



**USAID**  
FROM THE AMERICAN PEOPLE

# Planning Makes Perfect

Prepared for the USAID workshop  
“Designing and Implementing Early Grade Reading  
Assessments: Understanding the Basics”

March 2015

# Recap of Where We Are

- Identification of Research Design and Sampling Framework
- Development/Adaptation of EGRA Instrument
- Procedures for EGRA Administration, Scoring and Data Capture
- Establishment of Electronic Data Capture System
- Enumerator Training, Assessment and Selection
- Pilot and Full Data Collection
- Use and Dissemination of EGRA Results
- **Planning and Managing EGRA Implementation**

# Session Objectives

- Be knowledgeable about factors influencing EGRA timeline and work plan
- Be informed about specific activities and tasks, and typical roles and responsibilities, with regard to EGRA implementation
- Be aware of special considerations and best practices for planning and implementing EGRA

# Key Activities in the EGRA Planning Process

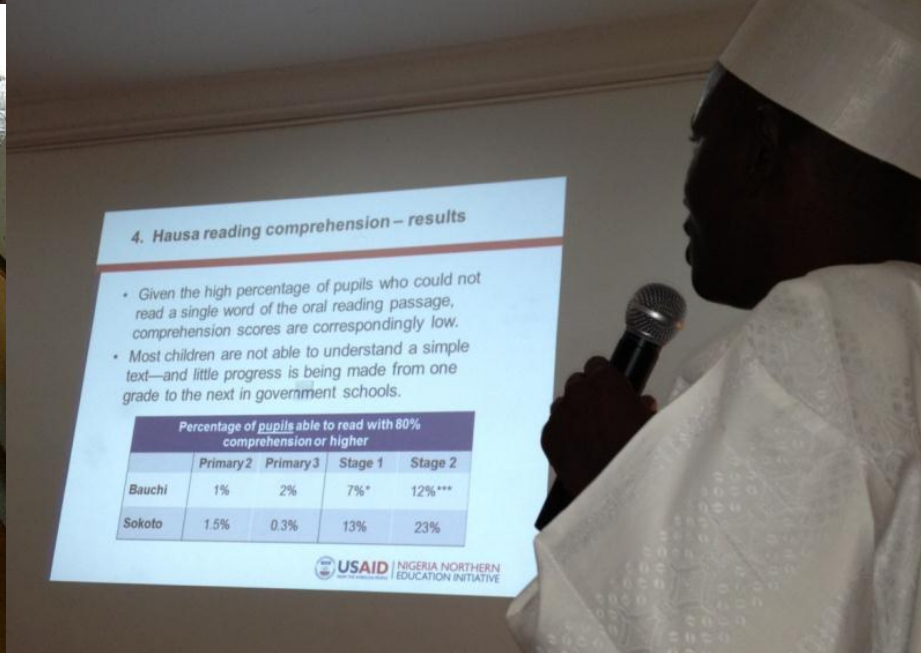
- Identify purpose and research design
  - Find and onboard planning and implementation team (organizations, individuals)
    - Determine sampling framework and schools
    - Develop instruments (adapt, approve, and pilot)
    - Conduct assessor training (recruit trainees and train trainers, as applicable)
  - Collect data
  - Clean and process data
    - Analyze data and write report
    - Disseminate, discuss, and use results



# Adapting Instruments



# Training Assessors



# Collecting Data

# Disseminating Results

## 4. Hausa reading comprehension – results

- Given the high percentage of pupils who could not read a single word of the oral reading passage, comprehension scores are correspondingly low.
- Most children are not able to understand a simple text—and little progress is being made from one grade to the next in government schools.

	Primary2	Primary3	Stage 1	Stage 2
Bauchi	1%	2%	7%*	12%***
Sokoto	1.5%	0.3%	13%	23%

# Factors to Consider When Planning

Your EGRA work plan will depend on several factors, including:

- **Purpose**

- One-time diagnostic assessment
- Project evaluation

- **Scale and scope**

- Will you be assessing in 1 language—or 10?
- Will you be assessing at a national or regional level?
- Will you be conducting EGRA only, or EGMA and additional questionnaires?

- **Budget and time**

- The ideal is not always possible
- Sometimes compromises need to be made, but some corners can't be cut

# Factors to be Considered in Planning: Local Planning Perspectives

## Preparation

- Education authority involvement: need enough time to get support from relevant education authorities at different levels (central to district)
- Sampling frame development: several data sources may exist

## Adaptation Workshop

- Decision by stakeholders to be involved: balance government officials vs. practitioners vs. language and education experts; representation of ethnic groups/ regions

## Data Collection

- Decision on sampled schools before the assessor training, to give enough time for subcontractor to plan the data collection process
- Difficulty reaching the sampled schools can have significant impact on timeline and budget

## Results Dissemination

- If the results should be disseminated in multiple regions, decisions on the following are required:
  - Location
  - Participants
  - Schedule to allow proper planning and budgeting

# EGRA Key Tasks and People Responsible

Please find

- Handout 11.1: EGRA Key Tasks and People



# Handout 11.1: EGRA Key Tasks and People

Activities and Tasks	People Responsible
<p>1. Identify purpose and research design</p>	<p>USAID, Project Manager in collaboration with other technical staff including reading experts, evaluation specialists, and statisticians. Make sure all relevant people are involved and on the same page.</p>
<p>2. Identify and on-board planning and implementation team (organizations, individuals)</p> <p><i>Subtask: Identify subcontractor and consultants [if involved]</i></p> <p>Develop scope of work, advertise positions, review applicants, and select</p>	<p>Overall supervision, planning, and budgeting provided by Project Manager, with additional support as appropriate (i.e., from a Project Coordinator/Associate/Administrative Assistant).</p> <p>Budget/financial support required.</p> <p>Others to be identified: reading and language specialists, statisticians and data analysts.</p> <p>Project Manager with other appropriate organizational staff (i.e., contracts specialist); various people review bids</p>
<p>3. Develop instruments</p> <p><i>Subtasks:</i></p> <ul style="list-style-type: none"> <li>• <i>Adapt EGRA and other instruments</i></li> <li>• <i>Obtain necessary country and Institutional Review Board (IRB) approvals</i></li> <li>• <i>Pilot test</i></li> </ul>	<ul style="list-style-type: none"> <li>• <u>Technical guidance and content</u> – reading and local language experts (may be in-house staff, consultants or collaborating local organizations and government counterparts, as relevant); statisticians provide input as well in specific areas, such as required demographic information to collect</li> <li>• <u>Adaptation workshop facilitation</u> – reading expert, often with Project Manager and/or local consultant/language experts</li> <li>• <u>Development of electronic versions of instruments</u> – information technology (IT) team, e-data specialist. Project Manager and others working on project</li> </ul>

# Roles and Responsibilities

Please find :

- Handout 11.2: Roles and Responsibilities of Team Members

# Handout 11.2: Roles and Responsibilities of Team Members

Roles	Responsibilities	Skills
<p><b>Project Manager</b> <i>with staff such as a project coordinator, assistant, etc.</i></p>	<ul style="list-style-type: none"> <li>• Develop implementation plan and budget</li> <li>• Identify team members with relevant and requisite skills</li> <li>• Liaise with all team members to keep them informed</li> <li>• Draft Scope of Work (SOW) for consultants and sub, if needed; review submissions</li> <li>• Supervise subcontractor, if applicable</li> <li>• Supervise preparations and rollout for all activities (instrument development, pilot, assessor training, data collection, report writing, and dissemination)</li> <li>• Contribute to instrument development; finalize instruments</li> <li>• Conduct or co-facilitate data collector training (may not apply if reading/language specialist conducting)</li> <li>• Review pilot and assessment data; work with specialists to finalize instruments</li> <li>• Work closely with statistician to develop data analysis plan, review data</li> <li>• Write report and help disseminate results</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to develop and follow work plan and budget</li> <li>• Ability to work well with a variety of institutions, departments, and people to ensure coordination</li> <li>• Previous experience with EGRA/knowledge of reading assessment</li> </ul>

# Handout 11.2: Roles and Responsibilities of Team Members

Roles	Responsibilities	Skills
Statistician / data analyst	<ul style="list-style-type: none"> <li>• Develop/review research questions</li> <li>• Identify appropriate sampling framework</li> <li>• Select schools (sometimes with local staff)</li> <li>• Review data as collected</li> <li>• Process and analyze data; summarize results</li> <li>• Contribute to report writing</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of sampling techniques</li> <li>• Statistical knowledge</li> <li>• Ability to use a statistical software program to clean and weight data</li> <li>• Ability to use a statistical software program to obtain descriptive statistics about data</li> <li>• Ability to use Excel to create graphs and tables</li> <li>• Technical knowledge of reading to be able to interpret data on reading</li> <li>• Understanding of data and how to interpret reading results</li> <li>• Ability to synthesize results</li> <li>• Excellent writing skills</li> </ul>
E-data collection support specialist	<ul style="list-style-type: none"> <li>• Render electronic version of instruments</li> <li>• Train/assist field staff and subcontractor on e-data collection issues</li> <li>• Help review incoming data during pilot, full data collection</li> </ul>	<ul style="list-style-type: none"> <li>• Technical knowledge of e-data capture system, equipment, and accessories used during data collection</li> <li>• Understanding of EGRA instrument</li> <li>• Ability to troubleshoot technical problems remotely</li> </ul>
Reading/local language specialists	<ul style="list-style-type: none"> <li>• Provide technical inputs and lead instrument development, often along with Project Manager</li> <li>• Contribute to EGRA assessor training workshop</li> <li>• Write reports or contribute to report writing</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise in reading and/or language(s) of the EGRA</li> <li>• Excellent facilitation, communication and writing skills</li> </ul>

# EGRA Timeline

Please find:

- Handout 11.3: Typical EGRA Timeline

# Handout 11.3: Typical EGRA Timeline

Activities for EGRA Survey Plan	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				Month 7				Month 8				Month 9				Month 10			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Identify purpose, research questions	█	█	█	█																																				
Identify, on-board team (subs, individuals)	█	█	█	█																																				
Develop instruments					█	█	█	█																																
Identify sampling framework and schools									█	█	█	█																												
Render instruments into e-data system (if using)									█	█	█	█																												
Train assessors													█	█																										
Pilot instruments														█																										
Analyze pilot data															█	█																								
Revise, finalize instruments																	█	█	█	█																				
Collect data																					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Clean, process data																																								
Analyze data, write report																																								
Disseminate, discuss, and use results																																					█	█	█	█

# Group Activity

## PART 1: Develop a work plan

- Read the case study EGRA and then **develop an overall project work plan** that includes timeline, key activities, and people responsible.
- As you plan, note any pieces of information you do not have that you feel you need in order to plan well.

Exercise C: EGRA Planning Activity Part 1

# Exercise C: EGRA Planning Activity Part 1 and 2

**Case Study:** The Ministry of Education (MoE) has expressed interest in teaming with the US Agency for International Development (USAID) and their contractor (your organization) to conduct an Early Grade Reading Assessment (EGRA). They would like the assessment to be nationally representative in order to give them an idea of how well students in the country are learning basic literacy skills and to identify where students are lacking certain foundational literacy skills.

The MoE would like data on the official language, as well as the national language. This is the first known EGRA to take place in this country. Early discussions about sampling indicate that to have data at the desired level of disaggregation, the sample will need to include 200 schools and 10 students at each school.

*Or, if you have a real-life EGRA example in mind, feel free to use that as the case study.*

**Task 1:** At your table (or individually if you are joining us online), please spend the next 20 minutes developing a draft work plan for the EGRA case study described above which indicates the key activities, people responsible, and timeline. Please use the space below to flesh out these elements. On the following pages there is a blank table for you to use to draft the work plan and timeline. If additional space is needed, use the reverse side of the page.

If there is any additional information you feel you need in order to complete this task, write a list below. These will be discussed following the activity.

*Key activities: Use this space to sketch out the details of the key activities that will then feed into the timeline.*





# Scopes of Work for Subcontractors and Consultants

Please find:

- Handout 11.4: EGRA Detailed Work Plan Example
- Handout 11.5: Example Consultant Scope of Work
- Handout 11.6: Example Subcontractor Scope of Work

# Handout 11.4: EGRA Detailed Work Plan Example

Key Activities	Subtasks	Staff involved	Month 1				Month 2				Month 3				Month 4					
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
Holidays/events																				
Country holidays - offices closed														18-21						
US Holidays			1							1									29	
School not in session																			30	
Rainy season																	x	x	x	x
Identify purpose, research questions	Consult with relevant stakeholders regarding purpose, needs, feasibility	Project Manager, donor, country stakeholders (i.e., MOE)	x	x	x	x														
Consult with education authorities regarding EGRA activities	Prepare informational packets, make presentations	Subcontractor/local project staff, Project Manager	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Identify, on-board team	Develop SOWs for consultant(s) and subcontractor(s), as applicable; identify individual team members (i.e., statisticians)	Project Manager, contracts specialist	x	x	x	x	x													
Orient subcontractor/in-country project staff to EGRA activities	Prepare packet of materials to orient them to EGRA (previous instruments, timeline, etc.)	Subcontractor/local staff, project manager						x	x	x										
Identify sampling frame and select schools	Acquire school list from MOE	Project Manager, sampling expert, statistician, MOE, subcontractor/local staff											x	x	x	x				
Procure equipment	Inventory material already available, procure all additional materials needed	Relevant project staff											x	x	x	x				
Prepare for instrument adaptation workshop	Recruit and hire local reading/language expert consultants; analyze appropriate books; prepare draft instruments; determine workshop logistics	Project Manager, subcontractor/local project staff												x	x	x	x			

# Handout 11.5: Example Consultant Scope of Work

## EGRA Language Consultant

**Objective of consultancy:** Assist with the Early Grade Learning Assessment (EGRA) instrument development and adaptation

**Total days:** Not to exceed 30 days

### Background

The Early Grade Reading Assessment (EGRA) is an oral assessment designed to measure basic foundation skills for literacy acquisition in the early grades, such as recognizing letters of the alphabet, reading simple words, understanding sentences and paragraphs, and listening with comprehension. The assessment has been conducted in more than 70 countries, with each EGRA instrument adapted for use in particular countries and languages.

*NAME OF ORGANIZATION* will be conducting an Early Grade Reading Assessment in *COUNTRY* in *LANGUAGES* to investigate the current status of students' reading and comprehension. Additional contextual information will also be gathered through questionnaires.

### Activities and timeline

The consultant will be responsible for assisting in the initial development and adaptation of the EGRA as well as making revisions to the instrument following the pilot test. Some translation activities will also be required. The work will take place over the course of the project, from *DATE* to *DATE*.

### Tasks and Level of Effort

The language consultant will be expected to:

1. **Develop a brief and presentation highlighting key aspects of the LANGUAGE relevant to the EGRA assessment.** The consultant should identify aspects of the language's orthography and grammar that may affect the design of the reading assessment, as well as include advice and guidance as to how to address particular linguistic challenges that may arise in order to develop a reliable and effective testing instrument. The consultant will be expected to make a PowerPoint presentation on the characteristics of the language of the instrument adaptation workshop. *Level of Effort: 3 days*

# Handout 11.6: Example Subcontractor Scope of Work

This Scope of Work is organized into the following sections:

1. Project Summary and Context
2. Activities and Deliverables
3. Staffing
4. Proposed Schedule of Activities

The scope of work described below is illustrative and may be modified in advance of final contract award.

## SECTION 1: PROJECT SUMMARY AND CONTEXT

INSERT SUMMARY

## SECTION 2. ACTIVITIES AND DELIVERABLES

This section provides a description of activities that need to be completed, the estimated timeline during which they need to be completed, and the deliverables expected.

### A. Planning and Managing an Early Grade Reading Assessment (EGRA) Data Collection

The service provider will be responsible for the following tasks:

- Task 1: General Project Planning and Management
- Task 2: Organize EGRA Instrument Adaptation Workshop
- Task 3: Recruit Data Collectors and Supervisors for Training
- Task 4: Organize and Participate in Data Collector Training
- Task 5: Coordinate Pilot Data Collection
- Task 6: Organize Data Collection and Oversee Data Capture
- Task 7: Organize Results Dissemination Workshop

The tentative timeframe within which the above tasks need to be conducted is XX months, starting in DATE and ending in DATE. All activities must be completed by DATE. Prior to implementation, the service provider will be expected to work with ORGANIZATION and representatives from the Ministry of Education to discuss activities, timeline and general expectations regarding project implementation.

### Task 1: General Project Planning and Management

The service provider is expected to contribute to overall project planning activities. Relevant representatives from the service provider will participate in a project kick-off meeting to be held in LOCATION on DATES. This event will provide an opportunity for the service provider to meet project staff, understand the activity goals, and meet with other partners participating in the activity. Following this initial meeting, the service provider will participate in follow-up meetings with various stakeholders as necessary to discuss and plan activities on an on-going basis.

# Handout 11.6: Example Subcontractor Scope of Work

Finally, the service provider will be requested to assist with customs clearance of relevant materials, as needed. Additional general project planning and management tasks may be requested based on needs as they rise, in consultation with the service provider.

Task 1: Deliverables	
1.	Participation in project kick-off meeting
2.	Participation in ongoing state-based meeting with relevant partners/stakeholders
3.	Conduct school verification exercise
4.	School list for sampling
5.	Curriculum and relevant textbooks for target grades
6.	Other assistance as required

## Task 2: Organize EGRA Instrument Adaptation Workshop

A XX-day workshop will be held DATES in LOCATION to adapt the EGRA instrument and other data collection tools. The service provider will be responsible for planning and organizing all workshop logistics. This will include developing a budget and organizing logistics for participant transportation, venue rental, accommodations, and per diem (as applicable). Approximately XX people will attend the event. ORGANIZATION will provide guidance on participants to invite, will develop all workshop materials, and will facilitate the event. Prior to the workshop, the service provider will be responsible for making photocopies and purchasing all supplies and sending out workshop invitations. Relevant service provider staff will be expected to attend the workshop full-time to assist with overall workshop logistics and to get to know relevant stakeholders.

Task 2: Deliverables	
1.	Instrument adaptation organized per specifications
2.	Instrument adaptation workshop attended

## Task 3: Recruit Data Collectors and Supervisors for Training

The service provider will be responsible for recruiting potential EGRA assessors and supervisors to attend the training workshop and serve as data collectors. People recruited will be required to meet specific criteria, provided by ORGANIZATION. The service provider will be responsible for submitting to ORGANIZATION a recruitment plan listing steps and activities that will be taken to identify appropriate individuals. The recruitment of data collectors will take place prior to data collector training. A total of XX people need to be recruited.

Task 3: Deliverables	
1.	Plan for recruiting assessors and supervisors
2.	List of XX potential assessors and supervisors identified to participate in assessor and supervisor training

## Task 4: Organize and Participate in Data Collector Training

# Group Activity

## PART 2: Incorporating new information

- Each group will be invited to draw a card from the stack at the front of the room.
- Read aloud the information to the rest of the group.
- Based on the information you learn from the card, adjust your work plan and timeline.

# Exercise C: EGRA Planning Activity Part 1 and 2

## Exercise C: EGRA Planning Activity Part 1 and 2 Session 11: EGRA Implementation

**Task 2:** At your table, draw a card from the stack provided by the facilitators. (If participating online, we will introduce the new information to you through the webinar chat window). Within your group, select one person to read the information aloud at your table. Based on the information on the card, discuss what the implications are for your case study planning. After discussing, adjust the elements of your work plan (e.g., key activities, people responsible, and timeline) accordingly.

In the group at your table, spend approximately 10 minutes on each card, and will go through three cards in the next 30 minutes. Following this 30 minutes, we will have a debriefing discussion with the whole group.

*Key activities: Use this space to make any changes to your key activities from Part 1, or to make notes on how things would change given the new information from each of the cards.*

## Exercise C: EGRA Planning Activity Part 1 and 2 Session 11: EGRA Implementation

*People responsible: Use this space to make any changes to your staffing and responsibilities from Part 1, or to make notes on how things would change given the new information from each of the cards.*



# General Best Practices

## Begin the planning process early!

- Once a decision has been made to conduct EGRA, start planning. You may identify new needs, constraints, etc. which need to be addressed.
- Identifying and hiring consultants and/or a local subcontractor organization can be time-consuming, so plan accordingly.

# General Best Practices

## Develop a detailed implementation plan.

- Identify the assessment team and make sure all tasks are assigned to the appropriate person.
- List who has primary responsibility, who will be contributing, and what local counterparts are needed (e.g., Education Management Information System, Ministry authorities, language experts).
- Share and get feedback on the timeline and work plan with everyone involved in the process.
- Include in the timeline school calendar dates and holidays for all involved; consider seasonal factors (like rain), potential teacher strikes, or other events that may affect your timeline.
- Make sure the implementation plan is a living document—update it as necessary. Add more details to the plan as events approach and subtasks need to be clearly articulated.

# Develop a Detailed Budget

- In some cases, your research design dictates your budget, while in others your budget drives your research design.
- Implementation planning and budgeting go hand in hand. Budget should reflect:
  - The amount of time available to collect data (based on numbers and locations of schools and tests to be administered), the distance between schools, and, therefore, how many enumerators and supervisors you must engage;
  - The amount of equipment you will need, based on the number of enumerators, supervisors, and observers you will have;
  - Travel and lodging costs, transportation costs, communication costs, per diem or other costs for enumerators, supervisors, and observers (if relevant), based on testing locations;
  - Printing costs; and
  - Support team costs.
- Using a budget calculator can assist in determining total costs and can be modified more easily if research design and/or implementation plan are adjusted.

# Handout 11.7: Subcontractor Budget Template

## SAMPLE SIZE

Full Data Collection		Comments
Class X (i.e., Grade 2)	420	
Class Y (i.e., Grade 3)	420	
<b>Total Number of Pupils</b>	<b>840</b>	
Number of pupils (check)	840	Verify B8 matches B9
Number of languages per pupil	2	
Number of EGRA tests	1680	
Number of schools	35	
Number of pupils per grade	12	
Number of pupils per school	24	
Number of assessors per team	3	Number of assessors based on number and length of EGRA tests to be administered, and number of children needed to assess at each school
Number of supervisors per team	1	
Number of data collectors per team	4	
Number of teams	5	
Number of data collectors - all teams	20	
Number of PUPILS per assessor per school	8	
<b>TOTAL NUMBER OF DAYS FOR DATA COLLECTION</b>	<b>9</b>	Includes 2 extra days as needed for travel, repeat site visit, etc.

# Handout 11.7: Subcontractor Budget Template

**ALL INFORMATION BELOW IS ILLUSTRATIVE AND SHOULD NOT BE USED FOR ACTUAL BUDGETING PURPOSES**

## UNIT COSTS

Item	Unit costs	Comments
Venue	\$ 500	
Lunch/tea break during workshop trainings	\$ 2	Per participant per day
Data collector per diem/payment	\$ 30	Daily rate
Data supervisor per diem/payment	\$ 45	Daily rate
Transport to schools during pilot	\$ 50	For fuel and driver for a bus per day
Transport to schools during data collection	\$ 100	For fuel and driver for a bus per day
Lodging during data collection	\$ 50	In towns during data collection
Generator	\$ 50	Per day

Supplies	Unit costs	Comments
Photocopies	\$ 0.03	per page
Flipchart paper	\$ 10.00	
Stopwatch	\$ 4.00	
Batteries for stopwatches (AAA)	\$ 0.2	
Clipboard	\$ 2.00	
Notepad	\$ 0.50	
Pen	\$ 0.20	
Pencil	\$ 0.20	
Eraser	\$ 0.20	
Pencil sharpener	\$ 0.20	
Folder	\$ 0.30	
Stapler	\$ 2.00	
Box of staples	\$ 1.00	
Plastic bags for supplies	\$ 2.00	

# Handout 11.7: Subcontractor Budget Template

NOTE: THIS BUDGET TEMPLATE REFLECTS COSTS FOR TYPICAL SUBCONTRACTOR LABOR AND ACTIVITIES AND DOES NOT INCLUDE EXPENSES ASSOCIATED WITH "HOME OFFICE" LABOR (OVERALL MGMT, DATA ANALYSIS, ETC.)

## EGRA LABOR - BUDGET TEMPLATE

Exchange Rate:  Enter exchange rate for local currency conversion

### Tasks

1. General Project Planning and Management
2. Organize EGRA Instrument Adaptation Workshop
3. Recruit Data Collectors and Supervisors
4. Organize and Participate in Data Collector Training
5. Coordinate Pilot Data Collection
6. Organize Data Collection and Oversee Data Capture
7. Organize Results Dissemination Workshop

A. LABOR													
Position	Name	Quantity (number of people)	Level of Effort (LOE) - Number of DAYS							Total LOE (total days)	Daily Rate	Total Cost Local Currency	Total Cost USD
			Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7				
Project Manager										0		-	-
Coordinator(s)										0		-	-
Assessors										0		-	-
Other (Specify)										0		-	-
Other (Specify)										0		-	-
<b>SUBTOTAL A. LABOR</b>												-	-

# Handout 11.7: Subcontractor Budget Template

<b>B. EXPENSES</b>						
Tasks	Unit cost	Units (number of people or items)	Number of days (if applicable)	Total Cost Local Currency	Total Cost USD	Budget Notes
<b>1. General Project Planning and Management</b>						
Local transportation				-	-	
Telephone				-	-	
Materials				-	-	
Other (Specify)				-	-	
<b>Subtotal 1</b>				-	-	
<b>2. Organize EGRA Instrument Adaptation Workshop</b>						
Workshop venue				-	-	
Food (meals/tea breaks)				-	-	
Participant transportation				-	-	
School visit transport				-	-	
Supplies and photocopies (insert total from details tab)				193.60	193.60	
Other (Specify)				-	-	
<b>Subtotal 2</b>				193.60	193.60	
<b>3. Recruit Data Collectors and Supervisors</b>						
Advertisement				-	-	
Other (Specify)				-	-	
<b>Subtotal 3</b>				-	-	
<b>4. Organize and Participate in Data Collector Training</b>						
Workshop venue				-	-	
Food (meals/tea breaks)				-	-	
Participant transportation				-	-	
School visit transport				-	-	
Supplies and photocopies (insert total from details tab)				60.55	60.55	
Other (Specify)				-	-	
<b>Subtotal 4</b>				38.13	38.13	
<b>5. Coordinate Pilot Data Collection</b>						
Data collector per diem				-	-	
Transport to schools				-	-	
Supplies and photocopies (insert total from details tab)				-	-	

# Handout 11.7: Subcontractor Budget Template

Number of participants: 20

Adaptation Workshop	Unit cost	Quantity	Number of pages (if applicable)	Total cost	Remarks
Workshop agenda	\$ 0.03	20	1	\$ 0.60	1 per participant
Handouts	\$ 0.03	20	10	\$ 6.00	1 per participant
EGRA marking sheet + pupil questionnaire	\$ 0.03	40	10	\$ 12.00	2 per participant
EGRA Pupil stimuli sheet	\$ 0.03	40	10	\$ 12.00	1 per participant
Stopwatches	\$ 4.00	20		\$ 80.00	1 per participant
Batteries for stopwatches (AAA)	\$ 0.20	40		\$ 8.00	1 per participant
Clipboards	\$ 2.00	20		\$ 40.00	1 per participant
Notepad	\$ 0.50	20		\$ 10.00	1 per participant
Pens	\$ 0.20	20		\$ 4.00	1 per participant
Pencils	\$ 0.20	20		\$ 4.00	2 per participant
Erasers	\$ 0.20	20		\$ 4.00	1 per participant
Pencil sharpeners	\$ 0.20	20		\$ 4.00	1 per participant
Folders	\$ 0.30	20		\$ 6.00	1 per participant
Stapler	\$ 2.00	1		\$ 2.00	
Box of staples	\$ 1.00	1		\$ 1.00	
<b>TOTAL ADAPTATION WORKSHOP</b>				<b>\$ 193.60</b>	

Pilot	Unit cost	Quantity	Number of pages	Total cost	Remarks
EGRA protocol + pupil questionnaire	\$ 0.03	12	11	\$ 3.96	Back-up paper copies
EGRA pupil stimuli sheet	\$ 0.03	20	5	\$ 3.00	1 per assessor plus extras
Pupil sampling sheets	\$ 0.03	0	1	\$ -	Use from training
School fieldwork summary sheet	\$ 0.03	10	1	\$ 0.30	1 per school
Snacks for pupils	\$ 0.20	150		\$ 30.00	1 per pupil
Pupil gift	\$ 0.50	150		\$ 75.00	1 per pupil
Letters of authorization to schools	\$ 0.03	5	1	\$ 0.15	1 per school
<b>TOTAL PILOT</b>				<b>\$ 112.41</b>	



# General Best Practices

## **Involve all team members in planning and specific tasks on an ongoing basis.**

- Involve reading experts and statisticians early and often to ensure valid results.
- Make sure all partners are aware of their role and deadlines.
- Make sure local staff are kept up-to-date and that opportunities for input are provided early on.

# Best Practices for Working with Government Officials

- Discuss with officials the purpose of the exercise and what information will be gathered.
- Solicit their input on the plan from the beginning; what do they want out of this exercise that can be accommodated?
- Review all activities with them so they understand the process and timeline.
- Clarify expectations regarding their level of involvement for each task, and any capacity building efforts needed.
- Identify specific individuals with whom you will need to work; one “point person” can be particularly helpful.
- Be aware of government policies and expectations with regard to their involvement in project/donor-supported activities, particularly for per diem or honoraria for workshops and data collection participation.
- Include additional financial and human resources if capacity development is a key aspect of the EGRA exercise; plan and allow sufficient time for specific capacity-building events, such as data analysis training workshop, if needed.

# Best Practices for Working with Local Subcontractors and Consultants

- Start the process as soon as possible
- Solicit recommendations whenever possible
- Develop a detailed scope of work so expectations are clear and budget is as accurate as possible
- Review all activities with the subcontractor/consultant to ensure they are well understood; discuss feasibility of timeline and any potential delays that may be encountered

# Group Activity

## PART 3: Case Studies

- Read the case study and the challenges encountered
- Think about and discuss steps that could be taken to prevent such a challenge
- Brainstorm ways to address the challenge and how to move forward to complete the tasks

# Exercise D: EGRA Planning Discussion

**Introduction to the Discussion:** This is a whole-group discussion and brainstorming activity. Read each of the following case studies and the challenges encountered. Think about and discuss steps that could be taken to prevent such a challenge. Brainstorm ways to address the challenge and how to move forward to complete the tasks in the Early Grade Reading Assessment (EGRA) process. We will take approximately 5–10 minutes to read, reflect, and discuss each case study below.

# Exercise D: EGRA Planning Discussion

## **Case Study 1:**

You just received word that your language expert is unavailable for the Adaptation Workshop.

## **Case Study 2:**

The MoE sent word that they would like to assess grade 2 and grade 3 students. You are one week away from the Adaptation Workshop.

## **Case Study 3:**

The budget you proposed for the EGRA study is more than what the client was anticipating or is able to fund.

## **Case Study 4:**

The MoE would like the results of the EGRA in six months from the start of planning. There was an EGRA in this country before—two years ago.

## **Case Study 5:**

The tablets and modem devices you plan to use during e-data collection do not work on the networks available in the area of the Assessor Training Workshop and Pilot. You suspect this might also be the case during data collection.

## **Case Study 6:**

The subcontractor you are working with threatens not to proceed with the project due to limited cash flow.