of the USAID Alternative Development (AD) Strategy.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 832, Period of Performance: 3/7/03 - 5/31/03, Amount: \$167,499.*

**Problems Encountered and Remedial Action:** The scope of work for this assignment was changed by the Mission several times, requiring continuing modification in the activities of our team in order to meet Mission requirements. With a level of tolerance on both sides — and an excellent Team Leader — the final product was acceptable to all. Subsequently we were awarded a follow-on task order.

*The Client Reference: Charles Hash, Cognizant Technical Officer. Telephone: (591-2) 278-6544. Email: chash@usaid.gov. Phillip Tresch, Contracting Officer. Telephone: (591-2) 278-6544. Email: ptresch@usaid.gov.*

- ▶ **Egypt/Mid-term Evaluation of the NGO Service Center Activity.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 833, Period of Performance: 5/12/03 - 6/24/03, Amount: \$69,463.*

**Problems Encountered and Remedial Action:** The Mission response to our team report was that aspects of it went beyond the scope of work. We agreed and made the necessary revisions.

*The Client Reference: Ms. Naglaa Mostafa, Cognizant Technical Officer, Office of Democracy and Governance, USAID/Egypt. Telephone: (202) 522-7000. Email: nmostafa@usaid.gov. Cynthia Judge, Contracting Officer, USAID/Egypt. Telephone: (202) 522-7000. Email: cjudge@usaid.gov.*

- ▶ **Ecuador/Mid-Term Evaluation of the Ecuador Border Region Development Program.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 834, Period of Performance: 5/27/03 - 8/1/03, Amount: \$76,975.*

**Problems Encountered and Remedial Action:** No problems.

*The Client Reference: Edgar Guillen, Cognizant Technical Officer, EG&D, USAID/Quito. Telephone: (593-2) 223-2100. E-mail: eguillen@usaid.gov. James Dunlap, RCO, Lima, Peru. Telephone: (511) 618-1200. E-mail: jdunlap@usaid.gov.*

- ▶ **Georgia/Mid-Term Evaluation of the Community Mobilization Initiative.** *Contract No. AEP-00-00-00023-00, Task Order No. 835, Period of Performance: 5/22/03 - 7/11/03, Amount: \$85,632.*

**Problems Encountered and Remedial Action:** No problems.

*The Client Reference: Khalid Khan, Cognizant Technical Officer, Office of Humanitarian Response, USAID/Georgia. Telephone: (994) 12-990335. Email: kkhan@usaid.gov. RCO Gary V. Kinney, Contracting Officer, Telephone: (995) 32-778540. Email: gkinney@usaid.gov.*

- ▶ **Moldova/Identification of the Social and Economic Costs and Benefits of the Reintegration of Transnistria.** *Contract No. AEP-OO-OO-00023-00, Task Order No. 836, Period of Performance: 6/10/03 - 9/30/03, Amount: \$162,161.*

**Problems Encountered and Remedial Action:** The political situation regarding Moldova and its break-away region, Transnistria, caused difficulties for our team in moving from place to place. But they persisted and we are able to get needed information despite the constraints. The final report was highly praised by the Mission.

*The Client Reference: Mark Levinson, Cognizant Technical Officer. Telephone: 3732-237460. E-mail: mlevinson@usaid.gov. Bruce Gelband, Contracting Officer. Telephone: 380-44-462-5678. E-mail: bgelband@usaid.gov.*

- ▶ **Macedonia/Assessment of the Civil Society Sector.** *Contract No. AEP-OO-OO-00023-00, Task Order No. 837, Period of Performance: 6/18/03 - 9/30/03, Amount: \$99,532.*

**Problems Encountered and Remedial Actions:** No problems.

*The Client Reference: Kathy Stermer, Cognizant Technical Officer. Telephone: 389-2-380-446. E-mail: oyeandel@usaid.gov. Orion Yeandel, Contracting Officer. Telephone: 36-1-475-4626. E-mail: oyeandel@usaid.gov.*

- ▶ **Kazakhstan & Kyrgyzstan/Evaluation of Fiscal Reform Program.** Contract No. AEP-I-00-00-00023-00, Task Order No. 838, Period of Performance: 7/14/03 - 8/29/03, Amount: \$104,828.

**Problems Encountered and Remedial Action:** No problems.

*The Client Reference: Lewis J. Tatem, Cognizant Technical Officer, Telephone: 7-3272-507-612. Email: ltatem@usaid.gov. John F. Lord, Contracting Officer, Telephone: 7-3272-507-612. Email: jlord@usaid.gov.*

- ▶ **Evaluation of the EdNet Project in Central Asia.** Contract No. AEP-I-00-00-00023-00, Task Order No. 831, Period of Performance: 3/5/03 - 5/10/03, Amount: \$118,400.

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Lewis J. Tatem, Cognizant Technical Officer Telephone: 7-3272-50-76-16 Email: itatem@usaid.gov. John F. Lord, Contracting Officer. Telephone: 7-3272- 50-76-12 Email: jlord@usaid.gov.*

- ▶ **Sudan/Facilitation of the Integrated Strategic Plan (ISP) Revision.** Contract No. AEP-I-00-00-00023-00, Task Order #825, Period of Performance: 1/7/03 - 3/31/03, Amount: \$185,989.

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Mr. James Walsh, Cognizant Technical Officer, REDSO/ESA/NPC Sudan Development Program Manager. Telephone: (811) 255-2427. Email: jwalsh@usaid.gov. Yves Kore, Contracting Officer. Telephone: (811) 225-000.*

- ▶ **Central Asian Republics (CAR)/Evaluation of the MBA Enterprise Corps Volunteer.** Contract No. AEP-I-00-00023-00, Task Order No. 826, Period of Performance: 1/21/03 - 2/24/03, Amount: \$31,908.

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Cognizant Technical Officer, [material to come] Mr. John F. Lord, Contracting Officer. Telephone: (811) 204-000. E-mail: jlord@usaid.gov.*

- ▶ **Europe & Eurasia Region/Evaluation of the Foundation for International Community Assistance (FINCA) Technical Assistance Hub Operations.** Contract No. AEP-I-00-00023-00, Task Order, Period of Performance: 1/17/03 - 3/15/03, Amount: \$133,187.

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Mr. Thomas Morris, Cognizant Technical Officer, USAID. Telephone: (202) 712-5848. E-mail: tmorris@usaid.gov. Mr. John Griffin, Contracting Officer. Telephone: (202) 712-4663. E-mail: jgriffin@usaid.gov.*

- ▶ **Jamaica/Evaluation of the Peace and Prosperity Project (PPP).** *Contract No. AEP-I-00-00-00023-00, Task Order No. 827, Period of Performance: 2/14/03 - 4/15/03, Amount: \$77,752.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Dorna Service, Cognizant Technical Officer. Telephone: (876) 926-3645. Email: dservice@usaid.gov. Sunil Xavier, Contracting Officer. Telephone: (809) 221-1100. Email: sxavier@usaid.gov.*

- ▶ **Jamaica/Evaluation of Strategic Objective One (SO1) and the New Economy Project.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 828, Period of Performance: 2/14/03 - 4/15/03, Amount: \$55,050.*

***Problems Encountered and Remedial Action:*** The Contractor Chief of Party of the major activity being evaluated initially was highly resistant to providing any materials or assistance to the Development Associates' Team. We contacted both the Mission and the Washington headquarters of the organization to advise them of the situation. A Vice President from the contractor firm visited Jamaica and advised the COP of his responsibilities. Things improved rapidly after that but our team lost valuable time.

***Additional Note:*** On September 15, 2002, exactly five months after the termination of the assignment, we received a message from the Mission's CTO expressing dissatisfaction with the report. This was our first indication that anything was amiss. We offered to remedy the situation to the best of our ability and at our own cost, only to be told in a telephone conversation with the CTO that it was too late. We responded with a point-by-point rebuttal that also was sent to the CTO of the Evaluation Services IQC.

***A Final Note:*** After some elapsed time Mission staff recontacted us to say that they had no problems with the work that we had done and thanked us for our efforts on their behalf. We remain in a state of wonder and confusion over this series of events but did not pursue the matter further.

*The Client Reference: A.J. Wright, Cognizant Technical Officer. Telephone: (876) 925-3645. Email: awright@usaid.gov. Sunil Xavier, Contracting Officer. Telephone: (809) 221-1100. Email: sxavier@usaid.gov.*

- ▶ **Central Asian Republics/Evaluation of the Participant Training Project.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 809, Period of Performance: 2/18/03 - 4/30/03, Amount: \$199,999.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Rabiga Baytokova, Cognizant Technical Officer. Telephone: (7-3272) 50-76-12/17. Email: rbaytokova@usaod.gov. John Lord, Contracting Officer. E-mail: jlord@usaid.gov.*

- ▶ **Ukraine/Assessment of the Situation of Orphans and Street Children.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 830, Period of Performance: 2/27/03 - 4/25/03, Amount: \$26,416.*

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Svetlana Podeyko, Cognizant Technical Officer. Telephone: (811) 237-0000. Email: spodeyko@aol.com Bruce Gelband, Contracts Officer. Telephone: (811) 237-0000. Email: bgelband@usaid.gov*

- ▶ **Evaluation of the EdNet Project in Central Asia.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 831, Period of Performance: 3/5/03 - 5/10/03, Amount: \$118,400.*

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Lewis J. Tatem, Cognizant Technical Officer Telephone: 7-3272-50-76-16 Email: itatem@usaid.gov. John F. Lord, Contracting Officer. Telephone: 7-3272- 50-76-12 Email: jlord@usaid.gov.*

- ▶ **Assessment of the USAID Development Education Program Contract.** *. No. AEP-I-00-00-00023-00, Task Order No. 11, Period of Performance: 9/30/02 - 12/30/02, Amount: \$37,279.*

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Susan Saragi, Cognizant Technical Officer. Telephone: (202) 712-1486. E-mail: ssaragi@usaid.gov. Luis F. Garcia, Contract Agreement Officer. Telephone: (202) 712-0426. E-mail: lgarcia@usaid.gov.*

- ▶ **East Timor/OTI Program Evaluation.** *Contract No. AEP-I-00-00-00023, Task Order No. 12, Period of Performance: 10/21/02 - 12/20/02, Amount: \$111,521.*

**Problems Encountered and Remedial Action:** As a result of the Bali bombing our team was not allowed to travel to Indonesia as planned and was rerouted through Australia. Despite these and other logistical problems, the team was able to undertake its work successfully.

*The Client Reference: Cressida Slote, Cognizant Technical Officer. Telephone: (202) 712-5417. Email: cslote@usaid.gov. Elaine Ely, Contracts Negotiator. Telephone (202) 712-4433. Email: eely@usaid.gov.*

- ▶ **Malawi/Evaluation of USAID's Strategic Objective One (Agriculture) Activities.** Contract No. AEP-I-00-00-00023-00, Task Order No. 823(a), Period of Performance: 10/30/02 - 12/25/02, Amount: \$243,977.

**Problems Encountered and Remedial Action:** None.

*The Client Reference: Dickxie Kampani, Cognizant Technical Officer. Email: dcampani@usaid.gov. Peter Kollar, Acquisitions Specialist. Telephone: (09) 267-324-449. Email: pkollars@usaid.gov.*

- ▶ **Bolivia/Evaluation of the Democratic Development and Citizen Participation (DCCP).** Contract No. AEP-I-00-00-0023-00, Task Order No. 823(b), Period of Performance: 10/24/02 - 12/15/02, Amount: \$108,076.

**Problems Encountered and Remedial Action:** A series of logistical and other problems resulted in rendering more difficult the process of providing the Mission with a satisfactory report. Working amicably and closely with the Mission, Development Associates took remedial action that we believe resulted in a fully satisfactory product. The Mission gave Development Associates a follow-on contract.

*The Client Reference: Nicole Tresch, Cognizant Technical Officer. Telephone: (591) 278-5758. E-mail: ntresch@usaid.gov. Betty Jo Santibanez, Contracting Officer. Telephone: (202) 712-1835. E-mail: bsantibanez@usaid.gov.*

- ▶ **Panama/Evaluation of the Natural Resources Management (MARENA) Project.** Contract No. AEP-I-000-00-000023-00, Task Order No. 824, Period of Performance: 12/19/02 - 4/15/03, Amount: \$92,420.

**Problems Encountered and Remedial Actions:** Absence of key consultants — made it difficult to finalize report. It ultimately was completed to the apparent satisfaction of the Mission.

*The Client Reference: Rita Spadafora, Cognizant Technical Officer. Telephone: (502) 2-636-011. E-mail: rispadafora@usaid.gov. Braden W. Enroth, Contracts Officer. Telephone: (502) 332-0202. E-mail: brenroth@usaid.gov.*

- ▶ **Philippines/Assessment of Centers of Local Governance in Sustaining GOLD Project Gains and Implementing the Barangay Justice System Project.** Contract No. AEP-I-00-00-00023-00, Task Order No. 821, Period of Performance: 10/1/02 - 11/27/02, Amount: \$85,725.

**Problems Encountered and Remedial Action:** The security situation in the Philippines and other Mission-generated factors required a major revision of the original scope of work. Our Chief of Party, working on-site with a very competent Filipino staff, provided that revised SOW. It was approved by the Mission. Driven by security concerns, the new approach resulted in flying key informants to “safe” areas for interviews rather than the

team going into the field. The resulting information and report have been deemed of considerable use to the Mission.

*The Client Reference: Mr. Napoleon de Sagun, Cognizant Technical Officer. Telephone: (632) 522-9848. E-mail: nsagun@usaid.gov. Mr. William E. Reynolds, Contracting Officer. Telephone: (632) 521-4811. E-mail: wreynolds@usaid.gov.*

- ▶ **Madagascar/Evaluation of the USAID Cyclone Recovery Program.** *Contract No. AEP-I-00-00-0023-00, Task Order No. 819, Period of Performance: 9/9/02 - 10/25/02, Amount: \$108,248.*

***Problems Encountered and Remedial Action:*** The team had some initial problems with travel arrangements to and within Madagascar but persevered. Our CTO on this assignment has written our Team Leader the following: “Congratulations on weathering the storm and coming out of it in the fine shape. A tough job very well done.”

*The Client Reference: Mr. David Soroko, Cognizant Technical Officer, 222-254-89, e-mail: dsoroko@usaid.gov. Mr. Martin Napper, Contracting Officer, 222-254-89 e-mail: mnapper@usaid.gov.*

- ▶ **Ukraine/Developing a Results Framework and Performance Monitoring Plan for USAID Social Sector Activities.** *Contract No. AEP-00-00-00023-00, Task Order No. 818, Period of Performance: 9/9/02 - 11/30/02, Amount: \$61,699.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Cognizant Technical Officer, Olena Radziyevska, Telephone: (380) 44-462-5678. E-mail: oradziyevska@usaid.gov. Donella Russell, Contracts Officer, USAID/Kiev. Telephone: (380) 44-462-5678. E-mail: drussell@usaid.gov.*

- ▶ **Final Evaluation of OTI's Program in Serbia-Montenegro.** *Contract No. AEP-00-00-00023-00, Task Order No. 10, Period of Performance: 9/26/02 - 10/31/02, Amount: \$119,538.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Sara Brewer, Cognizant Technical Officer, Telephone: (202) 712-5062. E-mail: sbrewer@usaid.gov. Rosella Marshall, Contracting Officer, E-mail: rmarshall@usaid.gov.*

- ▶ **Indonesia: Evaluation of Two Economic Growth Activities.** *Contract No. OUT AEP-817-00-00023-00, Task Order No 817, Period of Performance: 7/12/02 - 9/5/02, Amount: \$85,911.*

***Problems Encountered and Remedial Action:*** Despite both expatriate members of the Development Associates’ team being experienced at working in Indonesia, they found it difficult to obtain documents and personal interviews they believed important to their

inquiry. They ultimately were forced to conduct telephone interviews with some respondents.

*The Client Reference: Thomas M. Stephens, Contracting Officer, USAID/Indonesia. Telephone: (62-21) 3435-9497. E-mail: tstephens@usaid.gov. Quan Xuan Dinh, Cognizant Technical Officer. E-mail: dihn@usaid.gov.*

- ▶ **Evaluation of the Sudan Transitional Assistance for Rehabilitation (STAR) Program.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 815, Period of Performance: 5/29/02 - 7/29/02, Amount: \$342,507.*

***Problems Encountered and Remedial Action:*** Because of U.S. legal restrictions on activities regarding Sudan, the award of the task order was considerably delayed. As a result, USAID made an award on the basis of the best proposal but was open to major changes in team composition. Having been selected, we were compelled to change most of the team because original members no longer were available. Our proposed new team members, including Team Leader, were approved by USAID and undertook the work very successfully.

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- ▶ **Indonesia/Evaluation of Statistical Assistance to the Government.** *Contract No. UT-AEP-I-813-00-00023-00, Task Order No. 813, Period of Performance: 5/1/02 - 6/7/02, Amount: \$68,220.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Mohamad Rum Ali, Cognizant Technical Officer, Office of Economic Growth, USAID/Indonesia, Thomas M. Stephens, Contracting Officer, Office of Finance, USAID/Indonesia, Telephone: (8) 386-0000. Email: mrumali@usaid.gov.*

- ▶ **Indonesia/Evaluation of IRIS Project Assistance to Improved University Collaboration and to Parliamentary Assistance.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 814, Period of Performance: 6/6/02 - 7/25/02, Amount: \$138,202.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Evaluation of USAID/Kenya's Bombing Response Program.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 816, Period of Performance: 6/21/02 - 8/21/02, Amount: \$139,388.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Macedonia/Evaluation of the Local Government Reform Project.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 812, Period of Performance: 2/18/02 - 5/31/02, Amount: \$137,243.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **REDSO/ESA Regional Gender Impact Assessment.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 803, Period of Performance: 8/15/01 - 8/31/02, Amount: \$185,735.*

***Problems Encountered and Remedial Action:*** As a result of the events of September 11, REDSO/ESA rescheduled the field work for 2002. Because of the delay we lost our Chief of Party but were able to find a highly qualified replacement rapidly. The team left for the field activities in early January. The report was completed satisfactorily and a workshop held. The contract was extended to compensate for the delayed start.

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- ▶ **The U.S.-Asia Environmental Program Evaluation.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 05, Period of Performance: 3/26/02 - 5/30/02, Amount: \$127,775.*

***Problems Encountered and Remedial Action:*** Because of controversy within USAID itself about the future of the AEP program, no report, favorable or unfavorable, would have pleased everyone. The Development Associates team provided its honest appraisal. The CTO for the Task Order has expressed his satisfaction with the team's effort and its report.

*The Client Reference: John Wilson, CTO, ANE Bureau. Telephone: (202) 712-4633. E-mail: jwilson2usaid.gov. Charles Mosby, Contact Negotiator. Telephone: (202) 712-0832. E-mail: cmosby@usaid.gov.*

- ▶ **Macedonia/Evaluation of the Democracy Network (DemNet) Program.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 805, Period of Performance: 6/11/01 – 1/30/02, Amount: \$55,323.*

***Problems Encountered and Remedial Action:*** Because of armed conflict in Macedonia, the field work for the assignment was postponed. As a result of the delay we lost our proposed evaluation specialist for the assignment and were required to replace him. This was done rapidly. The Mission approved our new candidate and he completed the field work and the report was accepted by the Mission.

*The Client Reference: Ms. Kathy Stermer, Cognizant Technical Officer. E-mail: kstermer@usaid.gov Riana Napitupulu, Contracts Negotiator. Telephone: (361) 269-5893. E-mail: rnapitupulu@usaid.gov.*

- ▶ **Georgia/Energy Sector Evaluation.** *Contract No. AEP-I-00-00023-00, Task Order No. 806, Period of Performance: 6/29/01 - 9/7/01, Amount: \$95,713.*

***Problems Encountered and Remedial Action:*** None.

*The Client Reference: Peter Argo, Cognizant Technical Officer, USAID/Yerevan. Telephone: (374) 1-151955. Fax: (374) 2-151131. E-mail: pargo@usaid.gov. Carlton M. Bennett, Regional Contracting Officer, USAID/Yerevan. Telephone: (374) 1-151955. Fax: (374) 2-151131. E-mail: cbennett@usaid.gov.*

- ▶ **Caucasus Regional Credit Evaluation.** *Contract No. AEP-I-00-00-00023-00, Evaluation IQC, Task Order No. 808, Period of Performance: 6/29/01 - 9/12/01, Amount: \$181,806.*

***Problems Encountered and Remedial Action:*** As a result of illness, one evaluation team member withdrew in mid-assignment. Development Associates itself paid the airfare to send a highly-qualified replacement to finish the work.

*The Client Reference: Gerald Anderson, Cognizant Technical Officer, Caucasus Mission. Telephone: 995 32-77-85-40. Fax: 995-32-001-013. E-mail: ganderson@usaid.gov. Valeri Elizbarashvili, Contracting Officer. Caucasus Mission. Telephone: 995-32 922-547. Fax: 995-32-001-013. E-mail: valizbarashvili@usaid.gov.*

- ▶ **Ukraine/Evaluation of Energy Efficiency Activities.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 807, Period of Performance: 8/4/01 - 10/31/01, Amount: \$95,663.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Ukraine/Assessment of Sustainability of Municipal Training Resources.** *Contract No. OUT-AEP-I-809-00-00023-00, Task Order No. 809, Period of Performance: 8/15/01 - 11/30/01, Amount: \$134,973.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Zimbabwe/Evaluation and Close-out of the Private Sector Investment Program.** *Contract No. AEP-I-00-00-00023-00, Task Order 811, Period of Performance: 8/17/01 - 10/26/01, Amount: \$81,532.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Russia/Evaluation of the Assistance to Russian Orphans Program.** *Contract No. AEP-I-00-0-0-00023-00, Task Order No. 810, Period of Performance: 9/21/01 - 11/7/01, Amount: \$111,680.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Ukraine/Assessment of the Regional Community Humanitarian Assistance Program (CHAP).** *Contract No. AEP-I-00-00-00023-00, Task Order No. 800, Period of Performance: 2/2/2001 - 4/13/2001, Amount: \$93,173.*

***Problems Encountered and Remedial Action:*** Because of circumstances beyond their control, the team was not able to visit Belarus as envisioned in the original SOW. Through telephonic interviews, however, they were able to receive a substantial amount of information on the program in Belarus.

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- ▶ **Ukraine/Evaluation of the Banking Sector.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 801, Period of Performance: 2/20/2001 - 4/13/01, Amount: \$76,648.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Evaluation of the Institutional Strengthening and Grant-Making (ISGM) Program of the Horn of Africa Support Project (HASP).** *Contract No. AEP-I-00-00023-00, Task Order No. 802, Period of Performance: 3/6/01 - 4/14/01, Amount: \$113,893.*

***Problems Encountered and Remedial Action:*** None.

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- ▶ **Ghana/Evaluation of the Natural Resource Conservation & Historic Preservation Project.** *Contract No. AEP-I-00-00-00023-00, Task Order No. 803, Evaluation IQC, Period of Performance: 5/4/01 - 6/16/01, Amount: \$140,332.*

***Problems Encountered and Remedial Action:*** None.

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