

## **EVALUATION IQC PERFORMANCE MONITORING REPORT (PMR) #12**

**TO:** Joseph Lieberman, CTO, USAID

**FROM:** Jack Sullivan, Development Associates

**RE:** USAID Evaluation IQC (#AEP-I-00-00-00023-00)

**DATE:** July 16, 2003

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

During the reporting period Development Associates was awarded eight new task orders, as follows:

- ▶ **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.*

For almost 15 years USAID in Bolivia has been deeply involved in “Alternative Development,” that is, providing the farmers of that nation with viable alternatives to growing coca, much of which ends up in the illicit narcotics markets of the United States. In 2003 the Bolivia Mission’s strategy for the Chapare area was six years old and for the neighboring Yungas, two Recognizing that significant changes had occurred in the environment, USAID sought an assessment of its strategy and recommendations for its modification to take into account subsequent developments. With our strong track record in anti-narcotics work in Bolivia and Peru, Development Associates, following a competition, was chosen for the assignment through our Evaluation Services IQC. We recruited a multifaceted team of four American specialists, aided by two Bolivia professionals. They were charged with expanding the Alternative Development paradigm by examining it from “outside the box” perspectives of economic growth, agriculture and trade; health and humanitarian assistance; democracy and conflict resolution; community development; public affairs, media response and information resources; land tenure; education; and gender and social exclusion. Using methodologies of document review, structured interviews and site visits, the team worked in La Paz and Cochabamba, and traveled in coca-growing regions. The Development Associates team made findings and drew conclusions regarding: 1) AD results achieved to date, 2) the validity of the original development hypothesis and strategy, 3) changes since 1998 that shifted the original paradigm, 4) conditions considered necessary to achieve the Mission’s objective, 5) availability of additional programs and resources, 6) the relatively recent incorporation of the Yungas region into the AD program, and 7) the new Bolivian government’s policies and political realities. In its report to the Mission, the team dealt with all these areas and provided a series of recommendations on adjusting the USAID Alternative Development strategy to address and capitalize on contemporary circumstances.

**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.

*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.*

The NGO Service Center is USAID/Cairo's primary assistance to the NGO sector in Egypt. The purpose of the Center, which was designed in collaboration with Egyptian NGO representatives, is to equip local NGOs with the tools and means required for them to play an effective role in the development of Egypt through both advocacy and service delivery. The activity is implemented under a cooperative agreement with a consortium of three U.S. NGOs. They provide technical assistance, training, grants, networking and information exchange, and operational support. Chosen by the Mission through our Evaluation IQC, our team of a U.S. evaluation specialist and two Egyptians had three principal objectives: 1) To assess the activity's achievements in relation to the expected results, 2) to evaluate the services provided and their relative impact, and 3) to review the original design of the NGO Service Center and judge its validity in the light of experience. Through document reviews, structured interviews and a random sample of site visits throughout Egypt, the team formulated its findings and conclusions. It also made a number of concrete suggestions for mid-course corrections in the operation and management of the NGO Service Center. Those recommendations provided a basis for the Mission to enhance performance of the activity.

**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.*

In 1998 the presidents of Ecuador and Peru signed a peace agreement ending more than 150 years of strife over their shared border. As one of the guarantor nations, the United States has provided funding to stimulate economic growth and improve living conditions on the impoverished Ecuador side. Known as the Ecuador Border Region Development Program and implemented by a consortium led by CARE, Phase I contributed \$1.5

million from 1999 to 2001 and Phase II up to \$19.2 million by 2005. When the Quito Mission required a mid-term evaluation to determine if the program was succeeding, it selected a three-person team from Development Associates through the USAID evaluation IQC. The team included a Team Leader with strong USAID credentials in Latin American development, an environmentalist, and a local governance specialist. Using the methodologies of document review, interviews and site visits, they targeted their inquiry to four areas: 1) assessing whether the accomplishments of the program met the specifications in CARE's cooperative agreement, 2) determining the validity of the results reporting by implementing agencies, 3) evaluating the overall approach and its effects on social and economic development in the region, and 4) identifying "lessons learned" that CARE and its partners might apply during the remaining years of the program. Through briefings and a written report of their findings and recommendations, the Development Associates team provided Ecuador Mission managers with information essential to making mid-course corrections in the management and operations of the Border Region Development Program.

***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.*

USAID/Caucus started the Georgia Community Mobilization Initiative (GCMI) in 2000. Its purpose is to build the capacity of impoverished communities to meet their own needs. The program is implemented by two U.S. NGOs, Mercy Corp in eastern regions and CARE in western regions. It operates through three components: community mobilization, NGO service delivery sub-grants, and the Social Policy Initiative Group, local leaders who help set GCMI policy. In 2003 the Mission determined that a mid-term evaluation was required and selected a team of two professionals from Development Associates for the assignment. Their objective was to assess the effectiveness of GCMI activities in achieving the current objectives in reducing human suffering in targeted communities, as well as its potential place in a revamped Mission strategy with different objectives. Additionally, the team reviewed the management efficiency of Mercy Corps and CARE in implementing the GCMI. Following an extensive document review, interviews with stakeholders and site visits to the target communities, the team provided the Mission with a report of its findings and included recommendations for improving the efficiency and effectiveness of the program. Their report provided USAID managers with information on which to make mid-course corrections in the operation of GCMI.

***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.*

- ▶ **Thailand/Evaluation of the Kenan Institute Asia (KIASIA) 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.*

The unexpected financial and society crisis in Asia in 1997 resulted in USAID designing the AERA initiative. Since 1999 USAID has provided \$18 million in grant support to KIASIA to implement the AERA program in Thailand. Although funding has been completed, the implementation of activities is to continue to 2005. The funds have been used 1) to provide training to Thai banks to encourage greater lending to small and medium enterprises (SMEs), 2) to strengthen organizational partnerships between U.S. and Thai support institutions toward achieving business reforms, and 3) for direct assistance to SMEs through firm-level assistance. When USAID desired an evaluation of KIASIA program, it selected Development Associates for the assignment under our Evaluation Services IQC. We deployed a two-person team that initially began its research and interviews in Washington, D.C. and then went to Thailand. Working closely with the Mission and other stakeholders the team continued their document review, conducted structured interviews, and visited program sites. Their objective was 1) to assess the impact to date of the AERA projects in Thailand in developing regulatory, banking and SME management capacity to support economic recovery and reform, and 2) to assess the sustainability, given current market conditions in Thailand, of each of KIASIA's AERA projects once the USAID program ends. After determining its findings, conclusions and recommendations, the team briefed USAID and KIASIA, and provided a written report. Their work had the effect of assisting USAID and KIASIA in planning future activities.

***Problems Encountered and Remedial Action:*** Assignment is just getting underway.

*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.*

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

With the dissolution of the former Soviet Union the province of Transnistria broke away from Moldova after armed conflict that claimed more than 1,000 lives. Protracted negotiations have ensued under the auspices of the Organization for Cooperation and Security in Europe (OSCE). In the Summer of 2003 the U.S. sought to assist the Government of Moldova in correctly identifying and preparing for the costs they would incur under the framework of an OSCE federalization proposal. Through our USAID Evaluation IQC Development Associates was chosen to provide a team of specialists to

undertake the cost/benefit study. In the first phase of the assignment our Team Leader, a political economist, aided by a research specialist, produced a 10 page report of a literature review, along with a bibliography. Subsequently he and a team of three other U.S. specialists, two of them from our subcontractor partners, went to Moldova, where they were joined by a Moldovan professional. The team reviewed additional documents, conducted an intensive series of interviews, and conducted site visits, including in Transnistria. Their field investigations concluded with a briefing for U.S. Embassy and USAID personnel. Upon return to the U.S. the team prepared a 50 page report of its findings that provided American officials with information critical to accomplishing reintegration efficiently and effectively in Moldova.

***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 have been able to get needed information despite the constraints.

*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.*

As one of its responses to continuing civil unrest, USAID has attempted to assist Macedonia with the dual task of building an integrated civil society among ethnic groups while building a viable economic base. Its efforts at building civil society have given priority to strengthening the capacity of indigenous civil society organizations (CSOs). As a result USAID has funded programs designed to permit CSOs to represent more capably the interests of citizens in decision-making processes and to enhance their capacity for delivering services to improve the lives of Macedonians. When the Mission required an analysis of the effectiveness of its CSO-related strategy and programs, it selected a team of highly qualified democracy and governance experts from Development Associates. Working with local professionals in Macedonia, the team undertook intensive literature reviews, structured interviews, and site visits. Their inquiry centered on: 1) the status of CSOs in Macedonia with emphasis on their ability to encourage greater citizen participation, 2) identification of key constraints impeding CSO effectiveness, and 3) assessment of the specific needs, roles and capacities of various types of CSOs. The highly informative report of the Development Associates team became the basis of Mission decision-making on future directions of its civil society programming.

***Problems Encountered and Remedial Actions:*** No problems noted to date.

*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.*

The USAID strategy for the Central Asian Republics (CAR) has stressed the need for the increased soundness of tax and budget policies and administration. The program of fiscal reform, begun in 1995, initially targeted Kazakhstan and Kyrgyzstan and then as extended into Tajikistan and Uzbekistan. It has had five major components: tax policy, tax administration, budget reform, fiscal analysis and intergovernmental fiscal reform. In 2003, the Mission sought an evaluation of the results of the program in Kazakhstan and Kyrgyzstan and. Following a competition under the Evaluation IQC, USAID chose a team of two U.S. and one local professional from Development Associates and our IQC partner, Nathan Associates, for the evaluation. Our team was mandated with informing the Mission of the current state of fiscal reform in the two countries, the impact of USAID assistance, lessons learned, and what would be needed to achieve greater program results. The team reviewed documents both in the U.S. and in the countries, and conducted structured interviews with key informants, including at the ministry level, during visits to each country. Before leaving the region, the team gave made oral presentations of its findings, conclusions and recommendations to the CAR Regional Mission in Almaty. Its subsequent report was a critical document for Mission decision-making on the future implementation of its fiscal reform efforts.

***Problems Encountered and Remedial Action:*** Assignment is just getting underway.

*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 did lose valuable time.

*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 Podayko, Cognizant Technical Officer. Telephone: (811) 237-0000. Email: spodayko@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.*

## **B. COMPLETED TASK ORDER**

- ▶ **Indonesia/Democratic Local Governance (DLG) Program Evaluation.** Contract No. AEP-I-00-00-00023-00, Task Order No. 822, Period of Performance: 10/15/02 - 12/31/02, Amount: \$249,998.

**Problems Encountered and Remedial Action:** Although our team had begun work and was on the brink of departing for Indonesia, the bombing in Bali resulted in a security situation that caused the U.S. Embassy to bar any such a travel to Indonesia until further notice. We are awaiting the lifting of the ban in order to initiate the assignment. However, the projected time of the work order expired. Ultimately, the evaluation was cancelled permanently.

*The Client Reference: Chris Milligan, Cognizant Technical Officer. Telephone: 62-21-3425-9000. E-mail: cmilligan@usaid.gov. Thomas Stephens, Contracts Officer. Telephone: 62-21-3425-9000. E-mail: tstephens@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 problems have resulted in rendering more difficult the process of providing the Mission with a satisfactory report. Working amicably and closely with the Mission, Development Associates has taken remedial action that we believe resulted in a fully satisfactory product.

*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 staff — made it difficult to finalize report.

*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 and 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 out. 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 has had some initial problems with travel arrangements to and in 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 Radiziyevska, 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 successfully.

*The Client Reference:* Flynn Fuller, Technical Officer. Telephone: (254) 2-862-400. E-mail: ffuller@usaid.gov. Yvette M. Feurtado, Contracting Officer, RCO. Telephone: (254) 2-862-400. E-mail: yfeurtado@usaid.gov.

- ▶ **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. As a result 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 has been completed 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 CTO for the Task Order has expressed his satisfaction with the Development Associates' team 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 has completed the field work and the report has been 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.

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- ▶ **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.

*The Client Reference: Sarah Bishop, Technical Officer, USAID/Harare. Telephone: (263) 4-720-757. Fax: (263) 4-722-418. Email: sbishop@usaid.gov. Martin Napper, Contract Officer, Regional Contracting Office. Telephone: (267) 324-449. Fax: (267) 324-486. Email: mnapper@usaid.gov.*

- ▶ **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.

*The Client Reference: Kerry Pelzman, CTO, Office of Social Restructuring, USAID/Moscow. Telephone: (7-095) 956-4281. E-mail: kpelzman@usaid.gov. Gary Juste, Contracting Officer, USAID/Moscow. Telephone: (7-095) 956-4281. E-mail: gjuste@usaid.gov.*

- ▶ **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.

*The Client Reference: Boris Van Hoffmann, Technical Officer, USAID/Kiev. Telephone: 380-44-462-5678. Fax: 380-44-462-5834. E-mail: bvonhoffmann@usaid.gov. Bruce Gelband, Contracting Officer. Telephone: 380-44-462-5678. Fax: 380-44-462-5834.*

- ▶ **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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