ANNUAL REPORT: DEMOCRACY, HUMAN RIGHTS & GOVERNANCE—LEARNING, EVALUATION AND RESEARCH ACTIVITY II (LER II)

Annual Report for Fiscal Year 2021

THE CLOUDBURST GROUP

October 2021

DISCLAIMER: The authors’ views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.
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ACRONYMS

COR  Contracting Officer's Representative
CSM  Civil Society and Media
CSO  Civil society organization
DEC  Development Experience Clearinghouse
DG  Democracy and Governance
DO  Development Objective
DOPP  Domestic Oversight of Political Processes
DRG  Democracy, Human Rights, and Governance
E&L  Evidence and Learning
EMB  Electoral management body
ET  Evaluation team
F/GBV  Family-/Gender-Based Violence
FGD  Focus group discussion
GGI  Good Governance Initiative
HRA  Human Rights in Action
HRGP  Human Rights Grant Program
HRS  Health Reform Support
HRSM  Human Rights Strengthening Mechanism
IE  Impact evaluation
INEC  Independent National Electoral Commission
JRS  Justice, Rights and Security
KII  Key informant interview
LER II  Learning, Evaluation, and Research Activity II
LGAP  Local Government Accountability and Performance
MPU  Media Program in Ukraine
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>MUSE</td>
<td>Mission Use of Evidence</td>
</tr>
<tr>
<td>NCS</td>
<td>Natural Climate Solutions</td>
</tr>
<tr>
<td>PEA</td>
<td>Political Economy Analysis</td>
</tr>
<tr>
<td>PEAP</td>
<td>Post-Evaluation Action Plan</td>
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<tr>
<td>PFM</td>
<td>Public financial management</td>
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<tr>
<td>PTI</td>
<td>Political Transition and Inclusion</td>
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<tr>
<td>ROL</td>
<td>Rule of law</td>
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<tr>
<td>RRM</td>
<td>Rapid Response Mechanism</td>
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<tr>
<td>SL</td>
<td>Sustainable Landscapes</td>
</tr>
<tr>
<td>UMA</td>
<td>Utilization Measurement Analysis</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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INTRODUCTION

This report summarizes activities conducted by The Cloudburst Group (Cloudburst) during Year 3 (October 2020–September 2021) and describes the status of all tasking requests received under the Democracy, Human Rights, and Governance (DRG) Learning, Evaluation, and Research Activity II (LER II) contract. Active tasks this year include the following:

Continuous taskings:

- LER II CB001: Tasking Management
- LER II CB002: Dissemination

Taskings from Year 2 that carried over into Year 3:

- LER II CB006: Electoral Assessment Framework
- LER II CB007: Sustainable Landscapes (SL)/DRG Integration
- LER II CB014: Ukraine New Justice Midterm Performance Evaluation
- LER II CB015: Dominican Republic Family-/Gender-Based Violence (F/GBV) Literature Review and Review of Human Rights Grant Program (HRGP) F/GBV Program
- LER II CB016: Belarus Civic Engagement Project Midterm Performance Evaluation
- LER II CB017: Nigeria Electoral Management Bodies (EMB) Assessment
- LER II CB018: Zimbabwe Media Assessment
- LER II CB019: Zimbabwe Civil Society Assessment
- LER II CB020: Malawi Local Government Accountability and Performance (LGAP) Midterm Performance Evaluation
- LER II CB021: Ukraine Democracy and Governance (DG) East Midterm Performance Evaluation
- LER II CB022: Civil Society and Media (CSM) Media Assessment Toolkit Update

New taskings that began in Year 3:

- LER II CB023: Impact Evaluation (IE) Retrospective
- LER II CB025: Georgia Good Governance Initiative (GGI) Midterm Performance Evaluation
- LER II CB026: Asia Pacific DRG Covid-19 Virtual Conference
- LER II CB027: Ukraine Health Reform Support (HRS) Midterm Performance Evaluation
- LER II CB028: Rwanda Subnational Public Financial Management (PFM) Political Economy Analysis (PEA)
- LER II CB029: Justice, Rights and Security (JRS) Rule of Law (ROL) Videos
- LER II CB030: Cote D’Ivoire Political Transition and Inclusion (PTI) Final Evaluation
- LER II CB031: Retrospective of United States Agency for International Development (USAID) Response to Pandemic-Enabled Democratic Backsliding
- LER II CB032: Ukraine Media Program Ukraine (MPU) Midterm Performance Evaluation
- LER II CB033: Liberia Civic Education IE
- LER II CB035: Evidence & Learning (E&L) Utilization Measurement Analysis (UMA)
- LER II CB036: Zimbabwe Social Movements Evaluation/Assessment
- LER II CB037: E&L Mission Use of Evidence (MUSE)
- LER II CB038: Ukraine Domestic Oversight of Political Processes (DOPP) Final Performance Evaluation
- LER II CB039: Armenia Civic Education IE
- LER II CB040: Policy, Coordination and Integration (PCI) SL PEA Literature Review
- LER II CB041: Zimbabwe DG Development Objective (DO) Performance Evaluation

Table 1 shows a summary of evaluation, assessment, communication, and other research products completed throughout the life of the Task Order.

<table>
<thead>
<tr>
<th>TABLE 1</th>
<th>IN PROGRESS</th>
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<td>9</td>
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In all taskings, Cloudburst sought to bridge research and practice by sharing reflections on the results of analyses with multiple audiences including donors, practitioners, and fellow researchers. This is a core tenet of Cloudburst’s research framework.
CURRENT TASKING STATUS REPORT

KNOWLEDGE DISSEMINATION AND EVENTS

TASKING CB.002—DISSEMINATION

Activities under the Dissemination tasking included Learning Digest newsletters, a video primer on democracy and economic development still being developed, and ad hoc communications deliverables for the Evidence and Learning Team. Each activity is detailed below.

LEARNING DIGESTS

In Year 3, Cloudburst produced or supported the development of numerous Learning Digest monthly newsletters (#14–#23) in coordination with the Evidence and Learning Team.

- **Learning Digest #14 (November 2020)** highlighted the scale and scope of gender-based violence around the world, how it has escalated during the COVID-19 pandemic, the measures that USAID and partnering organizations are taking in response, and USAID-commissioned resources and proposed recommendations for addressing it.
- **Learning Digest #15 (December 2020)** addressed opportunities and challenges concerning disability-inclusive governance. It highlighted the numerous societal barriers that people with disabilities confront and the important role good governance practices can play in empowering them.
- **Learning Digest #16 (January 2021)**, the Martin Luther King, Jr., Commemoration Edition, explored minority rights, highlighting the intrinsic value of diversity and the need for inclusion and equity, the value of human rights tools, and the potential of social movements addressing injustice and exclusion to change public perceptions and social norms.
- **Learning Digest #17 (March 2021)**, the International Women's Day Edition, explored women's political participation and "Not Waiting Another Century to Attain Equality," outlining the need to address women's day-to-day challenges and analyzing the benefits of women's agency and the value of gender analysis to counter violent extremism, among other issues.
- **Learning Digest #18 (April 2021)** shared highlights from the first DRG Annual Learning Forum, in which academics and practitioners alike presented current evidence and key programming implications.
- **Learning Digest #19 (June 2021)** explored USAID’s Access to Justice programming and people-centered justice approach.
- **Learning Digest #20 (July 2021)** was the annual metrics edition, highlighting the latest tools for measuring trends in the DRG sector.
- **Learning Digest #21 (August 2021)** was a newsletter about public opinion surveys and their use in painting a picture of where democracy stands and pointing out ways to protect and strengthen democracy.
- **Learning Digest #22 (October 2021)** discussed government and social auditing as tools for transparency and accountability. At the end of September, this issue had not yet been cleared for distribution.
- **Learning Digest #23 (November 2021)** discussed Countering Trafficking in Persons, exploring prevention and protection aspects of interventions. At the end of September, this issue had not yet been cleared for distribution.

DRG VIDEO PRIMER: DEMOCRACY AND ECONOMIC DEVELOPMENT
In January 2021, Cloudburst began conversations with the Evidence and Learning Team about a new direction for the DRG Video Primer series. Previously envisioned as six episodes of a lighthearted news show, the Evidence and Learning Team asked Cloudburst to watch examples of animated educational videos they liked, and together determine a different style. Ultimately, the team decided on a visually immersive style featuring an off-screen narrator, with animation potentially interspersed with photographs and video clips.

The script for the first video, whose topic is Democracy and Economic Development, was largely complete by the end of Year 3, and the video is being narrated and animated for approval scheduled for the first quarter of Year 4. The video compares and contrasts democratic vs. autocratic styles of governance, highlighting characteristics of democratic systems and institutions that lead to economic development.

Figure 1. Still image from the Democracy and Economic Development video primer, expected to be completed in the first quarter of Year 4. Image credit: Jamie Parreno

AD HOC COMMUNICATIONS PRODUCTS

Cloudburst created several ad hoc communications products throughout the fiscal year, including:

- A set of four DRG Program System icons for the Evidence and Learning Team to use in presentations and documents.
- A set of six infographics that capture the process and key findings from the DRG Center’s 2016–2017 Learning Agenda. They include: Learning Agenda Overview, Participation and Inclusion, Transparency and Accountability, Human Rights, DRG Integration, and Theories of Democratic Change.
- An infographic for the “Incorporating Regional Dynamics in CVE Programming in Pakistan” report, not yet posted publicly.
- A template for the upcoming release of USAID’s new rule of law policy. The document will be formatted in Year 4 once the policy is cleared by USAID.
ANCILLARY STUDIES

TASKING CB.006—ELECTORAL ASSESSMENT FRAMEWORK
In Year 1 of the Task Order, the Elections and Political Transitions team at the DRG Center issued a tasking to develop an Electoral Assessment Framework to help DRG officers identify key needs and assess the electoral and political environment in host countries and provide a basis for identifying strategic approaches and programming options in the Elections and Political Transitions area.

In Year 3, Cloudburst completed the Electoral Assessment Framework: A Tool to Assess Needs, Define Objectives, and Identify Program Options and its Companion Toolkit for Assessment Teams. The Framework and Toolkit were cleared in October 2020, and the guide was formatted in InDesign and posted publicly. The tasking closed in April 2021.

TASKING CB.007—SL/DRG INTEGRATION
In Year 1 of the Task Order, the DRG Center and the SL team issued a new tasking to improve the integration of SL and DRG programming. Cloudburst was commissioned to assess and define overlap between these sectors via a systematic SL programming review, an SL/DRG cross-sectoral guide, and three mission primers for USAID/Philippines, USAID/Mexico, and USAID/Madagascar targeting key programmatic synergies and opportunities for integration.

In Year 3, Cloudburst completed the final sets of revisions to the SL guide and formatted the document in InDesign. The cleared Cross-Sectoral Guide: Sustainable Landscapes & Democracy, Human Rights, and Governance was posted to the DEC in April 2021.

Cloudburst’s final activity under this tasking was to plan and host a one-hour-long virtual launch event. The event took place in mid-April 2021 and included a short presentation from the lead author of the Guide and USAID SL staff, as well as a panel with representatives from USAID Missions. The event was attended by over 125 USAID staff. Following this event the tasking closed in April 2021.

TASKING CB.014—UKRAINE NEW JUSTICE ACTIVITY MIDTERM PERFORMANCE EVALUATION

Cloudburst completed a tasking issued by USAID/Ukraine to conduct a midterm evaluation of USAID/Ukraine’s New Justice Activity. The purpose of the evaluation was to assess the relevance and effectiveness, as well as efficiencies and unintended effects, of New Justice activities focused on 1) advancing judicial reform, 2) building public confidence in the judiciary and sector reform processes, and 3) strengthening judicial self-governance, particularly judicial discipline. The
evaluation identified New Justice approaches, tools, and/or methodologies applied in the three focus areas that have significant potential for advancing Ukraine’s judicial reforms during the current Zelensky administration.

Cloudburst reviewed USAID/Ukraine’s Statement of Differences with the evaluation report, prepared a response, and updated the final evaluation report posted to the DEC to include this information in an annex. The tasking then closed in November 2020.

**TASKING CB.015—DOMINICAN REPUBLIC F/GBV LITERATURE REVIEW AND REVIEW OF HRGP F/GBV PROGRAM**

In October 2020, the final literature review and midterm review of the HRGP program were approved and posted to the DEC. Cloudburst was then tasked with creating a draft Post-Evaluation Action Plan (PEAP) for USAID/Dominican Republic. Cloudburst drafted this PEAP, which the Mission then approved prior to the close of the tasking in October 2020.

**TASKING CB.016—BELARUS CIVIC ENGAGEMENT PROJECT MIDTERM PERFORMANCE EVALUATION**

Cloudburst completed a tasking issued by USAID/Belarus to conduct a midterm performance evaluation of USAID/Belarus civil society capacity-building activities. This evaluation assessed the relevance and effectiveness—as well as efficiencies, sustainability, and unintended effects—of civil society capacity-building activities. The evaluation identified both favorable and restrictive factors that could have influenced the effectiveness of the activities.

Cloudburst revised the evaluation report in response to USAID/Belarus feedback and redacted the final report to remove sensitive information for public posting. Cloudburst also produced a draft PEAP to inform USAID/Belarus’ incorporation of the evaluation recommendations into future programming.
Finally, Cloudburst produced three two-page summary documents—one for each activity in the Civic Engagement project—summarizing key findings and recommendations from the report, and completed one round of revisions. These summaries will be used by the Mission to share the evaluation findings and recommendations with a wider audience. The two-pagers were translated into Russian and approved, and the tasking was closed. As of the end of Year 3, materials were not yet posted publicly on the DEC.

**TASKING CB.017—NIGERIA EMB ASSESSMENT**

Cloudburst concluded key informant interviews (KII’s) and online expert survey data collection in mid-October 2020, resulting in interviews with 41 key informants, 625 responses to the State Election Expert Survey, and 55 responses to the National Election Expert Survey. Cloudburst completed an out-brief presentation and then submitted the findings report. The team also held three virtual feedback sessions with small groups of stakeholders, including the International Foundation for Electoral Systems, Independent National Electoral Commission (INEC), European Centre for Electoral Support, and various civil society organizations (CSOs) and donors to discuss the research findings and recommendations. The assessment team also drafted a memo for USAID/Nigeria’s Peace and Democratic Governance Office summarizing its assessment of the organizations that provide electoral management body assistance (as discussed above), their comparative strengths and weaknesses, and which one(s) is best positioned to implement the recommendations.

In Quarter 3, Cloudburst finalized the findings report and posted it to the DEC. The evaluation team (ET) presented the findings to the INEC chair and other high-profile INEC representatives. The presentation helped socialize the findings and built buy-in with a key government partner. To accompany the presentation, Cloudburst summarized the key findings in three infographics on the evaluation findings on INEC’s level of trust and credibility, as well as assessment recommendations. Infographics were posted to the DEC and distributed to the Government of Nigeria and implementing partner stakeholders. At the close of Year 3, the tasking remains open to explore options for additional data analysis to deplete the remaining tasking funds.

**TASKING CB.018—ZIMBABWE MEDIA ASSESSMENT**

In Q4 of Year 2, Cloudburst received a tasking from USAID/Zimbabwe to conduct a media assessment to understand the latest developments in Zimbabwe’s media sector and its place in ensuring accountability to inform USAID/Zimbabwe’s planning for potential assistance in this area. A key objective of this research is to understand to what extent the media operate as an independent check on the institutions, public and private, that drive Zimbabwe’s political, social, and economic landscapes.
In Year 3, Cloudburst completed a hybrid of virtual and in-person fieldwork and delivered an out-brief presentation to Mission personnel. Field research involved 70 interviews with 87 interviewees (male: 63, female: 24). The interviewees were selected to gather together the views of key players and stakeholders within the media sector, including relevant government stakeholders (as feasible), CSOs, and donors. The assessment team then prepared a draft report outlining its findings, submitted it to USAID for review, and returned a revised draft incorporating USAID feedback. The team then prepared a findings summary slide deck with associated graphics. The report was finalized and posted for internal USAID access to the DEC. The tasking closed July 2021.

**TASKING CB.019—ZIMBABWE CIVIL SOCIETY ASSESSMENT**

In Q4 of Year 2, Cloudburst received a tasking from USAID/Zimbabwe to complete an assessment of the civil society sector in Zimbabwe. The purpose of the assessment is to present a landscape of the current civil society sector, analyze past DG Office civil society programming, and issue recommendations based on those findings for the 2021–2026 USAID/Zimbabwe Country Development Cooperation Strategy. It includes an assessment of the political economy context as it relates to civil society as well as an assessment of gender, equity, youth, and social inclusion in civil society.

In Quarter 1 of Year 3, USAID/Zimbabwe approved the desk report for the assessment. The in-brief took place in October prior to the start of fieldwork. During five weeks of fieldwork, the assessment team interviewed 64 persons from civil society in Harare, Bulawayo, Mutare, Masvingo, Domboshava, Penhalonga, and Juliusdale representing a wide range of in-country informants, including CSOs, religious organizations, labor unions, community-based organizations, citizen groups, academics, and USAID and other international donor officials. The assessment team conducted both in-person and virtual KIIs, reviewed interview notes, and held weekly check-ins throughout the research period. In-brief and out-brief meetings with staff from USAID/Zimbabwe and USAID/DRG Washington took place October 19 and November 16, respectively. A subsequent follow-on meeting was held with USAID/Zimbabwe on November 19 to deepen the discussion on the findings and recommendations of the field research.

Cloudburst submitted a first draft of the findings report in December 2020. It was revised and finalized in Quarters 2 and 3 and the tasking closed in July 2021.

**TASKING CB.020—MALAWI LGAP MIDTERM PERFORMANCE EVALUATION**

Cloudburst completed a tasking from USAID/Malawi to perform a midterm evaluation of the LGAP Activity. The evaluation measures how the LGAP Activity has performed, to guide future programming. It assesses whether the LGAP is achieving its goal of supporting the Government of Malawi in fulfilling the decentralization policy, including both changes to the form of government (policies, regulations, organizational structures) and the function of government through improved performance.

Following desk report approval, the ET conducted 70 interviews and group discussions over seven weeks from October 26–December 4 in Lilongwe and 10 districts in Malawi. Cloudburst also fielded a survey to beneficiaries in the same sample of 10 districts from October 27–December 9 to reach a larger number of stakeholders and further address the research questions. The ET then led a findings workshop with the implementing partner and project stakeholders to ground truth preliminary results, and delivered an out-brief presentation to USAID/Malawi.
The ET then submitted a draft report and responded to one round of revisions based on USAID feedback. The final report was submitted on March 8, 2021. Using the findings and recommendations from the findings report, a draft PEAP was submitted on March 19, 2021. Once approved, the tasking closed. The remaining funds in the tasking will be returned to USAID/Malawi.

TASKING CB.021—UKRAINE DG EAST MIDTERM PERFORMANCE EVALUATION

Cloudburst completed a tasking from USAID/Ukraine to conduct a midterm evaluation of the Mission’s DG East Activity. The key purpose of this midterm performance evaluation was to determine the efficiency and effectiveness of DG East’s interventions that address its key objectives. This evaluation examined progress and achievements, determined if the interventions under DG East are meeting their intended objectives and outcomes, and provided USAID with tools to effectively utilize lessons learned in future DG sector activity designs.

Cloudburst finalized the team, concept note, and budget for approval. After the concept note was approved, the ET began preparations for fieldwork. The team prepared a desk report that outlined the desk review document list, updated an explanation of the methodology, provided a list of stakeholders to interview, and included draft interview tools. Following approval of the desk report and work plan, Cloudburst applied for and received Institutional Review Board approval of the study protocol. Fieldwork occurred between December 14–18, 2020, and January 18–February 11, 2021. The fieldwork included one in-person and two remote focus group discussions (FGDs) and 69 individual interviews. The ET also made site visits to two cities and five outreach centers where the project is active. Finally, the team conducted surveys of 152 partner and beneficiary organization representatives and 119 project volunteers.

A first draft of the findings report was submitted March 24, 2021, and the ET held a Recommendations Workshop with USAID/Ukraine stakeholders. At the workshop, the participants, including the DG East Activity Contracting Officer’s Representative (COR), discussed the report recommendations and decided which recommendations were accepted, accepted with amendments, or rejected. The event used a Google Jamboard to facilitate the discussion, shown in Figure 3. The discussion from the workshop was incorporated into a first draft of the PEAP. After approval of the final report and PEAP, the report was posted to the DEC for internal viewing and the tasking was closed.

TASKING CB.022—CSM MEDIA ASSESSMENT TOOLKIT UPDATE

Cloudburst was tasked to update an internal USAID media assessment tool. The assessment tool will establish basic parameters for assessing country or regional media systems and will help Missions, Bureaus, and other USAID operating units determine whether, when, where, and how to design and implement media strengthening activities.
During Quarters 2 and 3, Cloudburst completed the desk research phase of the toolkit, developed an outline in collaboration with the CSM team at the DRG Center, completed fieldwork to inform the toolkit, and delivered the first draft. After completion of the first draft and one round of revisions with the CSM team, a workshop with potential end-users was completed. Comments from that event were incorporated into a second draft.

During Quarter 4, two additional rounds of revisions were completed. This included comments from the Deputy Director of the DRG Center as part of the clearance process. Final approval of the draft toolkit is expected in Q1 of Year 4, after which Cloudburst will complete the design document for the final toolkit.

TASKING CB.023—IE RETROSPECTIVE

In Q1 of Year 3, Cloudburst received a tasking from the DRG Center to write a retrospective of IEs that the DRG Center conducted that 1) provides an understanding of key challenges and lessons learned from both completed and uncompleted IEs, 2) assesses how the IEs have been used, and 3) provides recommendations on how to approach future evaluations to improve their execution and utilization in the context of USAID DRG assistance.

Upon approval of the concept note and budget, the retrospective team developed a work plan, including qualitative and quantitative survey instruments and a proposed list of KIs. The ET reviewed IE documentation for 28 completed and ongoing DRG impact evaluations. The ET also developed and launched an online survey and sent it to roughly 120 stakeholders involved in the various IEs, including USAID CORs, implementing partners, evaluators, and principal investigators. The team also conducted an FGD with an evaluating partner and a KII with a USAID stakeholder.

In Quarter 2, the team conducted KIs and FGDs from January 4–February 22, 2021. Key informants include personnel from other institutions conducting IEs (e.g., World Bank, Department of Labor); current and former DRG Center staff; and staff from the Bureau of Planning, Policy, and Learning. In addition, for each of the case study IEs, the research team sought the perspectives of academic principal investigators, DRG Center Learning Partners, relevant USAID Mission staff, and implementing partner staff. Accounting for both individual interviews and group discussions, qualitative data include perspectives shared by 64 individuals.

The team also conducted a quantitative survey with individuals across all key stakeholder groups for each DRG Center IE. Individuals who were adequately involved in the IE to speak knowledgeably about the process, findings, and use were included in the survey target population. This approximately 30-minute online survey was distributed via Qualtrics between December 22 and February 26 and included questions about IE use, lessons learned, and recommendations. It employed a conjoint experiment in which the ET presented combinations of IE characteristics for two hypothetical IEs and gauged which specific components of IEs respondents prefer. Of 127 individuals invited to respond to the survey, 80 participated, yielding a response rate of 63 percent.

The ET used multiple techniques to summarize findings relevant to the retrospective questions. For the survey data, the team examined descriptive statistics (e.g., means, crosstabs) to obtain statistical profiles of the samples and to identify significant differences by stakeholder group, and analyzed the results of the conjoint survey experiment. For the qualitative data collected through interviews and group discussions, the team organized data into a structured set and used broad thematic coding to identify common responses and significant themes to answer the evaluation
questions. The ET drew from these data patterns as well as illustrative quotes and organized findings in tables.

For both qualitative and quantitative data, the team disaggregated findings along relevant dimensions such as stakeholder group and IE to conduct subgroup analyses and identify trends by stakeholder group. Findings were drafted into a Retrospective Report that was shared in early March.

The team prepared a session for the DRG Center’s Learning Forum, which was held on March 18, 2021. The session included a presentation of high-level findings and recommendations, as well as a panel discussion with representatives from each stakeholder group. The presentation was attended by several hundred USAID DRG staff members and learning partners. The report and two-pager were also highlighted in the April 2021 Learning Digest.

In Quarter 3, the report and two-page summary were finalized and posted to the DEC. In Year 4, the team will revisit the report to incorporate lessons from IEs that are currently in progress.

**TASKING CB.024—HRSM RRM MIDTERM PERFORMANCE EVALUATION**

At the end of Quarter 1, Cloudburst received a tasking to conduct a midterm evaluation of the RRM of the HRSM. The HRSM RRM is a tool for Missions and implementing partners to quickly provide targeted, short-term assistance to local actors as they respond to urgent crises or otherwise operate within limited windows of opportunity. The midterm performance evaluation will determine the effectiveness of the RRM, identify its strengths and weaknesses, provide recommendations for improvement, and inform other USAID RRM.

During Quarters 2 and 3, Cloudburst held kick-off meetings with relevant USAID actors and received approval for the workplan. The ET completed fieldwork, including 30 KII and a mini-survey distributed to USAID and implementing partner staff. Cloudburst presented preliminary findings and submitted a draft findings report and two-pager.

During Quarter 4, Cloudburst revised both the findings report and two-pager twice with comments from the JRS Team at the DRG Center. Final approval of the report and two-pager are expected in the next quarter.

**TASKING CB.025—GEORGIA GGI MIDTERM PERFORMANCE EVALUATION**

In Quarter 1, Cloudburst began a midterm performance evaluation of the Georgia GGI. The purpose of the evaluation is to: a) examine the appropriateness of the activity’s design for the development context; b) assess efficiency and effectiveness in advancing key reforms and of select interventions; and c) provide recommendations on reform topics and technical approaches that USAID should continue to support in the future.

After the concept note was approved and a kickoff call took place, the ET began the desk review and workplan. The workplan includes the evaluation questions and matrix, research approach, data collection tools, KII list, and list of documents to be reviewed. The workplan was approved on March 19, and fieldwork began on March 29. Fieldwork consisted of virtual KII and FGDs with at least 40 key informants from the Government of Georgia, CSOs, USAID, and development partners.
Fieldwork began March 29 and continued through the month of April. Interviews were all conducted remotely. Ultimately, the ET spoke with 60 stakeholders from the Government of Georgia, Parliament, CSOs, and development partners. After an outbrief with USAID/Georgia, the team drafted a findings report that addressed GGI’s design and scope, efficiency and effectiveness, capacity-building, and donor coordination. After multiple rounds of revisions, the report was finalized in Quarter 4 and posted to the DEC. The team also led a final presentation for the USAID/Georgia Mission Director and other Mission leadership and submitted a draft PEAP. The tasking closed in September 2021.

TASKING CB.026—ASIA PACIFIC DRG COVID VIRTUAL CONFERENCE

During Quarter 2, Cloudburst received a tasking to support USAID’s DRG programs and missions in the Asia and Pacific regions by hosting a virtual conference. The goal of the conference was to help identify opportunities for engagement germane to COVID-19-related programmatic adaptation and to discuss both democratic backsliding and resilience.

Cloudburst and the USAID Conference Organization Team conducted initial pre-conference research and analysis. This included reviewing and analyzing a quantitative survey for USAID Mission staff, participating in ten KII's with USAID stakeholders, and holding weekly calls with the Conference Organization Team.

After the preliminary research, three tracks arose based on the content of most interest to participants, which were: democracy issues (including democratic backsliding, disinformation, and misinformation), COVID-19 adaptations (such as gender-based violence programming and how to support civil society), and professional development.

In April and May of 2021, the team finalized the conference agenda, prepared conference sessions and speakers, and developed the virtual conference platform on Whova. The three-day virtual event took place May 18-20, 2021. It was attended by more than 100 participants each day and had 18 unique sessions including three plenary sessions with special keynote speakers from USAID’s leadership. The conference was generally well-received, particularly by Foreign Service Nationals who may not have been invited or able to travel to attend an equivalent DRG Conference were it held in person in Washington, DC or an Asia regional hub city. As shown in Figure 4, 51 percent of respondents to the post-conference survey scored the conference quality as a four on a five-point scale.

Following the conference, a 10-page summary report was written to capture lessons learned, recommendations, and opportunities for USAID to consider moving forward. The report was drafted and posted to the DEC in Quarter 4.
In the second quarter, Cloudburst received a tasking request from USAID/Ukraine to conduct a midterm performance evaluation of the HRS Activity. Through this evaluation, Cloudburst will analyze and document USAID’s contributions to health reform through HRS, the strengths and weaknesses of HRS efforts, and opportunities for future investments in health reforms—including health financing and eHealth as well as other interventions reducing corruption in the sector.

In Quarter 3, the Ukraine HRS Activity Midterm Performance Evaluation began with a kickoff call on April 1, 2021. The ET immediately began desk research and prepared a workplan with a detailed methodology, qualitative and quantitative instruments, and a KII list. The workplan was approved in May and fieldwork began on May 25, 2021 and continued into the first week of July. During fieldwork, the team traveled to Kyiv, Lviv, Poltava, Zhytomyr, and Kramatorsk and spoke with stakeholders from national and regional government agencies, hospitals and healthcare providers, CSOs, and USAID. Ultimately, the team interviewed 93 key informants and 37 FGD respondents.

Cloudburst also designed and administered an online survey to HRS trainees, doctors, and patients. The survey gauged the satisfaction of medical workers and their patients with the healthcare system in Ukraine, their experience with budgeting and financing of the healthcare providers, the use of the eHealth system, the accessibility of medical care, and the perception of existing corruption at the national and regional levels.

The draft report was submitted in early August, and revisions will continue through Q1 of Year 4. Once the report is final, the team will hold a final workshop with USAID/Ukraine and submit a draft PEAP.

**TASKING CB.028—RWANDA SUBNATIONAL PFM PEA**

At the end of March 2021, Cloudburst received a tasking from USAID/Rwanda to conduct a PEA to inform the design of a PFM Activity in Kayonza District. The purpose of the PEA is to help USAID/Rwanda understand communication flows and power dynamics associated with public
budgeting and planning decisions, as well as the communication flows between external stakeholders and district, sector, and cell levels of government.

In Quarter 3, Cloudburst developed a concept note and budget and held a kickoff call with USAID/Rwanda at the beginning of June. In June, the PEA team began secondary research and submitted a workplan. Due to an increase in COVID-19 cases in Rwanda and a nationwide travel lockdown, the team pivoted from the original design (which involved international travel by the PEA specialist) to a new design that involved hiring two research assistants from Kayonza District. Interviews were conducted virtually through Zoom, WhatsApp, and Google Meet, as well as in person, led by the team lead and the two research assistants. This change made it impossible to conduct the in-person mapping exercise of the budgeting process originally envisioned, but the team was still able to develop a process map to illustrate the PFM process. Fieldwork took place in August and September, and the first draft of the report will be submitted in October 2021. The report will be finalized and published in Year 4, and the team will present findings to the Mission.

**TASKING CB.029—JRS ROL VIDEOS**

At the end of March 2021, Cloudburst received a tasking from the DRG Center JRS Team to create two informational videos to promote USAID’s new approach to ROL and its people-centered justice approach. As of the end of the fiscal year, a script for the first video was tentatively completed in collaboration with the JRS Team, and the Cloudburst visual communications team began creating the video combining audio narration with an immersive combination of text treatment and historical footage and photos. The video should emerge in close proximity with the release of USAID’s new ROL policy based on people-centered justice.

**TASKING CB.030—COTE D’IVOIRE PTI FINAL EVALUATION**

In Quarter 3, Cloudburst was tasked by USAID/Cote d’Ivoire to conduct a final performance evaluation of the PTI activity. PTI’s goal is to contribute to long-term political stability through inclusive political processes by reinforcing efforts to strengthen inclusion and democratic processes. The final performance evaluation will assess PTI’s implementation successes, challenges, and adaptations in encouraging youth and women’s political participation and community-based activities and preventing and countering violent extremism.

During Quarter 4, Cloudburst’s workplan was approved and the team lead traveled to Cote d’Ivoire and the team completed fieldwork, including KIIs with 84 individuals representing 44 organizations, five FGDs with 49 individuals, and visits to five implementation sites across the country. The team presented preliminary findings to the Mission and USAID/DRG representatives. The first draft of the findings report was also submitted and USAID provided comments.

In Q1 of Year 4, Cloudburst will submit a revised findings report and lead a recommendations workshop with the Mission. Finally, the team will prepare a draft PEAP incorporating feedback from the recommendations workshop.
TASKING CB.031—RETROSPECTIVE OF USAID RESPONSE TO PANDEMIC-ENABLED DEMOCRATIC BACKSLIDING

On May 6, 2021, Cloudburst received a tasking from USAID/DRG to complete a retrospective of USAID’s response to pandemic-enabled democratic backsliding. The goal of the study is to derive lessons learned from adapting to pandemic-enabled democratic backsliding. These include lessons both about the process of adapting and about achieving outcomes of countering pandemic-enabled democratic backsliding. Dissemination and post-retrospective activities will aim to ensure that those lessons learned inform USAID’s backsliding response more generally.

Cloudburst recruited a team of academic experts to conduct this activity and prepared and submitted a concept note and budget for approval. After approval of the concept note, the retrospective team began the preparatory phase of the retrospective, preparing the literature review, retrospective matrix, updated explanation of the methodology (including a selection of approximately four case studies), and data collection tools. A member of the retrospective team also participated in a panel discussion at the DRG Officers’ Conference on USAID’s response to second-order effects of the pandemic on DRG on June 24, 2021 and discussed the initial literature review/secondary data analysis in this retrospective and the information gaps that this retrospective hopes to fill.

The team submitted the desk report and workplan for USAID comment and approval. After the approach was approved, fieldwork commenced. This will entail virtual interviews and an online survey. The first round of virtual interviews began in July 2021, with general stakeholders. Virtual interviews for three of the four case studies began the following month, in August 2021. The team also programmed and tested the online survey and began the USAID clearance process prior to survey distribution. In Year 4, Cloudburst will complete fieldwork, including the four case studies, and launch the online survey, targeted to members of the DRG cadre. After fieldwork, the team will draft the retrospective findings report and deliver a presentation summarizing their insights.

TASKING CB.032—UKRAINE MPU MIDTERM PERFORMANCE EVALUATION

Cloudburst received a tasking from USAID/Ukraine on June 7, 2021 to complete a performance evaluation of MPU activities. The purpose of this evaluation is to assess the relevance and effectiveness, as well as efficiencies and unintended effects, of MPU activities. The evaluation
will explain why things happened as they did. MPU has four key objectives: 1) Increase high-quality, engaging content, 2) Increase public demand for quality information, 3) Implement critical media reforms, and 4) Strengthen and sustain key media institutions and processes. This evaluation will focus primarily on assessing the relevance and effectiveness of the MPU interventions in advancing the project's activities under Objectives 1 and 2 intended to increase high-quality, engaging content throughout Ukraine—particularly in the East and South—and increase public demand for quality information.

Cloudburst recruited the ET of local and international experts. Once approved, Cloudburst prepared and submitted a concept note and budget for approval. After approval, Cloudburst began the evaluation with the preparatory phase, culminating in the drafting and submission of the Desk Review and Work Plan, which included the evaluation methodology/design, sampling criteria for qualitative and quantitative respondents (including a preliminary list of interviewees), the data sources and data collection methods, the analysis plan, the methodological limitations, the evaluation timeline and milestones (including an illustrative schedule of meetings, visits, and interviews), and draft interview and survey tools.

Fieldwork occurred between August 2–27, 2021. All fieldwork was remote. Interviews and group discussions with 71 beneficiaries and experts, representing 55 organizations, were conducted virtually via Zoom and/or Google Meet over four weeks. Finally, online survey data was gathered between August 7 and September 7, 2021, from 145 project beneficiaries. The ET also conducted the recommendations workshop with USAID/Ukraine and Internews.

Kudos to the Evaluation Team for the excellent fieldwork under such difficult circumstances (COVID, summer leaves, very busy time in Ukraine, including UA President visit to the US at the end of August where MPU partners were involved), for extremely useful outbriefs to the Mission (on Aug 30) and MPU (on Sept 8) and really worthy recommendations!

—USAID/Ukraine Evaluation Manager

Following fieldwork, the ET completed the analysis and submitted a draft report. In Year 4 Quarter 1, Cloudburst will make one round of revisions based on USAID feedback and prepare and submit the draft PEAP.

TASKING CB.033—LIBERIA CIVIC EDUCATION IE

On June 24, 2021, Cloudburst received a tasking from USAID/Liberia to conduct a “pilot to scale” IE of components of USAID’s Liberia Elections and Democracy Activity implemented by Democracy International to inform adaptation and scale decision-making. Objective 2 of this activity is improved civic knowledge and sense of civic duty, and result 2.1 is improved civic education of grade 1–6 students.

This tasking is divided into a base tasking and two options for the potential IE. For the base tasking, Cloudburst will complete an evidence review and an evaluability assessment, help lead an IE workshop, and produce an evaluation design memo. Separate options may be exercised to 1) conduct a scoping trip and produce a formal evaluation design and 2) carry out the evaluation. In addition to providing insight about the evaluability of the targeted Liberia Elections and
Democracy Activity, the evidence review and baseline data in the base period are expected to provide valuable information to inform the pilot implementation.

Cloudburst recruited the ET and prepared and submitted a concept note and budget for USAID approval. Once approved, the team prepared and submitted an evidence review. The evidence review is a five-page (excluding annexes) document addressing: 1) divergent theories of change in civic education for young cohorts, 2) what works or does not work (if anything), 3) important key contextual/intervening variables that might explain variation in impact effectiveness, and 4) recommendations to USAID/Liberia and DI on the proposed intervention. Cloudburst revised the evidence review according to feedback from USAID and DI.

After submission of the evidence review, the ET began work on the evaluability assessment. The evaluability assessment will confirm that the intervention has an adequately robust theory of change and identify potential challenges with the intervention’s theory of change that could affect results; explore outcome variables, the feasibility of measurement, and potential measurement concerns; identify the population of interest, feasibility of randomization, adequacy of expected sample size, and challenges in randomization and sampling; and explore opportunities for how evidence from the IE can be used.

In Year 4 Quarter 1, Cloudburst will revise the evaluability assessment according to USAID and DI feedback. Cloudburst will also conduct an IE workshop. The purpose of the workshop is to discuss issues raised in the assessment and determine the IE approach. Participants will come from USAID/Liberia, USAID/DRG, DI and its subgrantee UMOVErnent, and the Liberia Ministry of Education. Based on the discussion in the workshop, the ET will write an evaluation design memo detailing the proposed evaluation design and further issues and questions to be explored during scoping and design report development (Option Year 1).

**TASKING CB.034—UKRAINE HRA FINAL PERFORMANCE EVALUATION**

Cloudburst received a tasking request on June 29, 2021 to evaluate HRA efforts focused on the protection of human rights of the conflict-affected civilian population of Donbas and Crimea over the past seven years. The evaluation purpose is to assess HRA’s efficiency and effectiveness in addressing activity objectives and develop recommendations to inform the Mission’s thinking regarding future human rights and transitional justice efforts.

During Quarter 4, Cloudburst submitted a concept note and budget, which were approved. A team of highly qualified international and Ukrainian experts was recruited and developed a workplan. The team began fieldwork, including both KII s and FGDs. The team lead was not able to travel due to concerns over COVID-19, so fieldwork is a hybrid of in-person and remote interviews and focus groups.

During Year 4 Quarter 1, the team will complete fieldwork and present preliminary findings to the Mission. Cloudburst will submit a preliminary findings report, lead a recommendations workshop, and complete a draft PEAP.

**TASKING CB.035—E&L UMA**

Cloudburst received a tasking request on July 7, 2021 to collect past information on the use and non-use of Cloudburst-produced LER II tasking products using a standard approach on behalf of the E&L Team. The purpose of this UMA is to support the E&L Team in improving its work moving forward with the goal of increasing the utilization and dissemination of learning products.
During Quarter 4, Cloudburst developed and submitted a budget, which was then approved. The team held a kick-off meeting with the E&L Team to better understand the goals of the tasking and inform the workplan. To gather comparable data, the Cloudburst team worked extensively with the team from NORC/Social Impact doing the same data collection to develop a shared instrument. As a result, Cloudburst’s timeline was extended to align with NORC/Social Impact’s. A workplan with the shared data collection instrument was then submitted.

In Year 4 Quarter 1, the workplan will be approved and fieldwork will commence. Fieldwork will include a first set of interviews with main points of contact for the 23 taskings being considered. After a mid-point call with the E&L Team, a second set of interviews will be conducted to validate findings and add additional viewpoints on utilization. Finally, the team will present findings and submit a findings report.

**TASKING CB.036—ZIMBABWE SOCIAL MOVEMENTS EVALUATION/ASSESSMENT**

In July 2021, USAID/Zimbabwe’s DG Office commissioned Cloudburst to conduct 1) an assessment of the history and current state of social movements in Zimbabwe; 2) an evaluation of the DG Office’s past social movement program, Fostering Fundamental Rights and Freedoms in Zimbabwe, and the extent to which it was able to influence or support social movements in Zimbabwe; and 3) analysis of whether and how, drawing from the evaluation, USAID might reasonably support social movement(s) for political reforms in Zimbabwe. The findings will inform future programming in this area.

A workplan was submitted at the end of September and a literature review will be submitted in early October 2021. Fieldwork will begin in October and continue through November.

**TASKING CB.037—E&L MUSE**

In mid-July 2021, the DRG Center E&L Team commissioned a qualitative and quantitative study of evidence and specifically research evidence utilization in USAID DRG project and activity design. The study focuses on both the use and the generation of evidence. On the use side, the goal of this study is to understand how evidence is or is not used to inform activity designs, the obstacles to greater evidence use, and how evidence could be better integrated into activity design. On the generation side, the study seeks to understand how activity design teams plan research, evaluation, and learning and to identify ways in which evidence and evaluation planning could be improved. This research is expected to inform the DRG Center’s strategy to promote the use of evidence and to improve evidence and evaluation planning in the field.

The research is designed in three stages. The first is preliminary KIIs and desk review, the second phase is a quantitative survey for USAID activity designers, and the third stage involves a case study approach. The research team began work in September and developed a KII tool and a list of key informants. The team also began desk research. In October, the team will begin conducting KIIs with the first fifteen KIIs.

**TASKING CB.038—UKRAINE DOPP FINAL PERFORMANCE EVALUATION**

Cloudburst received a tasking from USAID/Ukraine on July 15, 2021 to complete a performance evaluation of DOPP activities. The purpose of this evaluation is to 1) assess the efficiency and effectiveness of OPORA in addressing activity objectives and 2) develop recommendations to inform the Mission’s thinking regarding future investments in domestic oversight of political processes. Of DOPP’s three objectives, this evaluation will focus primarily on Objectives 1 and 2:
1. Fairness and integrity of key elections in Ukraine improved through domestic monitoring.
2. Political process legislation developed and implemented in a more inclusive and transparent manner to better conform to European standards.

The Mission will use the findings, conclusions, and recommendations of this evaluation to assess OPORA’s performance and to inform decisions regarding the Mission’s future investments in domestic oversight of political processes.

This year, Cloudburst recruited the ET of local and international experts and prepared and submitted a concept note and budget for approval. Once approved, Cloudburst began the evaluation with the preparatory phase, culminating in the drafting and submission of the Desk Review and Work Plan, which included the evaluation methodology/design, sampling criteria for qualitative and quantitative respondents (including a preliminary list of interviewees), the data sources and data collection methods, the analysis plan, the methodological limitations, the evaluation timeline and milestones (including an illustrative schedule of meetings, visits, and interviews), and draft interview and survey tools. Fieldwork in this evaluation began on September 30, 2021.

In Year 4 Quarter 1, Cloudburst will complete fieldwork, including an out-brief presentation with USAID/Ukraine. Following fieldwork, the ET will prepare and submit the draft findings report.

**TASKING CB.039—ARMENIA CIVIC EDUCATION IE**

In Quarter 4, USAID tasked Cloudburst with conducting an evaluability assessment of a potential IE on civic education in Armenia. The purpose of this evaluability assessment is to ensure that the Armenia Civics for Engagement Activity’s interventions are appropriate for an IE and that the IE will be useful for informing decision-making throughout the life of the activity and any follow-on activities.

Cloudburst developed a concept note and budget for the evaluability assessment. Cloudburst also proposed a team of highly qualified academic experts, augmented with an Armenian civic education advisor. In Year 4 Quarter 1, the team will complete an evidence review and an evaluability assessment, help lead an IE workshop, and produce an evaluation design memo.

**TASKING CB.040—PCI NATURAL CLIMATE SOLUTIONS (NCS) PEA LITERATURE REVIEW**

In September 2021, Cloudburst was tasked by USAID with completing a literature view of PEAs in the NCS sector. The purpose of the literature review is to inform the Agency’s new climate programming, which has a focus on citizen engagement and governance. The literature review, and subsequent technical note, will explore previous work on PEAs in NCS to illustrate to Missions how PEAs can be used to inform their programming and stand as a reference for future PEAs in the NCS sector.

During Year 4 Quarter 1, Cloudburst will develop an outline for the literature review in collaboration with the NCS team, write the literature review, and produce a user-friendly technical note for dissemination purposes.

**TASKING CB.041—ZIMBABWE DG DO PERFORMANCE EVALUATION**

At the end of September, USAID/Zimbabwe’s DG Office tasked Cloudburst to conduct a Portfolio Performance Evaluation of DG’s achievement of DO 3, “Improved Accountable, Democratic
Governance that Serves an Engaged Citizenry,” to determine whether and to what extent it achieved intended results and to propose recommendations for future programming. The evaluation will assess program results and outcomes/effects, achievements, and factors that contributed to/against progress, as well as determine the effectiveness and efficiency of implementation processes. The evaluation will also serve to document lessons learned over the past five years, identify best practices, and make recommendations that inform potential future programming.

Cloudburst will begin work on this tasking in Year 4.

PROJECT MANAGEMENT AND ADMINISTRATIVE STATUS

TASKING CB.001—BASIC MANAGEMENT FUNCTIONS

Throughout the year, Cloudburst provided technical input and project support to the taskings above, including weekly meetings with the COR and ACOR. There were no changes in Cloudburst’s key personnel. On the USAID side, Andrew Colburn was officially designated as COR in October, before departing the Evidence and Learning Team at the end of December. Blair King, the ACOR, conducted contract management through the end of Year 3. In January, a discussion with Blair King regarding task order management resulted in the decision that the COR would no longer do line-by-line editing to expedite deliverable reviews; instead, Cloudburst and tasking customers would be responsible for that editing.

COMPLETED TASKINGS

YEAR 3

The following taskings have been completed during Year 3.

TASKING CB.004—Zimbabwe Political Party Assessment

TASKING CB.006—Electoral Assessment Framework

TASKING CB.014—Ukraine New Justice Activity Midterm Performance Evaluation

TASKING CB.015—Dominican Republic F/GBV Literature Review and HRGP Midterm Review

TASKING CB.016—Belarus Civil Society Program Portfolio Midterm Performance Evaluation

TASKING CB.018—Zimbabwe Media Assessment

TASKING CB.019—Zimbabwe Civil Society Assessment

TASKING CB.020—Malawi LGAP Midterm Performance Evaluation

TASKING CB.021—Ukraine DG East Midterm Performance Evaluation

TASKING CB.025—Georgia GGI Midterm Performance Evaluation

TASKING CB.026—Asia Pacific DRG COVID-19 Virtual Conference
YEAR 2
The following taskings were completed during Year 2. For details, see the Year 2 Annual Report.
 TASKING CB.003—Armenia Assessments and Infographics
 TASKING CB.008—Global Labor Future of Work Evidence Review
 TASKING CB.010—Ukraine Parliamentary Sector Assessment
 TASKING CB.012—Global Labor Program Performance Review and Related Evidence Review on Selected Topics
 TASKING CB.013—Sudan DRG Assessment

YEAR 1
The following taskings were completed during Year 1. For details, see the Year 1 Annual Report.
 TASKING CB.005—Global Labor Collective Action Evidence Review
 TASKING CB.009—Global Elections and Political Transitions Program Review

SUCCESEES, CHALLENGES, AND LESSONS LEARNED
This year, Cloudburst continued to provide high-quality research in a timely and cost-effective way. Through regular, clear communication with the COR and USAID activity managers, Cloudburst has been flexible and responsive to client needs and adhered to project timelines and budgets. Successes, challenges, and lessons learned are detailed below.

REFINED VIRTUAL FIELDWORK PRACTICES
This year, Cloudburst completed fieldwork in nine evaluations and assessments. Due to the ongoing COVID-19 pandemic, in the majority of cases (seven evaluations and assessments), fieldwork was completed virtually in whole or part. This circumstance allowed Cloudburst to refine virtual fieldwork practices in Year 3, including developing a common fieldwork status report template, incorporating automatic transcription of recorded interviews (where appropriate) to facilitate rapid notetaking, supporting the simultaneous translation of virtual interviews, and deploying customized hybrid field strategies that involve both virtual interviews led by an international team lead and in-person site visits by in-country staff.

IMPROVED QA/QC PROTOCOLS
In the past year, Cloudburst improved and standardized QA/QC protocols to ensure all learning products meet a high level of excellence. All findings reports and other deliverables are reviewed for accuracy, clarity, and proper use of methodology either by a Cloudburst research specialist or an outside consultant with expertise in the subject matter. The reviewer, tasking manager, and ET then work together to revise the learning product. Cloudburst has developed a checklist for these QA/QC protocols to guide the reviewer, guaranteeing a consistent standard between reviewers and taskings. The checklist includes items such as the presentation of evidence in support of the findings, structure, and actionable recommendations.
CULTURALLY APPROPRIATE TRANSLATION OF RESEARCH INSTRUMENTS

In a September 30 meeting ACOR Blair King and technical specialist Mousumi Sarkar discussed translation best practices with the Cloudburst team. Ms. Sarkar outlined the use of committee translation to ensure accurate and culturally appropriate data collection instruments. Cloudburst confirmed its practice of using multiple translators. In future taskings, the precise protocol for translation of instruments will be more clearly detailed in reporting.

QUALITATIVE RESEARCH METHODOLOGY

The accurate and thorough presentation of evidence on which to base findings was also discussed in the same September 30 meeting. Cloudburst noted the preference for including evidence in findings, separating interpretation of that evidence in conclusions, and ensuring the connection between evidence, interpretation, and recommendations are clearly drawn in reporting. As noted in the above discussion of QA/QC protocols, it is part of the review process to ensure that this is clear in all reporting.