

Implementing the Social Network Diffusion Package: Costing Exercise Report

Tékponon Jikuagou: Addressing Unmet Need for Family Planning through Social Networks in Benin

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BACKGROUND

Tékponon Jikuagou is a USAID-funded six-year project that aims to reduce unmet need for family planning in Benin through social network interventions. The Georgetown University Institute for Reproductive Health (IRH), in partnership with the Cooperation for Assistance and Relief Everywhere (CARE) and Plan International implemented the pilot of this project in Couffo, a rural region in southwest Benin.

Formative research found that deeply embedded social norms – including community beliefs, gender norms, and family planning stigma – pose serious barriers to family planning uptake and use, exacerbating unmet need. Tékponon Jikuagou aims to create a social environment that enables married couples to effectively communicate with each other and with their social networks about family planning, and take action to achieve their fertility desires.

Project activities foster reflective dialogue about social norms related to family planning and diffuse information and ideas through social groups, influential opinion leaders, and well-connected individuals.

The Tékponon Jikuagou intervention package is comprised of multiple, interlinked components, including a community social network mapping exercise, guided discussions with influential groups and people identified from mapping, radio programs that rebroadcast group discussions, and activities to link family planning clients to service providers (see **Figure 1**). It was crafted with expansion in mind, and as such was designed from the beginning to be implemented with the resources likely to be available during routine project implementation, as well as simple enough and reasonably-price so that new user organizations could easily integrate the package into their programs (its scalability). A pilot study in 2014 established the effectiveness and potential scalability of the intervention, which was found to be effective at increasing partner communication, community dialogue about family planning, and increasing modern method use. As the pilot phase drew to a close, the project team conducted a retrospective costing exercise to collect data on the cost of implementing the intervention, and to use these data estimate project costs under normal project operating conditions. This report presents findings from that exercise, and insights on implementation of costing studies of community-based interventions.

OBJECTIVES

The costing exercise was designed to provide critical information to potential user organizations as they consider how to scale up the Tékponon Jikuagou package, or integrate components into

INTERVENTION COMPONENTS



Figure 1: Tékponon Jikuagou Intervention Components

existing activities. The exercise had four main objectives:

1. Estimate the cost of introducing the Tékponon Jikuagou intervention as a stand-alone package in other parts of Benin.
2. Provide information on the cost of introducing and implementing individual components of the Tékponon Jikuagou intervention package.
3. Provide information and insights on the cost of scaling the Tékponon Jikuagou package.
4. Contribute to the body of knowledge on costing community-based interventions for social norms transformation.

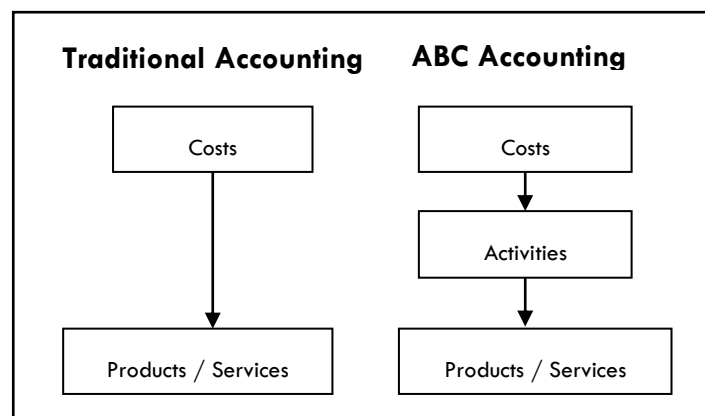
METHODS

The costing exercise was a collective effort. Led by IRH, partner organizations CARE and Plan International supported the exercise by providing inputs into component definition, data and insight over the period of methodology development, data collection and analysis. The methodology and tools were developed through discussions via email, calls, and in-person meetings. IRH hired Dr. Hugh Waters, an expert in costing health interventions, to advise throughout the period of protocol and tool development, data collection, and analysis.

ACTIVITY-BASED COSTING

The costing exercise was conducted using Activity-Based Costing (ABC). This methodology differs from traditional accounting in several notable ways. First, while traditional accounting simply allocates all direct and indirect costs directly to products and services, the essential goal of ABC is to first define the principal activities of the individuals who work within an organization. Costs can then be traced to each of these activities, and from individual activities to products and services (see **Figure 2**).¹ ABC allocates most indirect costs (such as administration and maintenance) in the same way as it allocates direct costs – across activities, following the same pattern as the distribution of staff time. Finally, ABC also assesses fixed and variable costs, in addition to direct and indirect costs.

Figure 2: Traditional vs. ABC Accounting



ABC is better able to account for economies of scale in production because of its unique approach. Traditional costing procedures pool all indirect costs and allocate them to products

¹ Waters, H., H. Abdallah, D. Santillán, and P. Richardson. 2000. Application of activity-based costing (ABC) in a Peruvian NGO healthcare system. *Operations Research Results* 1(3). Published for the U.S. Agency for International Development (USAID) by the Quality Assurance Project (QAP): Bethesda, Maryland.

based on relative production figures, which attributes too high a cost to high-volume products and too low a cost to low-volume ones. The costs that ABC attributes to the products and services of an organization are closer to the real cost of production than the approximations provided by traditional costing.

As a simple example, consider a company that produces just two products – blue cars and red cars. Nine hundred (900) blue cars are produced each year, but only 100 red cars. Traditional accounting procedures assign 90 percent of the overhead costs to the blue cars. Conversely, ABC might find that blue cars in fact consume just 60 percent of the company’s personnel time because red cars are more specialized and require more attention, even though fewer are produced. By assigning personnel costs in this way, ABC is able to estimate a more accurate unit cost for both blue and red cars.

Traditional accounting, if applied to the Tékponon Jikuagou package, would allocate costs for each of the five component activities equally, when in fact each component requires a different amount of staff time and resources. Thus, starting with an ABC approach allowed us to more closely approximate the cost of conducting each particular Tékponon Jikuagou component activity. Even so, we modified the methodology slightly. ABC usually allocates all costs based on staff time allocation, but we used time allocation interviews and in-depth financial interviews with accounting and program staff in order to understand how to allocate costs across different activities. The costing team developed a project model, including standard activity definitions, before collecting data to document this modified approach.

THE PROJECT MODEL

The Tékponon Jikuagou pilot rolled out over a period of about two years, from October 2012 to September 2014, during which staff conducted intervention activities, as well as other activities related to research, advocacy and intervention development. As mentioned earlier, the aim of the costing exercise was to estimate the cost of implementing Tékponon Jikuagou under typical project conditions. Many of the pilot costs which appeared in financial reports related to activities that would not be necessary during non-pilot implementation, such as in-depth formative research. Such costs were excluded from the project model. In short, the model aimed to simulate what Tékponon Jikuagou might look like if replicated in another part of Benin or elsewhere in West Africa.

To isolate costs for the project activities that would be replicated, the costing team defined the timeframe and activities for a “**project model**”, which included only those activities necessary for scale-up. Throughout data collection, we asked participants to consider this model when making estimates about time and cost allocation, so that estimates for cost were consistent across interviews. While designing this model, the costing team considered time, activities, and project size. Model definitions are elaborated below.

VILLAGES

While designing the project model, the first step was to estimate project size. During the pilot phase of the project, CARE and Plan International each implemented the project in 45 villages, for a total of 90 villages. Each organization started by piloting the project in approximately 30 villages in what was known as “Wave 1” of the pilot. During this phase, the initial project components rolled out. Subsequently, some modifications were made based on feedback from participants and implementing organizations. In “Wave 2,” CARE and Plan International implemented the intervention package in its finalized form in 12 and 15 additional villages, respectively.

When designing the costing model, we based estimates on the “Wave 2” 12-15 village framework since implementation in these villages was more representative of how the project would roll out at scale.

TIME FRAME

The pilot took place over the course of two years, during which much time was spent on activities which would not be scaled, including research and intervention development. The costing team gathered data on when activities from “Wave 2” villages occurred, and used that information to estimate the project time frame. Data from interviews with program staff were also used to make estimates. A one-year timeline for implementation was proposed as representative of the time to implement all package components. To facilitate data collection and provide insight on how project costs change over time, three distinct time categories for project implementation were defined. **Figure 3** shows the activities that take place during each phase of the year-long implementation period.

The “start-up” period was estimated to be approximately 3 months, and included activities such as contextual adaptation, community introductions, staff training, and initial start-up. The costing data for this period came from the three months during which the project started up in Benin, from October 2012 to December 2012.

Figure 3 : Project Model Timeframe

| START-UP (3 Months) | IMPLEMENTATION (8 Months) | PHASE OUT (1 Month) |
|--|--|--|
| <ul style="list-style-type: none"> • Adaptation • Management, Coordination, Supervision • Trainings and Start-up Orientations for Full-time staff | <ul style="list-style-type: none"> • Social Mapping • Catalyzer Discussion Groups • Influential Persons Activities • Health Center Linkages • Radio • M&E • Management, Coordination, Supervision • Advocacy | <ul style="list-style-type: none"> • Advocacy • M & E • Management and Coordination |

Selecting a time frame for implementation was challenging because there was some overlap between implementation of Wave 1 and Wave 2 villages, and staff supported both Wave 1 and 2 villages during the costing period. Staff interviews prompted staff to focus on costs during the Wave 2 period only as they made estimates for their time allocation during implementation. These activities rolled out from November 2013 to August 2014. Staff estimates (and timing estimates of the social network package model itself) led to a model with an 8-month implementation period. During this period, all five Tékponon Jikuagou component activities took place (social network mapping, discussion groups facilitated by ‘catalyzer’ discussion leaders, influential person activities, radio activities and health center linkage activities), as well as cross-cutting project activities such as monitoring and evaluation (M&E), administration (management, coordination, supervision) and efforts to collaborate with the MOH (advocacy). Finally, the close out period of the project was estimated to be one month, based on actual close out in September 2014. Key activities in this time period include advocacy to continue activities once project support ends, M&E, management and coordination (although organizations also reported finishing implementation of field activities in the final month).

ACTIVITIES

Before beginning data collection, the costing team developed definitions for the 10 activities costed under this approach. Definitions were modified early in the data collection process, following an iterative process, to take into account input from field staff. The details added in by staff appear in bold in **Figure 4** below. Since these details were added early in the data collection process, findings in these categories may be slightly underestimated, as they were not taken into consideration in preliminary interviews.

Figure 4: Activity Definitions

| Activity | Definition |
|---------------------------|---|
| Contextual Adaptation | <ul style="list-style-type: none"> Activities which take place before an organization begins implementing Tékponon Jikuagou activities in a particular area. Allows organizations to become more familiar with the contexts in which they will work. Activities such as the Community Health Facility mapping. Introductions to community leaders Introduction to health authorities, pre-testing of tools |
| Training/Orientation | <ul style="list-style-type: none"> Preliminary activities conducted at the beginning of Tékponon Jikuagou, which orient the staff to the mission and vision of the approach, the implementing organization’s policies, and concepts like gender and family planning. |
| Monitoring and Evaluation | <ul style="list-style-type: none"> Activities affiliated with monitoring and evaluating the entire package. Activities affiliated with monitoring a particular package component are included in that component’s category. Orientation to tools in the beginning |
| Advocacy | <ul style="list-style-type: none"> Technical Advisory Group meetings and other efforts/meetings with the MOH and other stakeholders. |

| Activity | Definition |
|------------------------|---|
| | <ul style="list-style-type: none"> • <i>Celebratory closing event at the end of the project</i> |
| Community Mapping | <ul style="list-style-type: none"> • Activities associated with the mapping exercise, the preliminary Tékponon Jikuagou activity. |
| Catalyzer Groups | <ul style="list-style-type: none"> • Catalyzer orientation • Catalyzer materials • Coaching |
| Influentials | <ul style="list-style-type: none"> • Influentials orientation • Influentials materials • Influentials support |
| Radio | <ul style="list-style-type: none"> • Broadcasting and producing radio programs • <i>Orienting and managing radio programs</i> |
| Health Center Linkages | <ul style="list-style-type: none"> • Orientation Meetings with influential groups and health facilities for the Each One Invites Three Campaign • Health Center Linkages Meetings |
| Administration | <ul style="list-style-type: none"> • Managing and supervising personnel, coordinating between different activities of the intervention. • General Tékponon Jikuagou activities supporting two or more other activities. Management, supervision or coordination affiliated with a particular package component are included in that component's category. • <i>Reporting to donors</i> • <i>Communication, field visits for management</i> |

DATA COLLECTION

COST ALLOCATION: FINANCE STAFF

Interviews with finance staff were also an iterative process, which included the following steps:

- a) **In-depth review of finance documents:** Partners CARE and Plan International shared their monthly and quarterly financial reports and ledgers with IRH. IRH thoroughly reviewed the reports, taking notes of cost categories and cost share. IRH met with finance staff several times, via skype and in person, to explain the cost exercise, and to clarify questions relating to financial costs of various activities.
- b) **Completion of pre-questionnaire:** IRH sent a pre-questionnaire (Appendix A) to field staff, which collected data on costs not clearly delineated in the financial expense reports, such as photocopies, and various operational costs, such as rent and utilities.
- c) **Comprehensive expense report summary sheet:** This tool, developed by IRH, summarized all financial data throughout the project lifespan. Having a single document which contained all information greatly facilitated the next step of the process. An example tool with mock data is shown in **Figure 5**.

d) **In-depth financial interview:** The IRH Research Officer traveled to Benin, and conducted in depth financial interviews using the expense report summary sheet and interview form found in Appendix B. This process took place over the course of two meetings, and took approximately six hours total with each organization. Each budget line item was reviewed, and project field and finance staff identified costs which fell within the 12-15 village project model. After identifying overall model costs, staff identified which period costs occurred in (start-up, implementation and close out). After identifying costs which were part of the “Wave 2” villages and identifying costs by time period, interviewees then identified which percentage of each cost should be allocated to each activity. These figures were recorded on questionnaires and then entered into an analysis tool in Microsoft excel.

Figure 5: Expense Report Summary Sheet (Mock Data)

| Expenses (\$) | Oct-Dec 2012 | Jan-Mar 2013 | Apr-June 2013 | July-Sept 2013 | Oct-Dec 2013 | Jan-Mar 2014 | Apr-June 2014 | July-Sept 2014 |
|---------------|--------------|--------------|---------------|----------------|--------------|--------------|---------------|----------------|
| Cost A | 100 | 0 | 124 | 134 | 123 | 21 | 134 | 124 |
| Cost B | 204 | 47 | 231 | 124 | 0 | 41 | 123 | 214 |
| Cost C | 203 | 234 | 21 | 457 | 314 | 17 | 12 | 124 |
| Cost D | 503 | 324 | 324 | 235 | 34 | 124 | 12 | 12 |

TIME ALLOCATION: ADMINISTRATIVE STAFF

Interviews with administrative staff included the following steps:

- 1) **Review of pre-questionnaire and project expense reports:** IRH staff reviewed project expense reports and the completed prequestionnaire, and identified all administrative staff who had contributed to the Tékponon Jikuagou project.
- 2) **In-depth time allocation interviews:** Using the questionnaires (see Appendix C), staff participated in interviews about how they allocated time across the ten project activities over the three time periods (start-up, implementation and close out). Administrative staff were too far removed from the field activities to be able to identify the “Wave 1” villages from the “Wave 2” villages. Thus, they were not asked to do so, and their estimates were based on estimated time devoted to the project month-to-month.

TIME ALLOCATION: PROGRAM STAFF

Interviews with program staff included the following steps:

- 1) **Review of pre-questionnaire and project expense reports:** IRH staff reviewed project expense reports and the completed prequestionnaire, and identified all program staff

who had contributed to the Tékponon Jikuagou project. In general, this group included project facilitators, field managers, M&E staff, and the project director, all of whom had direct contact and engagement with field activities.

- 2) **In-depth time allocation interviews:** Using the questionnaires (see Appendix B), program staff participated in interviews about how they allocated time across the ten project activities over the three time periods. Their estimates also provided an estimate for the length of the implementation period, which impacted the overall model and analysis.

ANALYSIS

Following interviews, IRH research staff entered data into an Excel spreadsheet. In an iterative process, IRH staff and costing expert Dr. Hugh Waters developed a costing tool which organized financial and salary data by time period and cost category. Several different versions of this tool were developed to ensure a comprehensive and user-friendly final version.

The costing tool also included data from staff interviews about how time and expenses should be allocated to different project activities. Formulas were developed which summed the total cost per activity, over each time period. The final tool allowed the team to see cumulative costs by time period, project activity, and cost category.

Over the process of several different meetings, IRH and Plan staff identified and eliminated costs in the tool that would not be necessary for replication of the package. Further details on analysis can be found in Section III below.

FINDINGS

The following section presents costing exercise findings. The first section reviews exercise assumption and limitations, and subsequent sections share findings from time allocation and finance interviews.

EXERCISE ASSUMPTIONS AND LIMITATIONS

The nature of Tékponon Jikuagou led to some limitations in costing. These limitations include:

- a. Costs are extrapolated from the pilot testing phase. Although the model aims to estimate the cost for a replicated project under normal contexts (e.g. working in 120 villages), there may be some limitations due to the data sources.
- b. Costs are based on international NGO implementation in rural areas in Benin. Costs may vary significantly in other implementation contexts.
- c. Certain assumptions were made during the exercise, such as not to cost the time of volunteers. These assumptions are spelled out clearly in this report but may still limit the generalizability of the results.

- d. Results will be based on expense reports as well as staff recall of estimated time spent on particular activities; such retroactive data collection may reflect recall bias.
- e. Although data were collected from two organizations, final estimates are based primarily on time allocations from one organization. This organization’s financial records and organizational structure were better organized and suited to provide detailed data for the costing exercise. The name of the organization is withheld to ensure confidentiality. In this report, it is referred to as “Organization A.” Although this report focuses on findings from “Organization A”, at times, findings from the other implementing organization are discussed, as a point of comparison. This organization is referred to as “Organization B.”

TIME ALLOCATION

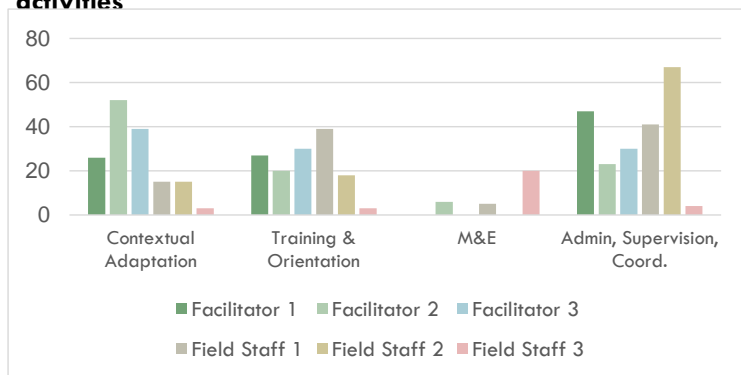
FIELD STAFF TIME ALLOCATION

START-UP

In the first section of the time allocation interviews, staff were asked to provide estimates for their time allocation across four activities – contextual adaptation, training and orientation, M&E and administration – in the start-up period. This section discusses results from field staff— those working directly on field activities, including facilitators, field supervisors, and M&E staff.

Staff modeled their estimates on the October-December 2012 period, when Tékponon Jikuagou work began in Benin. Results from “Organization A” are shown in **Figure 6**. The graph shows results from three facilitators, as well as three other field staff. Many field staff felt strongly that adaptation was a critical activity, explaining that Benin is a diverse nation where family planning norms vary greatly across different communities and that such differences should be taken into account in the costing model.

Figure 6: Percentage of field staff time spent on start-up activities



Looking closely at **Figure 6**, we see that facilitators reported similar estimates for training and orientation, but varying amounts for administration. Some noted that time would be required for monitoring and evaluation set-up prior to actual project implementation.

Notably, Organization B staff reported spending less time in the administration category, and more time in other categories. Reported time ranged between 30-50% for contextual adaptation, 20-35% for training/orientation, and 4-8% for M&E. General administration was also lower at 18-30%.

IMPLEMENTATION

Figure 7 shows time allocation

for the seven activities which were reported during the implementation period.

Catalyzer discussion groups are the most time intensive activity, with two facilitators reporting spending over 50% of their time on this activity. Other field staff report similar time allocations across activities. Organization B demonstrated similar trends for program staff. Their first

facilitator allocated 30% of time to general administration, and allocated time among remaining activities by 3-16%. However, another facilitator allocated 50% of time to Catalyzer groups, and then reported 2-21% allocation for other activities.

Figure 7: Percentages of field staff time spent on implementation activities

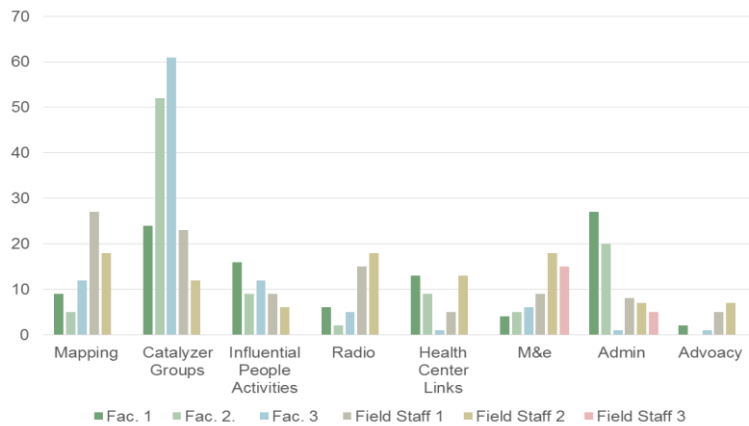
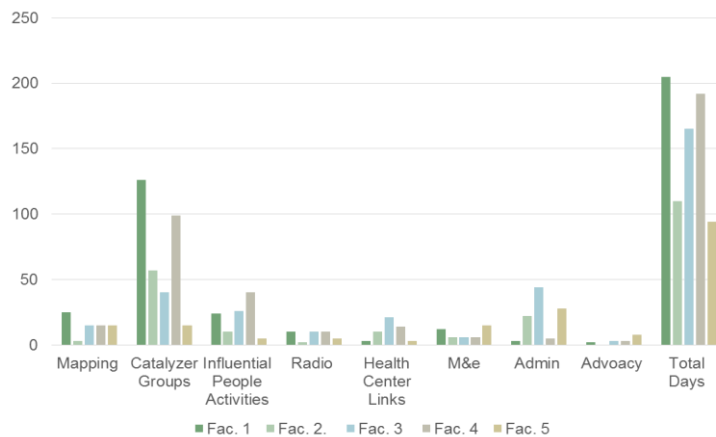


Figure 8 shows raw data from facilitators from both Organization A and Organization B before it is converted into percentages. Organization B's data are not included in project cost estimates, but they are presented here for programmatic insight. This graph shows the total days facilitators estimate that it would take to implement each activity in new villages. One facilitator, for instance, reported that 126 days were spent working with Catalyzers, while another reported only 40 days.

Figure 8: Number of days spent by field staff on implementation activities



The Tékonon Jikuagou intervention was designed to be a “light touch” intervention that does not require intensive, long-term engagement with village communities. Although facilitators were advised and guided not to spend excessive amounts of time with Catalyzer groups, some of them chose to do so, possibly because they believed that these groups needed extra support. In a replication or scale-up scenario, managers could provide further guidance to facilitators to ensure that they are not putting unnecessarily high levels of effort into certain villages.

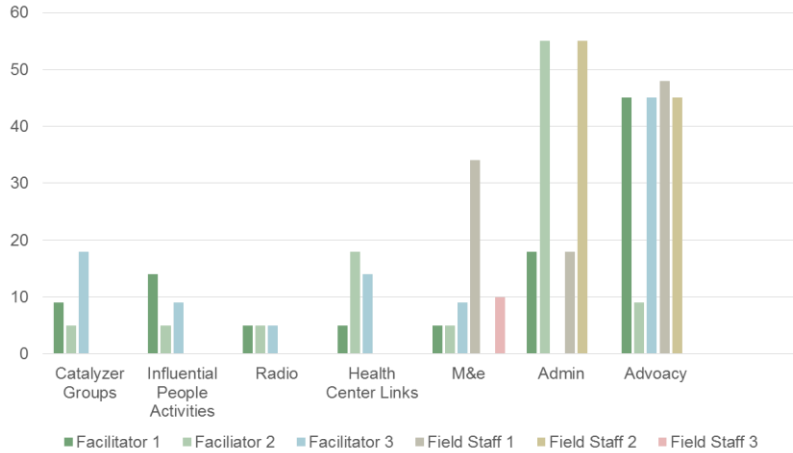


Figure 9: Percentage of field staff time spent on close out activities

CLOSE-OUT

Figure 9 shows Organization A’s program staff time allocation in the final month. In this month, facilitators reported wrapping up field activities (Catalyzer groups, Influentials, radio and health center linkages), while the project supervisors and field supervisors had generally turned their efforts to administration, management and advocacy.

By comparison, Organization B spent more time in the field in the final month. Facilitators reported spending 14-23% of their time with Catalyzers and Influentials, and similar amounts of time on radio. They also reported similar breakdowns for work on health center links (between 9% and 14%) and for M&E (9% to 23%), and lower levels of time allocation to administration (5%-18%) and advocacy (14-35%).

HEADQUARTER STAFF TIME ALLOCATION

START-UP

The costing exercise also collected data from administrative staff. These staff members were not in the field or working directly on the program, but they did provide program oversight and logistic, administrative and operational support. Figure 10 shows time allocation for administrative staff in the start-up period. There is some scattered attention to other categories, particularly for administrative staff who have high-level involvement in program logistics, but most staff time is concentrated in the administrative activity category.

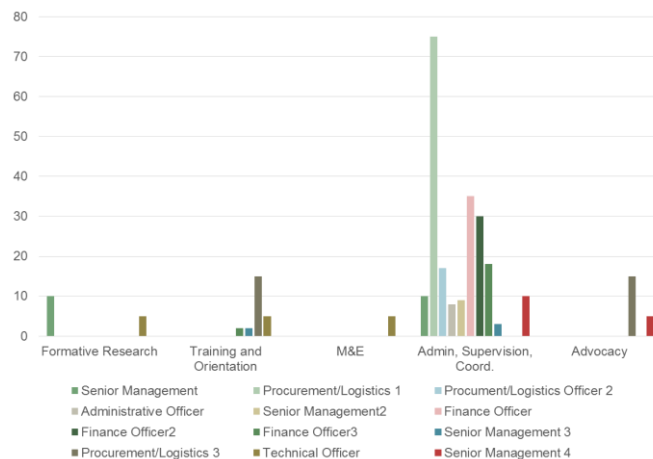


Figure10: Percentage of time spent by administrative staff on start-up activities

IMPLEMENTATION

Figure 11 shows time allocation for implementation for administration staff persons. Again, the majority of administrative staff from Organization A spend most time in the administration and

supervision category, but still generally below 20%, with a few exceptions. Administrative staff were not asked to disaggregate the time they dedicated to “Wave 2” villages, as they were too far removed from field activities to be able to distinguish differences. Instead, they provided estimates based on their time spent in a typical month of project implementation.

Based on data from June 2015, Organization B spent between 5% and 50% of their time on the project during the implementation period, with an average of 20%. Most of that time fell in the administrative category.

CLOSE OUT

Figure 12 shows close out time allocation for administrative staff. They reported spending time on three activities. Many report a substantial amount of activity the last month, particularly one of the procurement/logistics officers. This trend is probably due to the amount of reporting and administration typically required during project close out.

VOLUNTEER TIME ALLOCATION

The costing exercise also gathered information on how much time project volunteers, namely Catalyzers and Influentials, spent supporting the intervention. Catalyzers are members of influential groups identified by community social network mapping. After a brief training, Catalyzers lead discussions within their groups and keep basic activity monitoring records. Influentials, respected and socially connected community members also identified by mapping, undertook a variety of activities to raise awareness and discussion of family planning issues.

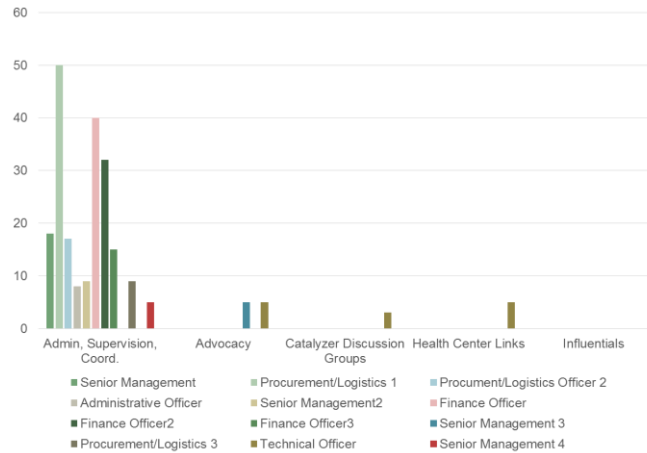


Figure 11: Percentage of time spent by administrative staff on implementation activities

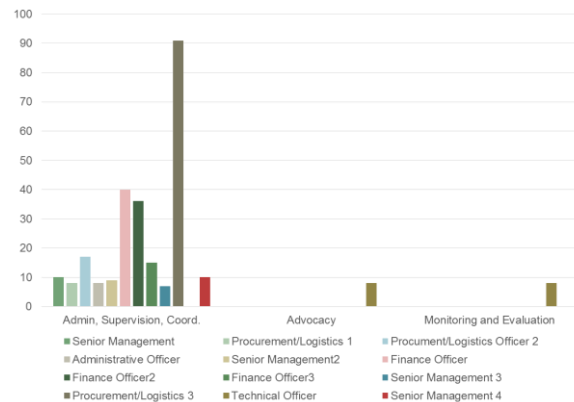


Figure 12: Percentage of time spent by administrative staff on close out activities

Figure 13 shows the average monthly time in hours that Catalyzers and Influentials spend conducting Tékponon Jikuagou activities. Figures were calculated by asking volunteers how many activities they typically conduct in a month, and then asking how long they spend on preparation, discussion, completion of activity records, and interaction with the project facilitator for each activity. The data presented here are from a small sample of 12 volunteers. Participants were selected by project facilitators, who were instructed to select volunteers who were “average” in their engagement and performance. Although the data presented here are not representative, it does provide insight into typical time allocations for the average project volunteer.

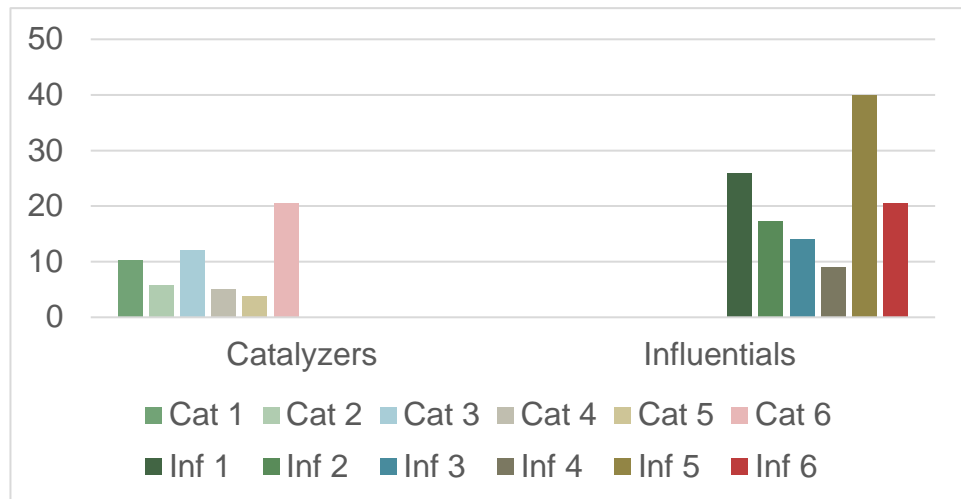


Figure 13: Volunteer time allocation in a typical month, in hours

In the chart, it is evident that Influentials spend more time on intervention activities than Catalyzers. While Catalyzer activities are generally time-bound and clearly-defined, Influentials are invited to contribute in ways that are in line with their contexts and communities. Some of them, for instance, had discussions with couples in their networks about family planning or accompanied them to the health center. These activities could continue for hours or take place over the course of days or weeks, unlike Catalyzer activities.

Figure 14 shows examples of typical health worker contributions. These estimates are not presented in a bar chart, because of the variety of activities and time contributions. Most health workers reported that the time they spend on Tékponon Jikuagou consists of high-level project meetings and orientations– not increased service provision. These examples come from a small sample size of three (3) providers, but nevertheless provide insight into possible project contributions from health workers.

Figure 14: Sample Health Worker Volunteer Activities

| | | |
|--|---|--|
| <p>Hospital Administrator</p> <p>Heavily involved in high-level TJ meetings, Catalyzer orientation, relais mobilization, evaluation of EO13 and comite de pilotage.</p> | <p>Hospital Midwife</p> <p>Reported spending days on trainings and meetings, but did not experience an increase in service seeking. People who did come sometimes wanted information only.</p> | <p>Rural Health Worker</p> <p>Reported spending time on trainings and meetings, but said time spent on EO13 clients and facilitator visits was not substantial.</p> |
|--|---|--|

The hospital midwife interviewed for the costing exercise reported that she had not yet observed an increase in service uptake due to Tékponon Jikuagou. However, she did note that in general, people prefer to go to health clinics, instead of hospitals, for their family planning needs. The rural health worker also reported that Tékponon Jikuagou did not create a major surge in clients in her clinic. The extent to which project activities impacted health worker work load could also vary by location.

Health worker hours for Tékponon Jikuagou, like volunteer hours, are not included in total project estimates but, they are provided here to acknowledge the contributions that volunteers make to the project, and to provide insight for organizations interested in implementing the social network intervention package.

PILOT EXPENSES

The following section discusses findings on total project expenses from the start-up, implementation and close out periods of the pilot.

These figures are based on financial reports, and interviews conducted with senior finance staff. After initial data collection, the costing team eliminated from the model certain items which would not be necessary during replication at a normal project level of effort. **Figure 15** shows all items which appeared in Organization A’s expense reports and several items which appeared in Organization B’s expense reports. (Organization B covered some costs, such as radio programming, for both organizations during the pilot.) Items written in green represent items that were removed for the final adjusted cost estimates.

Figure 15: Non-personnel Items included in Analysis (including items eliminated in costing model)

| | |
|---|---|
| <p>Equipment & Maintenance Equipment & Vehicle Operation Car Depreciation, Fuel, & Maintenance Moto Depreciation, Fuel, & Maintenance Car and Moto Insurance Office Equipment Maintenance</p> <p>Supplies Protection Kits (Raingear, etc.)</p> <p>Office Furniture and Various Equipment Computers (Laptop) & Accessories USB Hard Drive Clé de Connection</p> <p>Digital camera Lock and helmet</p> | <p>Other Direct Costs Comité de Pilotage Meetings*** Printing Materials and Graphics Community Mapping family planning Orientation for Field Staff ** Orienting the Radio Training Facilitators for Influential Persons **** Orienting Catalyzers Coaching the Catalyzers Supervision by Coordination Team Quarterly meetings with field visits Tripartite Oversight Monthly Meeting in Azove Meetings, Supervision, Workshops Director Field Visit</p> |
|---|---|

| | |
|--|--|
| <p>Mini printer</p> <p>Office Costs</p> <p>Supplies & Consumables</p> <p>Office Supplies</p> <p>Utilities</p> <p>Rent</p> <p>Office Maintenance</p> <p>Financial System Maintenance</p> <p>Communication Fees (Internet, Telephone)</p> | <p>Each One Invites Three Cards</p> <p>Orienting Influential People</p> <p>Coordination Meetings (Dir. Visit to Azove)*****</p> <p>Bags for Catalyzers</p> <p>Radio Contract</p> <p>General and Administrative Costs</p> <p>Costs Sponsored Directly by Donors</p> <p>IRH-Sponsored Project Launch</p> <p>IRH-Sponsored TAG Meeting</p> <p>IRH-Sponsored Formative Research *</p> |
|--|--|

Figure 16 shows all Tékponon Jikuagou-related positions which appear in Organization A and Organization B's expense reports. Items written in green are those which would not be required when the intervention is implemented at scale, and which were thus omitted from the estimates.

Figure 16: Staff Positions in the Costing Model (including positions eliminated in adjusted model)

| | |
|--|--|
| <p>Program Staff Salaries & Fringe</p> <p>Facilitator 1</p> <p>Facilitator 2</p> <p>Facilitator 3</p> <p>Field Supervisor</p> <p>National Project Supervisor</p> <p>M&E Expert</p> <p>M&E Coordinator (IRH)</p> | <p>Administrative Staff Salaries & Fringe</p> <p>Chief of Programs</p> <p>Procurement Assistant</p> <p>Procurement Officer</p> <p>HR Communication, Executive Officer</p> <p>Operations Director</p> <p>Programs Accountant</p> <p>Grant and Budget Monitoring Officer</p> <p>Finance Controller</p> <p>Mission Director</p> <p>Logistics Agent</p> <p>Gender Advisor</p> <p>Communications Director</p> <p>Director of Grant Mobilization</p> <p>Manager of Program Support</p> |
|--|--|

TOTAL PILOT COST – 12-15 VILLAGES

START-UP

The total cost of the pilot model in the three-month start-up period is **\$58,233**. **Figure 17** shows the per-activity cost breakdown; **Figure 18** shows the cost breakdown by activity category. Costs are relatively high during this period due to the up-front costs required to launch a new project, as well as the program staff training, and rapid formative research for contextual adaptation required in the beginning. **Figure 17** shows that administration is the most expensive activity in the start-up period, and **Figure 18** shows that program staff are the most expensive cost category.

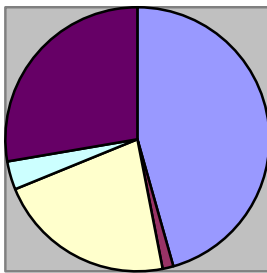
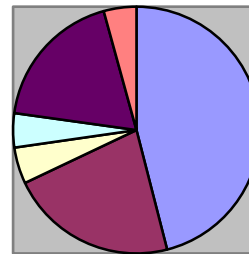


Figure 17: Pilot costs by activity during start-up



- Program Staff
- Administrative Staff
- Equipment/Vehicle
- Office Costs
- Other Direct Costs
- General + Admin

Figure 18: Pilot costs by cost category during start-up

IMPLEMENTATION

The total cost of the pilot model during the eight-month implementation period is **\$144,354**. **Figure 19** shows the cost breakdown by activity. Administrative costs and Catalyzer groups are the most resource-intensive exercises. **Figure 20** shows the cost breakdown by cost category, and demonstrates that the majority of program costs during implementation come from program staff time.

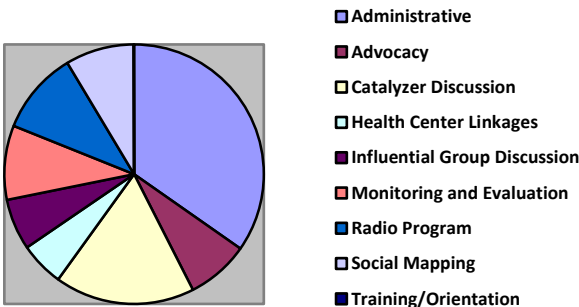
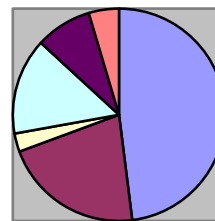


Figure 19: Pilot costs by activity during implementation



- Program Staff
- Administrative Staff
- Equipment/Vehicle
- Office Costs
- Other Direct Costs
- General + Admin

Figure 20: Pilot costs by cost category during implementation

CLOSE OUT

The total cost of the pilot model during the one-month close out period is **\$15,852**. **Figure 21** shows the cost breakdown by activity category. Administrative costs and Catalyzer groups are the most resource-intensive exercises. **Figure 22** shows the cost breakdown by cost category; again, most costs fall into the program staff cost category.

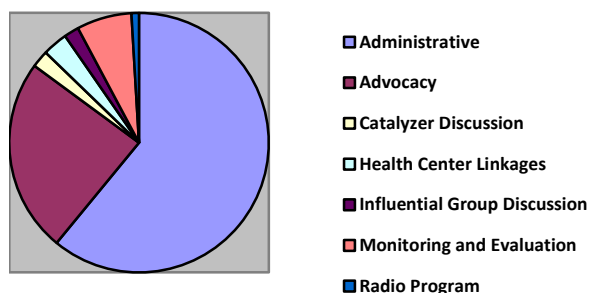


Figure 21: Pilot cost by activity during close out

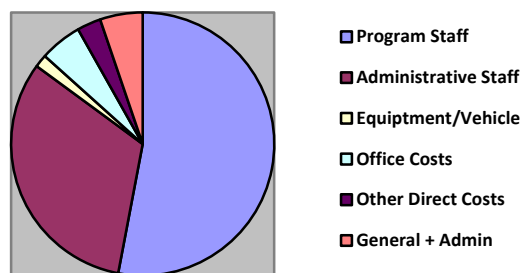


Figure 22: Pilot cost by cost category during close out

INDIVIDUAL ACTIVITY COSTS

The total cost of implementing the Tékponon Jikuagou pilot over 12 months is approximately \$218,429 for a cluster of 12-15 villages, or about \$16,180 per village. The pilot package includes five distinct but interlinked components which should be implemented in a specific sequence. Each has a unique and necessary role to play in the social networks diffusion approach.

To obtain an estimate for how much it would cost to implement each activity, we examined the individual cost for each activity in each time period, and then added the cost of each activity across all time periods. The cost per activity, and per time period, is shown in **Figure 23**.

Figure 23: Cost per Activity Over Time

| Time Period → | Start-Up | Implementation | Close-Out | Total |
|-----------------------------|-----------------|------------------|-----------------|------------------|
| Activity | | | | |
| Admin + Coordination | \$26,567 | \$50,119 | \$9,662 | \$86,323 |
| Advocacy | \$772 | \$11,244 | \$3,827 | \$15,843 |
| Formative Research | \$12,744 | NA | NA | \$12,744 |
| Monitoring/Evaluation | \$2,027 | \$13,361 | \$1,087 | \$16,475 |
| Training/Orientation | \$16,114 | \$73 | NA | \$16,186 |
| Social Mapping | NA | \$12,333 | NA | \$12,333 |
| Catalyzer Discussion Groups | NA | \$25,177 | \$338 | \$25,515 |
| Health Center Linkages | NA | \$7,948 | \$496 | \$8,444 |
| Influential Individuals | NA | \$9,188 | \$294 | \$9,483 |
| Radio Programs | NA | \$14,911 | \$148 | \$15,059 |
| TOTAL | \$58,223 | \$144,354 | \$15,852 | \$218,429 |

Organizations looking to implement Tékponon Jikuagou should also take into consideration administrative costs for each activity. To calculate the “fully loaded” cost per activity – that is, the total cost inclusive of both direct costs for the activity and a proportional allocation of indirect

costs – we determined an administrative factor for each time period. These numbers represented the additional staff time that is necessary to implement activities during different phases. The administrative factor was highest during start-up because of the additional staff time required for time-intensive material adaptation, staff training and activity launching. During implementation, the administrative factor dropped since ongoing support and simple monitoring required less time. Finally, it increased again slightly during close out as staff increase their involvement to complete monitoring and advocacy activities.

Figure 24: Administrative Factors to Calculate Indirect Costs

| | |
|--------------------------|------|
| Phase 1 (Start-up) | 1.74 |
| Phase 2 (Implementation) | 1.15 |
| Phase 3 (Close Out) | 1.41 |

ESTIMATING A PROJECT MODEL – 120 VILLAGES

To estimate the cost of implementing Tékponon Jikuagou at a more typical NGO project level of effort, the project created a new theoretical model with 120 villages (versus 12-15 villages), and estimated costs using base data from the original model. The costs per time period of both the pilot and project model appear in **Figure 25**. With this new estimation, costs are significantly reduced, from \$16,180 to \$4,093 per village over 12 months. However, it is important to emphasize that costs at scale may vary, and will depend on implementation areas, inflation rates and current costs.

Figure 25: Pilot and scale-up costs per time period and per village

| | Start-up | Implementation | Close Out | Total | Per village |
|------------------------------|-----------|----------------|-----------|-----------|-------------|
| Pilot Model (12-15 villages) | \$58,223 | \$144,354 | \$15,852 | \$218,429 | \$16,180 |
| Project Model (120 villages) | \$120,720 | \$336,746 | \$33,666 | \$491,132 | \$4093 |

To calculate the cost of the project model, the costing team determined “economy-of-scale factors” for each line item. Members of the project’s Senior Management Team from Plan and IRH determined these factors based on experiences implementing Tékponon Jikuagou in Couffo Department in Benin, as well as their extensive design and implementation experience with other community-based projects. The factors, listed in **Figure 26**, allow a more accurate estimation of how costs would remain unchanged or decrease based on economies of scale. That is, though the total number of villages increases tenfold, it is not necessary to multiply each line item by ten. A project increasing tenfold still only needs one project director and one staff training. Some items included in the previous model estimate - for example, coordination between the three core organizations IRH-CARE-Plan - have been completely eliminated.

Figure 26: Economy-of-Scale Factors for Expanding from 12 to 120 Villages

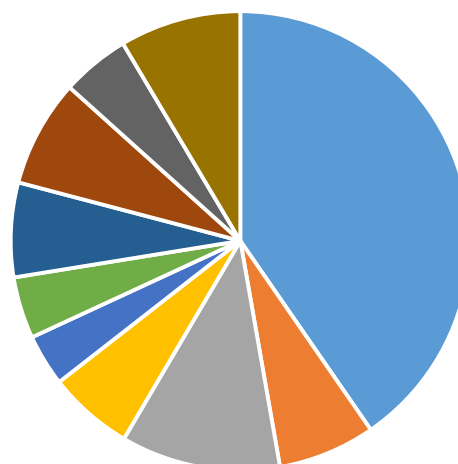
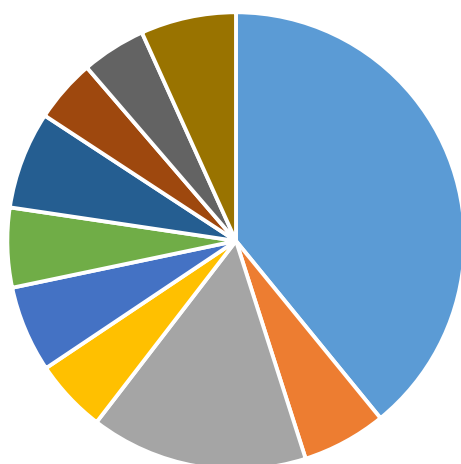
| Staffing | |
|---|---|
| Project Facilitators, Field Supervisor, M&E Expert | 3 |
| National Project Supervisor, Head of Programs, Procurement Officer, Director of Operations, Director of the Mission | 1 |
| Programs Accountant, Logistics Agent, Driver | 3 |

| | |
|---|----|
| Equipment and Vehicles | |
| Car Depreciation/Fuel/Maintenance, Moto Depreciation/Fuel/Maintenance | 3 |
| Car and Moto Insurance | 10 |
| Office Equipment Maintenance, Protection Kits (Raingear), Computers & Accessories, USB Hard Drive, Connection Key | 3 |
| Office Supplies/Consumables, Utilities, Rent, Maintenance, Communications Fees ; Printing Materials and Graphics, Community Mapping | 3 |
| Package Implementation | |
| Package adaptation (for new areas) | 2 |
| Field Staff Orientation (est'd costs of family planning orientation) | 1 |
| Social network mapping and village introduction | 3 |
| Influential groups: Catalyser training and coaching | 3 |
| Influential groups: materials and equipment/bags | 8 |
| Influential individuals: Influentials training and occasional visits | 6 |
| Radio: Station contract and DJ Orientation | 1 |
| Service linkages: Each One Invites 3 campaign (invitation card printing) | 8 |
| Field coordination: Supervision visits, quarterly meetings | 3 |
| Project oversight and support | 1 |
| General and Administrative Costs | 3 |

Using these economy of scale factors, it is possible to estimate costs per activity and costs per category under the project model (120 villages). **Figure 27** shows the per-activity cost breakdown. Similar to the pilot model pie charts by period shown above (Figures 17-22), this chart shows that estimated costs for Administrative and Catalyzer Discussion activities are the most expensive items. In fact, Catalyzer Discussion, Influential Group Discussions and Health Center Linkages all comprise a larger percentage of the total cost under this model versus the pilot model. Activities that become a smaller proportion of the overall budget in this model include Formative Research, Radio Programs and Advocacy. This is likely because these activities have large economies of scale, requiring very little additional effort to complete for 120 villages than for 12-15 villages.

Figure 28: Project Model Costs by Activity

Figure 29: Pilot Model Costs by Activity



- Administrative
- Advocacy
- Catalyzer Discussion
- Formative Research*
- Health Center Linkages
- Influential Group Discussions
- Monitoring & Evaluation
- Radio Programs
- Social Mapping
- Training & Orientation

Figure 29 shows the cost breakdown by expense category. Again, the chart shows similar allocations between pilot and project models. In the project model, Program and Administrative Staff costs decrease notably as a percentage of total costs. Office costs and Other Direct Costs (i.e. those spent directly on program activities) grow under the project model, accounting for a larger percentage of total costs.

Figure 29: Project Model Costs by Category

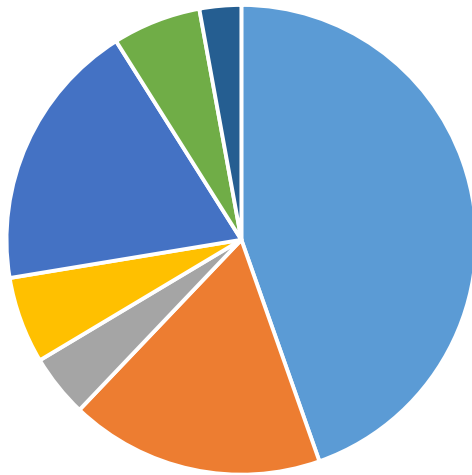
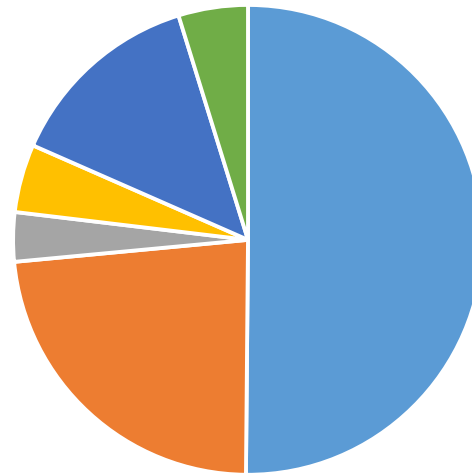


Figure 30: Pilot Model Costs by Category



■ Program Staff
 ■ Administrative Staff
 ■ Equipment/Vehicle
■ Office Costs
 ■ Other Direct Costs
 ■ General + Admin

CONCLUSION

To date, very little costing research has been done on community-based social and behavior change projects, and even less on social network interventions. This is in part due to the challenge of applying service or commodity-based costing practices to a complex, multi-level intervention

RECOMMENDATIONS

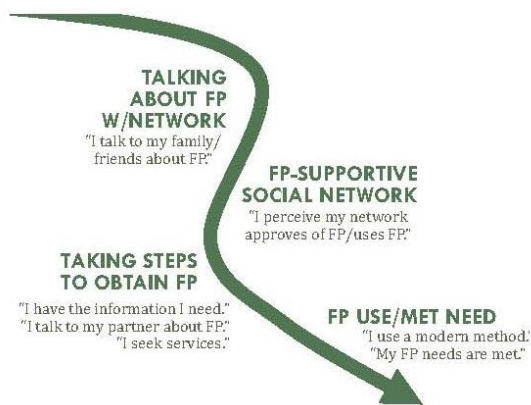
1. Support costing research on social and behavior change communication approaches at scale
2. Build evidence base for development of a more precise methodology for costing complex social network outcomes

based on social interactions rather than concrete products. The activity based costing approach allowed an approach more amenable to the project model. Using different modalities of activity-based costing allowed us to determine with greater accuracy the actual cost of the pilot implementation – by activity and by time period. The same base information also allowed us to estimate costs based on a project model more typical of NGO project reach (i.e., reaching 120 villages versus only 12-15 villages) giving program managers a more realist cost-per-village analysis upon which to make informed decisions to add the package or not to their programs.

Results clearly demonstrate that implementing a social and behavior change interventions designed for scale, such as Tekponon Jikouagou, can be done with a reasonable level of funding, implying that costs-to-scale up are also reasonable. Initial pilot costs for Tékponon Jikuagou were high because of the time commitment required for project start-up and close out, and the small number of villages receiving the intervention. Administrative and management expenses were the largest cost category during all time periods, but this study indicates that such costs would not increase proportionally as the intervention grew in numbers of village reached. Rather, they would engender economies of scale, resulting in a much lower cost per site and per outcome. Analysis of estimated costs for the project model bear this out. Additionally, volunteer time adds a great deal of value to the intervention. Catalyzers and Influentials spent an average of 10-20 hours a week on project activities, allowing Tékponon Jikuagou to leverage considerable volunteer labor and keep costs low (even though this was not the rationale for working with volunteers). In short, the approach is indeed lean and “light touch” as intended, and promises to be even more so at scale.

Estimating cost per outcome for the social network approach was challenging, however, and more experience is needed in this area to guide others’ costing practices. Outcomes for Tékponon Jikuagou, for example, are linked rather than distinct, and some are sequential,

which makes it difficult to attribute specific costs to particular outcomes. For instance, exposure to the intervention increased discussion of family planning, which prompted more community members to seek family planning services, ultimately resulting in greater modern method use and less unmet need. Each of these changes are unique outcomes of exposure to the intervention, but each influences the other, making it difficult to determine which costs support one outcome versus another. In short, the nature of social change interventions implies that the same costs may lead to multiple outcomes at once, with one positive outcome sparking another. Tékponon Jikuagou also measures outcomes on multiple levels, both individual behaviors and community-level network changes. There is already an established evidence base for measuring cost inputs for individual level change. However, allocating costs to normative change and network outcomes is a much newer field and the evidence is sparse.



APPENDIX A: QUESTIONNAIRES AND DATA COLLECTION TOOLS FOR TIME ALLOCATION

**INTERVIEW FORM FOR RESEARCH, MONITORING & EVALUATION
STAFF/PROGRAM MANAGERS (PARTNERS)**

| | |
|----------------------|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about your activities working with the Tékponon Jikuagou project. The purpose of these questions is to be able to estimate how much it would cost to replicate TJ's activities in other areas. This is an exciting opportunity, since the project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you do not apply to your job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by TJ elsewhere in Benin and other parts of the world. So please feel free to talk about the project's activities and outcomes. This information will be kept confidential and you are free to skip any questions you do not want to answer.

PROJECT OUTCOMES

For each category of outcomes listed below, could you provide information on how many events have taken place since the start of the project in the 15 new villages in your project implementation area? Please divide these outcomes according to the following time periods since the project has started. If possible, please indicate the outcomes on a month-by-month basis.

For each of these time periods, month by month, how many of the following events have taken place?

1. Community Mapping Sessions
2. Catalyzer Discussion Groups
3. Influential Orientations
4. Influential Actions
5. Radio Broadcasts
6. Each One Invites Three Orientations for
 - a. Catalyzers
 - b. Influentials
 - c. Health Workers

CONCLUSION

Thank you for your time and your contributions to making TJ a successful project!

TIME ALLOCATION INTERVIEW FORM FOR PROGRAM STAFF

| | |
|---|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |
| Type of Staff (check only one): | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about the activities of the Tékponon Jikuagou project. The purpose of these questions is to estimate how much it would cost to replicate TJ's activities in other areas. This is an exciting opportunity, since the project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing these activities will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you are not related to evaluating job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by TJ. So please feel free to talk about the activities of the project, and how much time you spend on different activities.

We're most interested in how much it would cost to introduce TJ into the 15 new villages that you recently worked with. So, much of the questionnaire today will ask about your efforts in the 15 recent villages. This is because we're interested in estimating how much it would cost for another organization to reproduce the project. When we did the TJ package in the first village, we were still developing it. But, your work in the 15 more recent villages is similar to the work that another organization might do while implementing TJ. Feel free to ask as many questions as you would like about this process.

TIME ALLOCATION

For this interview, I will be asking you to describe how much of your time you spend on the 10 activities that make up this project. (*Show participant activities sheet and review different activities.*)

During this interview, it might helpful to think in terms of the numbers of hours per week that you spend on each one on average – and then compare these hours in order to determine what *percentage* of your time goes to each activity. Some activities require more effort at busy times and less effort at other times. For some activities, the time that you spend on the activity is not consistent from one month to another. For example, Training and Orientation may be an important part of your time allocation in one month, but not in other months. So if you could, please think about this in terms of the *average*

amount of time that you spend on each activity in a typical month.

I will also be asking about your time in three different categories: start-up, implementation, and close-down. For the sake of the project, we will be asking about your activities during these three times.

Start-Up: October 2012-December 2012
Implementation: November 2014-August 2014
Close-Down: September 2014

QUESTIONNAIRE

A) Introduction

1. First, can you tell me how many hours a week you work at your organization? Are you full-time or part-time?
2. Can you tell me how much time you officially bill to TJ? If this has changed over time, please let me know.
3. Can you tell me what proportion of your time you spend working on TJ? If this has changed over time, please let me know.

B) Start-Up

I know that it's been a while, but try to think back to the time from October 2012-December 2012, in the months before you started doing field work with the project.

1. Can you tell me how many hours you worked in a month during this time?
2. Can you tell me what kind of work you were doing during this time?
3. Could you tell me how many staff trainings you attended during this period? How many days each were they? What did you talk about at these trainings ?
4. If there were staff orientation trainings that you attended in early 2013, please tell me about those, too.
5. Now, let's think about an average month during that time period. Could you please tell me how much time (in hours) that you spent on average on each of the following activities? If you do not work on a particular activity, the answer should be zero.

| | |
|---------------------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |

Now, if it would be easier, we could also think about your time in terms of percent effort spent on each of these activities, so that the percentages add up to 100%:

| | |
|---------------------------------------|--------------------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |
| Total | <u>100%</u> |

C) Project Implementation

Now, let’s think back more recently, to the 15 new villages that you worked with. I understand that you have been working with these new villages since August 2014. We’re going to try, right now, to estimate your overall time that was devoted to the last 15 new villages, since November of 2013.

Between November 2013 and August 2014, there were approximately 220 work days. Can you estimate for me, approximately how much of this time was spent on the 15 new villages, as opposed to the 30 older ones? If it would be helpful to think about this in terms of percentage of time, we can do that, too.

Now that we’ve estimated you spent X amount of days, let’s go through the activities, one by one, and talk about how that time would be broken down among the different activities.

1. Formative research: Did you conduct any activities related to formative research? If yes, how many would you say were devoted to formative research for the 15 new villages?
2. Training and Orientation: Did you do any activities related to training and orientation? If yes, how many days would you say were devoted to these activities for the 15 new villages?
3. Social Mapping: Did you do any activities related to social mapping? If yes, how many days would you say were devoted to these activities for the 15 new villages?
4. Catalyzer Discussion Groups: Did you do any activities related to catalyzer discussion groups? If yes, how many days would you say were devoted to these activities for the 15 new villages?
5. Influential Activities: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
6. Radio Programs. Did you do any activities related to radio programs? If yes, how many days would you say were devoted to these activities for the 15 new villages?
7. Health Center Linkages: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
8. Monitoring and Evaluation: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?

9. Management, Supervision, Coordination, Administration. How many days of this activity would you say were devoted to these activities for the 15 new villages?
10. Advocacy: How many days of this activity would you say were devoted to these activities for the 15 new villages?

D) Project Close-Down

Now we're going to try, to estimate your overall time that was devoted to the last 15 new villages, in September 2014.

In September 2014, there were approximately 22 work days. Can you estimate for me, approximately how much of this time was spent on the 15 new villages, as opposed to the 30 older ones? If it would be helpful to think about this in terms of percentage of time, we can do that, too.

Now that we've estimated you spent X amount of days, let's go through the activities, one by one, and talk about how that time would be broken down among the different activities.

1. Formative research: Did you conduct any activities related to formative research? If yes, how many would you say were devoted to formative research for the 15 new villages?
2. Training and Orientation: Did you do any activities related to training and orientation? If yes, how many days would you say were devoted to these activities for the 15 new villages?
3. Social Mapping: Did you do any activities related to social mapping? If yes, how many days would you say were devoted to these activities for the 15 new villages?
4. Catalyzer Discussion Groups: Did you do any activities related to catalyzer discussion groups? If yes, how many days would you say were devoted to these activities for the 15 new villages?
5. Influential Activities: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
6. Radio Programs. Did you do any activities related to radio programs? If yes, how many days would you say were devoted to these activities for the 15 new villages?
7. Health Center Linkages: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
8. Monitoring and Evaluation: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
9. Management, Supervision, Coordination, Administration. How many days of this activity would you say were devoted to these activities for the 15 new villages?
10. Advocacy: How many days of this activity would you say were devoted to these activities for the 15 new villages?

CONCLUSION

Do you have any questions for me? Thank you for your time and your contributions to making TJ a successful project!

TIME ALLOCATION INTERVIEW FORM FOR ADMINSTRATIVE STAFF

| | |
|---|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |
| Type of Staff (check only one): | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about the activities of the Tékponon Jikuagou project. The purpose of these questions is to estimate how much it would cost to replicate TJ's activities in other areas. This is an exciting opportunity, since the project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing these activities will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you are not related to evaluating job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by TJ. So please feel free to talk about the activities of the project, and how much time you spend on different activities. This information will be kept confidential.

We're most interested in how much it would cost to introduce TJ into the 15 new villages that you recently worked with. This is because we're interested in estimating, for another organization, how much it would cost to reproduce the project. TJ package was still developing in the first 30 villages. But, your work in the 15 more recent villages is similar to the work that another organization might do while implementing TJ.

TIME ALLOCATION

Could you please describe how much (proportion) of your time you spent on the following activities in each phase of the project? It might helpful to think in terms of the numbers of hours per week that you spend on each one on average – and then compare these hours in order to determine what *percentage* of your time goes to each activity. Some activities require more effort at busy times and less effort at other times. For some activities, the time that you spend on the activity is not consistent from one month to another. For example, Training and Orientation may be an important part of your time allocation in one month, but not in other months. So if you could, please think about this in terms of the *average* amount of time that you spend on each activity in a typical month.

I will also be asking about your time in three different categories: start-up, implementation, and close-down. For the sake of the project, we will be asking about your activities during these three times.

Start-Up: October 2012-December 2012

Implementation: January 2014-July 2014

Close-Out: August-September 2014

QUESTIONNAIRE

A) Introduction

First, can you tell me how many hours a week you work at your organization? Are you full-time or part-time?

1. Can you tell me how much time you officially bill to TJ?
2. Can you tell me how much time you spend on TJ?

B) Start-Up

I know that it's been a while, but try to think back to the time from October 2012-December 2012, in the months before you started doing field work with the project.

1. Can you tell me how many hours you worked in a month during this time?
2. Can you tell me what kind of work you were doing during this time?
3. Could you tell me how many staff trainings you attended during this period? How many days each were they? What did you talk about at these trainings? If there were orientation trainings that you attended in 2013, please tell me about those, too.
4. Now, let's think about an average month during that time period. Could you please tell me how much time (in hours) that you spent on average on each of the following activities? If you do not work on a particular activity, the answer should be zero.

| | |
|---------------------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |

Now, if it would be easier, we could also think about your time in terms of percent effort spent on each of these activities, so that the percentages add up to 100%:

| | |
|--------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |

| | |
|---------------------------------------|-------------------|
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |
| Total | _____ 100% |

C) Project Implementation

Now, let's think back more recently, to the 15 new villages that you worked with. I understand that you have been working with these new villages since August 2014. We're going to try, right now, to estimate your overall time that was devoted to the last 15 new villages, since November of 2013.

Between November 2013 and August 2014, there were approximately 220 work days. Can you estimate for me, approximately how much of this time was spent on the 15 new villages, as opposed to the 30 older ones? If it would be helpful to think about this in terms of percentage of time, we can do that, too.

Now let's go through the activities, one by one, and talk about how that time would be broken down among the different activities.

1. Formative research: Did you do any activities related to formative research? If yes, how many would you say were devoted to formative research for the 15 new villages?
2. Training and Orientation: Did you do any activities related to training and orientation? If yes, how many days would you say were devoted to these activities for the 15 new villages?
3. Social Mapping: Did you do any activities related to social mapping? If yes, how many days would you say were devoted to these activities for the 15 new villages?
4. Catalyzer Discussion Groups: Did you do any activities related to catalyzer discussion groups? If yes, how many days would you say were devoted to these activities for the 15 new villages?
5. Influential Activities: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
6. Radio Programs. Did you do any activities related to radio programs? If yes, how many days would you say were devoted to these activities for the 15 new villages?
7. Health Center Linkages: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
8. Monitoring and Evaluation: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
9. Management, Supervision, Coordination, Administration. How many days of this activity would you say were devoted to these activities for the 15 new villages?
10. Advocacy: How many days of this activity would you say were devoted to this activities for the 15 new villages?

D) Project Close-Down

Now, let's think back on the recent months, September 2014.

1. Can you tell me how many hours you worked in a month during this time?
2. Can you tell me what kind of work you were doing during this time?
3. Now, let's think about an average month during that time period. Could you please tell me how much time (in hours) that you spent on average on each of the following activities? If you do not work on a particular activity, the answer should be zero.

| | |
|---------------------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |

Now, if it would be easier, we could also think about your time in terms of percent effort spent on each of these activities, so that the percentages add up to 100%:

| | |
|---------------------------------------|--------------------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |
| Total | <u>100%</u> |

CONCLUSION

Do you have any questions for me? Thank you for your time and your contributions to making TJ a successful project!

APPENDIX B: FINANCIAL DATA COLLECTION TOOLS

SAMPLE EXPENSE REPORT SUMMARY SHEET (WITH MOCK DATA)

| Expenses | Oct-Dec 2012 | Jan-March 2013 | April-June 2013 | July-Sept 2013 | Oct-Dec 2013 | Jan-March 2014 | April-June 2014 | July-Sept. 2014 |
|------------|--------------|----------------|-----------------|----------------|--------------|----------------|-----------------|-----------------|
| Cost A | 100 | 0 | 124 | 134 | 123 | 21 | 134 | 124 |
| Cost B | 204 | 47 | 231 | 124 | 0 | 41 | 123 | 214 |
| Cost C | 203 | 234 | 21 | 457 | 314 | 17 | 12 | 124 |
| Cost D.... | 503 | 324 | 324 | 235 | 34 | 124 | 12 | 12 |

INTERVIEW FORM FOR GROUP INTERVEIW WITH FINANCE CONTROLLER, ACCOUNTS AND MANAGEMENT

| | |
|----------------------|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about your activities working with the Tékponon Jikuagou project. The purpose of asking these questions is to be able to estimate how much it would cost to replicate TJ's activities in other areas. This is an exciting opportunity, since the Project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing these activities will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you do not apply to your job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by TJ. So please feel free to talk about you do for the project, and how much time you spend on different activities. This information will be kept confidential.

PROJECT COSTS

Let's go through the items on your expense report, one by one.

- a) For each item, can you tell me generally what items it includes?
- b) Looking at this item, generally, can you tell me which, if any of the costs, contributed to the project in the last 15 villages?
- c) Can you help me estimate, generally, what activity categories this cost contributes to? If there are differences over the general time period, please let me know about that too. To guide us, we can refer to information that you provided in the pre-questionnaire.

| | S | I | C |
|---------------------------------------|-------|-------|-------|
| Formative Research | _____ | _____ | _____ |
| Training and Orientation | _____ | _____ | _____ |
| Social Mapping | _____ | _____ | _____ |
| Catalyzer Discussion Group | _____ | _____ | _____ |
| Influential People Activities | _____ | _____ | _____ |
| Radio Programs | _____ | _____ | _____ |
| Health Center Linkages | _____ | _____ | _____ |
| Monitoring and Evaluation | _____ | _____ | _____ |
| Management, Supervision, Coordination | _____ | _____ | _____ |
| Advocacy | _____ | _____ | _____ |
| Non-scalable activities | _____ | _____ | _____ |
| Total | 100% | 100% | 10 |

APPENDIX C: PRE-INTERVIEW FORM FOR TEKPONON JIKUAGOU PROGRAM MANAGERS

(To be filled out 2 weeks in advance of data collection)

| | |
|----------------------|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |

PROJECT COSTS

As you know, IRH staff will be visiting your offices in a few weeks to collect some information about the cost of the Tékponon Jikuagou program. To prepare for this trip, it would be helpful to send to IRH the following information. Please keep in mind that this is not an audit, just an exercise to learn more about the cost of the program. Thank you for your help, we look forward to working together on this.

1. Staff. Please consider how many of the following types of staff have been necessary to implement the project. Please include anyone who has been involved in the project before 2012. When you are done considering everyone on this list, please fill out the form on the next page.

- ✓ Catalyzers
- ✓ Influentials
- ✓ Facilitators
- ✓ Zonal Supervisor/Mentor
- ✓ M&E Staff
- ✓ TJ Manager
- ✓ Country Director
- ✓ Grants and Compliance Officer
- ✓ Country Health Advisor
- ✓ Deputy PSM
- ✓ Program Support Manager
- ✓ Gender Advisor
- ✓ Other

c) Can you please tell us, per month, how much is spent on the following items?

i. Amount spent on rent (if you own the building, proceed to question ii)

Cotonou: _____

Azové: _____

ii. Amount spent on building and purchase year (if purchased)

Cotonou: _____

Azové: _____

iii. Amount spent on utilities:

Cotonou: _____

Azové: _____

iv. Amount spent on building maintenance:

Cotonou: _____

Azové: _____

3. Travel & Transport – how many vehicles have been used for the project? Have these been used exclusively on the TJ Project, or also for other activities?

Could you please fill in the table below with information about the vehicles? Using your mileage log, could you please find out how many kilometers the vehicle drove for TJ projects each year?

For motorcycles, please fill in the number, date acquired and purchase price of each one.

If you have a motor pool with over five vehicles, please calculate the average date acquired and the average purchase price for ONE of those vehicles. Then, fill in the information about gas, maintenance and kilometers driven for the TOTAL POOL.

| Vehicle No. | Date Acquired | Purchase Price | TOTAL CFA spent on gas in 2012 | TOTAL CFA for maintenance in 2012 | TOTAL kilometers for 2012 | TOTAL kilometers for TJ- 2012 | TOTAL CFA spent on gas in 2014 | TOTAL CFA for maintenance in 2012 | TOTAL kilometers for 2014 | TOTAL kilometers for TJ- 2012 |
|--------------------|----------------------|-----------------------|---------------------------------------|--|----------------------------------|--------------------------------------|---------------------------------------|--|----------------------------------|--------------------------------------|
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4. Please provide information about all the different materials that you have printed for the project in the following chart. Please add any other important materials that we have missed in this list in the empty rows on the bottom.

Please complete the following form using the following directions:

- **COLUMN A:** Write “yes” if you have printed this document, and “no”, if you have not.
- **COLUMN B:** Write the page length of the document.
- **COLUMN C:** Estimate the total copies you made from October-December 2012.
- **COLUMN D:** Multiple the page length by the total copies to get the total pages printed
- **COLUMN E:** Estimate the number of copies made from January-September 2014
- **COLUMN F:** Multiple the page length by number of copies to enter the total pages printed from January-September 2014

| Used? | A Yes/No | B Page Length of Document | C Total Copies Made for 15 most recent villages |
|--|---------------------------|--|--|
| Community Mapping Guide | | | |
| Other Materials for Community Mapping Exercise | | | |
| Facilitator’s Guide to Catalyzer Orientation | | | |
| Catalyzer Activity Cards | | | |
| Catalyzer Story Cards | | | |
| Facilitator Guide for Influential Orientation | | | |
| Influential Infographs | | | |
| Each One Invites Three Cards | | | |

| | | | |
|---|--|--|--|
| M&E forms— including all M&E forms for and booklets, filled out by all members of the project. | | | |
| Management Forms | | | |
| Materials for TAG | | | |
| Materials for Staff Training | | | |
| | | | |
| | | | |
| | | | |

CONCLUSION

Thank you for your time and your contributions to making TJ a successful project!

APPENDIX A: PRE-INTERVIEW FORM FOR TEKPONON JIKUAGOU PROGRAM MANAGERS

(To be filled out 2 weeks in advance of data collection)

| | |
|----------------------|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |

PROJECT COSTS

As you know, IRH staff will be visiting your offices in a few weeks to collect some information about the cost of the Tékponon Jikuagou program. To prepare for this trip, it would be helpful to send to IRH the following information. Please keep in mind that this is not an audit, just an exercise to learn more about the cost of the program. Thank you for your help, we look forward to working together on this.

1. Staff. Please consider how many of the following types of staff have been necessary to implement the project. Please include anyone who has been involved in the project before 2012. When you are done considering everyone on this list, please fill out the form on the next page.
 - ✓ Catalyzers
 - ✓ Influentials
 - ✓ Facilitators
 - ✓ Zonal Supervisor/Mentor
 - ✓ M&E Staff
 - ✓ Tékponon Jikuagou Manager
 - ✓ Country Director
 - ✓ Grants and Compliance Officer
 - ✓ Country Health Advisor
 - ✓ Deputy PSM
 - ✓ Program Support Manager
 - ✓ Gender Advisor
 - ✓ Other

c) Can you please tell us, per month, how much is spent on the following items?

i. Amount spent on rent (if you own the building, proceed to question ii)

Cotonou: _____

Azové: _____

ii. Amount spent on building and purchase year (if purchased)

Cotonou: _____

Azové: _____

iii. Amount spent on utilities:

Cotonou: _____

Azové: _____

iv. Amount spent on building maintenance:

Cotonou: _____

Azové: _____

3. Travel & Transport – how many vehicles have been used for the project? Have these been used exclusively on the Tékponon Jikuagou Project, or also for other activities?

Could you please fill in the table below with information about the vehicles? Using your mileage log, could you please find out how many kilometers the vehicle drove for Tékponon Jikuagou projects each year?

For motorcycles, please fill in the number, date acquired and purchase price of each one.

If you have a motor pool with over five vehicles, please calculate the average date acquired and the average purchase price for ONE of those vehicles. Then, fill in the information about gas, maintenance and kilometers driven for the TOTAL POOL.

| Vehicle No. | Date Acquired | Purchase Price | TOTAL CFA spent on gas in 2012 | TOTAL CFA for maintenance in 2012 | TOTAL kilometers for 2012 | TOTAL kilometers for Tékponon Jikuagou - 2012 | TOTAL CFA spent on gas in 2014 | TOTAL CFA for maintenance in 2012 | TOTAL kilometers for 2014 | TOTAL kilometers for Tékponon Jikuagou - 2012 |
|--------------------|----------------------|-----------------------|---------------------------------------|--|----------------------------------|--|---------------------------------------|--|----------------------------------|--|
| | | | | | | | | | | |
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| | | | | | | | | | | |
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| | | | | | | | | | | |

4. Please provide information about all the different materials that you have printed for the project in the following chart. Please add any other important materials that we have missed in this list in the empty rows on the bottom.

Please complete the following form using the following directions:

- **COLUMN A:** Write “yes” if you have printed this document, and “no”, if you have not.
- **COLUMN B:** Write the page length of the document.
- **COLUMN C:** Estimate the total copies you made from October-December 2012.
- **COLUMN D:** Multiple the page length by the total copies to get the total pages printed
- **COLUMN E:** Estimate the number of copies made from January-September 2014
- **COLUMN F:** Multiple the page length by number of copies to enter the total pages printed from January-September 2014

| Used? | A Yes/No | B Page Length of Document | C Total Copies Made for 15 most recent villages |
|--|-------------|------------------------------|--|
| Community Mapping Guide | | | |
| Other Materials for Community Mapping Exercise | | | |
| Facilitator’s Guide to Catalyzer Orientation | | | |
| Catalyzer Activity Cards | | | |
| Catalyzer Story Cards | | | |
| Facilitator Guide for Influential Orientation | | | |
| Influential Infographs | | | |
| Each One Invites Three Cards | | | |
| M&E forms— including all M&E forms for and | | | |

| | | | |
|---|--|--|--|
| booklets, filled out by all members of the project. | | | |
| Management Forms | | | |
| Materials for TAG | | | |
| Materials for Staff Training | | | |
| | | | |
| | | | |
| | | | |

CONCLUSION

Thank you for your time and your contributions to making *Tékponon Jikuagou* a successful project!

APPENDIX B: QUESTIONNAIRES AND DATA COLLECTION TOOLS FOR TIME ALLOCATION

INTERVIEW FORM FOR RESEARCH, M&E STAFF, PROGRAM MANAGERS

| | |
|----------------------|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about your activities working with the Tékponon Jikuagou project. The purpose of these questions is to be able to estimate how much it would cost to replicate Tékponon Jikuagou 's activities in other areas. This is an exciting opportunity, since the project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you do not apply to your job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by Tékponon Jikuagou elsewhere in Benin and other parts of the world. So please feel free to talk about the project's activities and outcomes. This information will be kept confidential and you are free to skip any questions you do not want to answer.

PROJECT OUTCOMES

For each category of outcomes listed below, could you provide information on how many events have taken place since the start of the project in the 15 new villages in your project implementation area? Please divide these outcomes according to the following time periods since the project has started. If possible, please indicate the outcomes on a month-by-month basis.

For each of these time periods, month by month, how many of the following events have taken place?

1. Community Mapping Sessions
2. Catalyzer Discussion Groups
3. Influential Orientations
4. Influential Actions
5. Radio Broadcasts
6. Each One Invites Three Orientations for
 - a. Catalyzers
 - b. Influentials
 - c. Health Workers

CONCLUSION

Thank you for your time and your contributions to making Tékponon Jikuagou a successful project!

TIME ALLOCATION INTERVIEW FORM FOR PROGRAM STAFF

| | |
|---|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |
| Type of Staff (check only one): | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about the activities of the Tékponon Jikuagou project. The purpose of these questions is to estimate how much it would cost to replicate Tékponon Jikuagou 's activities in other areas. This is an exciting opportunity, since the project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing these activities will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you are not related to evaluating job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by Tékponon Jikuagou . So please feel free to talk about the activities of the project, and how much time you spend on different activities.

We're most interested in how much it would cost to introduce Tékponon Jikuagou into the 15 new villages that you recently worked with. So, much of the questionnaire today will ask about your efforts in the 15 recent villages. This is because we're interested in estimating how much it would cost for another organization to reproduce the project. When we did the Tékponon Jikuagou package in the first village, we were still developing it. But, your work in the 15 more recent villages is similar to the work that another organization might do while implementing Tékponon Jikuagou . Feel free to ask as many questions as you would like about this process.

TIME ALLOCATION

For this interview, I will be asking you to describe how much of your time you spend on the 10 activities that make up this project. (*Show participant activities sheet and review different activities.*)

During this interview, it might helpful to think in terms of the numbers of hours per week that you spend on each one on average – and then compare these hours in order to determine what *percentage* of your time goes to each activity. Some activities require more effort at busy times and less effort at other times. For some activities, the time that you spend on the activity is not consistent from one month to another. For example, Training and Orientation may be an important part of your time allocation in one month, but not in other months. So if you could, please think about this in terms of the *average* amount of time that you spend on each activity in a typical month.

I will also be asking about your time in three different categories: start-up, implementation, and close-down. For the sake of the project, we will be asking about your activities during these three times.

Start-Up: October 2012-December 2012
Implementation: November 2014-August 2014
Close-Down: September 2014

QUESTIONNAIRE

A) Introduction

1. First, can you tell me how many hours a week you work at your organization? Are you full-time or part-time?
2. Can you tell me how much time you officially bill to Tékponon Jikuagou ? If this has changed over time, please let me know.
3. Can you tell me what proportion of your time you spend working on Tékponon Jikuagou ? If this has changed over time, please let me know.

B) Start-Up

I know that it's been a while, but try to think back to the time from October 2012-December 2012, in the months before you started doing field work with the project.

1. Can you tell me how many hours you worked in a month during this time?
2. Can you tell me what kind of work you were doing during this time?
3. Could you tell me how many staff trainings you attended during this period? How many days each were they? What did you talk about at these trainings ?
4. If there were staff orientation trainings that you attended in early 2013, please tell me about those, too.
5. Now, let's think about an average month during that time period. Could you please tell me how much time (in hours) that you spent on average on each of the following activities? If you do not work on a particular activity, the answer should be zero.

| | |
|--------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |

| | |
|---------------------------------------|-------|
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |

Now, if it would be easier, we could also think about your time in terms of percent effort spent on each of these activities, so that the percentages add up to 100%:

| | |
|---------------------------------------|--------------------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |
| Total | <u>100%</u> |

C) Project Implementation

Now, let's think back more recently, to the 15 new villages that you worked with. I understand that you have been working with these new villages since August 2014. We're going to try, right now, to estimate your overall time that was devoted to the last 15 new villages, since November of 2013.

Between November 2013 and August 2014, there were approximately 220 work days. Can you estimate for me, approximately how much of this time was spent on the 15 new villages, as opposed to the 30 older ones? If it would be helpful to think about this in terms of percentage of time, we can do that, too.

Now that we've estimated you spent X amount of days, let's go through the activities, one by one, and talk about how that time would be broken down among the different activities.

1. Formative research: Did you conduct any activities related to formative research? If yes, how many would you say were devoted to formative research for the 15 new villages?

2. Training and Orientation: Did you do any activities related to training and orientation? If yes, how many days would you say were devoted to these activities for the 15 new villages?
3. Social Mapping: Did you do any activities related to social mapping? If yes, how many days would you say were devoted to these activities for the 15 new villages?
4. Catalyzer Discussion Groups: Did you do any activities related to catalyzer discussion groups? If yes, how many days would you say were devoted to these activities for the 15 new villages?
5. Influential Activities: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
6. Radio Programs. Did you do any activities related to radio programs? If yes, how many days would you say were devoted to these activities for the 15 new villages?
7. Health Center Linkages: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
8. Monitoring and Evaluation: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
9. Management, Supervision, Coordination, Administration. How many days of this activity would you say were devoted to these activities for the 15 new villages?
10. Advocacy: How many days of this activity would you say were devoted to this activities for the 15 new villages?

D) Project Close-Down

Now we're going to try, to estimate your overall time that was devoted to the last 15 new villages, in September 2014.

In September 2014, there were approximately 22 work days. Can you estimate for me, approximately how much of this time was spent on the 15 new villages, as opposed to the 30 older ones? If it would be helpful to think about this in terms of percentage of time, we can do that, too.

Now that we've estimated you spent X amount of days, let's go through the activities, one by one, and talk about how that time would be broken down among the different activities.

1. Formative research: Did you conduct any activities related to formative research? If yes, how many would you say were devoted to formative research for the 15 new villages?
2. Training and Orientation: Did you do any activities related to training and orientation? If yes, how many days would you say were devoted to these activities for the 15 new villages?
3. Social Mapping: Did you do any activities related to social mapping? If yes, how many days would you say were devoted to these activities for the 15 new villages?
4. Catalyzer Discussion Groups: Did you do any activities related to catalyzer discussion groups? If yes, how many days would you say were devoted to these activities for the 15 new villages?

5. Influential Activities: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
6. Radio Programs. Did you do any activities related to radio programs? If yes, how many days would you say were devoted to these activities for the 15 new villages?
7. Health Center Linkages: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
8. Monitoring and Evaluation: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
9. Management, Supervision, Coordination, Administration. How many days of this activity would you say were devoted to these activities for the 15 new villages?
10. Advocacy: How many days of this activity would you say were devoted to this activities for the 15 new villages?

CONCLUSION

Do you have any questions for me? Thank you for your time and your contributions to making Tékonon Jikuagou a successful project!

TIME ALLOCATION INTERVIEW FORM FOR ADMINSTRATIVE STAFF

| | |
|---|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |
| Type of Staff (check only one): | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about the activities of the Tékponon Jikuagou project. The purpose of these questions is to estimate how much it would cost to replicate Tékponon Jikuagou 's activities in other areas. This is an exciting opportunity, since the project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing these activities will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you are not related to evaluating job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by Tékponon Jikuagou . So please feel free to talk about the activities of the project, and how much time you spend on different activities. This information will be kept confidential.

We're most interested in how much it would cost to introduce Tékponon Jikuagou into the 15 new villages that you recently worked with. This is because we're interested in estimating, for another organization, how much it would cost to reproduce the project. Tékponon Jikuagou package was still developing in the first 30 villages. But, your work in the 15 more recent villages is similar to the work that another organization might do while implementing Tékponon Jikuagou .

TIME ALLOCATION

Could you please describe how much (proportion) of your time you spent on the following activities in each phase of the project? It might helpful to think in terms of the numbers of hours per week that you spend on each one on average – and then compare these hours in order to determine what *percentage* of your time goes to each activity. Some activities require more effort at busy times and less effort at other times. For some activities, the time that you spend on the activity is not consistent from one month to another. For example, Training and Orientation may be an important part of your time allocation in one month, but not in other months. So if you could, please think about this in terms of the average amount of time that you spend on each

activity in a typical month.

I will also be asking about your time in three different categories: start-up, implementation, and close-down. For the sake of the project, we will be asking about your activities during these three times.

Start-Up: October 2012-December 2012

Implementation: January 2014-July 2014

Close-Out: August-September 2014

QUESTIONNAIRE

A) Introduction

First, can you tell me how many hours a week you work at your organization? Are you full-time or part-time?

1. Can you tell me how much time you officially bill to Tékponon Jikuagou ?
2. Can you tell me how much time you spend on Tékponon Jikuagou ?

B) Start-Up

I know that it's been a while, but try to think back to the time from October 2012-December 2012, in the months before you started doing field work with the project.

1. Can you tell me how many hours you worked in a month during this time?
2. Can you tell me what kind of work you were doing during this time?
3. Could you tell me how many staff trainings you attended during this period? How many days each were they? What did you talk about at these trainings ? If there were orientation trainings that you attended in 2013, please tell me about those, too.
4. Now, let's think about an average month during that time period. Could you please tell me how much time (in hours) that you spent on average on each of the following activities? If you do not work on a particular activity, the answer should be zero.

| | |
|---------------------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |

Now, if it would be easier, we could also think about your time in terms of percent effort spent on each of these activities, so that the percentages add up to 100%:

| | |
|---------------------------------------|-------------------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |
| Total | _____ 100% |

C) Project Implementation

Now, let’s think back more recently, to the 15 new villages that you worked with. I understand that you have been working with these new villages since August 2014. We’re going to try, right now, to estimate your overall time that was devoted to the last 15 new villages, since November of 2013.

Between November 2013 and August 2014, there were approximately 220 work days. Can you estimate for me, approximately how much of this time was spent on the 15 new villages, as opposed to the 30 older ones? If it would be helpful to think about this in terms of percentage of time, we can do that, too.

Now let’s go through the activities, one by one, and talk about how that time would be broken down among the different activities.

1. Formative research: Did you do any activities related to formative research? If yes, how many days would you say were devoted to formative research for the 15 new villages?
2. Training and Orientation: Did you do any activities related to training and orientation? If yes, how many days would you say were devoted to these activities for the 15 new villages?
3. Social Mapping: Did you do any activities related to social mapping? If yes, how many days would you say were devoted to these activities for the 15 new villages?
4. Catalyzer Discussion Groups: Did you do any activities related to catalyzer discussion groups? If yes, how many days would you say were devoted to these activities for the 15 new villages?

5. Influential Activities: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
6. Radio Programs. Did you do any activities related to radio programs? If yes, how many days would you say were devoted to these activities for the 15 new villages?
7. Health Center Linkages: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
8. Monitoring and Evaluation: Did you do any activities related to influential activities? If yes, how many days would you say were devoted to these activities for the 15 new villages?
9. Management, Supervision, Coordination, Administration. How many days of this activity would you say were devoted to these activities for the 15 new villages?
10. Advocacy: How many days of this activity would you say were devoted to this activities for the 15 new villages?

D) Project Close-Down

Now, let's think back on the recent months, September 2014.

1. Can you tell me how many hours you worked in a month during this time?
2. Can you tell me what kind of work you were doing during this time?
3. Now, let's think about an average month during that time period. Could you please tell me how much time (in hours) that you spent on average on each of the following activities? If you do not work on a particular activity, the answer should be zero.

| | |
|---------------------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |

Now, if it would be easier, we could also think about your time in terms of percent effort spent on each of these activities, so that the percentages add up to 100%:

| | |
|-------------------------------|-------|
| Formative Research | _____ |
| Training and Orientation | _____ |
| Social Mapping | _____ |
| Catalyzer Discussion Group | _____ |
| Influential People Activities | _____ |

| | |
|---------------------------------------|--------------------|
| Radio Programs | _____ |
| Health Center Linkages | _____ |
| Monitoring and Evaluation | _____ |
| Management, Supervision, Coordination | _____ |
| Advocacy | _____ |
| Waiting Time | _____ |
| Non-Scalable Activities | _____ |
| Total | <u>100%</u> |

CONCLUSION

Do you have any questions for me? Thank you for your time and your contributions to making Tékpnonon Jikuagou a successful project!

APPENDIX C: FINANCIAL DATA COLLECTION TOOLS

SAMPLE EXPENSE REPORT SUMMARY SHEET (WITH MOCK DATA)

| Expenses | Oct-Dec 2012 | Jan-March 2013 | April-June 2013 | July-Sept 2013 | Oct-Dec 2013 | Jan- March 2014 | April- June 2014 | July-Sept. 2014 |
|------------|-----------------|-------------------|--------------------|-------------------|-----------------|-----------------------|------------------------|--------------------|
| Cost A | 100 | 0 | 124 | 134 | 123 | 21 | 134 | 124 |
| Cost B | 204 | 47 | 231 | 124 | 0 | 41 | 123 | 214 |
| Cost C | 203 | 234 | 21 | 457 | 314 | 17 | 12 | 124 |
| Cost D.... | 503 | 324 | 324 | 235 | 34 | 124 | 12 | 12 |

I

**INTERVIEW FORM FOR GROUP INTERVIEW WITH FINANCE CONTROLLER,
ACCOUNTS AND MANAGEMENT**

| | |
|----------------------|--|
| Name: | |
| Title: | |
| Organization: | |
| Interviewer: | |

INTRODUCTION

Thanks very much for meeting today. We would like to ask you a few questions about your activities working with the Tékponon Jikuagou project. The purpose of asking these questions is to be able to estimate how much it would cost to replicate Tékponon Jikuagou 's activities in other areas. This is an exciting opportunity, since the Project has so much to offer. It is important to be able to accurately estimate the costs, so that another organization that is interested in implementing these activities will know how much effort and costs will be involved.

It is important to point out that the questions that we would like to ask you do not apply to your job performance in any way. The costing exercise is not an evaluation; rather it is research to help to expand the project and to help other organizations apply the successful approaches used by Tékponon Jikuagou . So please feel free to talk about you do for the project, and how much time you spend on different activities. This information will be kept confidential.

PROJECT COSTS

Let's go through the items on your expense report, one by one.

- a) For each item, can you tell me generally what items it includes?
- b) Looking at this item, generally, can you tell me which, if any of the costs, contributed to the project in the last 15 villages?
- c) Can you help me estimate, generally, what activity categories this cost contributes to? If there are differences over the general time period, please let me know about that too. To guide us, we can refer to information that you provided in the pre-questionnaire.

| | S | I | C |
|---------------------------------------|-------|-------|-------|
| Formative Research | _____ | _____ | _____ |
| Training and Orientation | _____ | _____ | _____ |
| Social Mapping | _____ | _____ | _____ |
| Catalyzer Discussion Group | _____ | _____ | _____ |
| Influential People Activities | _____ | _____ | _____ |
| Radio Programs | _____ | _____ | _____ |
| Health Center Linkages | _____ | _____ | _____ |
| Monitoring and Evaluation | _____ | _____ | _____ |
| Management, Supervision, Coordination | _____ | _____ | _____ |
| Advocacy | _____ | _____ | _____ |
| Non-scalable activities | _____ | _____ | _____ |
| Total | 100% | 100% | 100% |