PN-ABL-907
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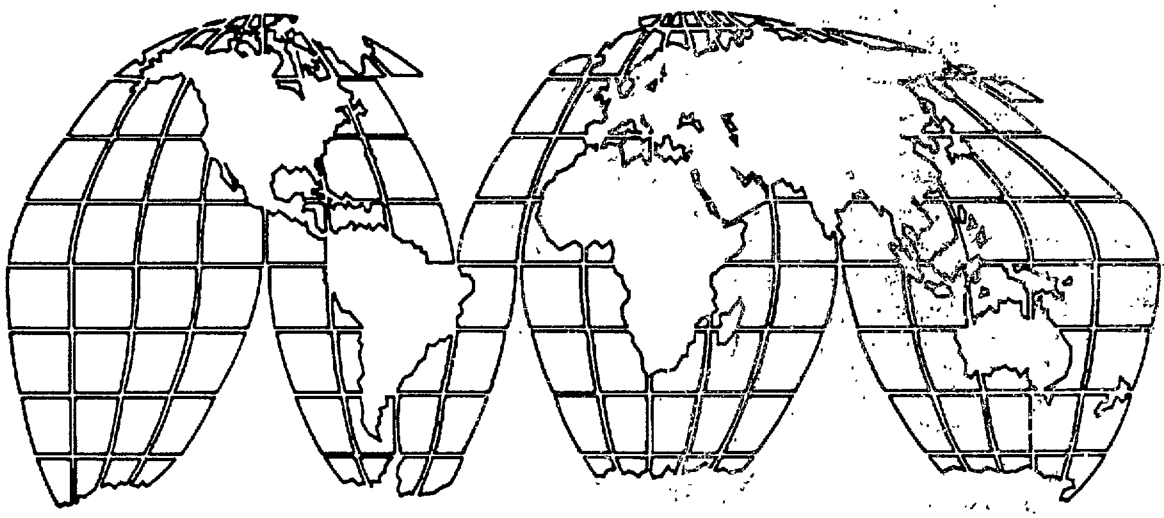
CDIE Impact Evaluation Series

Team Planning Meeting Briefing Book: Policy Reform Programs



September 1989

Agency for International Development (A.I.D.)

Washington, D.C. 20523

AFRICA POLICY REFORM

IMPACT EVALUATION TEAM PLANNING WORKSHOPS

DRAFT AGENDA September 13 and 14, 1989
(CDIE Conference Room, Rm 206 B, SA-18)

DAY ONE
Wednesday, Sept. 13, 1989

OPENING SESSION (9:15 - 10:00)

Preliminaries

CDIE reviews the two-day agenda and introduces the various team members and experts (5 minutes)

Introductory Remarks

George Laudato, DAA/PPC (10 minutes). Impact evaluations as a means to improve A.I.D.'s program management and as a means of demonstrating to Congress and others the developmental impact of A.I.D. efforts.

Janet Ballantyne, PPC/CDIE (10 minutes). A review of the purposes and intended audiences of the new impact evaluation series; what CDIE hopes to achieve; the approach that is being used; joint CDIE/AFR participation; etc.

Opening Remarks by the Africa Bureau

John Westley, AAA/AFR (15 minutes). The special interests, issues and questions of the Africa Bureau. What AFR expects to achieve from the evaluations. Which questions are most important.

PANEL SESSION (10:00 - 11:00) Saiers, DAA/AFR; Wolgin, AFR/DP; Benedict, ANE/MENA

Each panelist will make a short presentation of about 5 minutes on what they consider to be the critical evaluation questions surrounding policy reform. This will provide the teams with the perspectives of Agency management (the primary "clients" of the impact studies) and technical experts on important issues that the evaluations should address. Followed by group questions and discussion.

REVIEW OF EXPERIENCE (11:00 - 11:30) - Joseph Lieberson, PPC/CDIE

This discussion will move from the general requirements for impact evaluations to the identification of specific questions and issues surrounding policy reform. There will be a review of six previous CDIE policy reform evaluations along with the findings and emerging issues from those studies.

AFRICA BUREAU'S EXPERIENCE (11:30 - 12:00) - Jerry Wolgin, AFR/DP
A review of AERP and other Africa Bureau policy reform evaluations. Followed by group questions and discussion.

LUNCH (12:00 - 1:00) (optional Chinese policy lunch)

EVALUATION METHODS PANEL (1:00 - 2:30)

Generic Outline of Impact Evaluation Reports - Annette Binnnendijk, PPC/CDIE (20 minutes)

Describes what CDIE wants from impact evaluation reports (i.e., the end product), in terms of length, readability, relevance, etc. Discusses how and when the report should be written. Reviews the outline and specific sections of the report. Followed by group questions and discussion.

Overview of Impact Evaluation Methodology - Nena Vreeland, PPC/CDIE (20 minutes)

Reviews data collection and evaluation methodologies for CDIE impact evaluations. Discusses how to develop an analytical framework for evaluations (e.g., logical diagrams). Emphasizes the importance of gathering systematic evidence/data to support findings. Reviews the types of data and indicators typically available and useful to assess performance under policy reform programs. Covers likely sources of data and issues of reliability, validity, and bias. Followed by questions and discussion.

Briefing on Rapid Appraisal Techniques - Krishna Kumar, PPC/CDIE (30 minutes)

Provides practical guidance for using rapid appraisal techniques, including key informant interviews, community/village meetings, and focus group interviews. Followed by group questions and discussion.

BREAK INTO MALI AND GAMBIA WORKING GROUPS (2:30 - 4:00)

The Gambia and Mali teams will meet individually to begin planning their own specific impact evaluation efforts. They will receive a briefing on country and program issues from Don McClelland on Gambia and Emmy and Roger Simmons on Mali.

They will review the generic scope and issues presented and adapt them into the team's own specific SOW (i.e., tailored to their specific country and program contexts).

Develop a preliminary workplan, including identifying major tasks, phases, and schedule for the field work.

Develop individual team members' SOWs; deciding how the substantive responsibilities will be divided among the team.

Having the teams discuss how they will be working together (i.e., issues related to the process of teamwork -- such as leadership, decision-making, feedback, disagreements, etc.). Discussing the special role of the team leader.

End of day one

DAY TWO
Thursday September 14, 1989

TEAM MEETINGS, CONTINUED (9:15 - 10:15)

Gambia and Mali team meet to finish their scope of work.

PRESENTATION OF SCOPE OF WORK FOR EACH TEAM (10:30 - 11:30)

All teams meet again for a final session with representatives of CDIE and Africa Bureau to present the individual team's SOWs and workplans. Followed by discussions, revisions and agreement.

LOGISTICS (11:30 - 12:00)

Roles, Responsibilities and Schedules, Joseph Lieberson, PPC/CDIE

There will be a discussion of some lessons on the process of evaluating policy reform programs; i.e. tips on likely sources of data, agencies to visit in the field, etc. A briefing on the typical roles and responsibilities of the team leader and team members in impact evaluations, including responsibilities for drafting the report in the field, and for debriefings with the mission and host government. Includes tips on how the team might best schedule their time in-country, including approaches to allocating the workload.

A brief review of the process of preparing an impact evaluation: a brief review of the CDIE publications style guide standards for preparing reports; and misc. logistical and administrative information

12 Noon, Session ends.

0344L

"Rather than relying on massive, expensive, in-depth, academic studies performed by outside specialists, I want to build an in-house capacity to evaluate our work on a regular basis and to produce simple reports which will be of use primarily to us, but also to our host countries, the larger development community, and the Congress."

- Excerpt from a memorandum for the Executive Staff initiating the Impact Evaluation Series-
  Douglas J. Bennet, Jr., Oct. 24, 1979

REVITALIZING THE A.I.D. IMPACT EVALUATION SERIES

1. SUMMARY

A key component of CDIE's current evaluation program is a revitalized series of Impact Evaluation Studies that builds and improves on an approach pioneered by A.I.D. a decade ago. These impact evaluations focus on development results--the impacts of programs and projects on target populations and on broader economic and sectoral development trends. The studies also examine related aspects of program performance, such as the continued relevance, effectiveness, and sustainability of development activities, in order to assess which approaches work best. Central to the revitalized impact evaluation approach is a better link between the analysis of program performance and the derivation of operationally useful lessons about how program performance can be improved. Achieving these dual aims is facilitated by a reliance on A.I.D. direct-hire staff, including senior managers, to conduct impact evaluations that focus on future strategic options as well as on past development results.

CDIE expects to complete about two series of impact evaluations a year, each consisting of six to eight field studies. In FY 1989, CDIE initiated evaluations of A.I.D.'s child survival and policy reform programs. Likely topics for future impact series include population, trade and investment, and natural resource management programs.

2. PURPOSE AND AUDIENCE

CDIE is initiating a new impact evaluation series based on a concept originally started in A.I.D. in 1979. The earlier guidelines and methodologies are modified to give emphasis to current Agency and Congressional concerns. The series will focus on integrating management and results in a way that will enable the Agency to systematically document the impacts of its development programs and derive operational lessons for improving future program performance.

The new impact evaluation initiative has a dual thrust:

- First, it goes to the heart of accountability, by demonstrating whether and how A.I.D. is reaching its policy and program goals and objectives;
- Second, it is an important element in management in that it will provide opportunities for Agency managers to systematically focus on the programmatic and policy results of management decisions.

Some of the key purposes of the new impact evaluation series are:

- To provide a series of studies investigating the development impacts of A.I.D. projects and programs.
- To generate operationally useful lessons based on experience that can guide future Agency management programming and policy decisions.

- To encourage A.I.D. managers, through participation on evaluation teams to focus more on the development results of projects and programs, thus contributing to a broadening of management concerns towards performance.

The primary intended audience of the new impact evaluation series will clearly be A.I.D. managers. However, the impact evaluation findings are also likely to be of use and interest to host country counterparts, other donors and international development agencies, the U.S. Congress, and the broader development community. The impact evaluatior reports will be disseminated widely to these audiences.

3. APPROACH

Most A.I.D. evaluators focus on a single intervention and are concerned primarily with improving the implementation and future performance of that single activity. In contrast, the Impact Evaluations have broader objectives --assessing, comparing and synthesizing findings from a series of similar development interventions as a basis for future Agency-wide program and policy guidance. By focusing "above" the individual project level, the impact evaluation series will help meet management's need for synthesized and comparative information as a basis for results-oriented decision-making.

To facilitate achieving their purposes, the impact evaluations have characteristics which set them apart from other A.I.D. evaluations;

- The impact evaluations focus on development results and impacts, rather than inputs and outputs as is typical of most A.I.D. evaluations.

- The impact evaluations usually focus on completed rather than on-going programs and projects.

- The impact evaluations undertake series of 6-8 evaluations of similar types of interventions, using a commong scope to facilitate comparative analysis of cross-cutting issues and synthesis of findings.

- The impact evaluations rely on teams composed of direct hire staff, including senior managers as team leaders, rather than relying heavily on contractors as is typical of most A.I.D. evaluations.

In collaboration with the regional and central bureaus, CDIE has selected several impact evaluation topics that command widespread interest and support. Two series are being launched at the end of FY 1989: policy reform and child survival programs. Other topics including population, trade and investment, and natural resource management, are likely candidates for future impact evaluation series.

Each impact evaluation series begins with the identification by a CDIE Topic Coordinator of a common scope of work and key issues that the evaluations should address. Then, over a period of several months, about 6 to 8 evaluations are undertaken. At the conclusion of the series, a summary program evaluation report sysnthesizes the findings from the individual impact evaluations, and a conference is held to discuss and disseminate the findings.

Each impact evaluation consists of a field visit lasting 2 to 3 weeks. The teams include about 3 to 4 A.I.D. direct-hire staff, drawn on an Agency-wide basis and led by a senior manager. In some instances, contractors may serve as advisers to the A.I.D. team, providing technical expertise and administrative or research support. The teams should, where desirable, include host country counterparts.

4. WRITTEN REPORTS

The key results and lessons from impact evaluations need to be easily understood and readily accessible to busy A.I.D. managers. Thus these results (reports) should be written with this primary audience in mind, using clear, concise language and a style, format, and organization that facilitate easy reading and comprehension. In addition, reports should facilitate comparisons with other evaluations in the series. For these reasons, CDIE has established the following guidelines for the preparation of impact evaluation reports:

- Reports should be engagingly written to hold the interest of the target A.I.D. audience. They should be written in clear, concise, simple language to enhance the chances that they will be read and used.

- For the findings and lessons to be remembered and applied, they should be stated in ways that are operationally meaningful to A.I.D. managers and project and program designers.

- Reports should be concise, with no more than 15 pages for the main text. Appendixes should be used sparingly and kept short.

- Reports should be carefully organized, following the outline provided in this briefing book. This will facilitate comparative analysis with others in the series.

- Formatting, such as use of bullets, italics, and underlining should be used to highlight main points and facilitate browsing.

- The findings should be supported by evidence. Methodological guidance on data collection and analysis approaches, including the use of rapid appraisal techniques to gather information.is provided in this briefing book

- Reports should follow the CDIE Style Guide for format and editing standards. A summary of the more important points is provided in this briefing book.

- We encourage the creative use of photographs, charts, and graphics as an aid to effective presentation and to visually support the text.

- The evaluation team must complete a draft of the report while in the field. The task of managing and coordinating the preparation of the report is the responsibility of the team leader.


NEW IMPROVED!
FAT-FREE
NO ARTIFICIAL FILLER
EASY-TO-DIGEST
IMPACT LITE
- from CDIE -
ALL ESSENTIAL INGREDIENTS
WITH OAT BRAN AND BRIGHTENERS
PICK UP A SIX-PACK!
BEFORE...
GEE, THERE'S SURE A LOT OF CHOLESTEROL IN THESE OLD IMPACTS! I FEEL BLOATED ALL THE TIME!
YOU SAID IT! I HAVE GAS ALL THE TIME
AFTER...
YES, AND THEY'RE SO GOOD FOR YOU!
UMM! UMM! THESE NEW IMPACT LITES ARE TERRIFIC!

LOGISTICS AND SUPPORT

Funding and Travel Authorizations: CDIE will arrange for most aspects of the team's travel arrangements. CDIE will obtain required mission and other clearances and will prepare travel authorizations for all individuals on impact teams originating from Washington, D.C. In cases of team members who are coming from other posts, CDIE will transfer funds to the mission to cover their travel and per diem costs.

Travel Arrangements/Flight Reservations and Tickets: CDIE will arrange for travel reservations and obtain tickets for team members located in AID/W. Individuals should contact CDIE, Pat Brown-Wood (875-4997), to discuss preferred flight arrangements.

Travel Advances: CDIE can arrange for individuals' travel fund advances upon request. Some advance notice is required to obtain a travel advance. Contact Pat Brown-Wood to request advances or to find out what the per diem is for a specific country/city.

Hotel Reservations: CDIE will make hotel reservations for the team members. Individuals should coordinate with Pat Brown-Wood concerning their arrival and departure dates and hotel room preferences.

Local In-country Travel: Allowances have generally not been made for in-country flights. However, all travel authorizations allow for taxi fares and the team leaders generally have additional authorization for hiring cars and drivers for the teams to use for local ground travel.

Passports, Visas, and Vaccinations: Individual team members are responsible for having current official passports, required visas, and appropriate vaccinations.

Special Team Leader Fund: In most instances, team leaders will be given an extra amount of money under their travel authorizations to fund services needed to support the team's efforts. All receipts for such services must be kept. The TA spells out the types of expenditures that are allowable as follows:

> "Traveller is authorized to procure local transportation by rental car (including driver compensation and per diem) or other commercially available means of transportation as necessary; services of local translator/interpreter, secretarial and research assistance; gasoline and photographic supplies and other supplies/services as may be required to complete this mission in a manner advantageous to the U.S. Government in the country to be visited not to exceed __________. (Usually $300-1,000). Receipts for all of the above are required."

In other cases, CDIE has allowed for extra funds for this sort of logistics and administrative support services to the team via a contract. This is the case where a contractor will accompany and advise the A.I.D. team.

Travel Vouchers: -CDIE will assist in the preparation and typing of travel vouchers of team members stationed in AID/W, but it is the responsibility of the traveller to submit all appropriate information and required receipts to CDIE, Pat Brown-Wood, to process. Travel vouchers will be approved by CDIE/PPE before being submitted to PFM/FM for payment.

An example of an international travel voucher is enclosed. Travelers are reminded that vouchers should state departure and arrival dates and times at the localities involved. A copy of your airline ticket stub should be attached. Receipts must be provided for all miscellaneous expenses in excess of $25.00 including taxicab fares, hired cars, airport taxes, official calls, secretarial and other services or purchases in connection with official business. Team leaders should keep receipts for expenses from their "special" fund.

Samples of travel vouchers are attached.

TRAVEL VOUCHER

(Read the Privacy Act Statement on the back)

1. DEPARTMENT OR ESTABLISHMENT, BUREAU DIVISION OR OFFICE

2. TYPE OF TRAVEL
☐ TEMPORARY DUTY
☐ PERMANENT CHANGE OF STATION

3. VOUCHER NO.

4. SCHEDULE NO.

TRAVELER

NAME *(Last, first, middle initial)*

b. SOCIAL SECURITY NO.

5. PERIOD OF TRAVEL
a. FROM
b. TO

c. MAILING ADDRESS *(Include ZIP Code)*

d. OFFICE TELEPHONE NO.

7. TRAVEL AUTHORIZATION
a. NUMBER(S)
b. DATE(S)

e. PRESENT DUTY STATION

f. RESIDENCE *(City and State)*

10. CHECK NO.

8. TRAVEL ADVANCE

a. Outstanding		
b. Amount to be applied		
c. Amount due Government *(Attached:* ☐ *Check* ☐ *Cash)*		
D. Balance outstanding		

9. CASH PAYMENT RECEIPT
a. DATE RECEIVED
b. AMOUNT RECEIVED $
c. PAYEE'S SIGNATURE

11. PAID BY

12. GOVERNMENT TRANSPORTATION REQUESTS, OR TRANSPORTATION TICKETS, IF PURCHASED WITH CASH *(List by number below and attach passenger coupon; if cash is used show claim on reverse side.)*

I hereby assign to the United States any right I may have against any parties in connection with reimbursable transportation charges described below, purchased under cash payment procedures (FPMR 101-7) ▶ *Traveler's Initials*

	AGENT'S VALUATION OF TICKET (a)	ISSUING CARRIER *(Initials)* (b)	MODE, CLASS OF SERVICE AND ACCOMMODATIONS (c)	DATE ISSUED (d)	POINTS OF TRAVEL FROM (e)	POINTS OF TRAVEL TO (f)

13. I certify that this voucher is true and correct to the best of my knowledge and belief, and that payment or credit has not been received by me. When applicable, per diem claimed is based on the average cost of lodging incurred during the period covered by this voucher.

TRAVELER SIGN HERE ▶ DATE AMOUNT CLAIMED ▶ $

NOTE: Falsification of an item in an expense account works a forfeiture of claim (28 U.S.C. 2514) and may result in a fine of not more than $10,000 or imprisonment for not more than 5 years or both (18 U.S.C. 287; i.d. 1001).

14. This voucher is approved. Long distance telephone calls, if any, are certified as necessary in the interest of the Government. *(NOTE: If long distance telephone calls are included, the approving official must have been authorized in writing by the head of the department or agency to so certify (31 U.S.C. 680a).)*

APPROVING OFFICIAL SIGN HERE ▶ DATE

17. FOR FINANCE OFFICE USE ONLY
COMPUTATION $

a. DIFFERENCES, IF ANY *(Explain and show amount)*

15. LAST PRECEDING VOUCHER PAID UNDER SAME TRAVEL AUTHORIZATION
a. VOUCHER NO.
b. D.O. SYMBOL
c. MONTH & YEAR

b. TOTAL VERIFIED CORRECT FOR CHARGE TO APPROPRIATION
Certifier's initials: $

16. THIS VOUCHER IS CERTIFIED CORRECT AND PROPER FOR PAYMENT

c. APPLIED TO TRAVEL ADVANCE *(Appropriation symbol):* $

AUTHORIZED CERTIFYING [OFFICI]AL [SIGN H]ERE ▶ DATE

d. NET TO TRAVELER ▶ $

[A]CCOUNTING CLASSIFICATION

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED

STRUCTIONS TO TRAVELER *(Unlisted items are self-explana*

Col. (c) If the voucher includes per diem allowances for members of employee's immediate family, show members' names, ages, and relationship to employee and marital status of children (unless information is shown on the travel authorization.)

Complete only for actual expense travel

- *Col. (d) thru (g)* Show amount incurred for each meal, including tax and tips, and daily total meal cost.
- *(h)* Show expenses, such as: laundry, cleaning and pressing of clothes, tips to bellboys, porters, etc. (other than for meals).
- *(i)* Complete for per diem and actual expense travel.
- *(j)* Show total subsistence expense incurred for actual expense travel.
- *(m)* Show per diem amount, limited to maximum rate, or if travel on actual expense, show the lesser of the amount from col. (j) or maximum rate.
- *(n)* Show expenses, such as: taxi/limousine fares, air fare (if purchased with cash), local or long distance telephone calls for Government business, car rental, relocation other than subsistence, etc.

Complete thi information if this is a continuation sheet. ____ OF ____ PAGES

TRAVEL AUTHORIZATION NO.

TRAVELER'S LAST NAME

DATE 19___ (a)	TIME (Hour and am/pm) (b)	DESCRIPTION (Departure/arrival city, per diem computation, or other explanations of expense) (c)	ITEMIZED SUBSISTENCE EXPENSES — MEALS: BREAKFAST (d)	LUNCH (e)	DINNER (f)	TOTAL (g)	MISCELLANEOUS SUBSISTENCE (h)	LODGING (i)	TOTAL SUBSISTENCE EXPENSE (j)	MILEAGE RATE: ¢ NO. OF MILES (k)	AMOUNT CLAIMED — MILEAGE (l)	SUBSISTENCE (m)	OTHER (n)
									SUBTOTALS ▶				
									TOTALS ▶				

If additional space is required, continue on another SF 1012-A BACK, leaving the front blank.

In compliance with the Privacy Act of 1974, the following information is provided: Solicitation of the information on this form is authorized by 5 U.S.C. Chap. 57 as implemented by the Federal Travel Regulations (FPMR 101-7), E.O. 11609 of July 22, 1971, E.O. 11012 of March 27, 1962, E.O. 9397 of November 22, 1943, and 26 U.S.C. 6011(b) and 6109. The primary purpose of the requested information is to determine payment or reimbursement to eligible individuals for allowable travel and/or relocation expenses incurred under appropriate administrative authorization and to record and maintain costs of such reimbursements to the Government. The information will be used by officers and employees who have a need for the information in the performance of their official duties. The information may be disclosed to appropriate Federal, State, local, or foreign agencies, when relevant to civil, criminal, or regulatory investigations or prosecutions, or when pursuant to a requirement by this agency in connection with the hiring or firing of an employee, the issuance of a security clearance, or investigations of the performance of official duty while in Government service. Your Social Security Account Number (SSN) is solicited under the authority of the Internal Revenue Code (26 U.S.C. 6011(b) and 6109) and E.O. 9397, November 22, 1943, for use as a tax payer and/or employee identification number; disclosure is MANDATORY on vouchers claiming travel and/or relocation allowance expense reimbursement which is, or may be, taxable income. Disclosure of your SSN and other requested information is voluntary in all other instances; however, failure to provide the information (other than SSN) required to support the claim may result in delay or loss of reimbursement.

Enter grand total of columns (l), (m) and (n), below and in item 13 on the front of this form.

TOTAL AMOUNT CLAIMED ▶

☆ USGPO 1987 -181-247/60002

INTERNATIONAL TRAVEL - PER DIEM

Logistics

TRAVEL VOUCHER

(Read the Privacy Act Statement on the back)

1. DEPARTMENT OR ESTABLISHMENT, BUREAU DIVISION OR OFFICE

2. TYPE OF TRAVEL
- [X] TEMPORARY DUTY
- [ ] PERMANENT CHANGE OF STATION

3. VOUCHER NO.

4. SCHEDULE NO.

TRAVELER

a. NAME *(Last, first, middle initial)*: DOE, JOHN M.

b. SOCIAL SECURITY NO.: XXX-XX-XXXX

6. PERIOD OF TRAVEL — a. FROM 4/14/88 — b. TO 6/01/88

c. MAILING ADDRESS *(Include ZIP Code)*
1957 Chevrolet Drive
Apt. 283
Memory Lane, VA 20409

d. OFFICE TELEPHONE NO.: (202) XXX-XXXX

7. TRAVEL AUTHORIZATION

a. NUMBER(S)	b. DATE(S)
XX0XX0	3/15/88
Amendment	5/15/88

e. PRESENT DUTY STATION: AID/W

f. RESIDENCE *(City and State)*: Alexandria, VA

10. CHECK NO.

8. TRAVEL ADVANCE

a. Outstanding	4,500 00
b. Amount to be applied	
c. Amount due Government (Attached: ☐ Check ☐ Cash)	
D. Balance outstanding	

9. CASH PAYMENT RECEIPT
a. DATE RECEIVED
b. AMOUNT RECEIVED $
c. PAYEE'S SIGNATURE

11. PAID BY

12. GOVERNMENT TRANSPORTATION REQUESTS, OR TRANSPORTATION TICKETS, IF PURCHASED WITH CASH *(List by number below and attach passenger coupon; if cash is used show claim on reverse side.)*

I hereby assign to the United States any right I may have against any parties in connection with reimbursable transportation charges described below, purchased under cash payment procedures (FPMR 101-7) ▶ *Traveler's Initials*

	AGENT'S VALUATION OF TICKET (a)	ISSUING CARRIER (Initials) (b)	MODE, CLASS OF SERVICE AND ACCOMMODATIONS (c)	DATE ISSUED (d)	POINTS OF TRAVEL FROM (e)	POINTS OF TRAVEL TO (f)
F1, XXX, XXX	$1,572.00	TW	Y	4/10/88	WASHINGTON, D.C.	ABIDJAN, IVORY COAST and return

13. I certify that this voucher is true and correct to the best of my knowledge and belief, and that payment or credit has not been received by me. When applicable, per diem claimed is based on the average cost of lodging incurred during the period covered by this voucher.

TRAVELER SIGN HERE ▶ John Doe — DATE June 13, 1988 — AMOUNT CLAIMED ▶ $5,453 17

NOTE: *Falsification of an item in an expense account works a forfeiture of claim (28 U.S.C. 2514) and may result in a fine of not more than $10,000 or imprisonment for not more than 5 years or both (18 U.S.C. 287; i.d. 1001).*

14. This voucher is approved. Long distance telephone calls, if any, are certified as necessary in the interest of the Government. *(NOTE: If long distance telephone calls are included, the approving official must have been authorized in writing by the head of the department or agency to so certify (31 U.S.C. 680a).)*

APPROVING OFFICIAL SIGN HERE ▶ — DATE

15. LAST PRECEDING VOUCHER PAID UNDER SAME TRAVEL AUTHORIZATION
a. VOUCHER NO. — b. D.O. SYMBOL — c. MONTH & YEAR

16. THIS VOUCHER IS CERTIFIED CORRECT AND PROPER FOR PAYMENT
AUTHORIZED CERTIFYING IAL IERE ▶ — DATE

:COUNTING CLASSIFICATION

17. *FOR FINANCE OFFICE USE ONLY* COMPUTATION — $
a. DIFFERENCES, IF ANY *(Explain and show amount)*
b. TOTAL VERIFIED CORRECT FOR CHARGE TO APPROPRIATION — Certifier's initials: — $
c. APPLIED TO TRAVEL ADVANCE *(Appropriation symbol)*: — $
d. NET TO TRAVELER ▶ $

1012-116 — NSN 7540-00-634-4180 — STANDARD FORM 1012 (REV. 10-77) Prescribed by GSA, FPMR (41 CFR) 101-7

14

BEST AVAILABLE COPY

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED

INSTRUCTIONS TO TRAVELER *(Unlisted items ar[e] self-explanatory)*

Col. (c) If the voucher includes per diem allowances for members of employee's immediate family, show members' names, ages, and relationship to employee and marital status of children (unless information is shown on the travel authorization.)

Complete only for actual expense travel:
- *Col. (d) thru (g)* Show amount incurred for each meal, including tax and tips, and daily total meal cost.
- *(h)* S[ho]w expenses, such as: laundry, cleaning and pressing of clothes, tips to bellboys, porters, etc. (other than for meals).

(i) Complete for per diem and actual expense travel.
(j) Show total subsistence expense incurred for actual expense travel.
(m) Show per diem amount, limited to maximum rate, or if travel on actual expense, show the lesser of the amount from col. (j) or maximum rate.
(n) Show expenses, such as: taxi/limousine fares, air fare (if purchased with cash), local or long distance telephone calls for Government business, car rental, relocation other than subsistence, etc.

Complete this information if this is a continuation sheet. PAGE 2 OF 3 PAGES

TRAVEL AUTHORIZATION NO. XXOXXXO

TRAVELER'S LAST NAME DOE

DATE 19 88 (a)	TIME (Hour and am/pm) (b)	DESCRIPTION (Departure/arrival city, per diem computation, or other explanations of expense) (c)	ITEMIZED SUBSISTENCE EXPENSES — MEALS: BREAKFAST (d)	LUNCH (e)	DINNER (f)	TOTAL (g)	MISCELLANEOUS SUBSISTENCE (h)	LODGING (i)	TOTAL SUBSISTENCE EXPENSE (j)	MILEAGE RATE: 21¢ — NO. OF MILES (k)	AMOUNT CLAIMED — MILEAGE (l)	SUBSISTENCE (m)	OTHER (n)
4/15	1815	Lv residence - Alexandria VA via POV (public transportation unavailable)								42 RT	8 82		
	1900	Ar Airport - Dulles Parking											2 05
	1925	Lv Washington, D.C. via TW 890										12 50	
4/16	1245	Ar Paris, France Taxifare - 55 FF											13 21
	1955	Lv Paris, France UT 821 Taxifare - 60 FF										33 75	14 41
4/17	0900	Ar Abidjan, Ivory Coast Taxifare - 720 CFA										62 50	3 45
4/18 thru 5/30		TDY in Abidjan										5,117 00	
5/31	0900	Lv Abidjan via government vehicle & UT 802 - Airport tax 200 CFA											96
	1835	Ar Paris, France Taxi to hotel - 55 FF										62 50	12 01
6/01	1320	Lv Paris via taxi & TW 891 - Taxifare 60 FF										87 75	14 41
	1545	Ar Washington, D.C.											
	1625	Lv Airport - Dulles via limousine ($5.00 plus tip $0.75)											5 75
										SUBTOTALS ▶	8 82	5,376 00	66 25
										TOTALS ▶			

If additional space is required, continue on another SF 1012-A BACK, leaving the front blank.

In compliance with the Privacy Act of 1974, the following information is provided: Solicitation of the information on this form is authorized by 5 U.S.C. Chap. 57 as implemented by the Federal Travel Regulations (FPMR 101-7), E.O. 11609 of July 22, 1971, E.O. 11012 of March 27, 1962, E.O. 9397 of November 22, 1943, and 26 U.S.C. 6011(b) and 6109. The primary purpose of the requested information is to determine payment or reimbursement to eligible individuals for allowable travel and/or relocation expenses incurred under appropriate administrative authorization and to record and maintain costs of such reimbursements to the Government. The information will be used by of[illegible] employees who have a need for the information in the performan[illegible] official duties. The information may be disclosed to appropriat[illegible] ate, local, or foreign agencies, when relevant to civil, criminal, or regulatory investigations or prosecutions, or when pursuant to a requirement by this agency in connection with the hiring or firing of an employee, the issuance of a security clearance, or investigations of the performance of official duty while in Government service. Your Social Security Account Number (SSN) is solicited under the authority of the Internal Revenue Code (26 U.S.C. 6011(b) and 6109) and E.O. 9397, November 22, 1943, for use as a tax payer and/or employee identification number; disclosure is MANDATORY on vouchers claiming travel and/or relocation allowance expense reimbursement which is, or may be, taxable income. Disclosure of your SSN and [illegible]ed information is voluntary in all other instances; however, failu[illegible] the information (other than SSN) required to support the cla[illegible] in delay or loss of reimbursement.

Enter grand total of columns (l), (m) and (n), below and in item 13 on the front of this form.

TOTAL AMOUNT CLAIMED ▶

15

BEST AVAILABLE COPY

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED

INSTRUCTIONS TO TRAVELER *(Unlisted items are self-explanatory)*

Col. (c) If the voucher includes per diem allowances for members of employee's immediate family, show members' names, ages, and relationship to employee and marital status of children (unless information is shown on the travel authorization.)

Complete only for actual expense travel:
- *Col. (d) thru (g)* Show amount incurred for each meal, including tax and tips, and daily total meal cost.
- *(h)* Show expenses, such as: laundry, cleaning and pressing of clothes, tips to bellboys, porters, etc. (other than for meals).

- *(i)* Complete for per diem and actual expense travel.
- *(j)* Show total subsistence expense incurred for actual expense travel.
- *(m)* Show per diem amount, limited to maximum rate, or if travel on actual expense, show the lesser of the amount from col. (j) or maximum rate.
- *(n)* Show expenses, such as: taxi/limousine fares, air fare (if purchased with cash), local or long distance telephone calls for Government business, car rental, relocation other than subsistence, etc.

Complete this information if this is a continuation sheet. PAGE 3 OF 3 PAGES

TRAVEL AUTHORIZATION NO. XXOXXXO

TRAVELER'S LAST NAME DOE

DATE 19 88 (a)	TIME (Hour and am/pm) (b)	DESCRIPTION (Departure/arrival city, per diem computation, or other explanations of expense) (c)	ITEMIZED SUBSISTENCE EXPENSES — MEALS: BREAKFAST (d)	LUNCH (e)	DINNER (f)	TOTAL (g)	MISCELLANEOUS SUBSISTENCE (h)	LODGING (i)	TOTAL SUBSISTENCE EXPENSE (j)	MILEAGE RATE: .21 ¢ NO. OF MILES (k)	AMOUNT CLAIMED — MILEAGE (l)	SUBSISTENCE (m)	OTHER (n)
6/01	1715	Ar residence - Alexandria VA via POV (limousine drop off)								10	2.00		
		NOTE: $500.00 advance received in Abidjan											
		Per diem rates:					Exchange rates:						
		Paris - 117.00					4.162 franc = $1.00						
		Abidjan					208.1 CFA franc = $1.00						
									SUBTOTALS ▶		2.00		
									TOTALS ▶		10.92	5,376.00	66.25

If additional space is required, continue on another SF 1012-A BACK, leaving the front blank.

Enter grand total of columns (l), (m) and (n), below and in item 13 on the front of this form.

TOTAL AMOUNT CLAIMED ▶ $5,45

IMPACT EVALUATION TEAM RESPONSIBILITIES

1. TEAM LEADERS

- Direct impact evaluation in the field; coordinate activities with topic coordinator.
- Direct and facilitate team activities, establish SOW, workplan and schedule, clarify roles of each member, and arrange for team meetings.
- Make necessary contacts with Mission and Host Government officials.
- Manage evaluation activities in the field. Decide on data collection sources and approaches.
- Arrange for necessary administrative, logistical and research support service to the team, using Team Leader fund.
- Prepare a complete first draft of report prior to return to the United States.
- Conduct briefing session with Mission before return.
- Submit draft report to topic coordinator within a week of return to the United States.
- Receive criticism of initial draft and ensure that the final draft accommodates them.
- Get final report to topic coordinator within 1 month after comments on first draft are received.

2. ALL TEAM MEMBERS

- Review briefing book and background documents.
- Participate in team planning workshop.
- Prepare individual scopes of work and participate in setting evaluation work plan during workshop.
- Ensure that travel authorization is prepared; ensure that passport is in order; get shots and visas; and make all personal arrangements for timely departure.
- Conduct field evaluation as member of the team. Participate in data collection activities and analysis.

- Write sections of report and appendixes, as requested by team leader, in accordance with outline and style guide presented in this briefing book.
- Participate with team leader in briefing Mission and Host Government on findings.
- Rewrite sections of report as requested by, and in consultation with, team leader.
- Brief AID/Washington offices and senior management, as arranged by topic coordinator or team leader.
- At request, attend subsequent briefing workshops for new teams.
- Attend final conference.

POLICY REFORM

IMAPCT EVALUATION TEAM MEMBERS

CAMEROON

NAME	MISSION OR OFFICE	TEAM POSITION
Dale Gibb	USAID/Morocco	Team Leader
David Hess	AFR/DP/PPE	Social Scientist
		Economist
		Economist

GAMBIA

NAME	MISSION OR OFFICE	TEAM POSITION
Jan Van der Veen	PPC/PDPR/RP	Team Leader
Melanie Marlett	PPC/PDPR/SP	Social Scientist
Tom Hobgood	AFR/TR/ANR	Economist

MALI

NAME	MISSION OR OFFICE	TEAM POSITION
Michael Rugh	PPC/PB/C	Team Leader
Gerald Cashion	USAID/Nigeria	Social Scientist
Donald Harrison	AFR/DP/PAR	Economist
Paul Mulligan	REDSO/Abidjan	Economist

POLICY REFORM

IMPACT EVALUATION TEAM MEMBERS

MALAWI

NAME	MISSION OR OFFICE	TEAM POSITION
Christina Schoux	USAID/Guatemala	Team Leader
Patrick Fleuret or	REDSO/Nairobi	Social Scientist
Theresa Ware	ST/RD/IDM	
Wayne Brough	AFR/DP/PAR	Economist
Robin Phillips	REDSO/Nairobi	Economist

SENEGAL

NAME	MISSION OR OFFICE	TEAM POSITION
Jim Lowenthal	ANE/TR/ARD	Team Leader
John Lewis	AFR/SWA/SRO	Social Scientist
Kiert Toh	ANE/DP	Economist
		Economist