



**EVALUATION COSTS AND  
ASSOCIATED FACTORS**  
*In USAID PL 480, Title II funded projects*

*Prepared by : Isabelle Schmidt  
Research Consultancy Services  
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## LIST OF ACRONYMS

ACDI/VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance
ADRA	Adventist Development and Relief Agency
CARE	Cooperative for Relief and Assistance Everywhere
CRS	Catholic Relief Services
CS	Cooperating Sponsor
DA	Development Assistance
DAP	Development Assistance Program, Title II
EOC	Ethiopian Orthodox Church
FAM	Food Aid Management
FANTA	Food and Nutrition Technical Assistance Project
FFP	Food for Peace, DCHA, USAID
FFW	Food for Work
FHI	Food for the Hungry International
FY	Fiscal Year
IPTT	Indicator Performance Tracking Table
LOA	Life of Activity
M&E	Monitoring and Evaluation
M&E WG	Monitoring and Evaluation Working Group
NGO	Non-Governmental Organization
OICI	Opportunities Industrialization Centers International
PCI	Project Concern International
PRISMA	Projects in Rural Industry, Health, Medicine and Agriculture
PVO	Private Voluntary Organization

REST	Relief Society of Tigray (Ethiopia)
SCF	Save the Children Federation
SD	Standard Deviation
SHARE	SHARE de Guatemala
TNS	TechnoServe
USAID	United States Agency for International Development
WV	World Vision

## EXECUTIVE SUMMARY

Food Aid Management (FAM) and the Monitoring and Evaluation Working Group (M&E WG), commissioned a study focusing on the evaluation of USAID funded PL 480 Title II programs in May 2003. The study was executed between July and November. Its primary objective was to provide Private Voluntary Organizations (PVOs), who receive Title II funding, with cost parameters for baseline, mid-term and final evaluations and analyze the key factors associated with cost. The most important factors that were taken into consideration were: the use of consultants, the nature of the evaluation methodology used, evaluation quality, the use or non-use of questionnaire surveys and the effect of factors such as monetization constraints and inflation on evaluation activities. The study also had to provide practical information for proposing, designing and implementing evaluation systems.

Interviews with key informants, the study of baseline and evaluation reports and a short three page questionnaire were the main sources of information for the study. The sampling universe for the questionnaire survey was defined by the following three criteria: programs of PVOs that are FAM members, programs that have a greater development than relief component and programs that started implementation between FY1996 and FY 2002. A random sample of 66% was selected from the sampling universe, but response rates were lower than expected and only 49% of the target population participated. The database is therefore relatively small for exhaustive statistical analysis and for some aspects such as costs, relatively high non-response rates were recorded. In spite of this, the data still provide some insight into the overall monitoring and evaluation activities of Title II projects.

Seventy percent of the programs have LOA budgets of seven million dollars or more. The average program lasts four years and consists of four program components. These components generally are agriculture, forestry, health and nutrition. Fifty-five percent of the sampled programs ended in FY2002, and a full cycle of information is available for them. A further 18% were scheduled to end in FY2003, and depending on when they actually completed the study questionnaire, they may have been able to provide complete information about their evaluation activities.

There has been a definite progression in terms of the use of questionnaire surveys as evaluation tools. For projects that ended in FY2002, 65% used questionnaires for their mid-term evaluations. For projects ending in FY2003 this increased to 75%. The use of surveys for final evaluations increased from 69% for projects ending in FY2002 to 100% for FY 2003 projects. The use of baseline surveys increased from 82% for projects ending in FY2002 to 100% for projects ending in FY2003. Approximately three quarters of PVOs included questionnaire surveys in their mid-term and final evaluations. Questionnaires are generally longer than six pages. Mean sample sizes were bigger than a 1000 households per PVO. Multi-component programs tended to add the sample sizes of surveys done for individual program components.

PVOs generally invest more effort and resources into their final evaluations than mid-term evaluations. In addition to being more likely to use consultants they also do less of the actual analysis and fieldwork themselves. Around 58% of PVOs analyzed their own questionnaire survey data for their baselines and mid-term questionnaire surveys. This

dropped sharply during final evaluations to 38%. The execution of survey fieldwork was done by more than 80% of PVOs for their baseline and mid-term surveys, and by 75% during their final surveys.

Most PVOs used participatory methods during baseline studies and evaluations. There were no specific trends amongst the larger PVOs in terms of special preferences given to participatory versus questionnaire survey techniques. Most used both for their baselines and evaluations.

Mid-term evaluations were more likely to be conducted for more complex, more expensive and longer programs. Sixty-seven percent of the PVOs used pre-post evaluation designs without controls. No statistically significant relationships could be found between designs with or without control groups and total evaluation costs.

Most PVOs are satisfied or extremely satisfied with their baselines and evaluation studies. Between 44 and 69% of PVOs surveyed said that they did not know FFP's opinion about their evaluation related work.

Only five percent of the studied PVOs did not use any consultants at any stage of the evaluation process. Local consultants are more widely used for baselines, mid-term surveys and final surveys. Foreign consultants are preferred for mid-term and final evaluations. The use of consultants in general increased over time, with more being used for final evaluations than for baseline studies. Foreign evaluators are more likely to be hired for longer projects with bigger budgets.

The use of consultants during final evaluations is statistically significantly related to a higher level of satisfaction of PVOs. Consultants were more likely to be used for mid-term evaluations in programs with bigger budgets and longer duration. Consultant use per se does not have a statistically significant relationship with evaluation costs. However, higher costs are associated with larger numbers of consultants being used.

The general reporting of budgets and expenditure in the questionnaire survey was poor. This may be attributed to the inaccessibility of records and the format within which evaluation expenditure data are kept. During analysis, the questionnaire survey data were combined with the evaluation data associated with them. Too few cases were available for final evaluation budget and expenditure data to draw significant conclusions from them.

Twenty-seven percent of projects overspent on evaluation activities and 45% had money remaining in their budgets. Total budgets and expenditures varied significantly; the median of total expenditure on evaluation activities was 71,676 USD. Baseline expenditures ranged between 1,500 and 76,000 USD. 75% of PVOs spent 32,000 USD or less. Mid-term evaluation expenditure is positively associated with number of program interventions, LOA budget and the number of consultants used. Final evaluation costs were positively associated with the use of external consultants and also the total number of consultants used. According to PVOs, factors such as problems related to monetization, lack of 202e funds and inflation had little or no effect on their ability to implement their evaluation plans.

It is recommended that:

- FAM and FANTA assist FFP in developing an information system that will enable them to update and store basic information about Title II funded programs with the least effort.
- Future studies of this nature should consider using a longitudinal approach, whereby information is recorded over time, collated and analyzed after a number of years.
- The study shows a trend towards the elimination of questionnaire surveys from mid-term evaluations. This has also been recommended by FANTA.
- Most questionnaires were longer than six pages. A wise combination between short and effective questionnaires and qualitative techniques will save time and resources and may also be more effective.
- Baseline studies could become significantly leaner and focused on measuring impact indicators. There is also a need for improved record keeping of participatory activities that take place throughout the life of a project so that it can be used for evaluation purposes.
- The high percentages of PVOs who said that they do not know what FFP thinks about the quality of their work needs further attention. Perhaps FANTA can play a role in this respect.
- Consultant-use needs to be maximized by including a training component that could enable PVOs to increase their skills and knowledge.
- Based on the information collected, the following evaluation budget categories are recommended for the different sizes of projects:
  - LOA budget < 7 million : 10,000 to 30,000 USD
  - LOA budget 7-20 million : 20,000 to 80,000 USD
  - LOA budget 20+ million : 40,000 to 120,000 USD

Factors that should be considered when deciding in which category a specific program's budget needs to be are: the use of foreign consultants, the number of consultants used and the number of different program components.

# **1: INTRODUCTION**

## **1.1 Introduction and objectives**

In May 2003, Food Aid Management (FAM) and the Monitoring and Evaluation Working Group (M&E WG), commissioned a study focusing on the evaluation of USAID funded PL480, Title II programs. The primary objective of the study was to provide Private Voluntary Organizations (PVOs), who receive Title II funding, with cost parameters for baseline, mid-term and final evaluations and analyze the key factors associated with cost. Several factors were considered, the most important being: the use of consultants, evaluation methodology used, evaluation quality, the use or non-use of questionnaire surveys and the effect of factors such as monetization constraints and inflation on evaluation activities. The study also had to provide practical information for proposing, designing and implementing evaluation systems. It was executed between July and November 2003 and this document summarizes its main findings.

The report starts with a short description of the three main role players in the study and the assessment methods used. This first section is terminated with a description of the sample and problems encountered during the execution of the study. The second section contains a general description of the characteristics of the sampled programs. This is followed by: the general characteristics of surveys and evaluations, quality assessments, human resource use and costs. The final section summarizes the conclusions and recommendations.

## **1.2 Context**

### **1.2.1 USAID PL 480, Title II programs**

The U.S. Agency for International Development (USAID) has been funding PL 480, Title II development programs since 1954. In 1990, considerable amendments were made to the laws regulating food aid during the development of the 1990 Farm Bill. One of the principle changes brought about by this Bill, was to make the enhancement of the food security status of the poor in developing countries, the primary objective of food aid.

The *Food Aid and Food Security Policy Paper* of 1995 was developed to guide the development of PL480, Title II emergency and development programs and bring it more in line with the regulations contained in the 1990 Farm Bill. The *Policy Paper* recognizes the importance of addressing the reasons for local food insecurity, rather than just distributing food. Greater emphasis was also placed on activities aimed at alleviating long-term food insecurity (Bonnard et al 2002). By the year 2002, an estimated 96 Title II programs were being implemented by Private Voluntary Organizations (PVOs)<sup>1</sup> in Africa, Latin America, the Caribbean and Asia. Seventy-nine of these were development programs, whilst the remainder were emergency programs implemented in countries affected by war, such as Angola, and natural disasters, e.g. Nicaragua.

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<sup>1</sup> No official list of Title II projects was available at the time of the study.

In addition to these programs, USAID has also been funding a number of Institutional Support agreements that enable PVOs to improve their Head Office support to their field offices. Other initiatives aimed at improving general support to PVOs, such as the Food and Nutrition Technical Assistance Project (FANTA) and Food Aid Management (FAM) also receive funding.

### **1.2.2 *FAM and the M&E working group***

Food Aid Management (FAM) was officially started in 1989 when USAID allocated seed money to CARE to organize a consortium of Title II food assistance organizations. The founding members of FAM were the five largest food aid programmers: CARE (the initial and current project holder), Save the Children (SCF), Adventist Development Relief Agency (ADRA), World Vision (WV), and Catholic Relief Services (CRS). Currently the consortium consists of sixteen PVO members.

FAM's primary objective is to enhance the collaboration between member organizations and systematize and codify knowledge, practice and policy relating to emergency and development assistance. An emphasis is placed on targeting issues of mutual concern and exploring those issues in a collaborative manner leading to increased capacity in policy, accountability and procedure development amongst PVOs (Green 2002). One of the ways in which FAM implements its objectives is through working groups, on which most of the consortium members have representatives.

The consortium's Monitoring & Evaluation Working Group (M&E WG) officially began its tasks in 1998, the first year of FAM's current grant period. The M&E WG has been one of the most active of the working groups over the last five years due to the members' continuing interest in improving the effectiveness and rigor of their monitoring and evaluation regimes. Through a collaborative approach, and with the help of consultants, the working group has produced three toolkits covering baseline surveys in various sectors, and monitoring of agriculture, health, and nutrition programs. A fourth toolkit on indicators to measure food access is expected in 2004. In addition, the working group has also held a number of monitoring and evaluation workshops with partners such as the Food and Nutrition Technical Assistance Project (FANTA), and the Child Survival Resources Group (CORE). Currently, the working group is contributing to the development of standardized indicators to measure the new USAID/DCHA/FFP strategy (Long 2003).

## **1.3 Assessment methods**

Two basic assessment methods were used: a questionnaire that was completed by a sample of PVO programs from all regions, and a document review.

### **Document reviews and consultation**

Project documentation, such as annual program reports, final evaluations and USAID generated reports, were studied during the preliminary phase for the development of the research methodology, and to enhance the interpretation of

the data during analysis. Various key informants from FAM and FANTA were also consulted during the preliminary study.

### Questionnaire survey

The main source of information for this study was a three page questionnaire (see Addendum C) which was distributed to a randomly selected sample of PVOs for completion. The consultant developed the questionnaire and refined it with the help of comments received from the M&E working group, FAM and FANTA.

The preliminary study found no evidence that the Title II programs targeted for this study could be subdivided into homogenous sub-groups in terms of the variables that were studied. This ruled out the possibility of using a stratified or cluster sampling methodology. Emergency programs were excluded, because it was felt that they may cloud the analysis as the nature and costs of baseline studies and evaluations in the emergency context is significantly different.

No comprehensive list of all the Title II programs that were implemented during the past 10 years could be found for sampling purposes. Sampling was therefore based on available information, rather than on a complete or highly accurate list of past and present Title II funded programs. Information from three sources<sup>2</sup> were triangulated and used for sampling purposes.

The questionnaires were distributed in July and the final deadline for receiving responses was the beginning of November.

## **1.4 Questionnaire survey sampling frame**

### Target population:

All Title II-funded development programs directly implemented by FAM members, and for which implementation started between FY1996 and FY2001.

### Study population:

Title II-funded development programs directly implemented by FAM members, which appear in the lists that were compiled from the three main sources available at present. If a CS had two DAPs in the same country within this timeframe, preference was given to those DAPs that have been completed.

### Sample size:

A simple random sample was selected from the study population using a random number chart. The targeted sample size was 41 (60%), but in order to compensate for non-response, the sample was increased slightly to 66%.

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<sup>2</sup> These sources are: list compiled by Trisha Long (FAM) with the assistance of FFP and CS's; Food Aid and Food Security Assessment (FAFSA) Appendix 7B (Patrica Bonnard, Patrica Haggerty, Anne Swindale); and the Appendices of the Title II Monetization Rationalization plan (USAID).

## 1.5 Post-sampling modifications to the sampling list

After sampling, Nicaragua was identified as another country where DAPs were changed into disaster relief as a result of Hurricane Mitch. Thus, Nicaragua was removed from the sampling list and in the case of the SCF sample, replaced with Guatemala. Some non-FAM members, such as EOC, that also appeared on the sampling list were subsequently identified and removed.

## 1.6 Questionnaire survey response rates

Table One illustrates the current division of Title II programs amongst the various FAM member organizations. It also summarizes the sample composition and the number of questionnaires received back from each PVO.

**Table 1: Number of programs sampled and questionnaires completed per cooperating sponsor**

Cooperating Sponsors in alphabetical order	Number of Title II programs <sup>3</sup> in study population	Number of Title II programs sampled	Number of Title II programs that participated in the study	Percentage of study population that participated in study
ACDI/VOCA	3	2	2	66.7
ADRA	7	4	2	28.6
AFRICARE	8	5	1	12.5
CARE	13	8	7	53.8
CRS	16	9	9	56.3
FHI	4	3	3	75.0
PCI	1	1	0	0
SCF	3	3	2	66.7
SHARE	1	1	1	100.0
TNS	4	4	1	25.0
WV	8	5	5	62.5
<b>Total number</b>	68	45	33	-
<b>Percentage of Study population</b>	100	66	49	-

Response rates were much lower than anticipated – 83% of the PVOs who received questionnaires completed them. In hindsight, the increase in sample size should have been 20% if adequate provision were to be made for no-response. Unfortunately it was assumed that the fact that the study was commissioned by the PVOs themselves (M&E working group) would result in insignificant no-response rates. It was also felt that the actual sample should be reduced to its absolute minimum in order to reduce the strain on PVOs.

<sup>3</sup> This refers to the number of Title II programs that met the criteria for this study: programs that were predominantly in a development rather than relief mode and programs that were initiated after FY 1996. Non-FAM members who receive Title II funding, such as EOC, Prisma, REST and CWS were excluded from the sampling universe.

Fortunately the larger PVOs with the most Title II programs are well represented in the sample. PVOs that are underrepresented include: ADRA, Africare and TNS. It is not clear exactly why the response rates were so much lower than anticipated. Time could not have been a factor, as PVOs were given approximately four months to complete the three page questionnaire. According to the PVOs who provided some feedback as to why their country programs did not respond, the main reasons that were given were:

- Historical evaluation data were not available as a result of staff changes.
- The programs had no M&E officer, which means information was probably not available in a central place and there would be more strain on other staff members to do M&E related tasks.
- Too little historical information about this DAP existed at Headquarters level, and it was not possible for them to reconstruct the evaluation history of the selected DAPs.

Despite all these problems, the number of questionnaires that were received (representing approximately 50% of the FAM members' developmental Title II programs) was sufficient in number to do some basic statistical analysis and create a general idea about what is currently happening in a sub-sample of PL 480 Title II programs. When considering the distribution of the sample and the questionnaires that were received per region (Table 2), the distributions are similar. Thus, the analyzed sample can be regarded as regionally representative.

**Table 2: Number of programs sampled and questionnaires completed per region**

Region in alphabetical order	Number and % of Title II programs <sup>4</sup> in study population		Number and % of Title II programs sampled		Number of Title II programs that participated in the study	
	Number	% of total	Number	% of total	Number	% of total
Africa	46	68	29	64	21	64
Asia and the Middle East	7	10	6	13	5	15
Latin America & the Caribbean	15	22	10	22	7	21
<b>Total number</b>	68	100	45	100	33	100

## 1.7 Database creation and Data analysis

The SPSS statistical analysis package was used to computerize and analyze the data. The following statistical procedures were used during analysis: frequency, cross-tabulation, chi-square, analysis of variance, distribution functions and non-parametric tests such as the Mann-Whitney and Kruskal-Wallis tests.

<sup>4</sup> This refers to the number of Title II programs that met the criteria for this study: programs that were predominantly in a development rather than relief mode and programs that were initiated after FY1996. Non-FAM members such as EOC, Prisma, REST and CWS were excluded from the sampling universe.

More complicated and comparative analysis was planned. Unfortunately the response rates were much lower than expected and for some key questions, such as costs, there were too many missing values to allow for meaningful complex statistical analysis.

The following tests were used:

*Chi-square test:* Test for fit between observed and expected frequencies.

*Mann-Whitney test:* Test for differences between independent groups (like the t-test for parametric data) in non-parametric data.

*Kruskal-Wallis test:* One Way Analysis of Variance for non-parametric data, and answers the question whether there is a significant difference in a dependent variable for a number of groups contained in an independent variable; it is an extension of the Mann-Whitney test.

## **1.8 Comments on data quality and completion of the questionnaires**

In general, the questionnaires were completed in a satisfactory manner. In some cases, especially the reporting of cost data, low response rates were recorded. Many respondents indicated that the information was not available in the format requested or if it was, it meant digging into archives that have been unused for several months/years. In two cases, reported questionnaire survey and evaluation costs for the mid-term evaluation were only available as a joint figure. For the purposes of analysis, these figures were proportionally subdivided using an estimated proportion derived from the other data received.

Some programs conducted separate surveys and evaluations for different program components, but could not report on all of them. Others conducted separate studies, but the cost information was available as a combined figure, not separately. In these cases the other questions about survey and evaluation characteristics were merged for analysis purposes. In two instances, PVOs did not have sufficient information on their previous DAPs as selected in the sample. They completed their questionnaires using data for their current DAPs.

## **1.9 Concluding remarks**

In conclusion it can be said that the database is relatively small for exhaustive statistical analysis and for some aspects such as costs, relatively high non-response rates were recorded. However, the data still provide some insight into the overall monitoring and evaluation activities of Title II projects. Considering that very little is known about Title II projects in general, the study is a good starting point for more targeted future studies. Given the characteristics of PVOs and country offices, longitudinal studies, rather than research that relies on recall and historical information, would probably be more appropriate for future studies.

## 2: FINDINGS

### 2.1 Introduction

This section of the report summarizes the main findings of the study. It starts with a general description of the program characteristics. This is followed by a short description of baseline survey and evaluation components, quality assessments, human resource use and finally costs.

### 2.2 General program characteristics

The mean program period for the programs sampled is four years. Fifty-five percent of the programs terminated before FY2003, a further 18% terminated during the survey period, and 27% will terminate between FY2003 and FY2006. The majority of the programs (70%) have budgets in excess of 7 million USD for their entire project period and approximately 72% of this funding is or will be derived from the monetization of FFP donated agricultural products, such as wheat. The mean number of distinct program components per program is four. The graph on the next page summarizes the percentage of programs that had each of the listed components.

**Table 3: Characteristics of sampled programs**

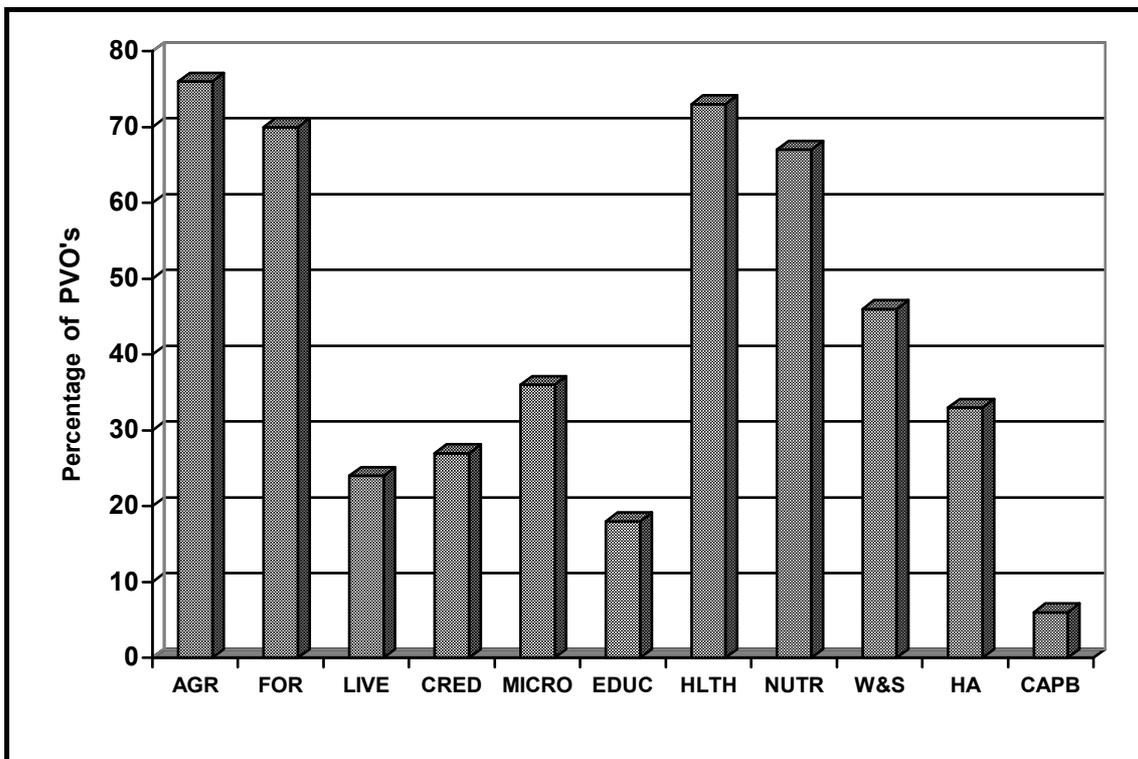
Sampled Program characteristics N=33	Value
Range of implementation periods in years	1996-2006
Mean (SD*) duration of programs in years	4(1)
% that terminated prior to FY2003	55
% that will terminate in FY2003	18
% that will terminate beyond FY2003	27
Total LOA budget of program	
% with <7 million	30
% with 7<20 million	46
% with 20+ million	24
Mean (SD) of percentage of total <sup>5</sup> budget derived from monetization	72(27)
Mean (SD) number of different program components per program	4(2)
% who conducted separate evaluations/surveys for one or more of their program components	30

\* Standard Deviation

<sup>5</sup> Only 86% of the programs provided data for this question. Two (6%) said that they received no money from monetization (TAPs). This mean represents the 80% who answered the question and said that they received money from monetization.

An effort was made to identify possible linkages between program size in USD and program characteristics, such as program complexity (number of program interventions), and the extent to which separate evaluations were done for different program components. No statistically significant linkages could be found. The relationships between LOA budget category and whether separate surveys/evaluations were done (Chi-square,  $p=0.37$ ) and the number of project interventions (Kruskal-Wallis,  $p=0.37$ ) were all non-significant. As expected, there was a statistically significant relationship between the number of years the project lasts and LOA budget (Kruskal-Wallis  $p=0.02$ ). Generally the trend was that the longer the project, the bigger the budget.

**Graph 1: Percentage of programs with specific program components**



<b>Key:</b> AGR- Agriculture	MICRO-Micro enterprise	W&S-Water and Sanitation
FOR- Forestry	EDUC- Education	HA- Humanitarian Assistance
LIVE-Livestock	HLTH- Health	CAPB-Capacity Building
CRED-Credit	NUTR-Nutrition	

### 2.3 Characteristics of surveys and evaluations

#### *General*

Table Four on the next page indicates that there appears to be some progression in terms of whether baseline surveys, mid-term evaluations and final evaluations are being done. It appears as if the most recent project cycles have more cases where these particular studies were done.

Only 84% of projects that have already completed their full cycle conducted baseline studies. This increased to 100% for the projects that will end during FY2003 and 92% for projects that have started recently and will end before or during FY2006. Between 47 and 58% of the PVOs who have already completed their programs included a questionnaire survey in their final evaluations. There also appears to be some increase in the percentage of programs that conduct questionnaire surveys as part of their mid-term and final evaluations. The decrease to 55% for questionnaire surveys in projects due to end in FY2006 may be related to new FANTA recommendations that questionnaire surveys are not required for mid-term evaluations. All programs that terminated in FY2003 conducted questionnaire surveys for their final evaluations.

Approximately 30% of the PVOs who did baseline studies, mid-term questionnaire surveys, mid-term evaluations and final evaluation questionnaire surveys did joint studies with other PVOs. Only 19% of PVOs reported doing joint final evaluations. This difference probably reflects the fact that joint evaluation is a relatively new concept and many of the PVOs who have done other joint studies will only complete their programs during the next two to three years. No statistical evidence could be found that doing joint studies negatively influenced the ability of PVOs to provide the requested statistics.

**Table 4: The extent to which programs conducted surveys and evaluations**

Program termination date N=40 <sup>6</sup>	Baseline Survey	Mid-term Evaluation		Final Evaluation	
		Ques- tion- naire survey	Project Evalua- tion	Ques- tion- naire survey	Project Evalua- tion
Program ended before or during FY2002 (n=19): % of total (% of those who did evaluation)	84 -	47 (60)	79 -	58 (69)	84 -
Programs ended in FY2003 (n=9) <sup>7</sup> : % of total (% of those who did evaluation)	100 -	67 (75)	89 -	56 (100)	56 -
Programs that will terminate beyond FY2003 (n=12): Percentage that conducted:	92 -	50 (55)	92 -	0 -	0 -

*Relationships between key variables and execution of surveys and evaluations*

In order to identify possible factors that may explain why some PVOs conducted baseline studies, questionnaire surveys and evaluations and others did not, various variables were statistically compared with responses on the execution of these studies.

<sup>6</sup> Thirty-three Title II programs completed the questionnaire. Some conducted separate surveys and evaluations with their own expenditures for different program components. During analysis each program component reported on was treated as a separate “case”, hence N=40.

<sup>7</sup> Programs that terminated during FY2003 may have conducted their final evaluations during or just before the execution of the study. For many, information about their final evaluations was therefore not available when completing the questionnaire.

The complexity of programs as reflected in the number of program interventions had, with one exception, no statistically significant relationship with whether surveys and evaluations were done. It was found that programs with a greater number of program interventions were statistically significantly ( $p=0.01$ ) more likely to conduct a mid-term evaluation than programs that had few interventions. A statistically significant relationship was also found between region (0.00%) and whether a final evaluation was likely to be conducted. In this case, programs from Africa were more likely to conduct final evaluations. The fact that the Latin America sample included only five cases must be taken into consideration when interpreting this result.

The implementing agent, duration of the project in number of years, and LOA budget had no direct influence on whether surveys or project evaluations were done or not.

**Table 5: Relationships between key variables and whether specific evaluation activities were executed<sup>8</sup>**

Relationships between key variables and whether evaluation activity was executed	Baseline Survey  n=40 p-value	Mid-term Evaluation		Final Evaluation	
		Questionnaire survey  n=28 p-value	Project Evaluation  n=28 p-value	Questionnaire survey  n=19 p-value	Project Evaluation  n=19 p-value
Complexity of the program Number of interventions*	0.66	0.97	<b>0.01</b>	0.71	0.53
Duration of project in number of years*	0.30	0.70	0.90	0.54	0.81
Region where the program is based @	0.15	0.17	0.24	0.64	<b>0.05</b>
PVO that implemented the program @	0.38	0.48	0.49	0.57	0.59
LOA budget category @	0.79	0.95	0.62	0.66	0.85

\* - Mann-Whitney Test for two independent samples  
 @ - Chi-square test  
**bold-** statistically significant using a 95% confidence level  
 n - sample

<sup>8</sup> The analysis was based on subsamples of programs that could reasonably be expected to have conducted a specific study, given the year that the program was started. In the case of baseline studies all programs were included. For mid-term surveys and evaluations, programs that terminated during FY2003 or before were included. For final evaluations, programs that ended in FY2002 were analysed.

### Baseline surveys

Nearly three quarters of the NGOs (72%) used participatory methods during their baseline surveys. Most of them also used questionnaires. Seventy-eight percent of the PVOs, who conducted baseline studies had questionnaires of 6 pages or longer. Sample sizes for baseline studies varied between 28 and 7,348 households. The mean sample size (discarding the extreme value of 7,348) was 1,059 (SD=730). Twenty-five percent of the PVOs had sample sizes of 600 or less, 50% had sample sizes of 880 or less, and 75% had sample sizes smaller than 1,929. Only fourteen percent of the PVOs opted for a pre-post with control group evaluation design. Control group sizes were generally smaller ranging between 200 and 1,500 with a mean of 827 (SD=474). Fifty-eight percent of PVOs did their own data analysis and 81% their own fieldwork.

### Mid-term questionnaire surveys

Mid-term survey questionnaires were also generally long; 71% said that they used questionnaires of 6 pages or longer. Sample sizes varied between 184 and 3,600 with a mean of 1,607 (SD=1,308). Participatory methods were used jointly with questionnaires by 76% of the PVOs who did questionnaire surveys. Eighty-six percent executed their own fieldwork and 57% analyzed their own data.

### Final evaluation questionnaire surveys

Sixty-nine percent of the respondents who did final evaluations said that their questionnaires had more than 5 pages. The same percentage of respondents said that they included participatory methods in their surveys. Once again, sample sizes varied between 420 and 5,644 with a mean of 1,621 (SD=1,706). Seventy-five percent did their own fieldwork and 38% did their own data analysis.

### Characteristics of mid-term and final evaluations

In terms of evaluation design, most PVOs (67%) opted for a pre-post design without controls. No statistically significant relationship could be found between evaluation expenditure and the use of a pre-post design with or without controls ( $p=0.23$ ). Seventy-six percent of those who did mid-term evaluations and final evaluations did questionnaire surveys. Participatory research methods were widely used in mid-term evaluations (88%) and final evaluations (81%).

**Table 6: The use of questionnaire surveys and participatory techniques during final evaluations**

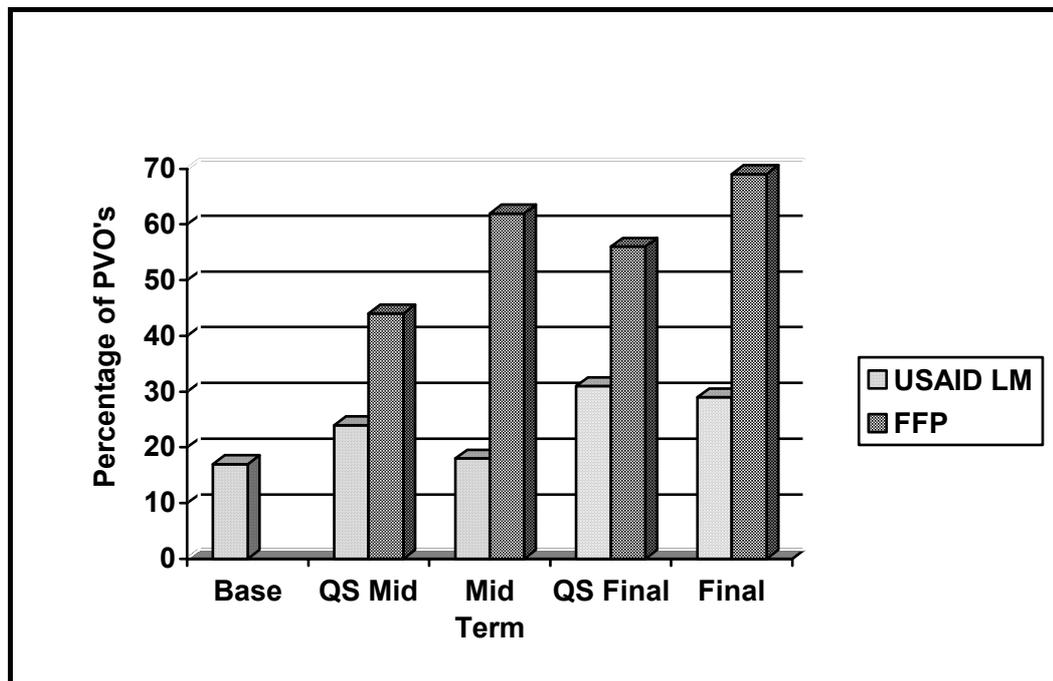
PVO name	Number who did final evaluation	Number who did survey	Number who used participatory techniques
ADRA	2	0	2
CARE	3	3	2
CRS	5	5	5
FHI	3	2	2
WV	3	2	1

## 2.4 Quality assessments of questionnaire surveys and evaluations

All the PVOs, with the exception of one, got feedback from their own organization about the quality of their baseline studies, questionnaire surveys and evaluations. In the case of the local USAID mission and FFP in Washington the reported feedback was significantly less, as can be seen in Graph Two.

Between 44 and 69% of the PVOs who did evaluation-related studies responded that they did not know FFP's opinion about the quality of their work. In the case of the local USAID mission, the percentages that did not know the opinion of the mission about their work ranged between seventeen and 31%. A possible explanation for this may be staff changes, but it is highly unlikely that all staff members involved in Monitoring and Evaluation, who may have been informed about possible levels of satisfaction or dissatisfaction, would have left the specific country program. In the case of FFP, this may reflect sub-optimum communication between FFP and the PVOs, but it may also reflect poor communication between the PVOs representation in the US and their country programs.

**Graph 2: Percentage of the programs per evaluation-related activity that do not know what the local mission and FFP think about the quality of their studies**



**Key:** Base Line : Baseline survey  
 QS Mis : Questionnaire survey mid-term evaluation  
 Mid-term : Mid-term evaluation  
 QS Final : Questionnaire survey final evaluation  
 Final : Final evaluation

Very few PVOs registered outright dissatisfaction as feedback from their own PVO. Responses varied between outright satisfaction and extreme satisfaction. Interestingly enough, the percentage of PVOs who said that their PVO was very satisfied with their questionnaire surveys increased slightly from the mid-term questionnaire survey (29%) to the final evaluation questionnaire survey (38%), possibly reflecting PVO growth in this respect. Levels of extreme satisfaction with mid-term and final evaluations were similar at 41% and 43% respectively. Thirty-six percent of the PVOs were very satisfied with their baseline studies.

In baseline studies, extreme satisfaction is not statistically significantly associated with:

- Specific regions (p=0.89);
- With more or less complex programs in terms of program components (p=0.18);
- LOA budget category (p=0.23);
- The use of consultants (p=0.17);
- Program duration (p=0.23).

## 2.5 Joint evaluations

Joint studies were done in 33% of the baseline studies, 29% of the mid-term project evaluations and 19% of the final project evaluations. The table below shows that there are no statistically significant relationships between factors such as expenditure and levels of PVO satisfaction, and the execution of joint evaluation activities.

**Table 7: Relationships between joint studies and key variables**

Relationships between key variables and whether joint studies were done	Baseline Survey	Mid-term Evaluation	Final Evaluation
	p-value	p-value	p-value
Expenditure on component	0.13	0.90	0.39
Total Expenditure	0.73	0.29	0.16
Level of PVO satisfaction	0.16	0.11	0.47

## 2.6 Human resources used

When considering the programs that have gone through the complete cycle (ended in FY2002), only 5% did not use any consultants at any of the five stages considered in this study. Thirty-two percent used at least one consultant for either one or two of the evaluation activities. The vast majority (63%) used consultants for three or more of the evaluation activities studied. As can be seen in Table 8, the use of consultants also increases over time. At baseline, 75% of PVOs who did baselines used either foreign and or local consultants. This increases to 86% towards the end of the project period. Local consultants are more widely used than foreign consultants. In terms of the former the lowest use of them was recorded for mid-term questionnaire surveys (52%) and the highest

for final evaluation questionnaire surveys (69%). Foreign consultants seem to be preferred for mid-term (65%) and final project evaluations (81%).

**Table 8: The use of foreign and local external consultants**

Use of external consultants	Baseline Survey n=36	Mid-term Evaluation		Final Evaluation	
		Questionnaire survey n=21	Project Evaluation n=34	Questionnaire survey n=16	Project Evaluation n=21
% who used foreign external consultants	47	24	65	62	81
% who used local external consultants	56	52	59	69	62
% who used either foreign and/or local consultants	75	62	82	87	86
% for whom consultant use had a training component	47	43	Not applicable	63	Not applicable

The use of foreign consultants increased over time during project implementation, with the highest percentage (81%) recorded for final evaluations. With the exception of mid-term questionnaire surveys, 75% or more of PVOs used local and/or foreign consultants for evaluation activities. Local consultants were mainly used for baseline studies, mid-term surveys and final evaluation surveys.

**Table 9: The statistical relationship between the use of consultants in general (foreign and/or local) and selected key variables**

Use of consultants compared to key variables	Baseline Survey n=36	Mid-term Evaluation		Final Evaluation	
		Questionnaire survey n=21	Project Evaluation n=34	Questionnaire survey n=16	Project Evaluation n=21
No years *	0.50	0.43	<b>0.00</b>	0.40	0.11
Number of interventions*	0.32	0.54	0.28	0.18	<b>0.03</b>
Region @	0.24	0.42	0.16	0.68	0.68
LOA budget @	0.12	0.09	<b>0.05</b>	0.50	0.19
Level of PVO satisfaction @	0.51	0.28	0.13	0.18	<b>0.00</b>

\* - Mann-Whitney for two independent samples  
 @ - Chi-square test  
**bold**- statistically significant using a 95% confidence level  
 n - sample

The following relationships between key variables and the use of foreign and/or local consultants were found:

- If consultants were used for the final evaluation, the PVO appears to be more satisfied/ informed about their PVOs opinion (p=0.0).
- The use of any kind of consultant was only statistically significantly influenced by LOA budget for mid-term evaluations (p=0.05), with a higher incidence of consultant use with bigger budget programs.
- Programs that are longer in duration are more likely to hire a consultant (s) to conduct a mid-term evaluation than those with shorter programs (p=0.00).
- All three programs that did not hire any consultants for their final evaluation had more than four program interventions, making the relationship between the complexity of programs inversely related to the use of consultants (p=0.03). The vast majority of programs that used consultants had four or less program components.

Table 10, below, shows that there are statistically significant relationships between the use of external foreign consultants for mid-term evaluations and the number of years the project is scheduled to run. Generally, the longer the project is, the more likely it is to use a foreign external evaluator (p=0.00). The bigger the program budget, the more likely it is that a foreigner will be contracted for the mid-term evaluation. In terms of final evaluations there was a statistically significant inverse relationship (p=0.02) between hiring foreign external consultants and the number of interventions. The more specialized a program (smaller number of interventions), the more likely it is that a foreign consultant is hired for a final evaluation. All four programs that did not hire a foreign consultant had more than four program interventions.

**Table 10: The statistical relationship between the use of foreign consultants and selected key variables**

Use of foreign consultants compared to key variables	Baseline Survey N=36	Mid-term Evaluation		Final Evaluation	
		Questionnaire survey n=21	Project Evaluation n=34	Questionnaire survey n=16	Project Evaluation n=21
No. of years *	0.61	0.22	<b>0.00</b>	0.37	0.09
No. of interventions *	0.61	1.00	0.76	0.29	<b>0.02</b>
Region @	0.46	0.34	0.89	0.17	0.95
LOA budgeting @	0.60	0.11	<b>0.00</b>	0.97	0.55
Level of PVO satisfaction@	0.57	0.18	0.15	0.41	<b>0.02</b>

\* - Mann-Whitney Test for two independent samples  
 @ - Chi-square test  
**bold-** statistically significant using a 95% confidence level  
 n - sample

There is also a statistically significant relationship between PVO satisfaction with final evaluations and the use of foreign external consultants (p=0.02). Generally higher levels of satisfaction are associated with the use of foreign consultants.

In the case of local consultants, statistically significant relationships could be found between the following variables:

- Programs in Africa are statistically significantly more likely to hire local external consultants for mid-term evaluations than programs from other regions (p=0.05).
- During mid-term evaluations, bigger LOA budgets are more likely to result in local external consultant use than smaller budgets (p=0.03). The same is true for final project evaluations (p=0.02).
- There is also a statistically significant relationship between local consultant use for final evaluations and the level of satisfaction of the PVO with final evaluations. Generally higher levels of satisfaction are associated with the use of these consultants (p=0.05).

## 2.7 Evaluation costs

### 2.7.1 General

The 19 programs that completed their final evaluations in FY2002 could be used for an analysis of the complete cycle of baseline and evaluation costs. Eleven (58%) could give complete cost information.

When analyzing these cases, the following picture about total baseline study and evaluation expenditure emerges:

- Twenty-seven percent of the programs neither overspent nor under-spent.
- Twenty-seven percent overspent (maximum 50,000 USD).
- Forty-five percent had a surplus; 18% had a surplus less than 25,000 USD, and 27% had a surplus greater than 25,000 USD.

**Table 11: Percentiles for total amounts budgeted and spent on evaluations and related studies\***

Percentile	Total Budget in USD	Total Expenditure in USD	Difference between budget and expenditure in USD
<b>Minimum</b>	15,000	5,853	-50,000
<b>25<sup>th</sup> percentile</b>	23,126	23,345	-5,000
<b>50<sup>th</sup> percentile</b>	94,418	71,676	0
<b>75<sup>th</sup> percentile</b>	107,500	107,500	25,879
<b>Maximum</b>	250,000	300,000	46,071

\* For programs that ended in FY2002 and that could provide complete cost information (n=11)

No statistically significant correlations could be found between total evaluation budgets and duration of the program (p=0.50) or number of interventions (0.076). There is also no relationship between LOA budget category and the

total amount budgeted for evaluations (p=0.58). No statistically significant relationship could be found between total evaluation expenditure and the use of a pre-post control group evaluation design (p=0.23). A number of factors such as problems related to monetization, lack of 202(e) funds, constraints on ISA funding, and inflation rates were included in the questionnaire as potential factors that could influence evaluation-related expenditure. Even though the no response rate for these questions was relatively high<sup>9</sup> (between 11 and 25%), the lack of positive responses probably indicates that these factors had a negligible influence on the ability of PVOs to meet the financial demands of their evaluation programs.

**Table 12: Minimum, percentile and maximum values for total expenditure for LOA budget sub-categories**

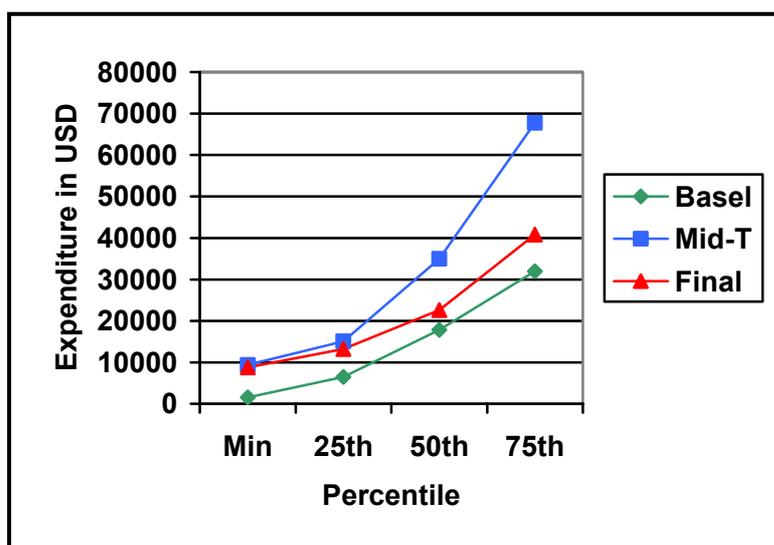
Percentile	LOA budget <7 million	LOA budget 7-20 million	LOA budget 20+ million
<b>Minimum</b>	4,000	11,105	15,000
<b>25<sup>th</sup> percentile</b>	5,289	15,505	46,392
<b>50<sup>th</sup> percentile</b>	29,354	25,000	107,500
<b>75<sup>th</sup> percentile</b>	70,419	82,290	146,217
<b>Maximum</b>	100,000	120,296	300,000

The graph below summarizes the percentiles of the expenditures of the evaluation activities included in the survey. Expenditures for the mid-term and final evaluations were generally higher than for the baseline. Seventy-five percent of the PVOs who did final evaluations spent 40,000 USD or less, while the mid-term evaluation's 75% cut-off point was at approximately 70,000 USD. For baseline surveys this point occurred at little more than 30,000 USD. The unexpected lower expenditure on final evaluations may be attributed to a very small sample (13 cases) of which only three (23%) came from the LOA budget category of more than 20 million USD. In the sample as a whole, 35% came from this budget category.

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<sup>9</sup> Many of the PVOs who did not respond to these questions either did not get any funds from monetization, did not receive 202(e) funds, or in the case of inflation, did not know the inflation values or felt that it was not applicable to their programs.

**Graph 3: Percentiles of baseline, mid-term and final evaluation expenditures**



### 2.7.2 *Baseline survey costs*

#### General reporting of baseline survey budgets and costs

Thirty-six percent of the programs that did baseline studies could not give the budget, independent of whether or not a joint study was performed. Even less (42%) could give the expenditure. Amongst those who reported expenditure it is also quite possible that expenditures were underreported, as in many cases work executed by PVO staff as part of M&E is not charged to nor reflected in the M&E expenditure figures.

No relationships could be found between inability to supply budget data and region ( $p=0.22$ ), the status of the project (whether it has already been completed or will still be completed) ( $p=0.56$ ), or whether a joint evaluation was conducted ( $p=0.09$ ). In the case of the latter, there is a trend towards greater ability to report budget figures if joint baseline studies were done. Statistically significant relationships could be found between ability to report budget figures and PVO ( $p=0.05$ ). Some PVOs, such as CARE and WV, had significantly higher proportions of respondents who could provide budget data for baseline studies. This may relate to the format of the financial systems used by these organizations.

The actual costs reported had no statistically significant relationships with any of the key variables investigated (Table A4 in Addendum A).

#### Baseline budgets and surveys

Budgets for baseline surveys ranged between 5,000 and 88,500 USD, but 75% of the PVOs reported that they budgeted less than 32,460 USD.

**Table 13: Minimum, percentile and maximum values for baseline budgets and expenditures for PVOs who supplied cost information (n=18)**

Percentile	Budgets for baselines in USD	Expenditure for baselines In USD
<b>Minimum</b>	5,000	1,563
<b>25<sup>th</sup> percentile</b>	7,500	6,424
<b>50<sup>th</sup> percentile</b>	20,000	17,858
<b>75<sup>th</sup> percentile</b>	32,460	31,944
<b>Maximum</b>	88,500	76,876

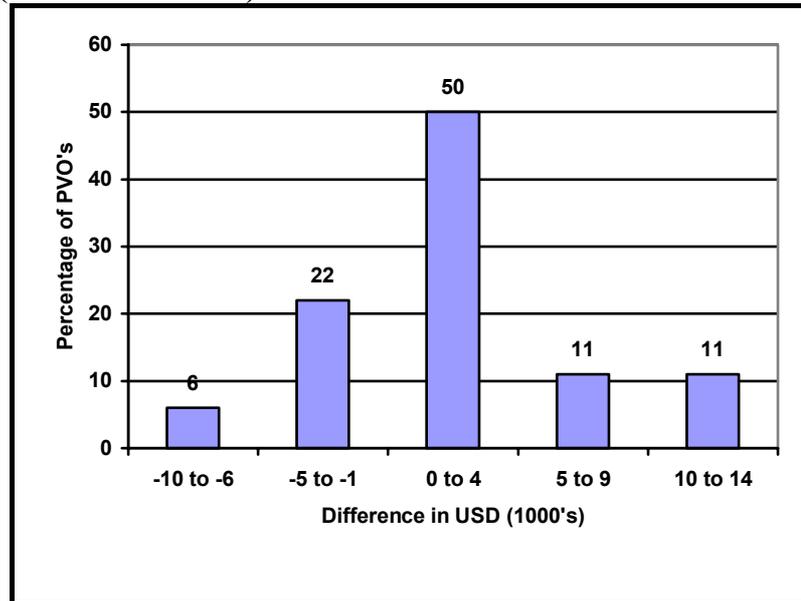
Table 14 shows that program size did influence the median of baseline related expenditures. LOA budgets of less than 7 million had a median of 7,184 USD; programs with budgets between 7 and 20 million had a median of 17,716 USD; and programs with budgets bigger than 20 million had a median of 25,528. The use of foreign or local consultants did not change the distribution of baseline expenditures significantly. The median is 19,000 and 18,000 USD respectively. Level of PVO satisfaction with the baseline does not relate directly to cost, and the distribution is once again similar to the distribution for the group as a whole. No significant difference could also be found between the number of program components and the distribution of evaluation costs.

**Table 14: Minimum, percentile and maximum values for baseline expenditure for specific sub-categories**

Percentile	More Than 5 Comp.	Less than 5 comp.	Used foreign consultants	Used Local consultants	Ex-remely Satisfied	LOA budget <7 million	LOA budget 7-20 million	LOA budget 20+ million
<b>Minimum</b>	1,563	7,184	7,184	3,892	4,000	1,563	4,412	3,892
<b>25<sup>th</sup> percentile</b>	4,000	7,900	11,767	7,542	4,000	4,000	7,900	14,473
<b>50<sup>th</sup> percentile</b>	18,000	17,716	19,000	18,000	17,000	7,184	17,716	25,528
<b>75<sup>th</sup> percentile</b>	34,605	30,000	31,151	30,528	30,000	28,719	63,631	37,260
<b>Maximum</b>	76,876	63,631	76,876	63,631	76,876	37,457	76,876	45,227

The graph below demonstrates that a little more than a quarter (28%) of the PVOs that supplied cost data for baseline studies, spent more than they budgeted for this activity. Half spent what they budgeted or under-spent with less than 5,000 USD. No statistically significant relationships could be found between over-expenditure and PVO, region, LOA budget, level of PVO satisfaction with baseline study, the use of consultants, the number of interventions in the program, or the duration of the program.

**Graph 4: Differences between budget and expenditure for baseline studies in USD (n=18 valid values)**



**2.7.3 Mid-term evaluation costs**

Mid-term evaluation costs include survey costs if conducted and provided. The analysis was only done for cases where it could reasonably have been expected that mid-term evaluations were completed: programs that ended in FY2003 or before and for which information was supplied.

**Table 15: Minimum, percentile and maximum values for mid-term (questionnaire surveys + evaluation) budgets and expenditures**

Percentile	Budgets for mid-terms in USD n=20	Expenditure for mid-terms In USD n=16	Expenditure for mid-terms in USD		
			LOA budget <7 million	LOA Budget 7-20 million	LOA Budget 20+ million
<b>Minimum</b>	5,000	9,363	14,525	9,363	19,500
<b>25<sup>th</sup> percentile</b>	16,599	15,081	14,924	10,234	36,750
<b>50<sup>th</sup> percentile</b>	39,075	35,000	15,324	15,000	65,353
<b>75<sup>th</sup> percentile</b>	42,868	67,787	35,000	63,575	131,370
<b>Maximum</b>	150,000	180,000	40,000	72,000	180,00

Relationships between key variables and mid-term evaluation expenditures were investigated. It was found that there were no statistically significant relationships between expenditure and duration of program (p=0.12), the use of local and or foreign consultants (p=0.16), the use of foreign consultants (p=0.61), the inclusion of a questionnaire survey (p=0.65), and the level of satisfaction with the program (p=0.75).

Statistically significant relationships were found between expenditure and:

- The number of interventions - a larger number of interventions lead to higher levels of expenditure (p=0.05).
- LOA budget – the bigger the budget (especially if it exceeded 20 million USD), the more was spent on mid-term evaluations (p=0.05).
- The number of consultants hired and expenditure – generally greater numbers of consultants are associated with higher expenditure (p=0.002).

#### 2.7.4 Final evaluation costs

Final evaluation costs include survey costs if conducted and provided. The table on the next page summarizes the percentile distribution of final evaluation expenditure. When interpreting these data, it is important to remember that there were very few programs with LOA budgets bigger than 20 million USD that had valid final evaluation expenditure data. Other information, such as indications that consultant use increases during final evaluation, and a decrease in the fieldwork and data analysis contribution of PVOs suggest that real final evaluation expenditures should be close to or more than those reported for mid-term evaluation.

Statistically significant relationships could be found between final evaluation expenditure and the number of program interventions (p=0.86), the number of years the program lasts (p=0.88), the use of consultants (p=0.77), whether questionnaire surveys were done (0.39), the level of satisfaction (p=0.17), and the LOA budget (p=0.10).

**Table 16: Minimum, percentile and maximum values for final (questionnaire surveys + evaluation) budgets and expenditures**

Percentile	Budgets for finals in USD  n=14	Expenditure for finals In USD  n=11
<b>Minimum</b>	8,734	2,575
<b>25<sup>th</sup> percentile</b>	15,000	11,420
<b>50<sup>th</sup> percentile</b>	35,900	19,694
<b>75<sup>th</sup> percentile</b>	41,000	49,210
<b>Maximum</b>	100,000	100,000

Significant relationships were found between the use of external consultants (greater costs when they are used (p=0.04), and between expenditure and the number of local and or foreign consultants hired. Thus, higher numbers of consultants are associated with higher costs (p=0.02).

### **3: CONCLUSIONS AND RECOMMENDATIONS**

#### **3.1 Conclusions**

##### Methodology

Even though the sample of approximately 50% is smaller than the desired sample of 60%, sufficient information is available to provide us with a glimpse of how Title II projects function in terms of the general characteristics of evaluations and the costs associated with them. The planned statistical analysis of costs had to be scaled down because PVOs found it difficult to provide complete cost information.

##### Nature of programs

Seventy percent of the programs have LOA budgets of seven million dollars or more. The average program lasts four years and consists of four program components. These generally are agriculture, forestry, health and nutrition. Fifty-five percent of the sampled programs ended in FY2002, and a full cycle of information is available for them. A further 18% were scheduled to end in FY2003, and depending on when they actually completed the study questionnaire, they may have been able to give complete information about their evaluation activities.

##### Nature of baseline survey and evaluation activities

There has been a definite progression in terms of the use of questionnaire surveys as evaluation tools. For projects that ended in FY2002, 65% used questionnaires for their mid-term evaluations. For projects ending in FY2003 this increased to 75%. The use of surveys for final evaluations increased from 69% for projects ending in FY2002 to 100% for FY 2003 projects. The use of baseline surveys increased from 82% for projects ending in FY2002 to 100% for projects ending in FY2003. Approximately three quarters of PVOs included questionnaire surveys in their mid-term and final evaluations. Questionnaires are generally longer than six pages. Mean sample sizes were bigger than 1,000 households per PVO. Multi-component programs tended to add the sample sizes of surveys done for individual program components.

PVOs generally invest more effort and resources into their final evaluations than mid-term evaluations. In addition to being more likely to use consultants, they also do less of the actual analysis and fieldwork themselves. Around 58% of PVOs analyzed their own questionnaire survey data for their baselines and mid-term questionnaire surveys. This dropped sharply during final evaluations to 38%. The execution of survey fieldwork was done by more than 80% of PVOs for their baseline and mid-term surveys, and by 75% during their final surveys.

Most PVOs used participatory methods during baseline studies and evaluations. There were no specific trends amongst the larger PVOs in terms of special

preferences given to participatory versus questionnaire survey techniques. Most used both for their baselines and evaluations.

Mid-term evaluations were more likely to be conducted for more complex, more expensive and longer programs. Sixty-seven percent of the PVOs used pre-post evaluation designs without controls. No statistically significant relationships could be found between designs with or without control groups and total evaluation costs.

#### Levels of satisfaction with evaluation related work

Most PVOs are satisfied or extremely satisfied with their baselines and evaluation studies. Between 44 and 69% of PVOs surveyed said that they did not know what FFP's opinion is about their evaluation related work.

#### Human resources used

Only 5% of the studied PVOs did not use any consultants at any stage of the evaluation process. Local consultants are more widely used for baselines, mid-term surveys and final surveys. Foreign consultants are preferred for mid-term and final evaluations. The use of consultants in general increased over time, with more being used for final evaluations than for baseline studies. Foreign evaluators are more likely to be hired for longer projects with bigger budgets.

The use of consultants during final evaluations is statistically significantly related to a higher level of satisfaction of PVOs. Consultants were more likely to be used for mid-term evaluations in programs with bigger budgets that are longer in duration. Consultant use per se does not have a statistically significant relationship with evaluation costs. However, higher costs are associated with larger numbers of consultants being used.

#### Costs

General reporting of budgets and expenditures was poor. This may be attributed to the inaccessibility of records and the format in which evaluation expenditure data are kept. During analysis the questionnaire survey data were combined with the evaluation data associated with them. Too few cases were available for final evaluation budget and expenditure data to draw significant conclusions from them.

Twenty-seven percent of projects overspent on evaluation activities and 45% had money remaining in their budgets. Total budgets and expenditures varied significantly, with the median of total expenditure at 71,676 USD. According to PVOs, factors such as problems related to monetization, lack of 202(e) funds and inflation had little or no effect on their ability to implement their evaluation plans.

Baseline expenditures ranged between 1,500 and 76,000 USD. Seventy-five percent of PVOs spent 32,000 USD or less. Mid-term evaluation expenditure is positively associated with number of program interventions, LOA budget and

the number of consultants used. Final evaluation costs were positively associated with the use of external consultants and also the total number of consultants used.

### **3.2 Recommendations**

- It was found during the initial phases of this project that USAID had no complete list with basic statistical data about past and present Title II-funded programs. In response to this, FAM started to compile a list. Even though this is a very positive initiative, it is not sustainable in the long run. FAM and FANTA need to assist FFP to develop an information system that will enable them to update and store basic information about Title II funded programs with the least effort.
- The completion of the questionnaire appears to have been difficult for the PVOs. This was partly because it was a low priority for them, but there were also problems related to accessing historical data and the pressure PVO staff are generally under. Future studies of this nature should consider using a longitudinal approach, whereby information is recorded over time, collated and analyzed after a number of years.
- The study shows a trend towards the elimination of questionnaire surveys from mid-term evaluations. This has been recommended by FANTA, and unless a PVO needs a questionnaire survey for its own purposes, one should not be expected. This measure should save costs and time and allow PVOs to put greater emphasis on aspects such as program management, implementation strategies, etc., during mid-term evaluations.
- Most questionnaires were longer than six pages. There is a general need to make questionnaires as short and effective as possible. A wise combination between short and effective questionnaires and qualitative techniques will save time and resources and may also be more effective.
- There was a time when exhaustive baseline studies were appropriate. However, with the dawning of the age of participatory planning, baseline studies could become significantly leaner and focused on measuring impact indicators. At the same time there is a need for improved record keeping of participatory activities and information collection. Once collated and accessible it can be taken into consideration during project evaluations.
- The high percentages of PVOs who said that they do not know what FFP thinks about the quality of their evaluation-related work needs further attention. Perhaps FANTA can play a role in this respect.
- Consultant use needs to be maximized by including a training component that could enable PVOs to do many of their evaluation related activities, especially questionnaire surveys.

- Based on the information collected, the following evaluation budget categories for the different sizes of projects are recommended:
  - LOA budget < 7 million : 10,000 to 30,000 USD
  - LOA budget 7-20 million : 20,000 to 80,000 USD
  - LOA budget 20+ million : 40,000 to 120,000 USD

The following factors need to be considered when deciding where in each category a specific program's budget needs to be:

- A decision on whether foreign consultants will be used, as they are generally more expensive
- The number of consultants (foreign and or local) that will be used. If it is a whole team, costs will be higher.
- The number of different program components. The more components, the higher the cost.

## LIST OF REFERENCES

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## ADDENDUM A: DETAILED TABLES

**TABLE A1: Basic frequency statistics for each question**

QUESTION	Option/ category	Base- line Survey	Mid-term Evaluation		Final Evaluation		
			Ques- tion- naire survey	Eva- lua- tion	Ques- tion- naire survey	Evalua- tion	
<b>General</b>							
1	Indicate whether baseline studies, mid-term and final evaluations have been done.	<i>Yes</i>	36/40 cases 90%	21/40 cases 53%	34/40 cases 85%	16/40 cases 40%	21/40 cases 53%
	Percentage who did :						
	Baseline study	100	91	91	94	91	
	Mid-term survey	53	100	59	75	48	
	Mid-term evaluation	86	95	100	88	81	
	Final survey	42	57	41	100	67	
	Final evaluation	53	48	50	88	100	
2	How did your PVO feel about the <u>quality</u> of the work done for each evaluation component?	<i>0. No response</i> <i>1. Dissatisfied</i> <i>2. Satisfied</i> <i>3. Very satisfied</i> <i>4. Do not know</i>	3 3 58 36 0	5 14 52 29 0	3 9 47 41 0	13 0 50 38 0	10 0 43 43 5
3	How did the USAID local mission feel about the <u>quality</u> of the work done for each evaluation component?	<i>0. No response</i> <i>1. Dissatisfied</i> <i>2. Satisfied</i> <i>3. Very satisfied</i> <i>4. Do not know</i>	3 0 50 31 17	0 5 43 29 24	6 6 41 29 18	0 0 38 31 31	5 0 24 43 29
4	How did FFP in Washington feel about the <u>quality</u> of the work done for each evaluation component?	<i>0. No response</i> <i>1. Dissatisfied</i> <i>2. Satisfied</i> <i>3. Very satisfied</i> <i>4. Do not know</i>	6 3 31 17 44	0 0 33 5 62	3 0 32 9 56	6 0 25 0 69	10 0 33 10 48
<b>Human Resources Used</b>							
5	Number of foreign external consultants used	<i>0</i> <i>1</i> <i>2</i> <i>3</i>	53 36 8 3	76 10 14 0	35 21 32 12	38 44 19 0	19 29 29 24
6	Number of local external consultants used	<i>0</i> <i>1</i> <i>2</i> <i>3</i> <i>4+</i>	44 19 6 17 14	48 14 5 5 29	41 9 6 15 9	31 25 6 6 31	38 19 10 24 10
7	The use of consultants had a training component, enabling your PVO to do this study largely on your own in the future	<i>Yes</i>	47	43	<i>Not applicable</i>	63	<i>Not applicable</i>
8	Data analysis and report writing were largely done by your PVO	<i>Yes</i>	58	57	<i>Not applicable</i>	38	<i>Not applicable</i>

**TABLE A1 (cont): Basic frequency statistics for each question**

	QUESTION	Option/ category	Base- line Survey	Mid-term Evaluation		Final Evaluation	
				Ques- tion- naire survey	Project Evalu- ation	Ques- tion- naire survey	Proj. Evalu- ation
9	Questionnaire survey fieldwork was largely executed by your PVO	<i>Yes</i>	81	86	<i>Not appli- cable</i>	75	<i>Not appli- cable</i>
10	How did the local USAID mission participate?	<i>0. No response 1. Not at all 2. Gave advice/ comments on SOW/report 3. Participated on team</i>	8 28 64 0	5 29 62 5	9 18 59 15	6 25 63 6	29 14 52 5
<b>Financial Resources used</b>							
11	Total budgeted	Minimum 25 <sup>th</sup> percentile 50 <sup>th</sup> percentile 75 <sup>th</sup> percentile Maximum	5000 7500 20000 32460 88500	5000 15000 22500 68481 75000	7200 16933 25000 42250 75000	15000 15000 20000 45038 50000	8734 13828 22000 30450 62718
12	Total expenditure for LOA or until end of FY2002 if program ongoing	Minimum 25 <sup>th</sup> percentile 50 <sup>th</sup> percentile 75 <sup>th</sup> percentile Maximum	1563 5663 17716 30538 76876	6000 6512 30000 81330 90000	5105 9363 40000 42500 90000	15000 16050 23810 44605 50000	2575 5678 17347 23902 55000
13	Foreign External consultant costs	Minimum 25 <sup>th</sup> percentile 50 <sup>th</sup> percentile 75 <sup>th</sup> percentile Maximum	1781 4875 10000 17500 51005	-	6923 8300 14000 42500 42500	3500 5845 9600 22500 30000	4650 5736 24900 58000 65000
14	Local External consultant costs	Minimum 25 <sup>th</sup> percentile 50 <sup>th</sup> percentile 75 <sup>th</sup> percentile Maximum	2000 3892 5000 9863 27439	4010 5005 9210 106728 183456	4500 4934 9915 31163 55150	1500 2688 6003 10875 20000	1000 4100 6550 7946 9552
15	Questionnaire survey costs	Minimum 25 <sup>th</sup> percentile 50 <sup>th</sup> percentile 75 <sup>th</sup> percentile Maximum	2000 5011 11849 32352 40836	2526 3014 20000 45707 69441	<i>Not appli Cable</i>	3000 3250 13894 19179 40000	<i>Not appli Cable</i>
16	Did cash flow or other problems inherent to monetization reduce the amount of money actually available for this activity?	<i>0.No response 1.No 2.To some extent 3. A lot</i>	11 83 6 0	19 76 0 5	15 79 3 3	6 88 0 6	19 71 0 10
17	Did lack of sufficient 202(e) funds influence the amount of money available for this activity?	<i>0. No response 1.No 2.To some extent 3. A lot</i>	14 83 3 0	24 72 5 0	21 77 3 0	13 81 6 0	19 76 5 0

**TABLE A1 (cont): Basic frequency statistics for each question**

	QUESTION	Option/ category	Base- line Survey	Mid-term Evaluation		Final Evaluation	
				Ques- tion- naire survey	Project Evalua- tion	Ques- tion- naire survey	Proj. Evalua- tion
1 8	Did constraints on ISA funding influence the amount of support that could be by provided Head Office staff?	0. No response 1.No 2.To some extent 3. A lot	25 69 6 0	24 67 10 0	27 65 9 0	19 69 13 0	33 57 10 0
1 9	Average inflation rate during implementation period		8.3(7) <sup>10</sup>	7.3(3)	7.8(8)	10.2(5)	6.4(5)
2 0	Did unexpected increases in inflation rates have a negative effect on the kind and quality of work that could be done with the budgeted amount of money?	0. No response 1.No 2.To some extent 3.A big effect	14 86 0 0	24 76 0 0	21 77 3 0	19 81 0 0	24 76 0 0
<b>Program evaluation characteristics</b>							
2 1	Joint evaluation/standardized questionnaire survey was done for all PVOs in this country	Yes	33	29	29	31	19
2 2	Participatory research techniques were used for information collection	Yes	72	76	88	69	81
2 3	Number of pages in questionnaire for household survey	0: No response 1: 1-5 pages 2: 6+ pages	11 11 78	10 19 71	Not appli- cable	6 25 69	Not appli- cable
2 4	Sample size for questionnaire survey conducted in <u>target population</u>	% response Mean number of households interviewed	75 1059 <sup>11</sup> (730)	52 1607 (1308)	Not appli- cable	62 1621 (1706)	Not appli- Cable
2 5	Sample size for <u>control group</u> if used in questionnaire survey	% response Mean number of non-beneficiaries sampled	17 827 (474)	19 221 (264)	cable	25 438 (345)	Not appli- cable
2 6	Which evaluation design was used:	0: No response 1: Pre-post with control 2:Pre-post without control 3:Other (spec.)	11 14 67 8	-	-	-	-

<sup>10</sup> Two extreme cases with inflation rates above 1500 % were excluded from this analysis

<sup>11</sup> An extreme value greater than 7000 was verified as correct, but excluded from the calculation of the mean in order to get a more reliable idea of central tendencies.

**Table A2: Relationship between key variables and whether a specific evaluation activity was carried out or not**

Relationships between key variables and whether evaluation activity was executed	Baseline Survey  n=40 p-value	Mid-term Evaluation		Final Evaluation	
		Questionnaire survey  n=28 p-value	Project Evaluation  n=28 p-value	Questionnaire survey  n=19 p-value	Project Evaluation  n=19 p-value
Complexity of the program Number of interventions*	0.66	0.97	<b>0.01</b>	0.71	0.53
Duration of project in number of years*	0.30	0.70	0.90	0.54	0.81
Region where the program is based @	0.15	0.17	0.24	0.64	<b>0.05</b>
PVO that implemented the program @	0.38	0.48	0.49	0.57	0.59
LOA budget category @	0.79	0.95	0.62	0.66	0.85

\* - Mann-Whitney Tests for independent samples  
 @ - Chi-square test  
**bold-** statistically significant using a 95% confidence level  
 n - sample

**Table A3: Relationship between key variables and the reporting of activity budget values**

Relationships between key variables and the reporting of activity budget values	Baseline Survey p-value n=40	Mid-term Evaluation p-value n=28	Final Evaluation p-value n=19
Region*	0.22	0.18	0.92
PVO *	<b>0.05</b>	0.26	0.33
Joint PVO study conducted *	0.09	0.69	0.34
Project completion year *	0.56	0.05	0.92

\* Chi-square test

**Table A4: Relationship between key variables and the reporting of activity expenditure values**

Relationships between key variables and the reporting of activity expenditure values	Baseline Survey p-value	Mid-term Evaluation p-value	Final Evaluation p-value
Region*	0.24	0.18	0.34
PVO *	0.09	0.22	0.59
Joint PVO study conducted *	0.15	0.42	<b>0.00</b>
Project completion year *	0.83	0.69	0.33

\* Chi-square test for two independent samples

**Table A5: Use of local consultants compared to key variables**

Use of local consultants compared to key variables	Baseline Survey n=36	Mid-term Evaluation		Final Evaluation	
		Questionnaire survey n=21	Project Evaluation n=34	Questionnaire survey n=16	Project Evaluation n=21
No years *	0.15	0.18	0.11	0.91	0.42
Number of interventions*	0.57	0.71	0.94	0.64	0.27
Region @	0.47	0.36	<b>0.05</b>	0.30	0.92
LOA budget @	0.25	0.09	<b>0.03</b>	0.67	<b>0.02</b>
Level of PVO satisfaction @	0.12	0.12	0.13	0.08	<b>0.05</b>

\* - Mann-Whitney test for independent samples  
 @ - Chi-square test  
**bold-** statistically significant using a 95% confidence level  
 n - sample

## ADDENDUM B: POPULATION UNIVERSE AND SAMPLE

Table B1: Sampling Universe

<i>COUNTRY</i>	<b>COOPERATING SPONSOR</b>	<b>DAP</b>
<b>AFRICA</b>		
<b>1.Benin</b>	CRS	FY96-FY00
<b>2.Burkina Faso</b>	AFRICARE	FY99-FY03
<b>3.Burkina Faso</b>	CRS	FY97-FY03
<b>4.Cape Verde</b>	ACDI VOCA	FY97-FY01
<b>5.Chad/Mali</b>	AFRICARE	FY97-FY01
<b>6.Eritrea</b>	AFRICARE	FY95-FY00
<b>7.Ethiopia</b>	AFRICARE	FY99-FY02
<b>8.Ethiopia</b>	CARE	FY97-FY02
<b>9.Ethiopia</b>	CRS	FY97-FY02
<b>10.Ethiopia</b>	FHI	FY99-FY03
<b>11.Ethiopia</b>	SCF	FY98-FY03
<b>12.Ethiopia</b>	WV	FY98-FY02
<b>13.Ghana</b>	ADRA	FY97-FY01
<b>14.Ghana</b>	CRS	FY97-FY03
<b>15.Ghana</b>	TNS	FY97-FY03
<b>16.Guinea</b>	ADRA	FY00-FY04
<b>17.Guinea</b>	AFRICARE	FY01-FY05
<b>18.Kenya</b>	ADRA	FY98-FY03
<b>19.Kenya</b>	CARE	FY98-FY02
<b>20.Kenya</b>	FHI	FY98-FY03
<b>21.Kenya</b>	CRS	FY97-FY00
<b>22.Kenya</b>	TNS	FY98-FY03
<b>23.Kenya</b>	WV	FY97-FY01
<b>24.Liberia</b>	CRS	FY0?-FY02
<b>25.Madagascar</b>	ADRA	FY99-FY03
<b>26.Madagascar</b>	CARE	FY99-FY03
<b>27.Madagascar</b>	CRS	FY99-FY03
<b>28.Malawi</b>	CRS	FY00-FY04
<b>29.Mauritania</b>	DOULUS -WV	FY96-FY00
<b>30.Mozambique</b>	ADRA	FY97-FY01
<b>31.Mozambique</b>	AFRICARE	FY97-FY01
<b>32.Mozambique</b>	CARE	FY97-FY01
<b>33.Mozambique</b>	FHI	FY97-FY01
<b>34.Mozambique</b>	SCF	FY97-FY01
<b>35.Mozambique</b>	WV	FY97-FY01
<b>36.Niger</b>	AFRICARE	FY99-FY04
<b>37.Niger</b>	CARE	FY99-FY04
<b>38.Niger</b>	CRS	FY99-FY04
<b>39.Rwanda</b>	ACDI/VOCA	FY00-FY05
<b>40.Rwanda</b>	CRS	FY00-FY05
<b>41.Rwanda</b>	WV	FY00-FY05
<b>42.Uganda</b>	ACDI/VOCA	FY98-FY01

<b>43.Uganda</b>	AFRICARE	FY99-FY01
<b>44.Uganda</b>	CRS	FY99-FY01
<b>45.Uganda</b>	TNS	FY99-FY03
<b>46.Uganda</b>	WV	FY99-FY03
<b>ASIA</b>		
<b>47.Bangladesh</b>	CARE	FY99-FY03
<b>48.Bangladesh</b>	WV	FY00-FY04
<b>49.India</b>	CARE	FY97-FY01
<b>50.India</b>	CRS	FY97-FY01
<b>51.Indonesia</b>	CARE	FY01-FY03
<b>52.Indonesia</b>	CRS	FY01-FY03
<b>53.Indonesia</b>	WV	FY01-FY03
<b>SOUTH AND CENTRAL AMERICA</b>		
<b>54.Bolivia</b>	ADRA	FY97-FY01
<b>55.Bolivia</b>	CARE	FY99-FY01
<b>56.Bolivia</b>	FHI	FY97-FY01
<b>57.Bolivia</b>	PCI	FY97-FY01
<b>58.Guatemala</b>	CRS	FY97-FY01
<b>59.Guatemala</b>	CARE	FY96-FY01
<b>60.Guatemala</b>	SCF	FY98-FY02
<b>61.Guatemala</b>	SHARE	FY96-FY00
<b>62.Haiti</b>	CARE	FY96-FY00
<b>63.Haiti</b>	CRS	FY96-FY00
<b>64.Honduras</b>	CARE	FY98-FY02
<b>65.Peru</b>	ADRA	FY96-FY01
<b>66.Peru</b>	CARE	FY95-FY01
<b>67.Peru</b>	CARITAS/CRS	FY96-FY00
<b>68.Peru</b>	TNS	FY98-FY02

**Table B2: Sampled programs and questionnaires received**

<b>PVO</b>	<b>COUNTRY</b>	<b>LOA</b>	<b>QUESTION-NAIRE RECEIVED</b>
<b>ACDI/VOCA</b>			
ACDI/VOCA	<i>Cape Verde</i>	FY97-FY01	Yes
ACDI/VOCA	<i>Rwanda</i>	FY00-FY05	Yes
<b>ADRA</b>			
ADRA	<i>Kenya</i>	FY98-FY03	
ADRA	<i>Mozambique</i>	FY97-FY01	Yes
ADRA	<i>Bolivia</i>	FY96-FY01	
ADRA	<i>Peru</i>	FY96-FY01	Yes
<b>AFRICARE</b>			
AFRICARE	<i>Burkina Faso</i>	FY99-FY03	Yes
AFRICARE	<i>Eritrea</i>	FY95-FY00	
AFRICARE	<i>Guinea</i>	FY01-FY05	
AFRICARE	<i>Niger</i>	FY99-FY04	
AFRICARE	<i>Uganda</i>	FY99-FY01	
<b>CARE</b>			
CARE	<i>Ethiopia</i>	FY97-FY02	Yes
CARE	<i>Madagascar</i>	FY99-FY03	Yes
CARE	<i>Mozambique</i>	FY97-FY01	Yes
CARE	<i>Bangladesh</i>	FY99-FY03	Yes
CARE	<i>India</i>	FY97-FY01	
CARE	<i>Indonesia</i>	FY01-FY03	Yes
CARE	<i>Bolivia</i>	FY99-FY01	Yes
CARE	<i>Guatemala</i>	FY96-FY01	Yes
<b>CRS</b>			
CRS	<i>Ghana</i>	FY97-FY03	Yes
CRS	<i>Kenya</i>	FY97-FY00	Yes
CRS	<i>Liberia</i>	FY0?-FY02	Yes
CRS	<i>Malawi</i>	FY00-FY04	Yes
CRS	<i>Niger</i>	FY99-FY04	Yes
CRS	<i>India</i>	FY97-FY01	Yes
CRS	<i>Haiti</i>	FY96-FY00	Yes
CRS	<i>Indonesia</i>	FY97-FY01	Yes
CARITAS/ CRS	<i>Peru</i>	FY96-FY00	Yes
<b>FHI</b>			
FHI	<i>Ethiopia</i>	FY99-FY02	Yes
FHI	<i>Kenya</i>	FY98-FY03	Yes
FHI	<i>Mozambique</i>	FY97-FY01	Yes
<b>PCI</b>			
PCI	<i>Bolivia</i>	FY97-FY01	
<b>SCF</b>			
SCF	<i>Mozambique</i>	FY97-FY01	
SCF	<i>Guatemala</i>	FY98-FY02	Yes
SCF	<i>Ethiopia</i>	FY96-FY01	Yes

<b>SHARE</b>			
SHARE	<b>Guatemala</b>	FY96-FY00	Yes
<b>TNS</b>			
TNS	<b>Ghana</b>	FY97-FY03	Yes
TNS	<b>Kenya</b>	FY98-FY03	
TNS	<b>Uganda</b>	FY99-FY03	
TNS	<b>Peru</b>	FY98-FY02	
<b>WV</b>			
WV	<b>Uganda</b>	FY99-FY03	Yes
WV	<b>Mozambique</b>	FY97-FY01	Yes
WV	<b>Ethiopia</b>	FY98-FY02	Yes
WV	<b>Rwanda</b>	FY00-FY05	Yes
WV	<b>Indonesia</b>	FY01-FY03	Yes

## ADDENDUM C: QUESTIONNAIRE

### TITLE II BASELINE, MID-TERM AND FINAL EVALUATIONS: COSTS AND DETERMINING FACTORS

The main objective of this study is to provide PVOs with cost parameters for baseline, mid-term and final evaluations and to analyze the key factors associated with cost. It is hoped that the findings will help Private Voluntary Organizations with budgeting for baseline studies and evaluations.

Program Identification Variable	Answer (write or tick the appropriate response)			Computer Code
<b>Program Name:</b>				
<b>Name of Implementing agency:</b>				
<i>Period of implementation:</i>				
<b>Total LOA budget (USD) of program (include cash and commodity components):</b>	<7 million	7<20 million	20+ million	
<b>% of total budget derived from monetization:</b>				
<b>Program components:</b>				
Agriculture	Yes	No		
Forestry	Yes	No		
Livestock	Yes	No		
Credit	Yes	No		
Micro enterprise	Yes	No		
Education	Yes	No		
Health	Yes	No		
<i>Nutrition</i>	Yes	No		
<i>Water &amp; Sanitation</i>	Yes	No		
<i>Humanitarian assistance</i>	Yes	No		
<b>Were separate baseline studies and evaluations done for some of the program components e.g. Mother and Child Health and agriculture? If yes, please complete the next two pages separately for each of the component(s) for which separate surveys and evaluations were conducted.</b>	Yes	No		

The answers on the next two pages refer to the baseline survey and evaluation information of the (please specify) \_\_\_\_\_ program component(s).

QUESTION	Base-line Survey	Mid-term Evaluation		Final Evaluation		Notes Instructions Options
		Questionnaire survey	Project Evaluation	Questionnaire survey	Project Evaluation	
<b>General</b>						
1	Indicate whether baseline studies, mid-term and final evaluations have been done.					Yes/No
2	How did your PVO feel about the <u>quality</u> of the work done for each evaluation component?					1. Dissatisfied 2. Satisfied 3. Very satisfied 4. Do not know
3	How did the USAID local mission feel about the <u>quality</u> of the work done for each evaluation component?					1. Dissatisfied 2. Satisfied 3. Very satisfied 4. Do not know
4	How did FFP in Washington feel about the <u>quality</u> of the work done for each evaluation component?					1. Dissatisfied 2. Satisfied 3. Very satisfied 4. Do not know
<b>Human Resources Used</b>						
5	Number of foreign external consultants used					Write the number
6	Number of local external consultants used					Write the number
7	The use of consultants had a training component, enabling your PVO to do this study largely on your own in the future			Not applicable	Not applicable	Yes/No
8	Data analysis and report writing were largely done by your PVO			Not applicable	Not applicable	Yes/No
9	Questionnaire survey fieldwork were largely executed by your PVO			Not applicable	Not applicable	Yes/No
10	How did the local USAID mission participate?					1. Not at all 2. Gave advice/ comments on SOW or report 3. Participated on team
<b>Financial Resources used</b>						
11	Total budgeted					In USD
12	Total expenditure for LOA or until end of FY2002 if program ongoing					In USD

QUESTION		Base-line Survey	Mid-term Evaluation		Final Evaluation		Notes Instructions Options
			Questionnaire survey	Project Evaluation	Questionnaire survey	Project Evaluation	
13	Foreign External consultant costs						<i>In USD</i>
14	Local External consultant costs						<i>In USD</i>
15	Questionnaire survey costs			<i>Not applicable</i>		<i>Not applicable</i>	<i>In USD</i>
16	Did cash flow or other problems inherent to monetization reduce the amount of money actually available for this activity?						1.No 2.To some extent 3. A lot
17	Did lack of sufficient 202(e) funds influence the amount of money available for this activity?						1.No 2.To some extent 3. A lot
18	Did constraints on ISA funding influence the amount of support that could be provided Head Office staff?						1.No 2.To some extent 3. A lot
19	Average inflation rate during implementation period						<i>Write the percentage</i>
20	Did unexpected increases in inflation rates have a negative effect on the kind and quality of work that could be done with the budgeted amount of money?						1.No 2.To some extent 3.A big effect
<b>Program evaluation characteristics</b>							
21	Joint evaluation/standardized questionnaire survey was done for all PVOs in country						<i>Yes/No</i>
22	Participatory research techniques were used for information collection						<i>Yes/No</i>
23	Number of pages in questionnaire for household survey			<i>Not applicable</i>		<i>Not applicable</i>	1:1-5 pages 2:6+ pages
24	Sample size for questionnaire survey conducted in <u>target population</u>			<i>Not applicable</i>		<i>Not applicable</i>	<i>Write the no. of households interviewed</i>
25	Sample size for <u>control group</u> if used in questionnaire survey			<i>Not applicable</i>		<i>Not applicable</i>	<i>Write the no. of non-beneficiaries sampled</i>
26	Which evaluation design was used:						1: Pre-post with control 2:Pre-post without control 3:Other (spec.)