



**USAID**  
FROM THE AMERICAN PEOPLE

# QUARTERLY PROGRESS REPORT

## HAITI EVALUATION AND SURVEY SERVICES (ESS) PROJECT

Quarter I, Fiscal Year 2018 (October - December 2017)

Submitted January 31, 2018

Revised September 26, 2018

Contract Number: AID-521-C-17-00002

### **Disclaimer**

This report is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of Social Impact and do not necessarily reflect the views of USAID or the United States Government.

This document was produced for review by the United States Agency for International Development. It was prepared by Social Impact for the USAID/Haiti Evaluation and Survey Services Project.

## TABLE OF CONTENTS

ACRONYMS	ii
INTRODUCTION	i
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
PROJECT STATUS REPORT	i
PROJECT DELIVERABLES	i
TECHNICAL TASKS	2
TECHNICAL TASKS UPDATE	2
PLANNED TASKS FOR NEXT QUARTER	5
IMPLEMENTATION CHALLENGES	5
MAJOR ACCOMPLISHMENTS	6
ANNEX 1: PROJECT STAFF TABLE	0
ANNEX 2: CONTRACT ISSUES AND PROPOSED SOLUTIONS	1
ANNEX 3: REVISED EVALUATION PROCESS MAP	9

## ACRONYMS

ATL	Assistant Team Leader
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DFA	Director of Finance and Administration
EGRA	Early Grade Reading Assessment
EQUI	Evaluation Quality, Use, and Impact
ERP	Early Reading Project
ESS	Evaluation and Survey Services
ET	Evaluation Team
FGD	Focus Group Discussion
FY	Fiscal Year
GOH	Government of Haiti
HBA	Haiti Business Accelerator
HQ	Headquarters
HR	Human Resources
IE	Impact Evaluation
IFMS	Integrated Financial Management Services
IP	Implementing Partner
PE	Performance Evaluation
Q	Quarter
QA	Quality Assurance
SI	Social Impact, Inc.
SOW	Statement of Work
USAID	United States Agency for International Development

## INTRODUCTION

This report updates project activities, particularly achievements and challenges, for the first quarter of fiscal year (FY) 2018, covering the activity period from October 1, 2017 through December 31, 2017.

[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]

## PROJECT STATUS REPORT

### PROJECT DELIVERABLES

In mid-December, ESS submitted the FY18 Q1 Accrual Report, including information on ESS's expenditures, disbursements, and accruals. In addition, during Q1, ESS submitted the following deliverables:

- FY18 Annual Workplan
- FY17 Q4 Quarterly Progress Report

- FY17 Q4 Quarterly Financial Report

## TECHNICAL TASKS

### TECHNICAL TASKS UPDATE

ESS continued its work on two evaluations in Q1: The Integrated Financial Management System (IFMS) final performance evaluation (PE) and Early Reading Project (ERP) impact evaluation (IE). In addition, ESS began work on four new tasks, including two assessments and two evaluations. Through implementation of its initial tasks, ESS is testing and refining its proposed evaluation process to mitigate any weaknesses that could affect its ability to ultimately deliver the high-quality deliverables the Mission expects.

Given the volume of work and the newness of ESS staff to Social Impact (SI) processes and procedures, particularly SI's proprietary quality assurance (QA) process, Evaluation Quality, Use, and Impact (EQUI®), ESS is drawing substantially on SI headquarters (HQ) staff for both project management and QA of these tasks. Throughout the implementation of these tasks, ESS staff are shadowing SI HQ staff to learn and over time assume responsibilities for project management and QA. In addition, ESS field office staff are working directly with consultants to support them throughout the evaluation data collection and analysis phases. A more detailed explanation of the status of these tasks is found below.

### INTEGRATED FINANCIAL MANAGEMENT SYSTEM FINAL PERFORMANCE EVALUATION

USAID approved the complete evaluation team (ET) on October 3. Due to delays in identifying, getting approval for, and onboarding the full ET, ESS submitted the Inception Report and Evaluation Design on the same day, October 16, three days later than anticipated based on the revised evaluation timeline.

The team assembled in Haiti and met with the Mission and Chemonics for in-briefings on October 23 and 24. During the in-briefing with the Mission, the team discussed revisions to the Evaluation Design Report. Based on that discussion, ESS submitted a revised Evaluation Design Report on October 27, which was subsequently approved on October 30. The Inception Report was approved November 8.

With the Evaluation Design approved, the team began data collection. As documented in ESS weekly updates throughout the IFMS Evaluation fieldwork period, data collection was quite challenging. Despite USAID and Chemonics' best efforts, the team was unable to meet with everyone who could provide necessary insight. To obtain as many interviews as possible, data collection was extended by one week and, therefore, did not finish until November 20.

Another challenge ESS faced was the original Sector Specialist's inability to contribute productively to the fieldwork. As a result, ESS was forced to terminate his contract. Unfortunately, it was difficult to hire another person to take his place in time to support the team with data collection, so ESS staff filled the void by providing additional note-taker services so that the team could still conduct two interviews simultaneously, if needed. ESS identified another Sector Specialist, and approved and hired him in time for him to support the team with the data analysis.

Due to team members' and USAID Technical Office prior commitments and the extended data collection period, USAID and ESS agreed that rather than conduct the out-briefing immediately following data collection, before the team had fully analyzed all the data, the out-briefing would take place

following the draft report submission, which took place on December 29. Although this was later than planned, USAID agreed to the delay due to the holidays and the team's travel.

### EARLY READING PROGRAM IMPACT EVALUATION

USAID approved ESS's ERP IE Work Plan on October 6. ESS also requested consent to subcontract from the ESS Contracting Officer (CO) on October 13, which was received on October 20. Likewise, ESS submitted the team members for CO rate and Contracting Office Representative (COR) technical approval on October 23, which was received on November 6.

Due to the extremely tight timeline for completing data collection for the first baseline by early December when exams started and given the lack of ERP background documents on which to base the design, in agreement with USAID, ESS prioritized completion of the Evaluation Design Report over the Inception Report to contend with the extremely tight timeline.

To this end, Andrew Carmona, the ERP IE Project Manager traveled to Haiti for a scoping trip. During this visit, he met with all the ERP Implementing Partners (IPs), the selected research firm, and the Director of the USAID/Haiti Education Office. This trip provided information about where and how the activity would be implemented, which was critical to the design. One key piece of information obtained was the lack of any school listing that could be used for identifying comparison schools. Based on this information, ESS determined that a mapping exercise would be necessary. This exercise identified schools with sufficient numbers of students in grades one and two from which to construct a sampling frame.

Based on the information obtained during the scoping trip as well as the limited program documentation available, ESS submitted the Evaluation Design on November 1 and the Inception Report on November 13. Both capture the entire IE, which includes an initial baseline in the fall of 2017, a second baseline in the fall of 2018, and the endline in the spring of 2018. To date, neither have been approved, nor has ESS received any feedback.

Following the evaluation design development, the next critical step was validating the evaluation tools. Although the entire team was not on board until November 6, the Team Lead and Early Grade Reading Specialist, Joanie Cohen-Mitchell, was approved and onboarded on October 23. That and the timely onboarding of the ESS Logistics and Procurement Manager enabled ESS to host the Early Grade Reading Assessments (EGRA) Tool Validation Workshop in late October. As USAID requested using EGRA tools that had been used in previous evaluations, but that had not been validated by the Government of Haiti (GOH), this workshop was key to ensuring the GOH's acceptance of the ERP IE results. On the workshop's first day, the TL, along with ERP IPs, GOH officials, and reading experts reviewed and revised the tools. The research firm then field tested the revised tools. Finally, the validation workshop participants again reviewed the tools based on the field test results and made final revisions. The resulting tools will be used for the ERP IE.

With the ERP IE tools validated, ESS and its subcontractor were able to hold the enumerator training, as planned during the first week of November. The mapping exercise was completed on the final day of training. Based on its results, the sample was adjusted slightly; nonetheless, ESS was able to start data collection on time on November 13. Despite severe rains in northern Haiti that delayed some data

collection, ESS completed all data collection for the first baseline only one week later than planned, still before the start of exams.

The research firm, working closely with SI's HQ, spent the remainder of Q1 cleaning and preparing the data for analysis.

### AID FOR TRADE ASSESSMENT

On September 26, ESS had its first meeting with the USAID Economic Growth and Agriculture Office (EGAD) to discuss the Aid for Trade Assessment. Through this meeting, and a few others throughout the early part of the quarter, ESS supported USAID in developing the assessment's Scope of Work (SOW). ESS received the final, approved SOW on November 20. Involvement in the SOW development enabled ESS to start its team recruitment process early, with the first interviews being held on October 31. As a result, ESS was able to submit its Work Plan for this task on December 7, well before the 20-day time frame allowed by the contract. ESS submitted its team for CO rate and COR technical approval on the same day. While the Work Plan was approved on December 13 within USAID's two-week review period, the team was not approved until December 21. Unfortunately, due to the holiday, ESS was not able to onboard the team immediately.

### AGRICULTURE ASSESSMENT

As with the Aid for Trade Assessment, ESS had its first meeting with EGAD about the Agriculture Assessment on September 26 and immediately began developing a Request for Proposals (RFP) for a research firm to conduct focus group discussions (FGD) with beneficiaries of successful agriculture projects identified through the assessment desk review process. In addition, ESS supported USAID in the SOW development. ESS received the final approved SOW on December 14. To avoid delays in the team approval process, ESS, in agreement with USAID, submitted proposed candidates for the Assessment Team before submitting the Work Plan and Consultant matrix for CO rate and COR technical approval. The first batch of proposed team members was submitted on December 18. Unfortunately, USAID was only satisfied with the proposed ATL and further informed ESS that they strongly preferred a team in which all members were knowledgeable about Haitian agriculture. This ruled out any possible expat team leads. While all those identified as fluent in French, otherwise qualified, and available are experts in tropical agriculture, none had any direct experience with Haiti. Discussions about how best to staff the Agriculture Assessment continued throughout December.

### LOKAL+ FINAL PERFORMANCE EVALUATION

ESS had its first meeting with USAID about the LOKAL+ evaluation in October and a follow-up one that included the IP in November. This early involvement of the IP will facilitate their collaboration and cooperation throughout the evaluation process. As has become customary, ESS supported USAID in the SOW development and began the recruitment process immediately. ESS received the final approved SOW on November 16 and submitted qualified candidates' CVs to USAID on December 8. ESS subsequently submitted its Work Plan for this task on December 18, four days later than expected because it was waiting for USAID feedback on the proposed team before submitting, and the associated Consultant Matrix for CO rate and COR technical approval on December 22.



[REDACTED]

[REDACTED]

**MAJOR ACCOMPLISHMENTS**

[REDACTED]

**MULTI TASK MANAGEMENT**

During FY18 Q1, ESS has continued to demonstrate its eagerness to work with the Mission to achieve all its planned activities in a timely fashion and at the highest quality possible. ESS has played an increasingly important role in helping the Mission develop high quality evaluation SOWs. Simultaneously, it has worked proactively to identify qualified teams to ensure timely implementation of all tasks. In Q1, ESS implemented two evaluations and began work on two additional evaluations as well as two assessments.

**STRENGTHENING CLIENT RELATIONSHIP**

ESS continues to strengthen its relationship with USAID. During this quarter, ESS identified a series of contract modifications that would better support the Mission’s desired evaluation processes. As part of this effort, ESS also revised the previously developed process map to better reflect USAID’s desired evaluation process to facilitate on-time delivery of high-quality products. See Annex 3 for the revised Process Map.

## ANNEX I: PROJECT STAFF TABLE

HAITI EVALUATION AND SURVEY SERVICES STAFF – POSITION AND DATE OF EMPLOYMENT			
S/N	NAME OF STAFF	POSITION	DATE OF EMPLOYMENT
1	Dr. Jennifer L. Mandel	Chief of Party	5/26/2017
2	Dr. Antoine Wesner	Senior Evaluation Specialist	8/26/2017
3	Ms. Louisena Louis	Evaluation Coordinator and Analyst	10/9/2017
4	Ms. Regine Cornet	Logistics and Procurement Manager	10/16/2017
5	Mr. Patrick Jacques	Senior Driver/Logistics Assistant	10/16/2017
6	Mr. Rood Merveille	Director of Finance and Administration	11/20/2017

## ANNEX 2: CONTRACT ISSUES AND PROPOSED SOLUTIONS

CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE	EXPLANATION	BUDGET IMPLICATIONS
C.4.1.1(e) Evaluation Briefing/Presentation			
<i>The evaluation briefing occurs after the data collection, analysis, and synthesis phase, in the form of a presentation of major and/or preliminary findings to USAID/Haiti and/or other stakeholders in an in-country presentation within 20 business days after the conclusion of fieldwork.</i>	Revise as follows: <i>The evaluation briefing occurs after the data collection, analysis, and synthesis phase, in the form of a presentation of preliminary or major findings to USAID/Haiti and/or other stakeholders in an in-country presentation.</i>	SI would like to remove all references to deliverable due dates and instead insert a table of deliverables in Section F.	N/A
C.4.1.1(g) Final Evaluation Report			
<i>The Contractor must revise the Draft Evaluation Report as per the COR's comments and electronically submit the Final Evaluation Report to the COR within 15 subsequent business days.</i>	Revise as follows: <i>The Contractor must revise the Draft Evaluation Report as per the COR's comments and electronically submit the Final Evaluation Report to the COR.</i>	SI would like to remove all references to deliverable due dates and instead insert a table of deliverables in Section F.	N/A
C.4.1.1(i) Dissemination Plan			
N/A	Insert new section as follows: <i>The Contractor shall provide a dissemination plan as part of the Work Plan and Design Report. It will describe how, through what means, and when results will be shared with relevant stakeholders. The dissemination plan will be developed in collaboration with USAID. Some dissemination deliverables will be translated into French.</i>	SI would like to include the same Dissemination Plan already implemented for surveys to be applied to all other contract components.	Projected increase to cover ODC costs for printing and translation as well as LOE for data visualization
C.4.2(a) USAID/Haiti Mission Wide Final Survey			
<i>The Contractor is expected to conduct a Mission Wide Final Survey during the course of this contract and its general purpose is to assess progress made towards the improvement of infrastructure and energy, the increase in food and economic security, the improvement of the health status and the establishment of a more responsive governance and rule of law in USAID/Haiti implementation areas, namely USG corridors, during the 2011 to 2018 timeframe. Specifically, the USAID/Haiti Mission Wide Final Survey will help answer the following questions: 1) Did the corridor-focused strategy succeed in catalyzing a more stable and economically viable Haiti? 2) Did the USG's choice of infrastructure investments enable economic growth in Haiti? 3) Has the energy choice proved sustainable (e.g. encouraged enough private sector participation)? 4) Did the watershed management approach</i>	Confirm if this activity is still anticipated. If not, SI proposes that this be removed from the contract.		N/A

CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE	EXPLANATION	BUDGET IMPLICATIONS
<p>contribute to agricultural production results and raise targeted incomes? 5) Are SMEs creating new jobs? 6) Did investing in the supply of health services yield better health system utilization? 7) Do the USG's investments in education improve the learning environment in Haiti? 8) Do Haitians have greater voice in the political process? 9) Will improvements in governance withstand changes in administration? This activity is the final step of a baseline that was conducted in 2012 and a Mid-Term Assessment conducted in 2016. Specifics will be requested through the Evaluation Activity Request Document (Attachment J.3)</p>			
C.4.2.1(b) Survey Data Collection Plan			
<p>In response to the COR's written notification of a survey task, within twenty business days, the Contractor shall prepare and submit a survey data collection plan to the COR for approval.</p>	<p>Revise as follows: In response to the COR's written notification of a survey task, the Contractor shall prepare and submit a survey data collection plan to the COR for approval.</p>	<p>SI would like to remove all references to deliverable due dates and instead insert a table of deliverables in Section F.</p>	N/A
C.4.2.1(f) Draft Survey Reports			
<p>The COR will transmit written comments on the draft survey to the Contractor within 15 working days after receiving the draft survey report.</p>	<p>Revise as follows: The COR will transmit written comments on the draft survey to the Contractor.</p>	<p>SI would like to remove all references to deliverable due dates and instead insert a table of deliverables in Section F.</p>	N/A
C.4.2.1(g) Final Report			
<p>The Contractor must submit five hard copies and an electronic copy of a final survey or index report, with all annexes, in English, to the COR within 15 working days after receiving written comments on the draft survey report from the COR.</p>	<p>Revise as follows: The Contractor must submit five hard copies and an electronic copy of a final survey or index report, with all annexes, in English, to the COR after receiving written comments on the draft survey report from the COR.</p>	<p>SI would like to remove all references to deliverable due dates and instead insert a table of deliverables in Section F.</p>	N/A
C.4.2.1(h) Dissemination Plan			
<p>The Contractor shall provide a dissemination plan as an addition to the top line report. It will describe how, through what means, and when it plans to make the results publicly available.</p>	<p>Revise as follows: The Contractor shall provide a dissemination plan as an addition to the top line report. It will describe how, through what means, and when results will be shared with relevant stakeholders. The dissemination plan will be developed in collaboration with USAID. Some dissemination deliverables will be translated into French.</p>	<p>The ESS COR has indicated a desire to have at least some deliverables translated into French. As this was not originally budgeted for, SI would like to clarify expectations for this deliverable.</p>	<p>Projected increase to cover ODC costs for printing and translation as well as LOE for data visualization</p>

CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE	EXPLANATION	BUDGET IMPLICATIONS
<b>C.4.2.1(i) Survey Datasets</b>			
<i>The Contractor shall submit raw data in the appropriate format (Stata, SPSS, etc.) to USAID/Haiti within 45 calendar days of the completion of data collection.</i>	Revise as follows: <i>The Contractor shall submit raw data in the appropriate format (Stata, SPSS, etc.) to USAID/Haiti.</i>	SI would like to remove all references to deliverable due dates and instead insert a table of deliverables in Section F.	N/A
<b>C.5 Format of End Product Components</b>			
<i>(2) e. All written documents will be provided in English in Microsoft Word. Reports must be submitted in Times New Roman 12-point font unless otherwise agreed or directed by the COR.</i>	Revise as follows: <i>(2) e. All written documents will be provided in English in Microsoft Word.</i>	C.5.(2)(d) requires that all reports shall follow the USAID branding and marking requirements, which includes guidance on fonts.	N/A
<b>C.6 Post Award Procedures to Request Specific Evaluations</b>			
<i>The Contractor shall have a period of five (5) business days to review each specific SOW and provide comments or raise questions to the COR. The COR will respond within five (5) business days to the Contractor to resolve any raised issues. The contractor shall submit its Work Plan which must be approved in writing by the COR prior to commencement of any evaluation activity. The Work Plan must be submitted within ten to twenty business days from the written notification of an evaluation activity request issued by the COR.</i>	Remove this section in its entirety.	SI would like to remove all references to deliverable due dates and instead insert a table of deliverables in Section F.	N/A
<i>The Contractor shall submit the activity design document for written COR approval within twenty (20) business days from the date of the COR's written notification of an evaluation activity request. Along with the design document, the Contractor shall submit a detailed budget with narrative and including all other support costs expected for the activity within ten (10) business days. The COR shall review the proposed budget(s) and add the activity to the Work Plan after agreement has been reached on the budget.</i>			
<b>C.7(C) Other Required Personnel</b>			
<i>The Contractor must propose other long-term and short-term personnel consistent with its technical and management approach but, more importantly, these personnel must be applicable to specific technical sectors (e.g. agriculture, health, governance, etc.). Examples of short-term illustrative technical capacities likely needed are listed below. The minimum qualifications/seniority level and daily rate for each position</i>	Revise as follows: <i>The Contractor must propose other long-term and short-term personnel consistent with its technical and management approach but, more importantly, these personnel must be applicable to specific technical sectors (e.g., agriculture, health, governance, etc.). Examples of short-term illustrative technical capacities likely needed are listed below. The minimum</i>	Short-term personnel supporting ordered activities are non-key personnel and SI would therefore like to streamline the process for approvals.	N/A

CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE	EXPLANATION	BUDGET IMPLICATIONS				
<i>would be determined by the type and scope of each evaluation activity.</i>	<i>qualifications/seniority level for each position would be determined by the type and scope of each evaluation activity.</i>						
<b>C.4 End Products</b>							
N/A	Insert new activity component: Collaboration, Learning, and Adaptation	SI would like to respond to USAID's stated desire to incorporate Collaboration, Learning, and Adaptation into the contract to ensure that all tasks associated with this contract are fully used to enhance Mission learning and evidence-based decision-making.	Projected increase				
N/A	Insert new activity component: Capacity Building Workshops for local research firms and evaluators	Section C.8 of the contract states that "local capacity strengthening" is a key objective. "On-the-job" training, which is all that is possible under the current contract, is a necessary, but insufficient means of effectively building capacity. To better ensure transfer of knowledge and skills to local research firms and evaluators, "on-the-job" training should be coupled with formal training through workshops.	Projected increase				
<b>F.4 Reports and Deliverables or Outputs</b>							
N/A	Insert the following table: Contract Management Deliverables Contract management deliverables are to be submitted to the COR by the due dates specified below. <table border="1" data-bbox="741 1203 1318 1360"> <thead> <tr> <th data-bbox="741 1203 951 1260">Deliverable</th> <th data-bbox="951 1203 1318 1260">Due Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="741 1260 951 1360">Annual Work Plan</td> <td data-bbox="951 1260 1318 1360">Within 30 calendar days after each U.S. Government Fiscal Year end, i.e., October 31 of each year.</td> </tr> </tbody> </table>	Deliverable	Due Date	Annual Work Plan	Within 30 calendar days after each U.S. Government Fiscal Year end, i.e., October 31 of each year.	SI would like to clarify the deadlines for these deliverables.	N/A
Deliverable	Due Date						
Annual Work Plan	Within 30 calendar days after each U.S. Government Fiscal Year end, i.e., October 31 of each year.						






CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE		EXPLANATION	BUDGET IMPLICATIONS								
	Quarterly Progress Report	Within 30 calendar days after each U.S. Government Fiscal Quarter, i.e., January 31, April 30, July 31.										
	Annual Report	Within 30 calendar days after each U.S. Government Fiscal Year end, i.e., October 31 of each year.										
	Final Report	Within 60 calendar days after the termination of this contract.										
	Special Reports	As requested by COR.										
	Financial/ Budget	15 calendar days prior to the end of each U.S. Government Fiscal Quarter.										
	Close-out Plan	Six months prior to the contract end date.										
N/A	<p>Insert the following section:</p> <p>Performance and Impact Evaluation and Sector Assessment Deliverables</p> <p>The deliverables detailed in Sections C.4.1.1 and C.4.4.1 shall be submitted according to the due dates below. These dates shall be considered illustrative and will be agreed upon with the COR in each activity scope of work.</p>		<p>SI would like to revise the due dates for these deliverables to best meet USAID's needs.</p>	N/A								
	<table border="1"> <thead> <tr> <th data-bbox="747 1044 947 1092">Deliverable</th> <th data-bbox="947 1044 1308 1092">Due Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="747 1092 947 1174">Evaluation Work Plan</td> <td data-bbox="947 1092 1308 1174">Within 20 business days of COR sending final approved SOW to SI.</td> </tr> <tr> <td data-bbox="747 1174 947 1328">Inception Report</td> <td data-bbox="947 1174 1308 1328">To be determined based on quantity of documents to be reviewed, but typically within 15 business days of Work Plan approval.</td> </tr> <tr> <td data-bbox="747 1328 947 1401">Evaluation Design</td> <td data-bbox="947 1328 1308 1401">Within five business days of Inception Report submission.</td> </tr> </tbody> </table>		Deliverable	Due Date	Evaluation Work Plan	Within 20 business days of COR sending final approved SOW to SI.	Inception Report	To be determined based on quantity of documents to be reviewed, but typically within 15 business days of Work Plan approval.	Evaluation Design	Within five business days of Inception Report submission.		
Deliverable	Due Date											
Evaluation Work Plan	Within 20 business days of COR sending final approved SOW to SI.											
Inception Report	To be determined based on quantity of documents to be reviewed, but typically within 15 business days of Work Plan approval.											
Evaluation Design	Within five business days of Inception Report submission.											



CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE	EXPLANATION	BUDGET IMPLICATIONS												
	<table border="1"> <tr> <td data-bbox="749 280 949 354">Evaluation In-Briefing</td> <td data-bbox="949 280 1308 354">Within two business days of team's arrival in Haiti.</td> </tr> <tr> <td data-bbox="749 354 949 459">Weekly Updates</td> <td data-bbox="949 354 1308 459">On the Monday of each week following a week of data collection.</td> </tr> <tr> <td data-bbox="749 459 949 589">Evaluation Out-Briefing Presentation</td> <td data-bbox="949 459 1308 589">To be determined based on amount of data collection and time required for adequate data analysis.</td> </tr> <tr> <td data-bbox="749 589 949 670">Draft Evaluation Report</td> <td data-bbox="949 589 1308 670">Within 10 business days of out-briefing presentation</td> </tr> <tr> <td data-bbox="749 670 949 776">Final Evaluation Report</td> <td data-bbox="949 670 1308 776">Within 10 business days of receiving USAID comments on Draft Report.</td> </tr> <tr> <td data-bbox="749 776 949 873">DEC uploading &amp; Datasets</td> <td data-bbox="949 776 1308 873">Within 20 business days of receiving USAID's Final Report approval.</td> </tr> </table>	Evaluation In-Briefing	Within two business days of team's arrival in Haiti.	Weekly Updates	On the Monday of each week following a week of data collection.	Evaluation Out-Briefing Presentation	To be determined based on amount of data collection and time required for adequate data analysis.	Draft Evaluation Report	Within 10 business days of out-briefing presentation	Final Evaluation Report	Within 10 business days of receiving USAID comments on Draft Report.	DEC uploading & Datasets	Within 20 business days of receiving USAID's Final Report approval.		
Evaluation In-Briefing	Within two business days of team's arrival in Haiti.														
Weekly Updates	On the Monday of each week following a week of data collection.														
Evaluation Out-Briefing Presentation	To be determined based on amount of data collection and time required for adequate data analysis.														
Draft Evaluation Report	Within 10 business days of out-briefing presentation														
Final Evaluation Report	Within 10 business days of receiving USAID comments on Draft Report.														
DEC uploading & Datasets	Within 20 business days of receiving USAID's Final Report approval.														
N/A	<p>Insert the following section:</p> <p><b>Survey Deliverables</b></p> <p>The deliverables detailed in Section C.4.2.1 shall be submitted according to the due dates below. These dates shall be considered illustrative and will be agreed upon with the COR in each activity scope of work.</p> <table border="1"> <thead> <tr> <th data-bbox="749 1089 949 1146">Deliverable</th> <th data-bbox="949 1089 1308 1146">Due Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="749 1146 949 1252">Survey Work Plan</td> <td data-bbox="949 1146 1308 1252">Within 20 business days of COR sending final approved SOW to SI.</td> </tr> <tr> <td data-bbox="749 1252 949 1333">Survey Data Collection Plan</td> <td data-bbox="949 1252 1308 1333">Within 10 business days of Work Plan approval.</td> </tr> <tr> <td data-bbox="749 1333 949 1408">Survey In-Briefings</td> <td data-bbox="949 1333 1308 1408">Within five business days of Data Collection Plan approval.</td> </tr> </tbody> </table>	Deliverable	Due Date	Survey Work Plan	Within 20 business days of COR sending final approved SOW to SI.	Survey Data Collection Plan	Within 10 business days of Work Plan approval.	Survey In-Briefings	Within five business days of Data Collection Plan approval.	SI would like to revise the due dates for these deliverables to best meet USAID's needs.	N/A				
Deliverable	Due Date														
Survey Work Plan	Within 20 business days of COR sending final approved SOW to SI.														
Survey Data Collection Plan	Within 10 business days of Work Plan approval.														
Survey In-Briefings	Within five business days of Data Collection Plan approval.														

CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE	EXPLANATION	BUDGET IMPLICATIONS										
	<table border="1"> <tr> <td data-bbox="747 276 961 375">Weekly Updates</td> <td data-bbox="961 276 1310 375">On the Monday of each week following a week of data collection.</td> </tr> <tr> <td data-bbox="747 375 961 505">Survey Out-Briefing Presentation</td> <td data-bbox="961 375 1310 505">To be determined based on amount of data collection and time required for adequate data analysis.</td> </tr> <tr> <td data-bbox="747 505 961 586">Draft Survey Report</td> <td data-bbox="961 505 1310 586">Within 10 business days of out-briefing presentation.</td> </tr> <tr> <td data-bbox="747 586 961 691">Final Report</td> <td data-bbox="961 586 1310 691">Within 10 business days of receiving USAID comments on Draft Report.</td> </tr> <tr> <td data-bbox="747 691 961 792">Survey Datasets</td> <td data-bbox="961 691 1310 792">Within 20 business days of receiving USAID's Final Report approval.</td> </tr> </table>	Weekly Updates	On the Monday of each week following a week of data collection.	Survey Out-Briefing Presentation	To be determined based on amount of data collection and time required for adequate data analysis.	Draft Survey Report	Within 10 business days of out-briefing presentation.	Final Report	Within 10 business days of receiving USAID comments on Draft Report.	Survey Datasets	Within 20 business days of receiving USAID's Final Report approval.		
Weekly Updates	On the Monday of each week following a week of data collection.												
Survey Out-Briefing Presentation	To be determined based on amount of data collection and time required for adequate data analysis.												
Draft Survey Report	Within 10 business days of out-briefing presentation.												
Final Report	Within 10 business days of receiving USAID comments on Draft Report.												
Survey Datasets	Within 20 business days of receiving USAID's Final Report approval.												
N/A	<p>Insert the following section:</p> <p><b>Public Opinion Poll Deliverables</b></p> <p>The deliverables detailed in Section C.4.3.1 shall be submitted according to the due dates below. These dates shall be considered illustrative and will be agreed upon with the COR in each activity scope of work.</p> <table border="1"> <thead> <tr> <th data-bbox="747 1008 961 1062">Deliverable</th> <th data-bbox="961 1008 1310 1062">Due Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="747 1062 961 1170">Implementation Schedule</td> <td data-bbox="961 1062 1310 1170">Within 20 business days of COR sending final approved SOW to SI.</td> </tr> <tr> <td data-bbox="747 1170 961 1252">Final Questionnaire</td> <td data-bbox="961 1170 1310 1252">Within 10 business days of Work Plan approval.</td> </tr> <tr> <td data-bbox="747 1252 961 1326">In-Briefing</td> <td data-bbox="961 1252 1310 1326">Within five business days of Data Collection Plan approval.</td> </tr> </tbody> </table>	Deliverable	Due Date	Implementation Schedule	Within 20 business days of COR sending final approved SOW to SI.	Final Questionnaire	Within 10 business days of Work Plan approval.	In-Briefing	Within five business days of Data Collection Plan approval.	SI would like to revise the due dates for these deliverables to best meet USAID's needs.	N/A		
Deliverable	Due Date												
Implementation Schedule	Within 20 business days of COR sending final approved SOW to SI.												
Final Questionnaire	Within 10 business days of Work Plan approval.												
In-Briefing	Within five business days of Data Collection Plan approval.												


CURRENT CONTRACT LANGUAGE	PROPOSED CHANGE	EXPLANATION	BUDGET IMPLICATIONS								
	<table border="1"> <tr> <td data-bbox="747 279 961 376">Weekly Updates</td> <td data-bbox="961 279 1310 376">On the Monday of each week following a week of data collection.</td> </tr> <tr> <td data-bbox="747 376 961 506">Poll Out-Briefing Presentation</td> <td data-bbox="961 376 1310 506">To be determined based on amount of data collection and time required for adequate data analysis.</td> </tr> <tr> <td data-bbox="747 506 961 587">Draft Report</td> <td data-bbox="961 506 1310 587">Within 10 business days of out-briefing presentation.</td> </tr> <tr> <td data-bbox="747 587 961 688">Final Report</td> <td data-bbox="961 587 1310 688">Within 10 business days of receiving USAID comments on Draft Report.</td> </tr> </table>	Weekly Updates	On the Monday of each week following a week of data collection.	Poll Out-Briefing Presentation	To be determined based on amount of data collection and time required for adequate data analysis.	Draft Report	Within 10 business days of out-briefing presentation.	Final Report	Within 10 business days of receiving USAID comments on Draft Report.		
Weekly Updates	On the Monday of each week following a week of data collection.										
Poll Out-Briefing Presentation	To be determined based on amount of data collection and time required for adequate data analysis.										
Draft Report	Within 10 business days of out-briefing presentation.										
Final Report	Within 10 business days of receiving USAID comments on Draft Report.										
H.4(c) Consultants											
<p>Compensation shall not exceed: 1) For U.S. consultants, the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years or the Contractor Salary Threshold per AIDAR 752.7007, whichever is less; 2) For non-U.S. consultants, the LCP unless approved as per above, and the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years. Requests for waiver to this compensation guidance must be fully justified and shall require the approval of the Contracting Officer.</p>	<p>Revise as follows: No compensation for consultants will be reimbursed unless their use under the contract has advance written approval of the Contracting Officer's Representative (COR) through approval of the candidate's CV. If such provision has been made or approval given, compensation may not exceed: 1) For consultants with an established relevant consultant rate history, the highest relevant consulting rate received in the past three years. 2) For consultants without an established relevant consultant rate history, a daily rate based on the highest of the previous three years' annual salary rates, adjusted by no more than 25 percent to account for the self-funding of benefits. 3) In no case may a consultant's base, unloaded labor rate exceed the Contractor Salary Threshold per AIDAR 752.7007. Requests for waiver to this compensation guidance must be fully justified and shall require the approval of the Contracting Officer.</p>	<p>SI would like to revise the compensation guidance for consultants to streamline approvals and facilitate quicker consultant onboarding. Given that many consultants either 1) do not have annual salary histories or 2) have established consulting rates that are more recent than their annual salary, broadening the compensation guidance to allow SI to utilize employment and consulting history will decrease the number of waivers SI must seek from the Contracting Officer.</p>	N/A								
H.4(e) Work Week											
<p>Short-term consultants, who are assigned to an evaluation activity for less than 120 days at a time and other personnel in the field on Mission requested assignments, are authorized to work a six-day (6-day) work week (8 hours per day), or as otherwise specified at the individual activity level. No overtime or premium pay is authorized.</p>	<p>Revise as follows: Short-term consultants and personnel, regardless of their employment status, are authorized to work a six-day (6-day) work week (8 hours per day) on Mission requested assignments in the field, or as otherwise specified at the individual activity level. No overtime or premium pay is authorized.</p>	<p>This change would allow Home Office staff travelling to Haiti and Field Office staff to provide short-term technical assistance on Mission requested assignments to work a 6-day work week along with the consultant team.</p>	N/A								

## ANNEX 3: REVISED EVALUATION PROCESS MAP

PRE-SOW PREPARATION	WEEK 1	WEEKS 2-3	WEEK 4
<p>Technical assistance on evaluation questions and purpose</p> <p>Draft job descriptions for team members</p>	<p><b>USAID sends final SOW</b></p> <p>Begin team recruitment</p> <p>Begin Work Plan and draft budget</p>	<p>Work plan and draft budget development</p> <p>Interviews for team</p>	<p> Submit:</p> <ul style="list-style-type: none"> <li>• Team matrix</li> <li>• Workplan</li> <li>• Draft budget</li> </ul>
WEEK 5	WEEK 6	WEEK 7	WEEK 8
<p><b>USAID approves ET composition</b></p>	<p><b>USAID approves Work Plan</b></p> <p>ET onboarding</p>	<p><b>Kickoff with USAID and IP</b></p> <p>Document review</p>	<p> Submit:</p> <ul style="list-style-type: none"> <li>• Inception Report</li> </ul> <p>Confirm ET travel</p>
WEEK 9	WEEK 10	WEEK 11	WEEK 12
<p> Submit</p> <ul style="list-style-type: none"> <li>• Evaluation Design</li> <li>• Budget and Narrative</li> </ul> <p><b>USAID provides feedback on:</b></p> <p><b>Inception Report</b></p>	<p> Submit:</p> <ul style="list-style-type: none"> <li>• Final Inception Report</li> </ul> <p><b>USAID approves:</b></p> <ul style="list-style-type: none"> <li>• Inception Report</li> </ul> <p><b>USAID reviews:</b></p> <ul style="list-style-type: none"> <li>• Evaluation Design</li> <li>• Budget and Narrative</li> </ul>	<p><b>USAID provides feedback on:</b></p> <ul style="list-style-type: none"> <li>• Evaluation Design</li> <li>• Budget and Narrative</li> </ul> <p>ET arrives in Haiti</p>	<p>Team Planning Meeting</p> <p><b>In-briefings with USAID and IP, including discussion on:</b></p> <ul style="list-style-type: none"> <li>• Evaluation Design</li> <li>• Budget and Narrative</li> </ul> <p> Submit:</p> <ul style="list-style-type: none"> <li>• Final Evaluation Design</li> <li>• Final Budget and Narrative</li> </ul>
WEEKS 13-14	WEEK 15	WEEK 16-17	WEEK 18
<p><b>USAID approves:</b></p> <ul style="list-style-type: none"> <li>• Evaluation Design</li> <li>• Final Budget and Narrative</li> </ul> <p>Begin fieldwork</p>	<p>Data collection – length depends on SOW &amp; Evaluation Design</p>	<p>Finalize and clean data</p> <p>Begin analysis</p>	<p>Data analysis – length depends on quantity of data</p> <p>Prepare and conduct Evaluation De-briefing/Presentation</p>

WEEK 19	WEEK 20	WEEKS 21-23	WEEK 24-25
Draft Report writing	Internal review and revision Draft Report Haiti ESS quality control process	Copy Editing and Formatting Draft Report  Submit Draft Report	<b>USAID reviews Draft Report</b>
WEEK 26	WEEK 27-28	WEEK 29	WEEK 30
Revise Draft Report	 Submit Final Report	<b>USAID reviews and approves Final Report</b>	Submit hard and soft copies of Final Report, including DEC upload Submit datasets to USAID Development Data Library

Key:

	Deliverable submission
<b>Text</b>	Action item for USAID