

EVALUATION IQC
PERFORMANCE MONITORING REPORT (PMR) #13
Third Quarter, FY 2003

TO: Joseph Lieberson, CTO, USAID
FROM: Jack Sullivan, Development Associates
RE: USAID Evaluation IQC (#AEP-I-00-00-00023-00)
DATE: October 30, 2003

A. NEW (PREVIOUSLY UNREPORTED) TASK ORDERS

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

- ▶ **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.*

In 1998, USAID awarded a series of cooperative agreements to the American International Health Alliance (AIHA), a U.S. based NGO that links American health care institutions with similar institutions abroad. Of a total five-year program of \$20.5 million, \$4.75 million was expended for Azerbaijan. It funded three partnerships: 1) Two Baku hospitals with a Houston TX hospital system; 2) a Baku health care district with Portland, OR and 3) a second Baku health care district with Richmond, VA. The agreements included an option for USAID to provide a five-year extension of the Azerbaijan portion. Before taking that step, however, the Mission required an assessment. Following a competition under the Evaluation Services IQC, Development Associates was awarded a task order to analyze the accomplishments of the projects: successes, constraints and failures, and to set the stage for future USAID participation in partnership activities in Azerbaijan. We deployed a team of two specialists, the firm's Director of Health Programs -- and a local professional. Using standard methodologies they examined program accomplishments, contributions to USAID health sector goals, demonstrable impacts, costs vs. benefits, sustainability, potential replication, and effectiveness of AIHA implementation and management. The findings and recommendations of the Development Associates team were used by USAID/Caucasus/Baku as key tool in decision-making and planning of future health partnership strategies.

Problems Encountered and Remedial Action: No problems reported to date.

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. E-mail:

- ▶ **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.*

In 2001 USAID/Manila initiated a nationwide program, with emphasis on Western and Central Mindanao, called the Environmental Governance (EcoGov) Program. The program aims to foster improved management of the environment and natural resources that provide key inputs to the long-term economic development of the country. To be implemented over a five-year period, the Mission sought a mid-term evaluation of EcoGov. The objectives were 1) to assess impacts and recommend areas for improvement of EcoGov in achieving the targets set for it under USAID's strategic objective of "Protection of Productive and Life-Sustaining Natural Resources. Following a competition under the Evaluation Services IQC, Development Associates was chosen for the work. We deployed a five-person team composed of resources experts and environmental specialists that included two Filipino professionals. They concentrated on four areas: 1) forestry sector, 2) coastal and marine sector, 3) water resources and wastewater, and 4) solid, toxic and hazardous wastes. Through document review, targeted interviews with stakeholder and site visits in Mindanao, Luzon and the Visayas, the team amassed information about the program, derived conclusions about its progress and made recommendations for shifts in emphasis. The team's report provided the Mission with the data required upon which to base future management implementation decisions.

Problems Encountered and Remedial Action: No problems reported to date.

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.

- ▶ **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.*

Under its Energy and Clean Air (ECA) Program, USAID/Manila supports the restructuring of the Philippine energy sector to promote an open, competitive market for generating and distributing electricity. The program, which began in 1998, is in line with the Philippine government and USAID goal of revitalizing the economy by fostering an energy sector that provides key inputs to the long-term development of the country. When it required an evaluation of ECA, following a competition under the Evaluation Services IQC, it chose a team from our Development Associates group, with strong participation from our subcontractor, Nathan Associates Inc. The team included four expatriate energy specialists and a local Filipino professional. Using methodologies of document review, interviews, and site visits, the team achieved the following objectives: 1) They determined the overall effectiveness of the technical assistance provided under ECA to a range of Philippines environmental and energy-related programs. 2) They evaluated the impact of ECA and the achievement of its targets, goals and objectives, 3) They identified gaps and future challenges. 4) They examined the prospects for sustainability

of benefits. Their final report provided detailed information in each of these areas, drew conclusions from the data and made recommendations for improvement in USAID-funded activities. The resulting document provided the basis for subsequent Mission strategies and planning in the energy and clean air sectors.

Problems Encountered and Remedial Action: No problems reported to date.

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.

- ▶ **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.*

In April 2002 warring groups in Angola came to an agreement that effectively ended a 27-year civil war. Among results were requirements for assistance in providing humanitarian supplies, demobilization of former combatants, return and resettlement of refugees, and the removal of land mines. Working in concert with donor groups, USAID, through its Office of Foreign Disaster Assistance (OFDA) provided more than \$122 million in emergency assistance in the period 2000 to 2003. When USAID/OFDA required an evaluation of the results of its spending in Angola it chose Development Associates, under the Evaluation Services IQC for the assignment. We deployed a two-person team of expatriate specialists for the work, assisted by a local professional. Using methodologies that included document review, structured interviews and focus groups, and site visits, the team undertook its assessment. The team focused attention particularly on 1) the overall impact of OFDA relief interventions, 2) the efficiency of OFDA operations, 3) the geographical and social differences in coverage among OFDA programs, 4) internal management issues, 5) the sustainability of OFDA efforts, 6) OFDA's coordination function among international donors, and 7) its success in providing physical protection for affected Angolan populations. The team's briefings of Mission personnel and its final report provided USAID/Angola and the OFDA with information crucial to its decision-making on follow-on interventions.

Problems Encountered and Remedial Action: Assignment in very early stage.

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.

- ▶ **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 .*

The scope of this assignment, awarded under our Evaluation Services IQC, was two-fold and sequential in nature. It required: 1) An evaluation of six AD activities in the

Chapare Region of Bolivia that are part of the Counter-Narcotics Consolidation of Alternative Development Efforts (CONCADE) Project; 2) An assessment of implementation activities and arrangements under the Yungas Development Initiative (YDI); and the design of a follow-on activity to CONCADE. This effort was undertaken by the Mission and Development Associates during a period when a significant shift in the political climate regarding coca-growing was taking place in Bolivia. It also followed on an earlier effort by a team from our firm to design a new overall AD strategy for the Mission. In close consultation with USAID/Bolivia's AD Taskforce, we initially deployed our Chief of Party and his Deputy, both top professionals, to Bolivia for a series of intensive discussions to define more closely the scope of the assignment and the skills needed from other team members. Subsequently we recruited and sent to Bolivia other team members, as well as added local Bolivian professionals to the team. The Team was divided into two subteams for the evaluations and then reunited for presenting their findings in written reports and for preparing the design of a follow-on activity in the Chapare. The Team's products provided the Mission with a concise and accurate picture of the results of existing activities and a design for a new activity that could be used as the basis for energetic efforts to discourage coca production in Bolivia.

Problems Encountered and Remedial Action: Assignment in very early stage.

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.

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

Decentralization has been an important component of USAID/Macedonia's democracy and governance strategy. Its efforts have primarily aimed at supporting decentralization effort in the country through assistance to local government reform. In 2002 a Development Associates Team evaluated the Mission' major project in that sector and results were very positive. Subsequently, the Mission, following a competition, awarded a follow-on task order to the firm to provide it with an assessment of the capabilities and needs of Macedonia's local governments. The team also was directed to make programmatic recommendations for potential future assistance for further strengthening of local government units. We deployed a Team of two well-respected U.S. professionals, assisted by three Macedonian specialists. Drawing heavily on "lessons learned" from our prior evaluation, the team, 1) evaluated the ability of local governments to undertake increased competencies need to decentralize effectively, and 2) identified priority areas for interventions critical for the successful accomplishments of these competencies. The team also assessed the validity of existing Mission strategies, including its current targets and indicators for assessing progress in increasing the effectiveness, responsiveness and accountability of local government. Finally, the Team made recommendations based on these findings for areas where USAID might usefully make a contribution to Macedonia's decentralization effort. The Team's report, in effect, provided a "road map" for USAID/Macedonia's future activities with local government.

Problems Encountered and Remedial Action: Assignment in very early stage.

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.

B. PREVIOUSLY REPORTED AND ON-GOING TASK ORDERS

- ▶ **Thailand/Evaluation of the Kenan Institute Asia (KIAAsia) 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 KIAAsia 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 KIAAsia 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 KIAAsia's AERA projects once the USAID program ends. After determining its findings, conclusions and recommendations, the team briefed USAID and KIAAsia, and provided a written report. Their work had the effect of assisting USAID and KIAAsia in planning future activities.

Problems Encountered and Remedial Action: No problems to date.

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.

C. COMPLETED TASK ORDERS

- ▶ **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 have been 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 did lose 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.

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.

- ▶ **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.

The Client Reference: James Hope, Cognizant Technical Officer, USAID/Jakarta. Telephone: (62-21) 3435-9000. E-mail: jhope@usaid.gov. Thomas Stevens, Contracting Officer. Telephone: (62-21) 3435-9000. E-mail: tstevens@usaid.gov.

- ▶ **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.

The Client Reference: Shannon Lovgren, Cognizant Technical Officer. Telephone: (254) 862-400. E-mail: slovgren@usaid.gov. Yvette M. Feurtado, Contracting Officer. Telephone: (254) 862-400. E-mail: yfeurtado@usaid.gov.

- ▶ **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.

The Client Reference: Afrodita Salja, Cognizant Technical Officer, Skopje. Telephone: (359) 91-117-211. E-mail: asalja@usaid.gov. Catherine Mallay, Regional Contracting Officer, Budapest. Telephone: (361) 302-6300. E-mail: cmallay@usaid.gov.

- ▶ **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.

The Client Reference: Wanjiku Muhato, Technical Officer, USAID/REDSO/ESA, Nairobi, Kenya. Telephone: 254-2-751613. Fax: 254-2-86-0949. E-mail: wmuhato@usaid.gov. Tadeusz Findeisen, Contract Officer, USAID/REDSO/ESA, Nairobi, Kenya. Telephone: 254-2-751613. Fax: 254-2-86-0949. E-mail: tfindeisen@usaid.gov.

- ▶ **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-OO-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-OO-OO-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.

The Client Reference: Tatiana Kornilova, Technical Officer, USAID/Ukraine, Kiev, Ukraine. Telephone: (380) 44-462-5678/79/80/81. Fax: (380) 44-462-5834. E-mail: tkornilova@usaid.gov. Bruce Gelband, Contracting Officer, USAID/Ukraine Kiev, Ukraine. Telephone: (380) 44-462-5678. Fax: (380) 44-462-5834. E-mail: bgelband@usaid.gov.

- ▶ **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.

The Client Reference: Mr. Ulian Bilotkach, Technical Officer. Telephone: (380) 44-462-5678. Fax: (380) 44-462-5834. E-mail: ubilotkach@usaid.gov. Ms. Donella J. Russell. Telephone: (380) 44-462-5678. Fax: (380) 44-462-5834. E-mail:

- ▶ **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.

The Client Reference: Bruce Gelband, Contracting Officer, Telephone: (380-44) 462-5678. Fax: (380-44) 462-5904. E-mail: bgelband@usaid.gov. Konstantin Yakubenko, Cognizant Technical Officer, Telephone: (380-44- 462-5678. Fax: (380-44) 462-5904.

- ▶ **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.

The Client Reference: Ms. Natalie J. Thunberg, RCO, Contracting Officer. Telephone: (254-2)860-400/2. Ext. 2256. E-mail: nthunberg@usaid.gov. Mr. Yves Kore, REDSO/ESA. Technical Officer. Telephone: (254-2) 862-400. E-mail: ykore@usaid.gov.

- ▶ **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.

The Client Reference: Fenton Sands, D/TAPSO, USAID/GHANA. Telephone: 233-21-231938. E-mail: fsands@usaid.gov. David Wobil, Contracts Negotiator. Telephone: 233-21-231936. E-mail: dwobil@usaid.gov.