



**LIBERIA MONITORING AND EVALUATION PROGRAM
(L-MEP)
CONTRACT #669-C-10-00-00181-00**



**ANNUAL REPORT
September 1, 2010 to September 30, 2011**



Liberia Monitoring and Evaluation Program (L-MEP)



L-MEP FIELD AND TMG/HQ TEAM

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Annual Report
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ACRONYMS AND ABBREVIATIONS

ADS	Automated Directives System
CDCS	Country Development Cooperative Strategy
COTR	Contracting Officer Technical Representative
DO	Development Objective
DOCS	Development Outreach and Communication Specialist
DQA	Data Quality Assessment
EMMPS	Environmental Management and Monitoring Plans
FTF	Feed the Future
GIS	Geographic Information System
GoL	Government of Liberia.
IP	Implementing Partner
KMS	Knowledge Management Specialist
LISGIS	Liberia Institute of Statistics
L-MEP	Liberia Monitoring and Evaluation Program
MCC	Millennium Challenge Corporation
M&E	Monitoring and Evaluation
MIS	Management Information System
PIDS	Performance Information Database System
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
RRC	Regional Resource Center
SBA	Subah-Belleh Associates
STTA	Short-term Technical Assistance
TDY	Temporary Duty Assignment
TMG/HQ	The Mitchell Group, Inc. Headquarters
WMS	Web Mapping System

Liberia Monitoring and Evaluation Program (L-MEP)
Annual Report
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Executive Summary

The Mitchell Group, Inc. (TMG) is pleased to submit to USAID/Liberia our Annual Report for the Liberia Monitoring and Evaluation Program (L-MEP), covering the period from September 1, 2010 to September 30, 2011. On August 27, 2010, TMG entered into a contractual agreement with USAID/Liberia (Contract #669-C-10-00-00181-00) for the L-MEP to provide comprehensive monitoring and evaluation support services to the USAID/Liberia Sector Teams, their Implementing Partners (IPs), and the Government of Liberia (GOL). The overall objective of L-MEP is to assist USAID/Liberia develop a comprehensive monitoring and evaluation (M&E) and performance measurement system to document the Mission's performance in achieving its development objectives and intermediate results, in compliance with the Automated Directives System (ADS) and other Agency guidance on performance management.

L-MEP has concluded a very successful first year. We first and foremost established close and confident working relationships with 23 USAID's IPs and they repeatedly have expressed appreciation for our support. Our two Managing for Results Training sessions were highly successful and over-subscribed. We also held Environmental Compliance Training during the first year with significant Mission support and participation. After hosting a Data Quality Assessment (DQA) Workshop, we conducted DQAs on ten of the Mission's projects and will complete DQAs on the remaining 13 during the first quarter of the second year. Implementing partners have sought our help completing and updating their Performance Management Plans (PMPs) throughout the first year and we will continue to provide this support during the second year in addition to assisting USAID complete its new Mission PMP. In order to standardize PMPs, and thereby strengthen the Mission's performance management system, L-MEP developed a guide which lays out all the PMP requirements from the ADS.

Both our Performance Indicator Database System (PIDS) and our GIS/Web Mapping System (WMS) have been developed and L-MEP staff has worked closely with both IPs and USAID/Liberia staff to make these systems fully operational and integrated. The L-MEP has produced several maps for IPs and continually receives requests for more. The L-MEP website is up and running and we will continue to make the site a source of important documents and information.

We have conducted evaluations on two projects – “Focus on Results: Enhancing Capacity Across Sectors in Transition” (FORECAST), and “Core Education Skills for Liberian Youth” (CESLY) – in the education sector and look forward to assisting the Mission implement USAID's new evaluation policy.

Our Gbarnga field office has actively engaged field IPs; participated in the Bong County Sector Coordination meetings; helped carry out DQAs; mentored IP field staff in M&E; and hosted the Managing for Results Training. We anticipate that the field office will become even more active during Year Two of the L-MEP and will also serve as a Regional Resource Center (RRC). Specifically, the RRC will provide IPs working within and around Gbarnga access to high-speed internet for research and other work related activities. The RRC will also contain hard copies of resource materials, including USAID performance management guidelines and M&E tips that the field staff of IPs could use.

The L-MEP staff has built partnerships with Subah-Bellah Associates (SBA) and DEN-L, local L-MEP Partners, by contracting with SBA for an evaluation and by hiring DEN-L to conduct two gender training sessions for IPs. These local partners, as well as NARDA (another local L-MEP Partner), and several GoL staff also attended the training sessions and, hence, their capacity to carry out M&E was strengthened.

I. Progress

L-MEP's Results Framework is comprised of seven results. Progress made toward the accomplishment of these results during Year One is listed below:

Component One: Performance Monitoring and Results Reporting

▪ Result 1: Mission Overall M&E System Supported

Action 1.1: Provide recommendations to Mission to strengthen Mission M&E system

During Year One L-MEP made recommendations to the Mission to standardize the PMP format and produced a guide for the IPs and Contracting Officer Technical Representative/ Activity Technical Representative and Activity (COTRs/AOTRs), which included the ADS PMP requirements, as well as recommendations from the Managing for Results Training. We also made recommendations to the Mission for improving the quality of the data that IPs are using for reports, as well as how IPs should improve their systems in order to submit higher quality data to USAID. We also made recommendations regarding how maps can be used by USAID and their IPs to improve their M&E systems.

Action 1.2: Conduct Data Quality Assessments (DQAs) on current project portfolio and make recommendations to improve data collection and quality

L-MEP conducted DQAs for ten projects in four sectors during year one that included an analysis of the IPs' M&E systems, in addition to the indicators they have selected to measure their results. L-MEP employed an "indicator birth to death" methodology, developed for the Managing for Results Training, which assesses why the indicators were selected, whether or not they adequately measure the results, how the data is collected, processed and reported. The DQAs examined the IP systems and data according to the following five criteria: validity, reliability, timeliness, precision, and integrity. Recommendations have been made to the IPs

regarding how to improve their M&E systems and their data collection and quality. Specifically, some of the recommendations that are almost cross-cutting include:

- Projects should update their PMP in line with the standards outlined in the ADS 203. Specific attention should be given to the results and indicators.
- The data collection forms and tools of projects should be reviewed and strengthened to ensure that the desired information is collected. New mechanisms and tools should be developed for collecting qualitative data.
- The data management and reporting systems of local partners should be strengthened. Specifically, the local partners should be encouraged to build M&E in their programs operations, and training should be provided for the M&E and relevant program staff of those organizations.
- There should be specific M&E and data-management staff with clearly assigned responsibilities who have received the required training.
- Relevant project staff should be knowledgeable of the project’s PMP and indicators. They should participate in PMP updates and review exercises.
- The projects should document the processes and procedures for managing and reporting performance data so that there is standardization. There should also be clearly defined and followed procedures to periodically verify source data. These can be documented in the PMP.

Table 1: List of Projects with DQAs completed in Year 1

No.	Project	Implementing Partner	Sector
1.	Strengthening Citizen Participation in Government: Access to Justice and Information	The Carter Center (TCC)	Democracy & Governance
2.	Civil Society and Media Leadership Program	International Research Exchange Board (IREX)	Democracy & Governance
3.	Building Sustainable Elections Management in Liberia	International Foundation for Electoral Systems (IFES)	Democracy & Governance
4.	Rebuilding Basis Health Services (RBHS)	John Snow International (JSI)	Health
5.	Improved Water, Sanitation, and Hygiene	Cooperative Housing Foundation (CHF)	Health
6.	Sustainable Tree Crop Program	International Institute of Tropical Agriculture	Economic Growth

Table 1: List of Projects with DQAs completed in Year 1

No.	Project	Implementing Partner	Sector
		(IITA)	
7.	Land Rights and Community Forestry Program	ARD/ Tetra Tech	Economic Growth
8.	Liberian Agricultural Upgrading, Nutrition and Child Health	ACDI/VOCA	Economic Growth
9.	Core Education Skills for Liberian Youth (CESLY)	Education Development Center (EDC)	Education
10.	Liberia Teacher Training Program (LTTP)	Academy for Educational Development (AED)	Education

Action 1.3: Provide data for semi-annual portfolio reviews

Because the Performance Information Database System (PIDS) was not up and running during the first three quarters of Year 1, the L-MEP has not yet begun this action. Now that the PIDS is operational and IPs are making data input, the L-MEP will be able to generate data for semi-annual portfolio reviews and other USAID reports.

Action 1.4: Collate IP data for the USAID/Liberia Development Outreach and Communications Specialist

The L-MEP has provided the USAID Outreach and Communications Specialist with several maps that can be used in reports and stories.. The Specialist has not yet requested the L-MEP to provide IP data. Once L-MEP's Field Monitoring Strategy is approved by USAID/Liberia and fully operational, will provide data on a routine basis, along with ideas for success stories.

▪ **Result 2: Information Management Supported**

Action 2.1: Design and develop L-MEP website

The L-MEP website has been launched and can be accessed at www.liberiamep.com. Using the website model that was developed and successfully used for the TMG M&E Projects in Nigeria, Uganda, and Tanzania, L-MEP will maintain a similar design of its homepage and other sub-

portals of the system. A portal to the PIDS will be accessible from a functionality on the home page. For those who do not have access, activating the functionality will display a screen describing the L-MEP PIDS system. Authorized users can proceed to login with their username and password. Of course, PIDS will remain accessible to authorized users through its normal URL: www.liberiamep.com/PIDS. L-MEP has a strong GIS component, that is both a stand-alone system as well as the Web Mapping System (WMS) that is under construction and will be available for use by valid PIDS users. For this reason, there will be a tab on the home page labeled GIS. Selecting the functionality will connect with a description of current GIS work being carried out by L-MEP and will include current maps. The maps will be periodically updated to make newer material available for viewing.

Action 2.2: Establish Roster of Consultants

L-MEP established a Roster of Consultants that can be accessed on the L-MEP website. L-MEP published an advertisement requesting consultants submit their resumes for posting. However, the consulting business has not yet developed to a large extent in Liberia. As a consequence, L-MEP did not receive very many resumes. We will continue to seek out consultants for the Roster.



A PIDS Training Session.

Action 2.3: Develop Performance Information Database (PIDS)

The Performance Indicator Database System, or PIDS, is the web-based system designed to allow easy data input and consultative sessions by USAID/Liberia's staff and IPs. It is established and maintained by L-MEP and is online at: www.liberiamep.com/pids. The PIDS will accept data for indicators pegged to specific projects and used for quarterly and annual performance reports. Also, it can be adapted to encompass data for other reports, such as those

for Presidential Initiatives. Gateway access is channeled in a highly user-friendly environment and uses a menu-driven system requiring a pre-authorized password linked to specific users. Security access varies and ranges from IPs, who need access for basic input and edits, to USAID COTRs/AOTRs who have ultimate certification authority. In addition to quantitative data for indicators, qualitative data can be uploaded, filed, retrieved and incorporated into the semi-annual Program Indicator Reporting System (PIRS) and the annual Program Performance Report (PPR). The PIDS can generate data for success stories and information for other purposes.. It also has an internal email function, allowing for referential consultation of particular data within the allowed parameters, for example, between an IP Chief of Party (COP) and the project's USAID COTR/AOTR.

The PIDS was completed on schedule and L-MEP has trained all IPs and most USAID/Liberia staff that will need to access the system to both input and certify data. Twenty one IPs currently are using the PIDS and have entered their results framework and indicators and are working on inputting data. L-MEP M&E Specialists continue to conduct hands-on training for IPs both at the L-MEP office and one-on-one training in the offices of the IPs.

L-MEP M&E Specialists also commenced populating the PIDS with IP indicators and engaged the PIDS developer, Hennice, Inc., to provide virtual support to the L-MEP team in resolving issues that arose. Also, where applicable, Hennice made necessary changes to the PIDS as required to meet the needs of the IP and USAID users. Moreover, during this period additional analytical functions were added to the PIDS. For example, the dashboard analysis was added to enable IPs to perform analysis of their data performance on a periodic basis.

Action 2.4: Develop Geographic Information System (GIS) Web Mapping System

L-MEP GIS was completed in Year 1 and launched during the Fourth Quarter and the WMS is producing maps for USAID and for IPs which will enable them to visualize all project activity across all geographic areas of Liberia, and through time phases. It will be possible for IP users to view their own project data and generate maps based on timeframes. Through turnkey restricted access, IPs can upload new data or update location information for project or facility location.

The GIS Specialist attended a number of meetings with other GIS users in Liberia throughout the year to establish a working relationship and/or network for data and capacity sharing. The outcomes of these meetings indicate that there will be a gain in short-term objectives. For example, data of all the schools of different categories were obtained at one of the meetings. This is a significant achievement for the Education Sector mapping.

The L-MEP GIS Specialist received a variety of GIS datasets from different sources. However, none of them has a metadata index, which is essential for a more general GIS catalogue, and most lack spatial reference. (Metadata refers to the description, tag, summary, credits, access and use limitation, spatial reference, projection, update information, geographic extent, reference system identifier, distribution information, and the list continues) Therefore L-MEP conducted a one week Data Sampling Verification Exercise from April 17-23, 2011 in five counties – Bomi,

Bong, Bassa, Margibi, and Nimba. The overall objective of the exercise was to gather sufficient data, use these data to cross-check against the data that L-MEP has in its geo-database to authenticate location, names, etc. During the exercise, the GIS Specialist marked more than 550 waypoints representing: 177 – towns/village, 141 – bridges, 46– cell phone towers, 33– schools/universities, 18–health facilities, 19–GOL institutions/Administrative buildings, and others (NGOs offices, hotels, gas station, etc.); and track several kilometers of roads. A summary of the result of the verification/cross-checking process are as followed:

- Health facilities: 95% of the data collected from the field show conformity. (See Figure 1)

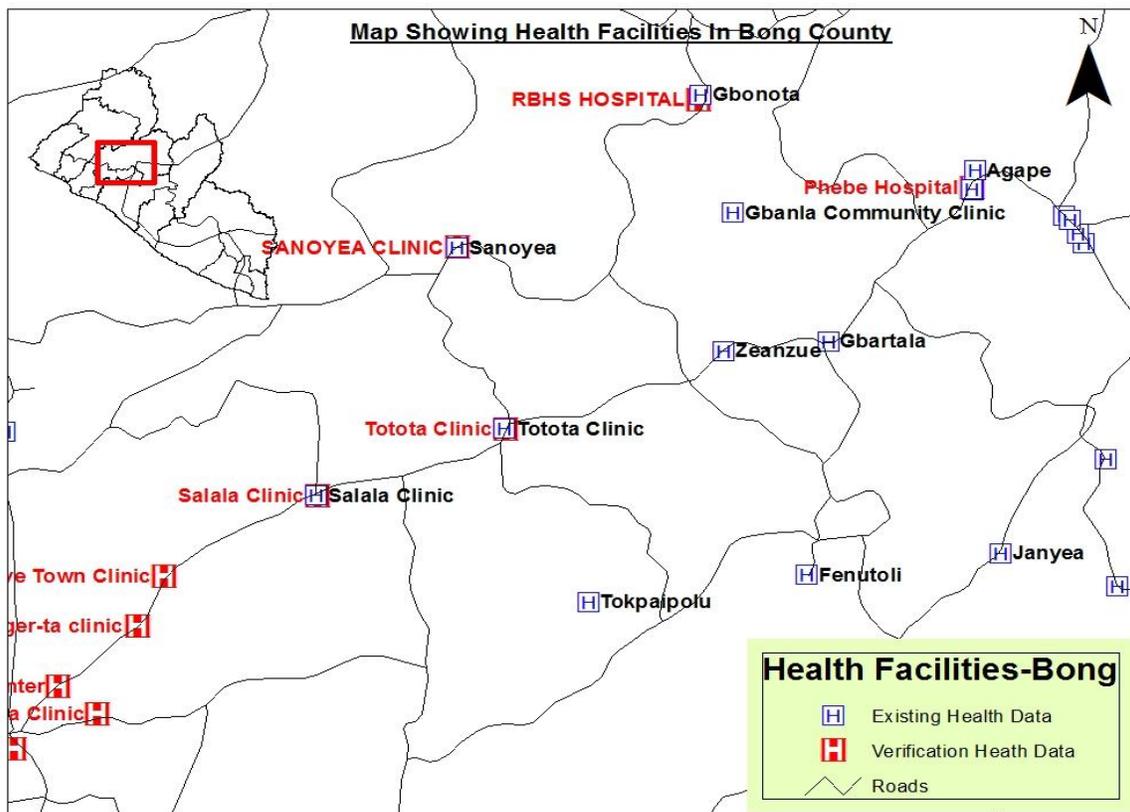


Figure 1: Health Facilities in Bong County

- Roads: 100% of the data collected from the field show conformity; (See Figure 2)
- Towns/villages: 80% of the data collected from the field show conformity.

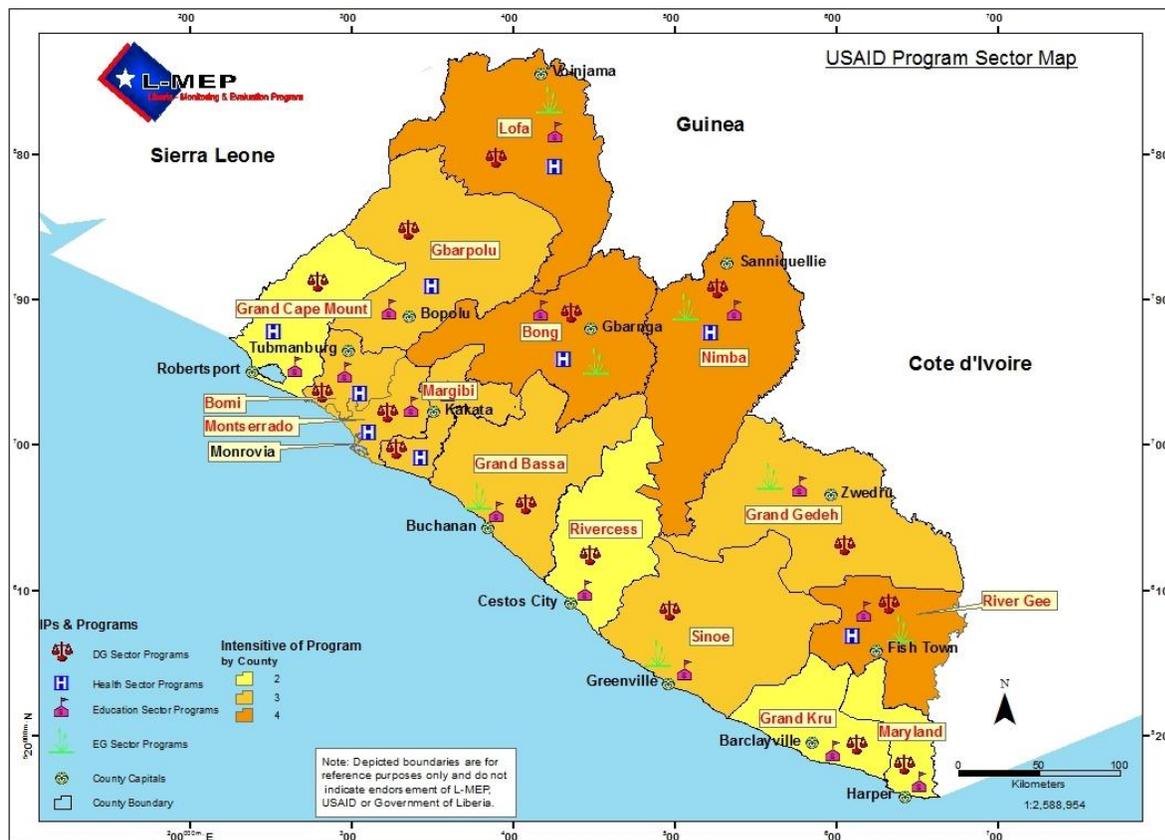
Figure 2: Road Network in Sanniquellie and Nimba Counties

Other data collected are not in L-MEP database and will be included and used for cross-checking other future data.

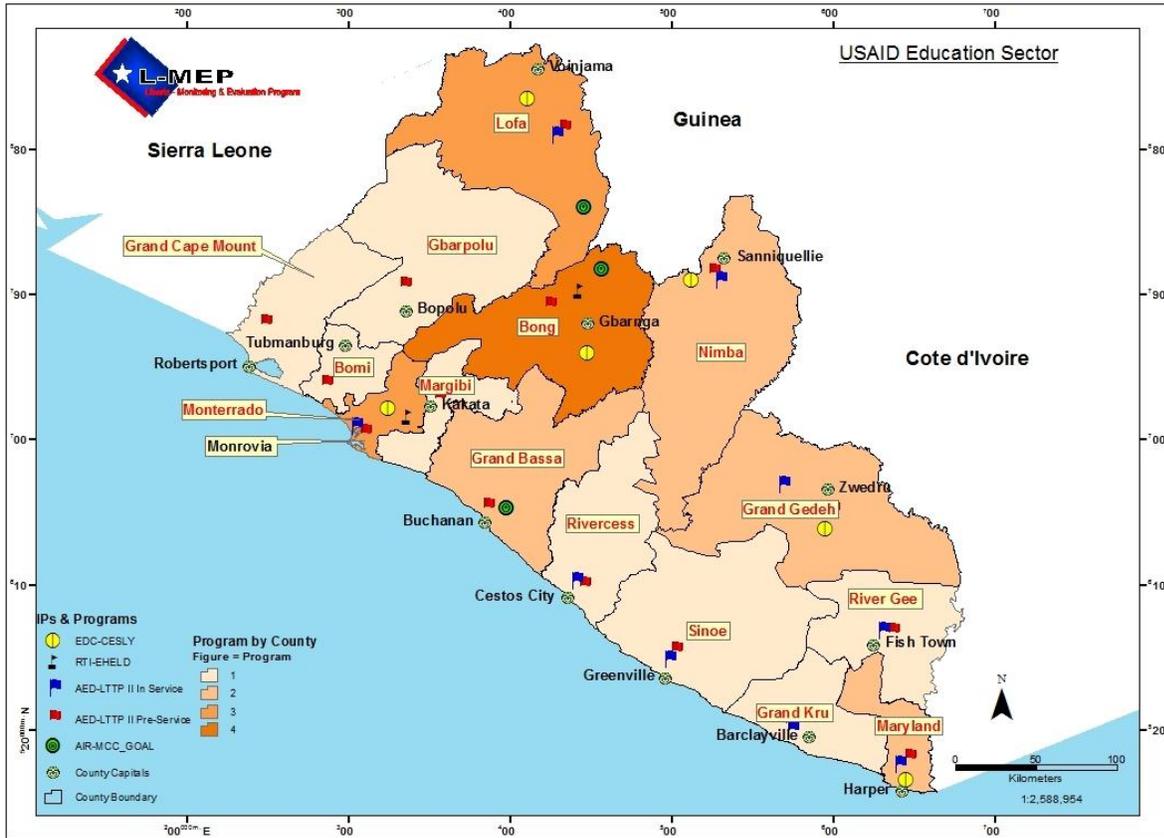
Action 2.4.4: Preparation and submission of Initial GIS datasets to Stone Environmental

In anticipation of the approval of the design document for the WMS application, Stone Environment, requested GIS datasets from L-MEP. After thorough scrutiny, the L-MEPs GIS Specialist made selections of base map layer datasets for the various sectors, including Economic Growth, Democracy and Governance, Health and Education. These maps are shown below.

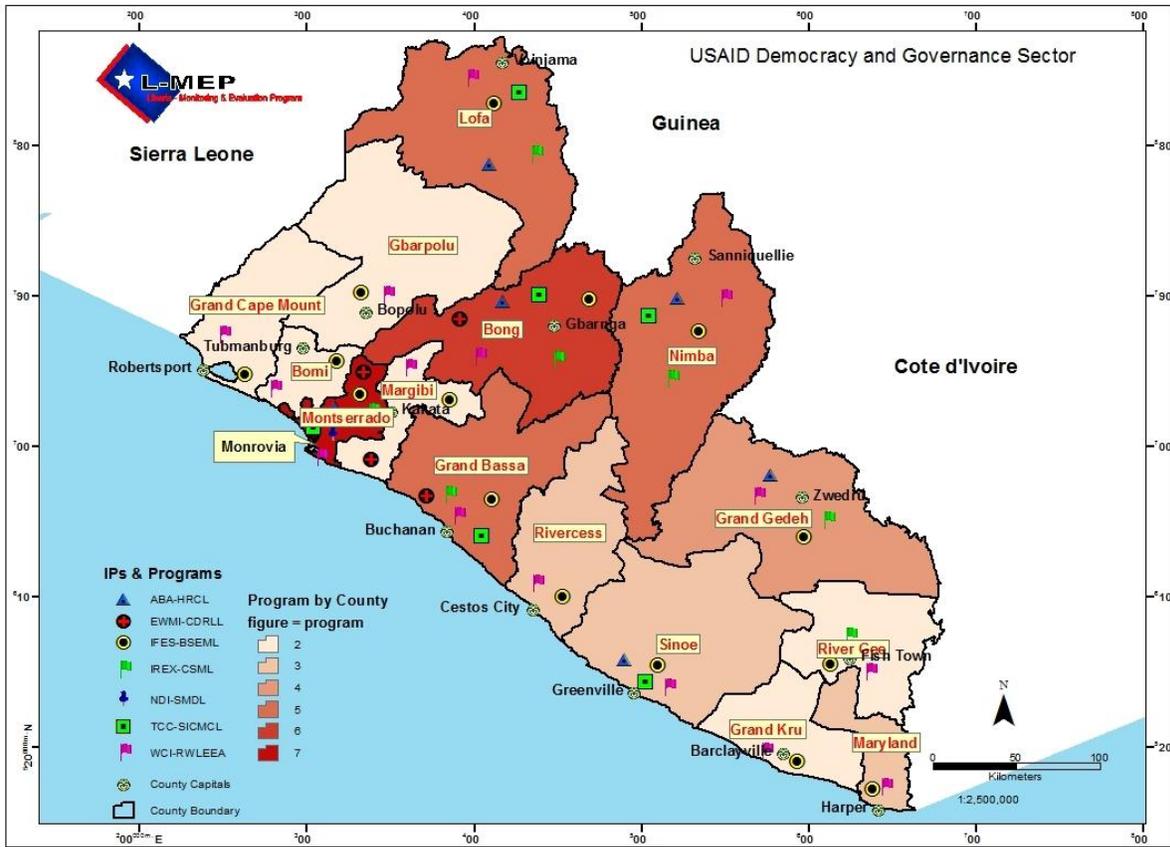
Map 1: USAID Program Sector Map



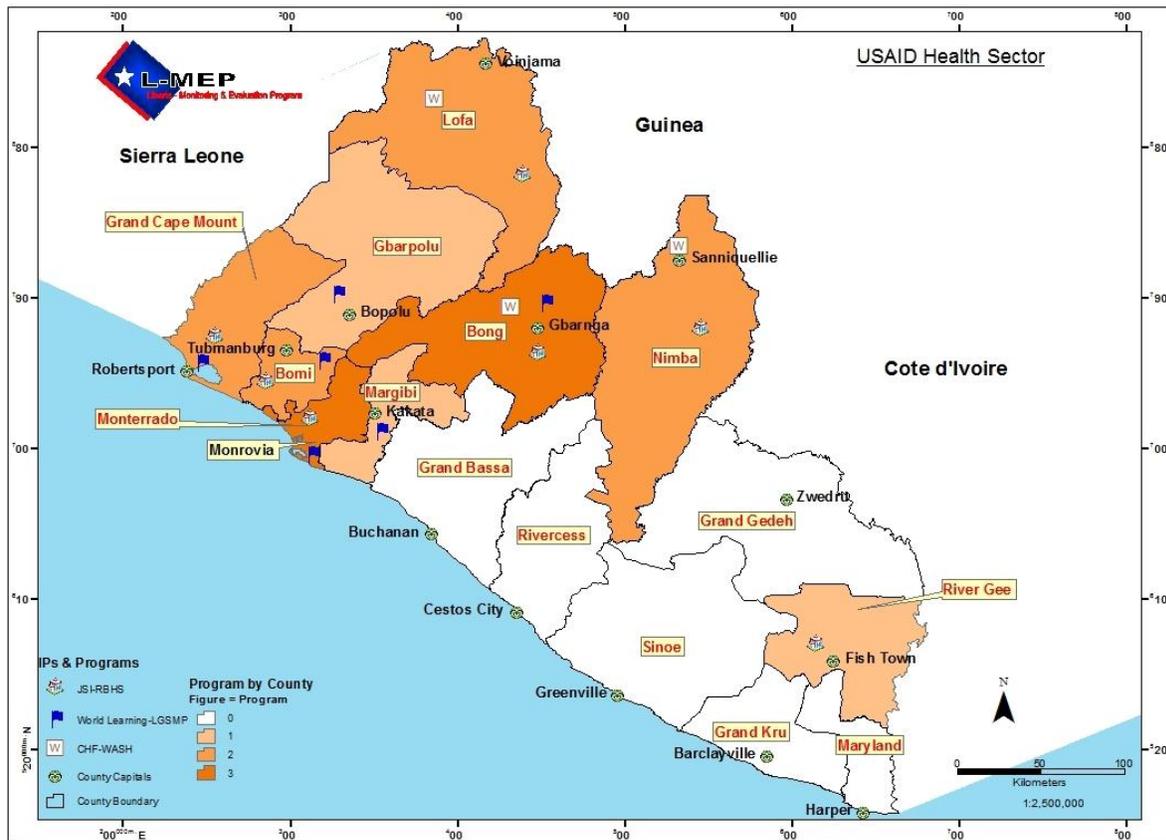
Map 2: USAID Education Sector



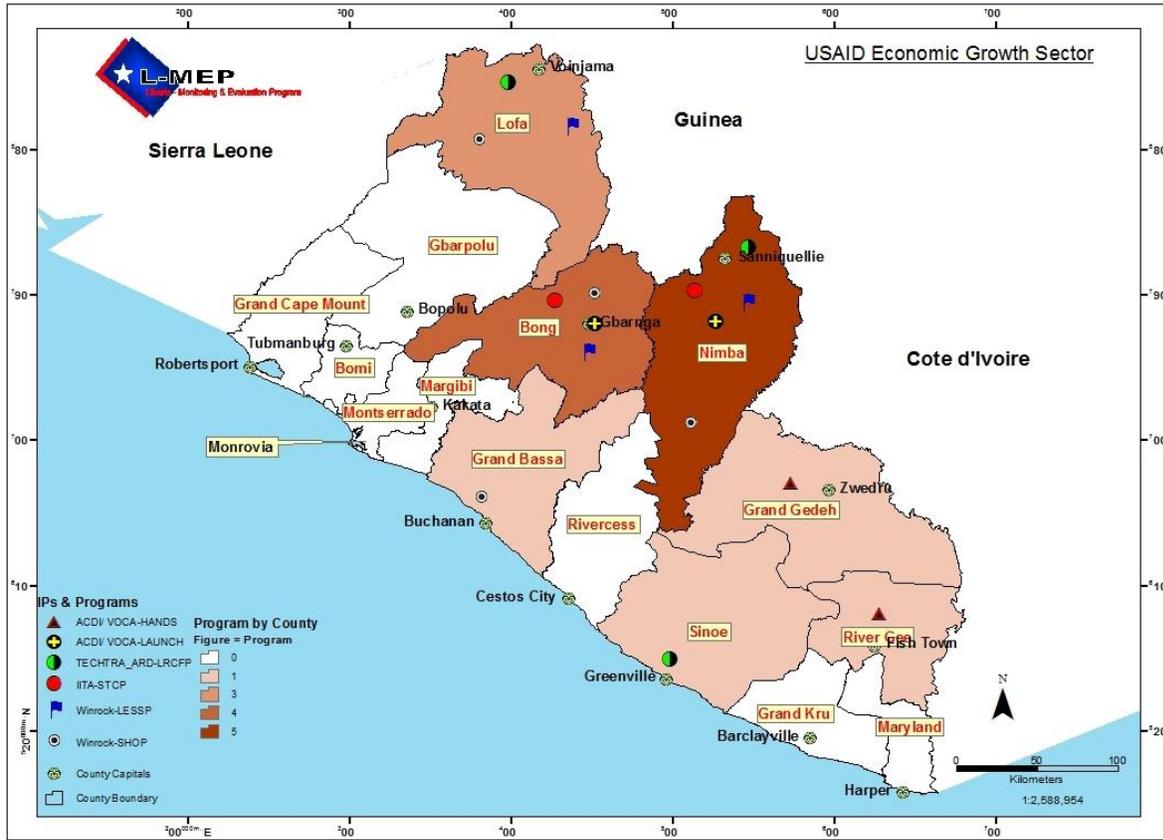
Map 3: USAID Democracy and Governance Sector



Map 4: USAID Health Sector Programs



Map 4: USAID Economic Growth Sector



Action 2.5: Integrate Management Information System (MIS) and GIS

The Web Mapping System (WMS) is linked to the Performance Indicator Database System (PIDS), and as in that case, only authorized users can access the mapping feature through an established account. Access to the WMS is through a functionality on the PIDS taskbar. Sector chiefs of USAID, for example, will be able to access and manipulate the WMS across all projects in the corresponding sector. Maps that are finalized and certified for wider access can be displayed for viewing and for carrying out limited querying by the wider array of users of authorized PIDS users.

Action 2.6: Manage Performance Reporting Function

L-MEP did not initiate the management of USAID’s performance reporting function during the first year of the project because the PIDS was not completed in time to do this, but L-MEP will manage this function in Year Two of the project.

Action 2.7: Support Environmental Compliance

Following the environmental compliance training (see Capacity Building Section below), L-MEP M&E Specialists compiled a list of all USAID/Liberia projects with environmental considerations and will use the lists next year to develop Environmental Management and Monitoring Plans (EMMPs) for the projects. The L-MEP was advised by USAID/Liberia to postpone developing EMMPs until a new Mission Environmental Officer is hired.

Component Two: Performance Management Plan Development and Update

▪ **Result 3: Mission and IP PMPs Updated and Coordinated**

Action 3.1: Review IP Performance Management Plans (PMPs) and issue recommendations

L-MEP reviewed 14 PMPs during the first year (Figure 4) and issue recommendations.

Table 2: List of Projects with PMPs Reviewed

No.	Project	Implementing Partner	Sector
1.	Strengthening Citizen Participation in Government: Access to Justice and Information	The Carter Center (TCC)	Democracy & Governance
2.	Civil Society and Media Leadership Program	International Research Exchange Board (IREX)	Democracy & Governance
3.	Building Sustainable Elections Management in Liberia	International Foundation for Electoral Systems (IFES)	Democracy &

Table 2: List of Projects with PMPs Reviewed

No.	Project	Implementing Partner	Sector
			Governance
4.	Support for the Rule of Law and Culture of Human Rights in Liberia	American Bar Association (ABA)	Democracy & Governance
5.	Supporting the Modernization and Development of the Legislature as a co-equal branch of Government	National Democratic Institute (NDI)	Democracy & Governance
6.	Rebuilding Basis Health Services (RBHS)	John Snow International (JSI)	Health
7.	Health, Agriculture and Nutrition Development for Sustainability	Opportunities Industrialization Centers International (OICI)	Economic Growth
8.	Sustainable Tree Crop Program	International Institute of Tropical Agriculture (IITA)	Economic Growth
9.	Land Rights and Community Forestry Program	ARD/Tetra Tech	Economic Growth
10.	Liberian Agricultural Upgrading, Nutrition and Child Health	ACDI/VOCA	Economic Growth
11.	Excellence in Higher Education for Liberian Development (EHELD)	Research Triangle Institute (RTI)	Education
12.	Liberia Teacher Training Program (LTTP)	Academy for Educational Development (AED)	Education
13.	Girls Opportunity to Access Learning	American Institute for Research (AIR)	MCC/Education
14.	Land Policy Institution Support	Tetra Tech ARD	MCC/EG

Action 3.2: Assist the Mission in developing new PMPs for Country Development

Cooperation Strategy (CDCS)

Because the Mission CDCS was not approved during Year 1, L-MEP did not undertake this action. As soon as the CDCS is approved, L-MEP will work with the Mission to facilitate the development of a new PMP.

Action 3.3: Assist IPs to develop new PMPs

The L-MEP has assisted five IPs develop their PMPs (Figure 5) for their projects. In order to assist the IPs with the PMP development process, the L-MEP prepared a guide and a template that meets USAID requirements. The PMP guide is intended to enable the IPs' M&E staff to lead the PMP development process within their respective organizations. The guide includes five key components of a PMP, which incorporate the requirements outlined in the ADS 203 (Assessing and Learning), and details various steps and techniques for developing a PMP. The guide also includes templates of the PMP components, as well as instructions on completing each component. Two versions of the guide were developed by L-MEP: a detailed version and an abridged one. The detailed version illustrates the steps and processes involved in PMP development, and is intended for the IP's M&E Specialists, who are expected to lead the PMP development process for their respective projects. The abridged version is intended to give the COPs a snapshot of what is contained in the detailed PMP guide.

Table 3: List of Projects Given Assistance for the Development of New PMPs

No.	Project	Implementing Partner	Sector
1.	Leadership and Economic Development Program for the National Rural Women's Program of Liberia	Women's Campaign International (WCI)	Democracy & Governance
2.	Governance and Economic Management Support (GEMS)	IBI International	Democracy & Governance
3.	Liberia Energy Sector Support Program (LESSP)	Winrock International	Economic Growth
4.	Smallholder Oil Palm Support	Winrock International	Economic Growth
5.	Improved Water, Sanitation, and Hygiene	Cooperative Housing Foundation (CHF)	Health

L-MEP disseminated copies of both guides to IPs at the COPs meeting held at the L-MEP offices in early June 2011. The L-MEP staff also conducted an orientation session on the use of the PMP guide for IPs at the Managing for Results Training conducted by L-MEP in Gbarnga, Bong County from June 20-24, 2011.

Component Three: Field Monitoring and Data Collection

▪ **Result 4: Field Activities Monitored**

Action 4.1: Develop activity monitoring tools and report forms

Field monitoring during the first year consisted of DQAs. L-MEP employed a standard methodology and protocol for the DQAs that examined the strength of the M&E system as well as the quality of the data. A field monitoring strategy has been drafted and will be finalized and made operational during year 2.

Component Four: Capacity Building

▪ **Result 5: Capacity of L-MEP, USAID, and IP Staff to Undertake M&E Improved**

Action 5.1: Train L-MEP staff, USAID Mission staff, IP, local partner, and Government of Liberia (GoL) staff



1st Managing for Results Training.

Capacity building was very successful during Year 1 and our workshops (Figure 6) have been described in great detail in our Quarterly Reports. L-MEP held two very successful Managing for Results Trainings, one Environmental Compliance Training, one DQA training, and several trainings on the PIDS.

Table 4: List of Trainings Conducted

Type of Training	Period Conducted	Number of Participants	Participating Organization
First MFR Training (Monrovia)	February 28 – March 4, 2011	49	USAID/Liberia, L-MEP, Implementing Partners, GoL & L-MEP local partners
Second MFR Training (Gbarnga)	June 20 – 24 2011	39	USAID/Liberia’s Implementing Partners, GoL and L-MEP Local Partners
First General PIDS training (Monrovia)	February 17, 2011	20	USAID/Liberia’s Implementing Partners
Second General PIDS (Monrovia)	March 10, 2011	22	USAID/Liberia Implementing Partners
DQA Training (Monrovia)	May 19 – 20, 2011	20	USAID/Liberia, Implementing Partners, L-MEP and its local partners
Environmental Compliance Training (Monrovia)	June 8 – 9 2011	45	USAID/Liberia, GOL, Implementing Partners, L-MEP
GPS Training (Gbarnga)	June 18, 2011	7	L-MEP
Hands-on PIDS Training (Monrovia)	Throughout the Year	34	USAID/Liberia and Implementing Partners

Component Five: Evaluation Assistance

▪ Result 6: Evaluations Conducted

Action 6.2: Assist AOTRs/COTRs to design evaluations

L-MEP drafted Scopes-of-Work for the evaluations of the FORECAST and CESLY projects. The evaluation on the FORECAST project was conducted in March and April, 2011, and a draft report was submitted to USAID in June, 2011; while the evaluation on the CESLY project commenced in September and was completed in October, 2011.

Action 6.3: Hire teams to conduct evaluations

Two teams were hired during the first year to conduct evaluations. The first team for the FORECAST evaluation was fielded by SBA. The second team consisted of two expatriate education specialists, one expatriate program associate, and one local Liberian education specialist to conduct the evaluation of CESLY.

▪ Result 7: L-MEP Efficiently Managed

Action 7.1: Manage the Project

L-MEP made significant strides during Year 1 to establish a very strong management system, to manage procurement according to USAID regulations, and to control costs. We recruited a new, more experienced Operations Manager who instituted strict controls and policies in accordance with USAID and TMG regulations.

Additionally, L-MEP benefitted from program and managerial support provided by a three-person team from TMG/HQ, headed by Jenkins Cooper, TMG Director of Operations and Program Manager of L-MEP which came to Liberia for its regular annual monitoring visit. The TMG/HQ team, among other things, contributed to L-MEP year 2 work plan and provided mentoring for L-MEP staff both in program and operations. A member of the team also participated in the evaluation of CESLY.

L-MEP also established and fully equipped a regional office in Gbarnga. The regional office is also being used as a RRC which will provide IPs working within and around Gbarnga the opportunity to browse the internet for research and other work related activities, using the Regional Office's newly installed high-speed VSAT. The RRC will also contain hard copies of USAID performance management guidelines, M&E tips as well as other resources on performance management for research and educational purposes.

Action 7.2: Implement Partners' Chiefs- of- Party Meetings

L-MEP initiated quarterly Chiefs of Party (COPs) meetings for IPs during Year 1 and held one in both the Third and Fourth Quarters. The COPs appreciated these meetings because they were informed about the L-MEP planned activities, and their feedback was solicited regarding what services and support they would like the L-MEP to provide. At the first meeting, we explained the DQA process and provided them with the first DQA schedule. We also presented the PIDs and GIS to them. At the second meeting we solicited their feedback regarding the DQA process and how it could be improved. They were shown customized maps prepared by our GIS Specialist that gave the COPs an idea as to how the L-MEP can support them. The USAID/Liberia Deputy Mission Director attended the second meeting.



2nd IPs' Chiefs-of-Party Meeting

Action 7.3: L-MEP Team-Building

L-MEP held two retreats during Year 1 to build a strong and productive team by understanding each other's roles and responsibilities in order to have a high-performing team that works together collaboratively. The retreats also gave us the opportunity to formulate together our vision and mission statements.

II. Problems Encountered

L-MEP did not encounter any major problems during Year 1. Establishing the office and hiring the staff and all other aspects of program start-up went relatively smoothly.

One challenge that we faced stemmed from the fact that the USAID Liberia Country Development Cooperative Strategy (CDCS) had not yet completed. So, we could not perform the actions in our Work Plan related to developing a Mission PMP and helping the IPs align their PMPs with the new CDCS.

The other challenge was that our field monitoring strategy was focused only on DQAs. An expanded field monitoring strategy was not approved by USAID Liberia, so we could not accomplish all of the actions under this project component.

III. Proposed Solutions

The USAID/Liberia CDCS will be completed within the next few months. So the L-MEP will be able to assist the Mission develop its new PMP, as well as help IPs adjust their PMPs to the new strategy. USAID has reduced the number of its F indicators which will help simplify the preparation of the Mission's new PMP and we will work with IPs to include the new indicators in their PMPs. Also, USAID/Liberia will make a decision early in Year 2 regarding what they want the L-MEP to do with respect to field monitoring.

IV. Success Stories

L-MEP's capacity building activities during Year 1 were definitely success stories. First of all, the Managing for Results (MFR) training was implemented two times, and it was the first time the participants had ever had training in the basic principles of monitoring and evaluation and performance management. The accolades received from participants continue coming and even recruiters on new projects are selecting M&E Specialists who have undergone the MFR training in order to ensure that their new hires have the requisite skills to carry out their M&E responsibilities.

Furthermore, the Environmental Compliance training was a success story. USAID/Liberia requested that the L-MEP organize this training because their staff needed a more thorough understanding of USG environmental compliance issues. USAID/Liberia was enthusiastic about the course, as were participating IPs, and GoL officials.

V. Best Practices

Two best practices emerged during Year 1. First of all, the standardization of PMPs was instituted by L-MEP to help the Mission establish a consistent performance management

framework which would also be reflected in the Performance Information Database System (PIDS). L-MEP developed a PMP Guide which includes best practices for PMPs as established by the Managing for Results Training and consistent with the ADS.

In addition, the DQA methodology that L-MEP employed is a best practice because it is a comprehensive approach that traces the indicators from their “birth to their death,” examines the IP’s M&E System in depth, and assesses indicators according to the five quality standards.

VI. Environmental Status Report per IEE

L-MEP received a Categorical Exclusion and there is therefore no need for a status report.