



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



**FINAL YEAR THREE ANNUAL REPORT
OCTOBER 1, 2012 TO SEPTEMBER 30, 2013**



Liberia Monitoring and Evaluation Program (L-MEP)

Final Year Three Annual Report

October 1, 2012 to September 30, 2013



**Photo: Ganta Managing for Results Training, Ganta Public School.
Ganta, Nimba County, March 4-8, 2013**

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| ACRONYMS AND ABBREVIATIONS | |

| | |
|----------------|---|
| ADS | Automated Directives System |
| AEDE | Agency for Economic Development and Empowerment |
| AFA | Administrative and Finance Assistant |
| AfT | Agenda for Transformation |
| AIR | American Institutes for Research |
| AOR | Agreement Officer Representative |
| ASYCUDA | Automated System for Customs Data |
| AYP | Advancing Youth Project |
| BSEML | Building Sustainable Elections Management in Liberia |
| CDCS | Country Development Cooperative Strategy |
| CEHLS | Center for Excellence in Health and Life Sciences |
| CESLY | Core Education Skills for Liberian Youth |
| COP | Chief of Party |
| COR | Contracting Officer Representative |
| CSMLCU | Civil Society and Media Leadership Cuttington University |
| DAI | Development Alternatives Incorporated |
| DCOP | Deputy Chief of Party |
| DEN-L | Development Education Network-Liberia |
| DO | Development Objective |
| DOCS | Development Outreach and Communication Specialist |
| DQA | Data Quality Assessment |
| EHELD | Enhancing Higher Education for Liberia’s Development |
| FED | Food and Enterprise Development |
| FTF | Feed the Future |
| GEMS | Governance and Economic Management Support Program |
| GIS | Geographic Information System |
| GoL | Government of Liberia |
| GOAL | Girls’ Opportunities to Access Learning |
| HANDS | Health, Agriculture and Nutrition Development for Sustainability |
| HICD | Human and Institutional Capacity Development |
| IBSS | Integrated Biological and Behavioral Surveillance Survey |
| IBEXES | Investing for Business Expansion International Foundation for Elections Systems |
| IP | Implementing Partner |
| IRS | Indoor Residual Spray |
| I-WASH | Improved -Water Sanitation and Hygiene |
| KMS | Knowledge Management Specialist |
| LAUNCH | Liberia Agricultural, Upgrading, Nutrition and Child Health Program |
| LCRP | Land Conflict Resolution Project |
| LDA | Liberia Development Alliance |
| LEC | Liberia Electricity Corporation |
| LESSP | Liberia Energy Sector Support Program |
| L-MEP | Liberia Monitoring and Evaluation Program |

| | |
|----------------|--|
| LGSM | Liberia Grants Solicitation and Management |
| LIPA | Liberia Institute of Public Administration |
| LNFS | Liberia National Fire Service |
| LPIS | Liberia Land Policy and Institutional Support Project |
| LRCFP | Land Rights and Community Forestry Program |
| LTPC | Liberia Trade Policy and Customs |
| LTTP II | Liberia Teacher Training Project II |
| LWMP | Liberia Water Municipal Project |
| M&E | Monitoring and Evaluation |
| MCC | Millennium Challenge Corporation |
| MfR | Managing for Results Training |
| MoPEA | Ministry of Planning and Economic Affairs |
| MOCI | Ministry of Commerce and Industries |
| MOE | Ministry of Education |
| MOF | Ministry of Finance |
| MOJ | Ministry of Justice |
| MPR | Malaria Program Review |
| NAC | National AIDS Commission |
| NACP | National AIDS Control Program |
| NARDA | New African Research and Development Agency |
| NMCP | National Malaria Control Program |
| NTB | Non-Tariff Barrier |
| OM | Operations Manager |
| PIDS | Performance Information Database System |
| PMI | President's Malaria Initiative |
| PMP | Performance Management Plan |
| PMP | Project Management Professional |
| PPR | Performance and Plan Report |
| PROSPER | Peoples, Rules, and Organizations Supporting the Protection of Ecosystem Resources Program |
| RFC | Regional Field Coordinator |
| RTTI | Rural Teacher Training Institute |
| SBA | Subah Belleh Associates |
| SHOPS | Small Holders Oil Palm Support |
| SMI | Sustainable Market Place Initiative |
| SOW | Statement of Work |
| STTA | Short-term Technical Assistance |
| TCC | The Carter Center |
| TKG | The Khana Group |
| TMG/HQ | The Mitchell Group, Inc. Headquarters |
| ToT | Training of Trainers |
| TWG | Technical Working Group |
| UL | University of Liberia |

UL-PIRE
WMS

University of Liberia Pacific Institute for Research and Evaluation
Web Mapping System

Liberia Monitoring and Evaluation Program (L-MEP)
Annual Progress and Financial Summary Report
October 1, 2012 to September 30, 2013

I. Executive Summary

The Mitchell Group, Inc. (TMG) is pleased to submit to USAID/Liberia our Annual Progress and Financial Summary Report for the Liberia Monitoring and Evaluation Program (LMEP), covering the period from October 1, 2012 to September 30, 2013. On August 27, 2010, The Mitchell Group, Inc. (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 LMEP is to assist USAID/Liberia in developing 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.

In Year Three, L-MEP continued to make significant progress toward the achievement of its program objectives. These achievements can be attributed to the strategic design of L-MEP's activities, the effective delivery of L-MEP's services, increased collaboration with IPs, and L-MEP's proactive engagement with USAID teams. L-MEP's ability to quickly reposition itself to effectively respond to the Mission's increasing performance management needs, while maintaining high quality standards, has expanded the demand for L-MEP's services even further among GoL counterparts.

During Year Three, L-MEP transitioned to a Liberian Chief of Party (COP), thereby advancing the transition of L-MEP to a Liberian management team. After serving as acting COP since the resignation of Ms. Randal J. Thompson in Quarter One/FY2013, Mr. James Z. Whawhen was formally appointed COP in August, 2013. As part of the transition, other senior staff members of L-MEP were assigned additional roles and responsibilities.

In Year Three, L-MEP conducted evaluations on five USAID projects. The projects included Supporting the Modernization and Development of the Legislature as a Co-Equal Branch of Government; and Strengthening Citizen Participation in Government: Access to Justice and Information program. The other projects are Building Sustainable Elections Management in Liberia program, Millennium Challenge Corporation (MCC) Liberia Trade Policy and Customs (LTTPC) and the Liberia Teacher Training Project II (LTTP II).

In addition to the evaluations, L-MEP provided support for three special studies in the Health Sector. L-MEP provided both technical and logistical support to three special studies which included the Integrated Biological and Behavioral Surveillance Survey (IBBSS), the Bed Nets Study, and the Malaria Program Review.

L-MEP delivered two Managing for Results (MFR) training sessions for USAID, IPs and GOL staff. The first training was delivered in Ganta, Nimba County for thirty-one participants from USAID funded projects. L-MEP delivered the second MFR training in Monrovia for twenty-five participants that included one USAID staff member, twenty-three IPs' representatives, and one staff member from the National Elections Commission. L-MEP also conducted a mini Managing for Results training session for fourteen Food and Enterprise Development (FED) and Liberia Agriculture Upgrading Nutrition Child Health (LAUNCH) staff at the FED's office in Monrovia. All training was implemented by L-MEP's local team of experts.

Additionally, L-MEP conducted training on the Geographic Information System (GIS) for thirty-eight participants that included one USAID staff member, thirty-five IPs' staff and two representatives from two Government of Liberia (GOL) institutions. L-MEP also continued to provide ongoing training on the Performance Information Database System (PIDS) and the Web Mapping System (WMS) for USAID and IPs staff during Year Three.

L-MEP continued to build its staff capacity in order to be able to continue to deliver quality services to USAID, IPs, and GoL counterparts. Accordingly, L-MEP held a series of in-house training sessions for its staff to enhance efficiency and effectiveness in the management of the project. Additionally, L-MEP's COP, James Whawhen, attended a one week Project Management Professional course in the United States of America. While in the US, Mr. Whawhen also attended a one week COP orientation at TMG Headquarters in Washington, DC.

Also in Year Three, L-MEP completed DQAs for Liberia Trade Policy and Customs (LTPC); Sustainable Marketplace Initiative (SMI); and Peoples, Rules, and Organizations Supporting the Protection of Ecosystem Resources (PROSPER). The DQAs were part of L-MEP's responsibility to assess the strengths and weaknesses of data reported to USAID against the five data quality standards. The DQA reports for these projects were submitted to USAID and the IPs.

L-MEP continued to ensure that the PIDS/WMS is regularly used for data management. L-MEP provided continuous support to the IPs to enter data into the PIDS. Additionally, L-MEP provided orientation and opened the PIDS user accounts for new USAID and IPs' staff. The WMS component of the PIDS underwent steady enhancements. Maintenance was done routinely, and updates were carried out every quarter during Year Three. Additionally, prototype development is being done using the stand-alone ArcGIS package to improve the system through modeling and testing of data from IPs.

During Year Three, L-MEP provided regular performance management support to the three MCC Threshold projects. The projects are beginning to be closed out, and L-MEP completed the LTPC final evaluation. L-MEP conducted special studies for the MCC Girls' Opportunities to Access Learning (GOAL) and Liberia Land Policy and Institutional Support (LPIS) projects. L-MEP M&E support to the MCC projects, which includes implementation of the special studies, will continue until December 31, 2013.

L-MEP maintained active working relations with its original Liberian partners, as well as engaged new organizations in partnership dialogues. L-MEP is currently collaborating with eight local Liberian organizations, and held its first local partners meeting, which was attended by all eight of the Liberian organizations.

As part of its continuing technical and management support to the local L-MEP team, the TMG Home Office made two visits to Liberia during the year. The first visit was made during Quarter Three following the resignation of the expatriate L-MEP COP. The second visit was made at the end of Quarter Four. During these visits, L-MEP reviewed and updated its technical and administrative processes, and the Year Four Work Plan was developed during the second visit.

L-MEP Operations Team performed regular logistics and administrative support services to facilitate the effective functioning of L-MEP. In addition to providing support services to L-MEP Technical Team, the Operations Team assisted the evaluations teams in arranging meetings, transportation and accommodations to support field activities. The L-MEP Resource Center at the Regional Office in Gbarnga continued to provide internet and other services to IPs and GoL staff.

L-MEP continued to enhance coordination and collaboration with all USAID implementing partners. As part of this effort, L-MEP held its 5th and 6th COP meetings in Year Three. These meetings have helped to improve communications among the IPs, and has increased collaboration.

II. Progress in Achieving Year Three Work Plan Objectives

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

As indicated in the L-MEP Year Three Work Plan, L-MEP's Results Framework is designed to achieve the objectives set forth under the six components of the program, as defined and approved by USAID: (1) Performance Monitoring and Results Reporting; (2) Performance Management Plan Development and Update; (3) Performance Management Field Support; (4) Capacity Building; (5) Evaluation Assistance; and (6) Established and Strengthened Professional Implementation Partnerships with Liberians and/or Local Organizations. In Year Two, Component Three was modified by the former L-MEP COR, Laura Arntson from Field Monitoring to Performance Management Field Support. The TMG contract was amended in 2012 to include responsibility for performance monitoring of the MCC Threshold project, which added a seventh component to L-MEP: (7) Monitoring and Evaluation of the MCC Threshold Programs. The Results Framework for the seven components and actions required to achieve the stated results are outlined below:

Component One: Performance Monitoring and Results Reporting

□ Result 1: Mission Overall M&E System Supported

Action 1.2: Conduct DQAs on Current Project Portfolio and Make Recommendations to Improve Data Collection and Quality

Following the Year Three Work Plan, L-MEP prepared and disseminated a consolidated DQA schedule to USAID AORs/CORs and their respective IPs. The dissemination of the schedule allowed the IPs, AORs/CORs to schedule in advance all of the DQAs planned for Year Three.

As per the schedule, L-MEP conducted three of the eight DQAs scheduled for 2013. The other five DQAs were postponed due to a number of reasons. For example, the DQA for the Center for Excellence in Health and Life Sciences (CEHLS) was postponed because the project was being redesigned. The DQA for Liberia Investing for Business Expansion (IBEX) was also postponed because the project had not completed its PMP. The DQAs for the Liberia Water Municipal Project (LWMP), the Governance and Economic Management Support (GEMS) program, and the Land Conflict Resolution Project (LCRP) were all postponed because the projects had not collected data for most of their indicators in Year Three. All outstanding DQAs, as well as new ones, will be conducted in FY2014.

DQAs were completed for three projects: Sustainable Market Place Initiative (SMI); Peoples, Rules, and Organizations Supporting the Protection of Ecosystem Resources Program (PROSPER); and Liberia Trade Policy and Customs (LTPC). Generally, the DQAs' findings revealed some strengths and weaknesses in the IPs' data management and reporting systems, and some data quality limitations for the data being reported by the projects. For example, the PROSPER DQA found that the project does not have proper filing systems at its Buchanan field office for maintaining data. The project is also using outdated data collection forms from its precursor project, the Land Rights and Community Forestry Program (LRCFP), to collect data for some of its indicators. Similarly, the LTPC DQA revealed that the definitions for the project's indicators in the Performance Indicators Reference Sheets (PIRS) are not detailed enough to guide those who collect data on those indicators especially GoL staff who do not directly work with the project.

In order to help the IPs address the challenges in their projects' data management and reporting systems, L-MEP offered some recommendations that were conveyed in the DQA reports. For PROSPER, L-MEP recommended that the project should ensure the use of standard data collection forms for collecting performance data on all indicators, and the project should replicate the filing system for storing M&E source documents used by the project's Monrovia office for all of the field offices. L-MEP also recommended that PROSPER provide training to field staff who are directly involved with data collection, management and reporting. PROSPER has begun to implement the DQA recommendations, and developed plans for a joint monitoring of the PROSPER project's activities during Year Four. Joint field monitoring will involve PROSPER staff, its USAID COR and L-MEP representative. For LTPC, L-MEP recommended that the project should provide detailed definitions for its indicators to ensure good data quality. Clear definitions for the project's indicators are important, especially because the project relies on Government of Liberia institutions' staff for most of its data.

Action 1.3: Develop, Manage & Maintain the Performance Information Database System (PIDS)

During Year Three, L-MEP staff continued to provide data management support to USAID and the IPs through the PIDS. The L-MEP M&E Specialists provided data entry guidance to the IPs M&E staff for various projects that cut across the four sectors. L-MEP also conducted training and created new user accounts for relevant staff members of USAID and IPs.

Furthermore, L-MEP continued to make enhancements to make the PIDS more useful to USAID and the IPs. One of these enhancements is selective data entry administration, which now allows L-MEP to selectively assign data entry periods to the IPs, based on the IPs' needs. After the data entry period for the PIDS has closed, if the AOR or COR approves an extension for an IP's data entry period, the L-MEP Team will open the data entry period for the selected IP without allowing other IPs to have access to the PIDS. Another enhancement is the multiple target and data entry functionalities, which help to accelerate data entry in PIDS.

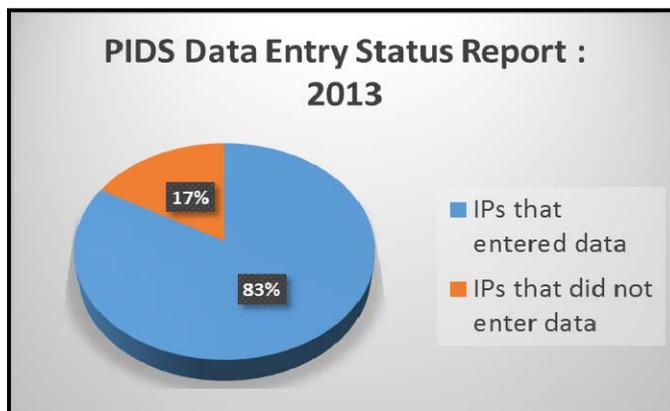


Chart 1: PIDS Data Entry Status Report: 2013

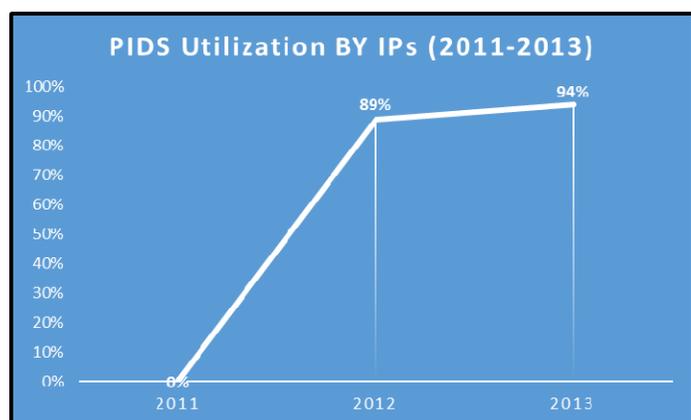
During each Quarter of Year Three, L-MEP generated periodic reports on IPs data entry in the PIDS, and submitted the reports to USAID. L-MEP annual analysis (Chart 1) of IPs data entry into the PIDS revealed that twenty-five (83%) out of thirty IPs entered some level of actual performance data for their indicators during Year Three. Out of the twenty-five

that entered some level of actual data, 11 entered all of their performance data in PIDS.

However, the report showed that 10 IPs did not enter any target in the PIDS, and only 10 IPs entered all of their targets for Year Three.

Chart 2: PIDS Utilization by IPs (2011-2013)

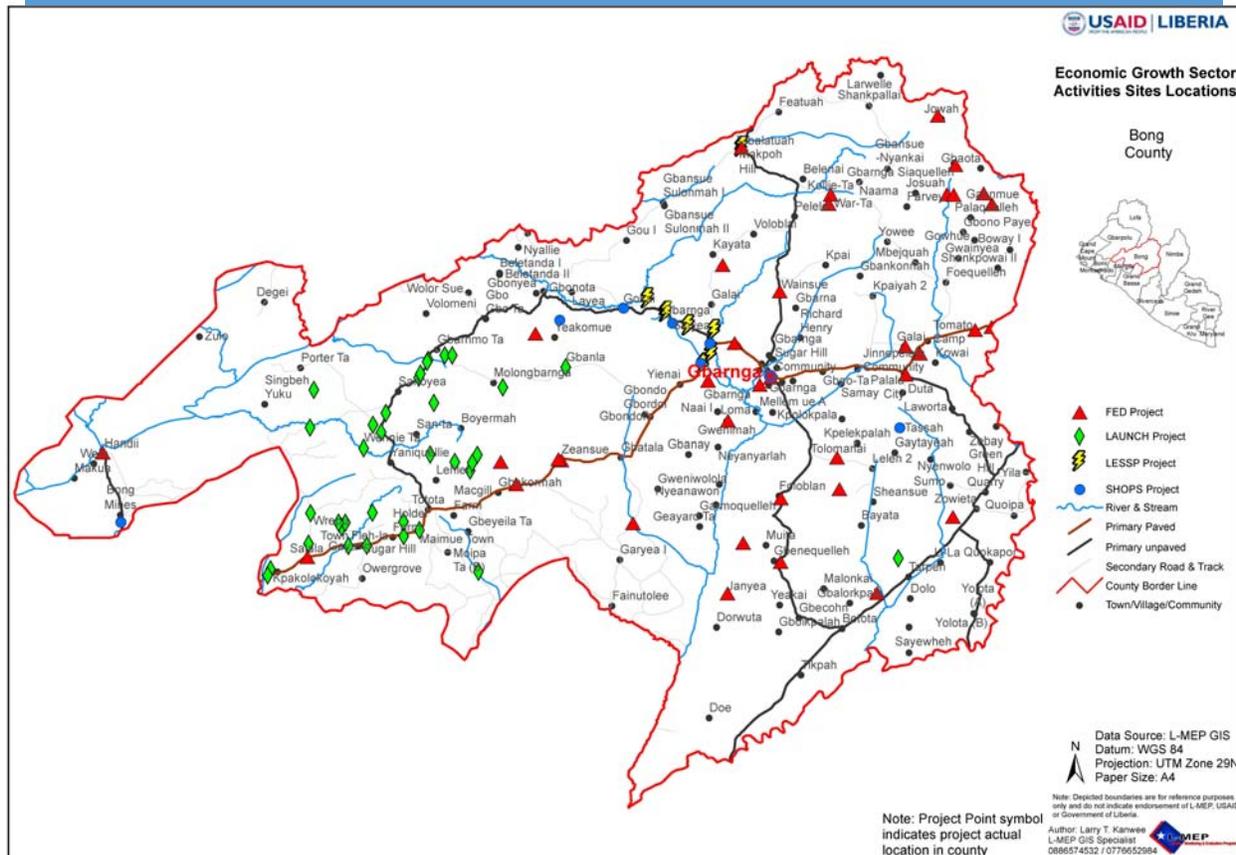
On the overall, Chart 2 shows that IPs utilization of PIDS improved during Year Three maintaining an upward trend after Year Two. The prospects for Year Four are high with the increased demand for data from PIDS by the Mission, the IPs commitment to enter data on time, and L-MEP consistent technical support to facilitate data entry.



Action 1.4: Collate IP Data for the USAID/Liberia Development Outreach and Communications Specialist (DOC)

L-MEP worked with the Assistant DOC to generate maps that reflect USAID’s activities within Bong County. Specifically, L-MEP produced four sector maps – one for each of USAID’s four

Chart 3: USAID’s Economic Growth Projects in Bong County: 2013



program sectors – for the USAID/Liberia’s Assistant DOC. Each of the sector maps features USAID’s interventions in Bong County within a particular sector. Chart 3 above shows USAID’s sector map under its economic growth portfolio for 2013. The L-MEP GIS Specialist also produced a detailed map for USAID/Liberia’s Assistant DOC that featured specific site locations in Bong County for USAID’s Liberia Grants Solicitation and Management (LGSM) project.

Action 1.5: Monitor and Track Annual Guidance in Administration Priorities and Initiatives Coming from USAID’s Central Bureaus, State Department Offices and Other USG Entities to Advise DO Teams

During Year Three, L-MEP continued to disseminate new policy regulations to the IPs staff through the various training sessions. For example, the latest updates on USAID tips on performance management were disseminated during the MfR training, other working sessions and meetings.

Action 2.1: The L-MEP Website Regularly Updated

L-MEP’s website was not updated in Year Three. Plans to update the website have been incorporated into the Year Four Work Plan.

Action 2.2: Continue to Develop the Performance Information Data Base System (PIDS)

Routine enhancements were made to the PIDS to increase data entry efficiency.

Action 2.3: Develop GIS-based Web-Mapping System (GIS/WMS)

The GIS-based Web-Mapping System (WMS) continued to undergo continuous enhancements to meet the needs of the Mission and IPs. This period saw intense in-house work being done for the improved version, which includes updates to USAID projects information (geographic focus area and descriptive information), application designs, etc., using the stand-alone ArcGIS package to improve the system through modeling and testing of data from the IPs. Up-to-date information (status, locations, etc.) for the IP’s activities and other national geographic and demographic data were gathered and processed.

Stand-alone GIS Assistance to USAID and IPs

In addition to the WMS, L-MEP provided GIS assistance to USAID and some IPs. In total, L-MEP produced and supplied 58 maps to USAID and implementing partners. Table 1 shows the breakdown of maps produced and delivered to USAID and some implementing partners.

Table 1: Maps Produced by L-MEP in 2013

| Maps Produced by L-MEP: 2013 | | |
|------------------------------|----------------|-----------------------------------|
| No | Maps Requested | Total # of maps produced by L-MEP |
| 1 | USAID | 7 |
| 2 | FED | 5 |
| 3 | IRS | 40 |
| 4 | LAUNCH | 4 |
| 5 | LESSP | 2 |
| Total | | 58 |

L-MEP produced and supplied 7 maps to the USAID Economic Growth Team that helped pinpoint sites for Feed the Future interventions. The Principal Nutritional Development Specialist for the Food and Enterprise Development (FED) project, Kathleen Kurz, who is based at Development Alternatives Incorporated (DAI)’s headquarters in Washington DC, was in Liberia to conduct the Nutrition Assessment and Gap Analysis (NAGA) study for the Feed the Future program. She needed maps that showed the site locations of the three USAID nutritional programs (FED, LAUNCH & HANDS) in order to better pinpoint opportunities to develop synergies among the three projects. L-MEP generated maps for each of the program sites, and a final map that combined the LAUNCH and FED nutritional programs was created to facilitate the potential synergies that could emerge from linking two of the programs geographically. The HANDS program was excluded from the map because it did not fall within the FtF zone of influence - Montserrado, Bong, Nimba, Lofa, Grand Bassa, and Margibi Counties.

Additionally, L-MEP produced maps for the LAUNCH project, indicating the location of the project's activities at the community level; and a LESSP map displaying the locations of its biomass, mini2hydro and micro-hydro projects sites. L-MEP also produced maps for the Indoor Residual Spray (IRS) project. The maps were intended to guide pesticide based malaria intervention for the coming 5 years. L-MEP also produced maps for the Smallholder Oil Palm Support (SHOPS) project to be used for its mid-term evaluation.

Component Two: Performance Management Plan Development and Update

□ Result 3: Mission and IP PMPs Updated and Coordinated

Action 3.1: Review/Update IP PMPs and Make Recommendations

During Year Three, L-MEP assisted eight IPs to update the PMPs for their projects. The eight projects included SMI, PROSPER, LGSM, IWASH, IBEX, LCRP, MCHIP, and the Strengthening Citizen Participation in Government: Access to Justice and Information Projects (Table 2). Specifically, L-MEP reviewed the drafts of the IPs' PMPs, and made recommendations to ensure the PMPs meet the ADS 203 PMP requirements. In some cases, L-MEP held working sessions with the IPs to provide direct hands on technical support in developing their PMPs.

Table 2: Projects that received PMP Support from L-MEP

| No. | IPs that received L-MEP's PMP support | Period of Support |
|------------|--|--------------------------|
| 1 | SMI | Quarter 2, 2013 |
| 2 | PROSPER | Quarter 1 & 3, 2013 |
| 3 | LGSM | Quarter 1, 2013 |
| 4 | IWASH | Quarter 2, 2013 |
| 5 | IBEX | Quarter 1, 2013 |
| 6 | LCRP | Quarter 4, 2013 |
| 7 | MCHIP | Quarter 3, 2013 |
| 8 | SCPG | Quarter 2, 2013 |

Using its PMP guide, which is in line with ADS 203, L-MEP checked the following PMP components:

- **Development Hypothesis**
- **Results Framework**
- **Performance Indicator Data Table**
- **Performance Indicator Reference Sheets**
- **Calendar of Performance Management Task**

Action 3.2: Assist USAID/Liberia Develop a New PMP for its CDCS

During Year Three, L-MEP hired an international consultant to develop a new PMP for USAID/Liberia's CDCS. The L-MEP team of M&E Specialists will provide technical support to the consultant during the PMP development process. The PMP development process will include, among other tasks, desk review of relevant documents, meetings with all DO teams, facilitation of working sessions, and intensive training on PMP supervision. After the preparatory work has been completed, the consultant will draft a PMP. Actual work on the PMP will begin in Quarter One/FY2014.

Action 3.3: Assist IPs to Develop New PMPs

L-MEP provided technical support to the PROSPER team in developing its PMP; specifically during its indicators selection process. L-MEP participated in a meeting at USAID with Laura Arntson, the former USAID/Liberia L-MEP COR, and Jennifer Talbot, the USAID PROSPER COR, to review the PROSPER indicators and to determine the appropriate indicators for each result. Following the meeting at USAID, a subsequent meeting was held at the PROSPER office in Sinkor, Monrovia. The L-MEP DCOP and former M&E Specialist for Economic Growth, Thomas Kanneh, met with Jennifer Talbot, COR for PROSPER Program, Steven Reid, PROSPER's COP, Darlington Vanghein, PROSPER's M&E Specialist and other technical PROSPER representatives. Following the final review of the indicators, comments and inputs were submitted to the COR of PROSPER for approval.

Component Three: Performance Management Field Support Provided

□ Result 4: Field Activities Monitored

Action 4.1: Provide Performance Management Field Support to USAID/IPs

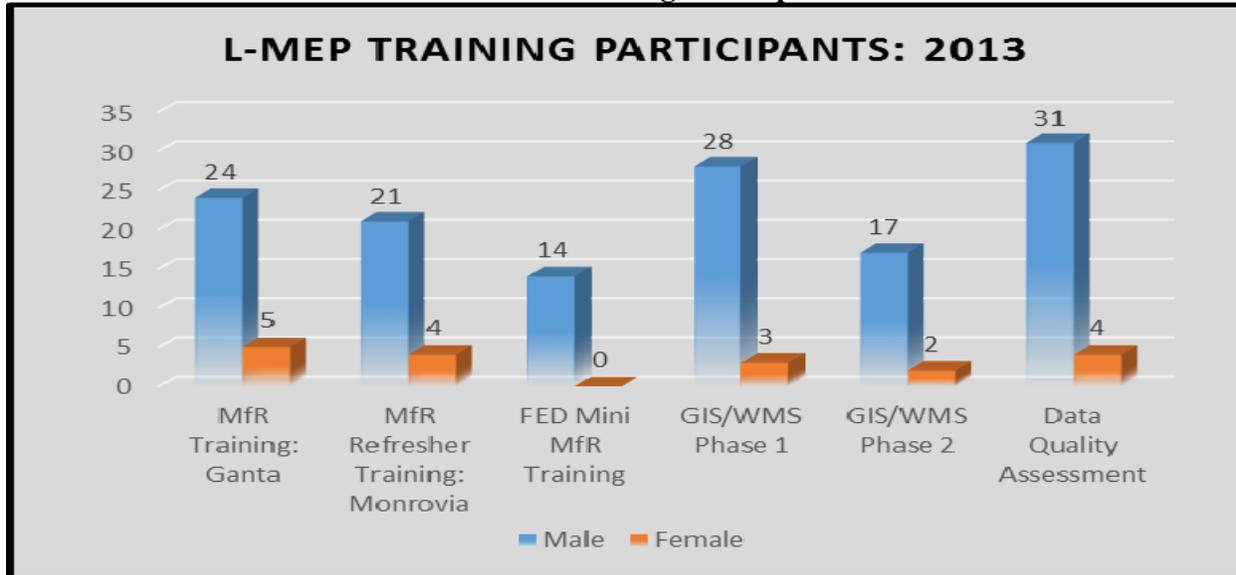
The IPs or the CORs/AORs did not request L-MEP to provide performance management field support to any USAID IPs. However, during the DQA process, L-MEP staff reviewed the IPs data instruments and procedures, and provided hands on support in the field on how data instruments should be redesigned, and how data collection should be implemented and maintained across the project's region. L-MEP participated in and provided career counseling services to targeted students at EHELD's 2013 Career Fair held at the Cuttington University in Bong County. The Career Fair program was organized by EHELD in collaboration with the Michigan University for selected freshmen students desirous of pursuing careers in Engineering and Agriculture at two of Liberia's two leading Universities – the University of Liberia (UL) and Cuttington University (CU).

Component Four: Capacity Building

□ Result 5: Capacity of L-MEP Staff, USAID/Liberia, and IP Staff to Undertake M&E Improved

During Year Three, L-MEP provided capacity building support to USAID and its implementing partners. Chart 4 shows the levels of trainings, and the total number of participants who attended the trainings disaggregated by gender.

Chart 4: L-MEP Training Participants: 2013



Action 5.1: Train L-MEP Staff

During Year Three, L-MEP staff attended several training sessions. The L-MEP’s COP, Mr. James Whawhen, attended a one week Project Management course in the United States of America. The Project Management Professional (PMP) boot camp training was part of L-MEP’s capacity building efforts as the program transitioned to a Liberian COP. While in the US, the L-MEP’s COP also attended a one week orientation at the TMG Headquarters in Washington, DC (TMG/HQ). The one week orientation was intended to introduce Mr. Whawhen to the procedures involved with USAID contracts management, and to understand how TMG/HQ manages L-MEP from the home office.

The L-MEP Technical Team also underwent two-weeks of training from January 29 through February 9, 2013, on the use of the Statistical Package for Social Sciences (SPSS) data analysis software. Nine (9) members of the L-MEP Team participated in the training workshop, including the M&E and technical staffs from the L-MEP head office in Monrovia, and its regional/field office located in Gbarnga, Bong County. The training was conducted by Mr. Thomas Wobill, a local consultant. The purpose of the SPSS training was to build the L-MEP Team’s technical skills to help ensure that data generated and submitted to USAID is of high quality.

Three L-MEP Team members, Mark Bassie, M&E Specialists for Education; Mulbah Reed, M&E Specialist for Health; and James Whawhen, the then Acting Chief of Party, participated in a two day training program conducted by USAID/Liberia for IPs that are fully and/or partly involved in participant training. The training was held at the U.S Embassy on January 23rd and January 28, 2013, respectively. The training was designed to acquaint and help the IPs’ staff understand how participant trainees are tracked through data entry into USAID’s training database system, TraiNet.

Additionally, L-MEP delivered several in-house training courses to its staff. The courses included:

- **Writing Effectively and Professionally**
- **Mini MfR Course for Non-M&E Staff**
- **L-MEP Internal Management and Operations**



Group work during Managing for Results Refresher Training held at the Corina Hotel from July 8-12, 2013

Action 5.1.3.2: Deliver Managing for Results Course

L-MEP conducted the sixth Managing for Results Training in Ganta, Nimba County, from March 4-8, 2013. The five day training was held at the Ganta Public School, and thirty-one participants from USAID funded projects, along with two members of the L-MEP Team participated in the training. For the first time, a USAID IP Chief of Party, Watchen Bruce of the Liberia IBEX Project, attended the full five days of training.

L-MEP also conducted a refresher Managing for Results training in Monrovia from July 8-12, 2013. The training introduced new IPs and USAID staff to basic performance management concepts as stated in the ADS 203, and to refresh the skills of old IPs' staff on various M&E skills and techniques. The refresher training was held at the Corina Hotel, located on 26th Street, Sinkor with a total of twenty-five participants (four female and 21 male) attending.

L-MEP also conducted a refresher Managing for Results training in

The training modules for both training sessions typically covered the following units:

- Unit 1: Introduction to Managing for Results**
- Unit 2 A: Component of an Effective M&E System**
- Unit 2 B: Component of an Effective M&E System-The role of an M&E Officer**
- Unit 3: Results Framework**
- Unit 4: Developing Performance Indicators**
- Unit 5: Baselines and Targets**
- Unit 6: Performance Management Plan (PMP)**
- Unit 7: Data Collection**
- Unit 8: Data Quality Assessment**
- Unit 9: Data Analysis and Presentation**
- Unit 10: Integrating Gender in M&E**
- Unit 11: Evaluation Planning and Management**
- Unit 12: Writing Assessment Reports**

The Ganta training evaluations revealed that the objectives of the various training modules were achieved to a significant extent. The average post test rating scores of the various components of the training ranged from 6.4% – 9% on a rating scale of 2.5% – 10%. For the refresher Managing for Results training at the Corina Hotel, results from the post-tests revealed an increase of 43.75 percentage points in the average scores from pre to post-test.

At each training session, L-MEP packaged training materials into workbooks and annexes with references to each topic in the workbook. The annexes included USAID’s new policies and updated tips on performance management. In addition to each participant receiving a workbook and an annex, each organization represented received a soft copy of the training materials on a compact disk.

During the two MFR courses, the training facilitators (L-MEP’s M&E Specialists) applied various training methods which included PowerPoint presentations, recap of previous activities, demonstrations, individual and group exercises and discussions. The training sessions were interactive and participatory as they involved a number of group exercises.



Chart 5: Percentage of Participants Who Earned Certificate of Achievement

As per L-MEP’s training standards, participants who earn 70% and above are awarded a certificate of achievement, while participants who earn below 70% are awarded certificates of participation. L-MEP also requires that participants attend all training sessions during the five day training period. Chart 5 below shows that 73% of the training participants for 2013 earned Certificate of Achievement.

Managing for Results (MfR) Training for FED

At the request of FED, L-MEP M&E Specialists conducted a one-day MfR training for 14 M&E staff members of FED and LAUNCH. The purpose of the training was to provide the M&E Specialists and Data Manager for FED and LAUNCH with basic principles of M&E. The training was also intended to improve the participants’ knowledge on data collection, analysis and data quality standards. The MFR course was comprised of four tailored units that dealt with specific and interrelated topics. The units presented at the training included:

Unit 1: Overview of Managing for Results

Unit 2: Data Collection and Analysis

Unit 3: Data Quality

Unit 4: Integrating Gender in M&E

WMS/GIS Training

During Year Three, L-MEP delivered separate training to USAID and the IPs' staff on the Web Mapping System (WMS) training and GIS. Specifically, L-MEP Knowledge Management Specialist and GIS Specialist conducted the WMS and Geographic Information System (GIS) training for thirty-eight participants that included one USAID staff member, thirty-five IPs staff members and two representatives from two Government of Liberia institutions. Dan Terrell, from the USAID/Liberia's Democracy and Governance Team, and Watchen Bruce, COP of IBEX, also participated in the training. James Whawhen, L-MEP COP, and Alex Lane, from the USAID/Liberia Program Office, made opening remarks.



Group presentation at GIS Training held at Mamba Point Hotel on September 18, 2013

The training aimed at introducing participants to basic GIS concepts and expanding their knowledge and skills in utilizing the WMS for performance monitoring.

L-MEP also provided spatial data collection training for the Smallholder Oil Palm Support (SHOPS) program, implemented by Winrock International. This training took place in Gbarnga, Bong County and focused on the usage of the Global Positioning System (GPS) receiver to collect spatial data from SHOPS' farm nurseries.



DQA Training Working Group Session Held at the Mamba Point Hotel on May 9, 2013

Action 5.2: Train USAID/Liberia Staff

L-MEP delivered a one day Data Quality Assessment (DQA) training session for thirty-five participants—three USAID/Liberia staff members, thirty-one implementing partner representatives, and one L-MEP short-term staff. L-MEP COR

made opening remarks during the training at which time he emphasized the importance of reporting quality data to USAID.

The main objective of the training was to enhance the participants’ understanding of the five data quality standards as outlined in the ADS 203. Moreover, the training was intended to share lessons learned from DQAs; providing hands-on practical approach to conducting DQAs; and building the IPs’ skills to implement their internal DQAs.

Additionally, two USAID staff, Pamela Sawyer, of the Health Team and Dan Terrell of the Democracy and Governance team – attended the MfR and the GIS training respectively. L-MEP also continued to provide routine PIDS and WMS training to incoming USAID staff.

Component Five: Evaluation Assistance

□ Result 6: Evaluations Conducted

Action 6.2: Assist Contracting Officer Representatives (CORs) to Design Evaluations

Evaluation Assistance

During Year Three, L-MEP implemented evaluations on five projects. During all of the five evaluations, L-MEP staff participated in and provided both technical and logistical support to the evaluation teams. Details on the conduct of the evaluations are outlined below.

1. Supporting the Modernization and Development of the Legislature as a Co-Equal Branch of Government

L-MEP implemented the final evaluation for the National Democratic Institute (NDI) program in Liberia, “Supporting the Modernization and Development of the Legislature as a Co-Equal Branch of Government”. The evaluation was a comprehensive final evaluation of the NDI program in Liberia designed to: a) assess results achieved; b) identify any implementation problems and challenges that affected program results; and c) provide actionable and strategic recommendations for possible follow-up actions.

The implementation of the NDI Evaluation included the recruitment of a local short term contractor as the logistics coordinator to work with the international consultants on the evaluation team. In addition to the local contractor, L-MEP’s M&E Specialist for Democracy and Governance, Barward Johnson, worked closely with the consultants in arranging and attending meetings, and particularly managing the implementation of the questionnaires at the legislature. In the process, over eighty questionnaires were produced and delivered to relevant staff of the legislature as part of the NDI evaluation. During the evaluation, forty eight questionnaires were collected and analyzed by L-MEP. L-MEP also worked very hard to ensure that the evaluation was logistically feasible, and that meetings and appointments were planned and executed on time despite the challenges that were associated with planning meetings with key GOL officials. At the conclusion of the NDI Evaluation in Liberia, the evaluation team made a PowerPoint presentation to the Mission Team at the US Embassy. The evaluation report was finalized and submitted to USAID.

2. Strengthening Citizen Participation in Government: Access to Justice and Information Program

L-MEP hired two international consultants and a local logistics assistant to carry out a final evaluation of the project. The purpose of the evaluation was to gather lessons learned; identify any implementation problems and challenges that affected program results; and provide actionable and strategic recommendations to USAID. After four weeks of field activities, the consultants, with assistance from L-MEP M&E Specialists for Democracy and Governance, completed data collection, provided an oral briefing and a draft report to USAID. Data collection and other field activities were conducted in Montserrado, Grand Bassa, and Bong Counties. The TCC evaluation report was finalized and submitted to USAID.

3. Building Sustainable Elections Management in Liberia Program

L-MEP hired two international consultants and a local logistics assistant to carry out the final evaluation of the International Foundation for Election Systems (IFES) project. The purpose of the IFES evaluation was to assess results achieved, identify any implementation problems and challenges that affected program results, and provide actionable and strategic recommendations. L-MEP's M&E Specialist for Democracy and Governance was also a member of the evaluation team. In addition to Montserrado County, the evaluation team conducted field activities in Nimba and Gbarpolu Counties to carry out interviews and meetings with various project stakeholders. The IFES evaluation report was finalized and submitted to USAID.

4. Liberia Trade Policy and Custom (LTPC)

L-MEP recruited and assembled an evaluation team of international and local consultants to conduct the LTPC final evaluation. The LTPC project is one of the three Millennium Challenge Corporation (MCC) Threshold projects managed by USAID Liberia. Its primary objective is to enable Liberia to participate more effectively in the regional Economic Community of West African States (ECOWAS), and the international economy by improving Liberia's performance on key policy measures related to trade.

The general purpose of the LTPC project evaluation was to determine the extent to which the LTPC Project has met the goals and objectives set out for it. During the evaluation, the team applied a variety of methods including document reviews; briefings by key stakeholders of MCC, USAID and GoL; key informant interviews; as well as field visitations. De-briefing sessions were held as appropriate, and the evaluation's findings and conclusions were presented at USAID/Liberia on August 29, 2013.

L-MEP M&E Specialist for Economic Growth, Thomas Kanneh, participated in all field activities, including data collection and reporting. Additionally, L-MEP Operations staff provided administrative and logistics support to the evaluation team. The LTPC evaluation's final report will be finalized in Quarter One of Year Four and submitted to USAID.

5. Liberia Teacher Training Program II (LTTP II)

L-MEP recruited and assembled in-country three international consultants, one local consultant as Education Context Specialist and another local contractor to coordinate logistics and arrange meetings for the evaluation team. The L-MEP M&E Specialist for Education also served as a member of the team. The purpose of the LTTP II mid-term assessment was basically to: a) assess progress and constraints; b) determine whether targeted results are attainable; c) identify differences in the design of the program; and d) gauge the effectiveness of implementation approaches and activities.

During the assessment, the team organized and hosted extensive key informant interviews and focus group discussions with relevant stakeholders at different locations in the country. In addition to Montserrado, the team conducted site visits and interviews in Lofa, Bong, and Nimba Counties. The team conducted interviews with the different strata of the Ministry of Education (MoE), including staff at the county level. The team also conducted interviews with senior staff of the MoE at the central level in Monrovia, as well as staff of the Rural Teachers Training Institutes (RTTIs) located in Kakata and Zorzor. The final report for the LTTP mid-term assessment will be finalized and submitted to USAID in Quarter One of Year Four. L-MEP M&E Specialist for Education, Mark Bassie, participated in all field activities including data collection and reporting. L-MEP Operations staff also provided administrative and logistics support to the evaluation teams.

Support to Special Studies in the Health Sector

In addition to providing assistance to the evaluations mentioned above, L-MEP provided support to three special studies in the Health Sector. The special studies include:

Integrated Biological and Behavioral Surveillance Survey (IBBSS)

L-MEP was requested by the Mission to provide support to the Integrated Biological and Behavioral Surveillance Survey (IBBSS), conducted by the National AIDS Commission. Specifically, L-MEP was requested to provide budget support for the IBBSS, and monitor the implementation of the IBBSS. The budget support for the IBBSS included paying outstanding compensation and per diem to local contractors who participated in the study, and the international consultant. L-MEP was also requested to fund the printing of the survey materials and reports. The local contractors on the study have been paid. However, the contract for the international consultant extends into Quarter One of Year Four. Therefore, L-MEP will provide compensation once the consultant's assignment is completed.

L-MEP designed a monitoring plan for conducting spot checks and collecting data on the IBBSS study. The plan's data collection method included group meetings, key informant interviews, focus group discussions, and site visits. Also, L-MEP participated in a meeting of the Technical Working Group (TWG) for Strategic Information Management on HIV and AIDS which serves as the coordinating unit for the IBBSS. L-MEP also conducted visits to two data collection sites, and the data processing unit at the National AIDS Control Program (NACP). Additionally, L-MEP conducted an interview with Moses Badio of the NAC, and conducted two focus group discussions – one with the Field Researchers and the other with their supervisors. The findings of

the monitoring exercise are contained in a report which will be submitted to USAID during Quarter One/FY2014.

Bed Nets Study

L-MEP also provided support to the Bed Nets Study being conducted by the President's Malaria Initiative (PMI) through USAID/Liberia. L-MEP M&E Specialist for Health, Mulbah Reed, along with Dr. Denise Allen, the Principal Investigator of the study, Christie Reed from the USAID/Liberia Health Team, and two representatives from the National Malaria Control Program (NMCP), conducted a preliminary field visit to Gbarpolu and Grand Cape Mount Counties. During the field visit, the team identified and selected two communities in each of the two counties for the actual study. The study is slated to start in FY2014. L-MEP prepared a budget for the study, which will be submitted to USAID for approval. Also, L-MEP sent out job advertisement for Field Researchers for the study.

Malaria Program Review (MPR)

L-MEP was also requested by USAID to supplement the budget for the Malaria Program Review (MPR), which is being implemented by the National Malaria Control Program (NMCP). Accordingly, L-MEP held two meetings with the NMCP to actually determine the extent of L-MEP's involvement. L-MEP's contribution to the budget will fund three specific activities: recruitment and compensation of a Coordinator, facilitation of workshops and the printing of reports.

Component Six: Implementation Partnerships with Liberians and/or Local Organizations

□ Result 7: Implementation Partnership with Liberian and/or Local Organizations Strengthened

Implementation Partnership with Liberia and/or Local Organizations Strengthened

Action 7.1: Continue to Contract with AEDE and UL-PIRE to Implement MCC Special Studies and Surveys

During Year Three, L-MEP contracted with the Agency for Economic Development and Empowerment (AEDE) and the University of Liberia Pacific Institute for Research and Evaluation (UL-PIRE) to implement three MCC studies for the MCC Threshold programs. Specifically, UL-PIRE implemented the Survey of the Probate Court's Involvement in the Land Transactions in Liberia. AEDE implemented the "Customer Satisfaction Baseline Survey of the Center for National Document Records and Archives" (CNDRA), and the LTPC Non-Tariff Barriers Study.

Action 7.2: Assist LIPA to Redesign their M&E Course

L-MEP held several meetings with Liberia Institute of Public Administration (LIPA) in an attempt to assist it redesign its M&E Course modules. L-MEP's COP initially met with LIPA. Subsequently, the COP and the M&E Specialists met with LIPA and it was agreed that LIPA would develop a concept paper soliciting L-MEP's assistance in redesigning the M&E Course.

L-MEP is still encouraging LIPA to submit the concept paper. Even though LIPA did not submit a concept paper as anticipated, Emmanuel Freeman and Esi K-Oqunkeya of LIPA attended the L-MEP partners meeting in Quarter Four of Year Three.

Action 7.3: Continue to Look for Opportunities for Subah-Belleh Associates (SBA), NARDA, DEN-L to Implement L-MEP's Activities

L-MEP contracted with SBA to support the implementation of the LPIS Land Perception Study second phase. L-MEP also hired an international consultant as the lead researcher for this study. In an effort to reinforce partnerships with L-MEP's local partners, L-MEP COP paid courtesy calls to the New Africa Research and Development Agency (NARDA), and SBA. The purpose of the courtesy calls was to discuss means by which L-MEP could continue to strengthen and expand its partnership with local organizations in Liberia.

Action 7.4: Initiate Actions to Expand Pool of Local Partners

In a bid to expand its pool of local partners, L-MEP held meetings with The Khana Group (TKG), a leading international development and advisory firm with a focus on West Africa. The purpose of the meeting was to discuss how TKG and L-MEP could partner to implement some of L-MEP activities. Moreover, L-MEP held a meeting with the Directors of the University of Liberia's Graduate Program in Regional Planning and the Departments of Sociology and Demography to establish a partnership for building local capacity in monitoring and evaluation and research. During the meeting, the participants brainstormed and identified possible ideas for building M&E capacity in Liberia.

First Local Partners' Meeting

L-MEP held its first local partners meeting on August 1, 2013, at the L-MEP main office located in the K&K Building, Mamba Point. The meeting was attended by eight Liberian organizations that have worked directly with L-MEP in implementing key activities; or who are desirous of establishing a partnership with L-MEP. The partners' meeting was also attended by Mr. Jenkins Cooper, TMG Vice President and L-MEP's Program Manager, as well as L-MEP's COP and Technical Team. The purpose of the meeting was to discuss ways through which L-MEP could reinforce its partnership with local Liberian organizations, and also to gather feedback from the old partners on their experience working with L-MEP, and on ways to improve the partnership.

As part of L-MEP's efforts to engage new partners, L-MEP held discussions with the Directors of the University of Liberia's Graduate Program in Regional Planning and the Departments of Sociology and Demography. The purpose of the meeting was to discuss the possibility of establishing a partnership for building local capacity in monitoring, evaluation and research at the University of Liberia. L-MEP also held similar discussions with The Khana Group (TKG) and the Liberia Institute of Public Administration (LIPA). At the conclusion of the meeting on August 1st, the partners recommended that L-MEP hold regular partners meetings to discuss issues that are common to L-MEP and its partners, and to identify ways to strengthen the partnership between L-MEP and its local partners.

Support to the Liberia Development Alliance (LDA)

Based on a request from USAID, L-MEP began to engage the Liberia Development Alliance (LDA) to build its monitoring and evaluation capacity. The LDA is a unit within the Ministry of Finance responsible for coordinating GoL's M&E efforts. Pursuant to the request, L-MEP submitted a SOW to USAID for rolling out its support to the LDA. The SOW was approved, and L-MEP began to hold a series of meetings with the LDA to begin to develop their M&E capacity.

The M&E capacity building support to the LDA will commence with a capacity assessment of the LDA, and other GOL entities with functional M&E systems. After the capacity assessment is implemented, L-MEP will roll out a Managing for Results/Results-Based Monitoring and Evaluation Training Program for relevant staff from the LDA, and other GOL entities with functional M&E systems. Additionally, L-MEP will select a few participants from the Managing for Results/Results-Based Monitoring and Evaluation Training Program to subsequently participate in an M&E training of trainers' intensive workshop. After the training of trainers' intensive workshop, and as the LDA begins to roll out its training programs, L-MEP will assist with each cycle of the LDA training by offering hands-on mentoring for eighteen months. Following these training sessions, L-MEP will conduct a follow-up assessment to review the outcomes of the L-MEP's support to the LDA. The duration of L-MEP's M&E capacity building support to LDA is eighteen (18) months.

Component Eight: Monitoring and Evaluation of Millennium Challenge Corporation (MCC) Threshold Programs

Update on MCC Special Studies

Two of the MCC projects, the LPIS and the LTFC, closed out in Year Three. The MCC GOAL project will cease activities in mid-October 2013, and the entire MCC Threshold portfolio will be closed out in December 2013. During Year Three, L-MEP continued to provide support for general monitoring and evaluation and conducting special studies for the three MCC projects. The following breakdown details the achievements L-MEP has made through the monitoring and evaluation support for the MCC Threshold projects.

Result 8.1: LPIS Effectively Monitored and Evaluated

During Year Three, L-MEP provided assistance to the LPIS project, conducting a follow-up study of the Land Perception Study conducted in Year Two, and finalizing the project data entry in the PIDS. During this process, L-MEP managed the implementation of the follow-up study and supported the LPIS to directly enter data into the PIDS. This was necessitated due to the lack of an M&E officer at the time the LPIS project was closed out.

L-MEP implemented the second phase of the Land Perception study. The second phase of the study was significant in determining the changes in land perception in Liberia since the first study was done in Year Two. The study showed significant improvements in land perceptions in Liberia, but also identified gaps in areas where the Land Commission has not made significant progress. The follow-up interviews with the LPIS trainees was scheduled for completion by the end of August 2013, but was then reprogrammed to take place in October, since the trainees

returned after the close of the project. However, the trainees have not been reintegrated into their institutions, therefore, the assessment has been delayed. This study will be carried out in Quarter One, Year Four. The institutional assessments will be conducted as part of the follow-on study of trained government personnel in the three land entities. This was reprogrammed to take place in October, Quarter One/FY2014.

Result 8.2: Liberia Trade & Customs Project (LTPC) Effectively Monitored and Evaluated

During Year Three, L-MEP conducted the final evaluation of the LTPC Project. Additionally, L-



The LTPC Follow-up Trainees Interview Validation Workshop held at L-MEP on September 17, 2018 with GoL staff in full attendance

MEP conducted the LTPC DQA and provided assistance to the project in finalizing its data in the PIDS. At the conclusion of the LTPC special studies, pursuant to the L-MEP Year Three Work plan, L-MEP conducted the LTPC Trainees Follow-up Interviews. The study which was conducted by a Liberian consultant team to assess the changes that have been made within the Bureau of Customs and

Excise due to the training the LTPC project provided to staff at the Ministries of Commerce and Finance. The report of the study was reviewed by L-MEP and will be submitted to USAID in Quarter One of Year Four for review and approval. Moreover, L-MEP contracted with AEDE to undertake the Non-Tariff Barrier Study, which was to set the evaluation framework for the Non-Tariff Barrier component of the LTPC project. The study was fully implemented in Year Three, and L-MEP will submit the final report in Quarter One of Year Four.

Result 8.3: Girls’ Opportunity and Access to Education (GOAL)

Action 8.3.2: Enter GOAL Results Framework And Indicators Into The Performance Indicator Database System (PIDS), And Train LPIS Staff How To Enter Targets And Data.

L-MEP provided overall monitoring and evaluation support to the MCC GOAL. Specifically, L-MEP conducted a Qualitative Study of the School Environment and Classroom Interactions in the Six GOAL Case Study Schools, which is a continuation of the focused investigation on the GOAL project’s six schools/communities that form part of the baseline research. The L-MEP Team has collaborated with the GOAL researchers on two previous qualitative research efforts in the six communities to obtain information regarding barriers to girls’ education. L-MEP also supported the MCC GOAL project to complete their data entry process in the PIDS.

Other studies pending under the MCC GOAL project, including the GOAL qualitative assessment, will be completed in Quarter One/FY 2014. The following studies under the MCC GOAL project commenced in Year Three and will be completed during Quarter One of Year Four: 1) The review of the Quality of the Six Case Studies; and 2) The Review of the GOAL Baseline and Annual data. Additionally, the Cost Effectiveness study, which was initially part of the L-MEP MCC M&E support activities, was later changed to the Sustainability of GOAL's Interventions study. This change was necessary since the American Institutes for Research (AIR), which is the implementer of the MCC GOAL, already had the Cost Effectiveness Study included in its original scope of work. The Sustainability study, along with the outstanding MCC GOAL studies, will be completed during the first quarter of Year Four.

The L-MEP's Management Structure and Processes

□ Result 9: The L-MEP Efficiently Managed

Action 9.2: Manage Program

Operations Updates

During Year Three, organizational changes to the L-MEP Operations Department were made to facilitate the effective functioning of L-MEP.

L-MEP Transition Activities

During the 1st Quarter of FY2013, the L-MEP COP, Randal Joy Thompson, resigned for medical reasons. After her departure, James Whawhen served as Acting COP until he was formally appointed to be the COP in August, 2013. As a result of Mr. Whawhen becoming COP, the DCOP position became vacant, and the position was subsequently filled by Barward Johnson, the M&E Specialist for Democracy and Governance.

As part of the transition process, and as a means for making L-MEP more efficient and effective in delivering its services to USAID, IPs and GOL counterparts, other M&E Specialists were assigned new roles and responsibilities. Mulbah Reed, the M&E Specialist for Health was designated as the Alternate Knowledge Management Specialist, and is being mentored to become Knowledge Management Specialist when Michael Richards's departs L-MEP in January, 2014. Mark Bassie, the M&E Specialist for Education was assigned the role of HICD Specialist, while Yourfee Kamara, the Regional Field Coordinator, was assigned the role of Compliance Officer. Fredical Mulbah, former Project Accountant, was promoted to the position of Operations Manager (OM) following the resignation of Comfort Traub, the former OM.

On August 8, 2013, L-MEP held a cocktail reception at the Mamba Point Hotel to introduce its new COP and senior staff. This event was attended by the TMG/HQ team, led by Mr. Jenkins Cooper, TMG Vice President. A host of senior USAID staff including the Contracting Officer, Rosalind Sika, Program Office Supervisor, John Ellis, and other senior Program Office staff also attended the cocktail party. In addition, the COPs of USAID projects, local partners of L-MEP and all of L-MEP's staff attended the cocktail party. With Mr. Whawhen's promotion to L-MEP COP, and with the pending departure of Dr. Michael Richards, L-MEP will be led exclusively by a Liberian management team by January 2014.

TMG/HQ Field Support Visits

During Year Three, TMG/HQ made two visits to Liberia to provide support to L-MEP. TMG's Vice President and L-MEP's Program Manager, Mr. Jenkins Cooper, made the first visit at the end of Quarter Two. The purpose of his visit was to assess L-MEP systems and personnel assignments as a means to strengthen L-MEP capacity to continue to deliver quality M&E services, and to oversee the transition of the expatriate COP's position and responsibilities to a Liberian, and to promote Mr. James Whawhen, L-MEP's DCOP and Acting COP, to that position. TMG's Financial Comptroller, Mr. Abi Fasosin, conducted meetings and training sessions with L-MEP staff on procedures related to fraud, waste and abuse of USG resources; financial management; procurement; logistics; and personnel systems.

L-MEP's financial management policy and procedures, including the per diem policy, was updated during this visit. L-MEP issued a corresponding administrative notice on the updated travel and per diem procedures. At the end of Year Three, the TMG/HQ team again visited Liberia to provide field support to the L-MEP team. The TMG/HQ team was headed by TMG's Vice President, Mr. Jenkins E. Cooper, and included Mr. Abi Fasosin, TMG/HQ-L-MEP Financial Management Specialist, and Mr. Ted Beard, TMG/HQ-L-MEP Senior ICT Specialist. Also, Walidah Willoughby, TMG/HQ-L-MEP Program Associate, was on the team and also provided support to the LTPC evaluation during the visit.

During the visits the TMG/HQ team provided technical and operational support to the L-MEP team. The TMG/HQ team reviewed L-MEP's logistics, administrative and technical processes to ensure that L-MEP was adhering to USAID and TMG/HQ's financial management and operations standards, and whether or not L-MEP was meeting its goal and objectives. Specifically, Abi Fasosin and Walidah Willoughby met with the L-MEP Operations Team to review finance, procurement and logistics procedures. At the conclusion of the visit, the Financial Management Manual was updated, and a policy for the L-MEP Guest House was also drafted and forwarded to the L-MEP COP for review and approval. The TMG/HQ team also met with the new Mission Director and USAID Program Office staff, Chiefs of Party of USAID's IPs, L-MEP local partners, and staff of L-MEP. During the meeting with the Mission Director, L-MEP made a presentation on L-MEP's achievements since its inception in 2011.

The TMG/HQ team met with USAID's implementing partners' COPs to discuss specific performance management issues, and to solicit from the IPs ways through which L-MEP could serve them better in Year Four. L-MEP also held its first local partners meeting. The purpose of the meeting with the local partners was to discuss the means for fostering and strengthening the partnership with L-MEP. At the conclusion of the visit, the team assisted with the drafting of L-MEP Year Four Work Plan, and updating L-MEP's financial management and ICT processes and policies.

L-MEP Held 5th and 6th COP Meeting

During the Year Three, L-MEP organized and hosted two COP meetings in an effort to enhance collaboration with USAID's IPs. The first meeting was held on January 25, 2013, in the L-MEP conference room. Thirty persons attended the meeting, including COPs of USAID projects, M&E Specialists, as well as other personalities from the IPs. Also in attendance were L-MEP's COR, Laura Arntson, and A/COR, Boye Sumo. L-MEP's technical team was in full attendance

at the meeting. The COPs meetings have helped to strengthen and improve communication between and among USAID IPs that receive L-MEP's performance management support. At the 5th COP meeting, L-MEP announced and disseminated the FY 2013 schedules for DQA, PIDS data entry, and training schedule. During the 6th COP meeting, the COPs requested that L-MEP conduct a mini-managing for results training for all COPs. This training is slated for February 2014.

Unlike previous COPs meetings where L-MEP would take the lead in making presentations on L-MEP's roles and responsibilities, the IPs were given the opportunity to express any performance management challenges they may have. Also, some IPs talked about the positive impact L-MEP's services has had on their projects. For instance, five IPs reported that the recommendations from the DQA has help strengthened their data management and reporting systems.

During the 6th COP meeting held on July 31, 2013, at the Mamba Point Hotel, a total of 45 persons attended, including 18 COPs, 17 IP M&E Specialists, and 8 L-MEP staff. Also in attendance were Mr. Alex Lane L-MEP's A/COR, and Mr. Ahmed Sirleaf, the Collaborative Learning Advisor (CLA) Advisor. The 6th COP meeting was chaired by Mr. Jenkins Cooper, L-MEP's Program Manager. Following brief remarks by Mssrs. Jenkins Cooper and Ahmed K. Sirleaf, the participants shared lessons learned, as well as providing recommendations related to the core activities of L-MEP. The key questions raised and discussed during the meeting were:

- Can the PIDS be modified to suit special needs of the IPs?
- Internet Connectivity: Are there mechanisms from L-MEP stand point to promote speedy entry of data into PIDS where IP internet services are weak?
- Trainet/PIDS with PPR Indicators: Does PPR indicators need to be reported in the PIDS and Trainet simultaneously?
- Who requests that DQAs be conducted?
- How is performance management field support initiated?
- How far has the Mission gone with its PMP development?

The L-MEP team, especially Mssrs. Jenkins Cooper and James Whawhen, responded to some of the questions raised at the meeting. The 5th meeting was attended by thirty COPs and IPs' staff, while the 6th COP meeting was attended by forty-five COPs and IPs' M&E Specialists. Some USAID staff, especially L-MEP's COR and A/COR, also attended the meetings. The semi-annual meetings were intended for USAID's IPs to build collaboration on performance management issues. At the meetings, the IPs discussed common performance management issues, as well as shared best practices.

L-MEP Meetings with Foreign Guest of the Mission

L-MEP held a number of meetings with foreign guests of the Mission. A MCC Washington team led by Malik M. Chaka, Director of the Threshold Programs Department of Policy and Evaluation, visited L-MEP. The purpose of the meeting with L-MEP Team was to access progress made on the MCC's interventions in Liberia, and to get the L-MEP Team's perspective on how the Government was utilizing the support being provided through the MCC programs. Also, a team of consultants from USAID Washington, Dr. Valerie Haugen, Independent Consultant and Nina Papapodopoulos, Senior Education Advisor, visited L-MEP office while

visiting the Mission to launch the pilot testing of the Conflict Sensitivity Checklist. The purpose of the team's visit to L-MEP's office was to seek L-MEP's view on the application of the Conflict Sensitivity Checklist to education programs, as well as other USAID sector programs.

Additionally, Anwer Aqil, Senior Study Director/Senior Epidemiologist of WESTAT, met with L-MEP's COP, James Whawhen, to discuss ways through which L-MEP could support the Feed the Future (FtF) Feedback Project, and whether L-MEP could suggest mechanisms through which the project could be implemented locally. L-MEP recommended UL-PIRE as a potential local organization to implement the feedback project. Finally, L-MEP's COP met with the Food for Peace (FFP) Team, which was on a monitoring visit to Liberia. The FFP Team was interested in knowing what levels of support L-MEP had provided to the FFP Health, Agriculture and Nutrition Development for Sustainability (HANDS) project in Liberia. The COP presented L-MEP's core functions and the level of support it provides to IPs. The FFP Team consisted of Steve Gilbert, FFP West Africa Team Leader, and Kisma Wague, Regional FFP Officer.

Support to Evaluations and Special Studies Teams

During Year Three, L-MEP Operations provided administrative and logistical support services for five evaluations. L-MEP also provided similar support to two special studies teams. Specifically, L-MEP Operations complemented the teams' efforts in organizing meetings and arranging accommodations for team members. L-MEP Operations also made arrangements for vehicle rental, and focus group discussions.

Hiring of New Staff

During Year Three, L-MEP hired three new staff to fill vacant positions on the project. L-MEP employed Gayflor Willie as the ICT/Database Administrator. Mr. Willie replaced Herbert Tokpor on April 1, 2013. Mr. Clarence Borbordee was hired as Project Accountant, replacing Fredical Mulbah who was appointed Operations Manager. Fredical Mulbah replaced Mrs. Comfort Traub, who resigned in May 2013. As part of its transition process, L-MEP promoted Naomi Schaack to the position of Team Associate on the Technical team and moved Janet Wallace from the Gbarnga Office to the position of Project Team Associate in Monrovia. These repositioning of staff is expected to commence during Quarter One of Year Four.

Gbarnga Regional Office

During Year Three, L-MEP's regional office continued to provide support to IPs and L-MEP Monrovia-based staff. The Mini-Resource Center at the Regional Office continued to prove invaluable to many of USAID's IPs staff and GoL institutions. It continued to be effective in providing internet services and office space for IPs to do research, as well as for transmitting key project reports and other documents to their head offices in Monrovia. On the average, the resource center accommodated about 80 IPs and GOL staff in each quarter during Year Three.

Additionally, the L-MEP Regional Office provided support and participated in the three-day Annual Monitoring Survey training of the LAUNCH project. The training began on June 24, 2013, to build the capacity of survey enumerators in data collection, and expose them to survey methodologies and questionnaires. The L-MEP sub-office served as the venue for the training and provided internet services, as well as rendered other services for the LAUNCH team. Also during Year Three, staff at the Regional Office participated in County Coordination Meetings for

the various pillars of the Agenda for Transformation (AfT). At these meetings, the Regional Office highlighted the services L-MEP provides. The Regional Office also gathered information on the activities of other development actors in the county.

L-MEP's Regional Office in Gbarnga provided a number of field support services to buttress L-MEP's programmatic initiatives, as well as supporting IPs across the country. For instance, the Regional Office took the lead in identifying and selecting the MfR training venue at the Ganta Public School. Similarly, the office accommodated the international consultants working on the TCC and LTTP evaluations.

L-MEP's Monrovia Office undertook two management support visits to the Regional Field Office in Gbarnga during the year. The first visit on April 17, 2013, was led by the Operations Manager (OM) and included the Project Accountant and two members of the ICT team. The team reviewed office documentation, tracked office assets, and introduced new and updated financial and operations forms. The ICT Administrator assessed and serviced L-MEP VSAT set and other ICT equipment and accessories. As a result of the visit, the Regional Sub-Office staff is now utilizing the various operational forms, tracking assets in Monrovia and following financial procedures scrupulously.

The second visit was a three-day trip which commenced on September 11, 2013, and was led by L-MEP's DCOP and the OM. The team's objective was threefold: 1) to review and track office assets register, follow up on the use of new and updated financial and other operations forms introduced during the team's last visit during Quarter Three; 2) to conduct mentoring of the two technical staff in PMP review techniques and navigation of the PIDS; and 3) to participate in interviews for the recruitment of the Administrative and Finance Assistant (AFA) for the Gbarnga Office.

L-MEP Team Building Retreat

L-MEP held its regular Annual Team Building Retreat on August 7, 2013, at the Thinkers Village Hotel on the RIA Highway outside Monrovia. Like the other team building events conducted in the past, this year's event sought to re-enforce L-MEP's team spirit. The retreat was attended by both the Liberian staff and the visiting TMG/HQ delegation. During remarks at the close of the day-long session, the head of the visiting delegation, Mr. Jenkins Cooper, urged the L-MEP staff to maintain the team spirit that has been permeating L-MEP and has been so crucial for the success of the team thus far.

III. Challenges Encountered

- Overall actual data entry into the PIDS improved in Year Three as compared to Year Two. However, target entry was significantly delayed, thereby making it impossible to perform overall achievement analysis to determine whether or not the IPs were meeting their targets. Unfortunately, some IPs were entering their targets at the end of the year.
- In Year Three, most IPs did not enter their data into the PIDs regularly and on time per the Mission's reporting timeline, and as per the PIDS data entry schedule circulated among IPs during Quarter One of Year Three. This delayed the CORs/AORs certifying

data on time. Untimely entry of actual data significantly affected timely analysis of performance data.

- Out of eight planned DQAs, three were implemented. This is because some IPs PMPs were not approved, while other IPs' projects were being redesigned. In another major instance some IPs did not have data for some indicators, even though some of the projects have been operating for over a year. In the absence of real data, it was impossible to conduct data quality assessment.
- Performance of training participants during the Managing for Results training varied significantly. This is because the participants' level of understanding of the MFR concepts varied considerably, and reduced the number of participants who received a certificate of achievement during Year Three to 74%.
- Even though all of the evaluations requested by the Mission were successfully implemented in Year Three, it placed increased demand on L-MEP to conduct these evaluations because several of the evaluations were not planned for in Year 3 Work Plan.
- The low technical capacity and shortage of staffing of some of L-MEP local partners delayed the completion of two studies for which the local partners were contracted. This challenge prevented L-MEP from committing more studies to the local partners.
- Financial commitments by the Mission to special studies from the Ministry of Health, especially the IBBSS Study, were a challenge. L-MEP was required to assume some of the financial obligations for the study, although L-MEP was not involved in developing the budget, or the procurement of the services for the study. This situation significantly delayed payments for the IBBSS Study.
- Failure of selected GoL institutions to reintegrate the trainees, who were sponsored by the MCC LPIS project, into their respective institutions where they worked before, affected L-MEP's ability to readily implement the LPIS Follow up Interviews of Trainees and the Institutional Capacity Assessments which were scheduled for FY2013. As part of L-MEP's M&E support to the MCC projects, L-MEP was required to conduct a follow up interview for all training participants who benefited from the LPIS scholarship. However, the study could not be implemented because following the return of the training participants after their study tours, they could not be reintegrated into their places of work thereby making it impossible to implement the study in Year Three.

IV. Proposed Solutions

- CORs/AORs should encourage their IPs to enter targets into the PIDS on time as per the PIDS Annual Data Entry Schedule, and admonish them if they do not. Entering targets into the PIDS at the end of the year contravenes the effectiveness of performance management. L-MEP should provide regular updated reports on delinquent IPs to the AORs and CORs to achieve this goal.

- Even though L-MEP has worked tirelessly to support IPs on entering data into the PIDS, AORs/CORs should follow-up as well, and admonish those IPs who fail to enter data on time. Untimely entry of data into the PIDS affects the entire performance management continuum.
- AORs/CORs should approve their IPs' PMPs and share copies with L-MEP.
- L-MEP should develop a suite of Managing for Results training courses that will take into consideration the training participants' different levels of understanding of M&E concepts. Training packages should be designed and delivered for different levels of participants, and should be designed to be implemented sequentially so that participants will graduate from a lower level training course before taking a higher level course.
- The Mission should identify evaluations for the coming year in advance so that L-MEP can plan for and incorporate the evaluations into its annual Work Plan.
- L-MEP should increase its capacity building support to its local partners by allowing them to proactively participate in most of L-MEP's activities.
- L-MEP's participation in the early planning of special GoL studies will prevent future challenges to implementing those activities, especially regarding the disbursement of funds. The Mission should, therefore, inform L-MEP in advance on any support that will be required or needed for GoL institutions so that L-MEP can incorporate those plans into its planning processes.
- GoL's capacity should be strengthened to be able to effectively absorb training participants who have been sponsored through USAID interventions.

V. Success Stories

A. L-MEP's Approach to Enhancing Performance Management Among IPs

L-MEP's approach to building effective performance management systems among IPs has improved the IPs' capacity to collect and report on data. At the beginning of the DQA process in Year Two, L-MEP observed that most IPs lacked complete PMPs, clear data collection procedures, little or no technical capacity in managing data, and lack of capacity to perform routine achievement analysis, all of which affected the quality of data that was being reported. After two years of collaboration on the development of a standard PMP guide; regular implementation of MfR training; collaborative DQA assessments; mentoring and coaching of IPs staff; and encouraging IPs to enter data into the PIDS on time, a system is gradually taking root that will eventually help the IPs to effectively track their project performance. Even though the ultimate success of L-MEP's intervention may not be visible now, the transformation that has occurred among IPs is worth noting. The IPs M&E Specialists are now to a large extent cognizant of USAID's performance management requirements, especially the ADS 203.

L-MEP's success has been proclaimed by some COPs, and some IPs' staff. For example, during the 5th COP meeting held at L-MEP on January 25th of this year, some IPs expressed gratitude for L-MEP's unwavering support in helping to build effective M&E systems among USAID's IPs. Specifically, IPs claimed that the DQA process helped them to transform their M&E systems. Some COPs said that initially they were resistant to L-MEP's approach to developing a vibrant M&E system. However, following the full implementation of the DQA process, they began to sense the immediate changes the DQA brought to their projects.

B. Some Accomplishments of the L-MEP Gbarnga Regional Office

Since it was established two and a half years ago, the Regional Office's accomplishments have been enormous. The office, working through its M&E Specialists in close collaboration with the L-MEP sector M&E Specialists, have delivered M&E services to IPs and GoL counterparts across all four of the USAID program sectors. The office played a cardinal role in L-MEP's capacity building initiatives by providing logistical support and co-facilitating the four regional Managing for Results (MfR) training sessions in Gbarnga, Voinjama and Ganta. Additionally, the regional office mentored and coached local IPs staff on selected MfR topics, as well as report writing, when requested. In 2012, the LESSP and AYP projects transmitted raw data directly from their field offices to their Monrovia and US offices using the L-MEP regional office's internet services. The L-MEP Regional Office also served as a venue for IPs to train staff and data collectors. During this period, the office was also the venue for the three-day data collection training for the LAUNCH program, which was conducted in anticipation for their annual data collection for FY 2013.

The Regional Office undertook the IRS DQA and co-conducted four other DQAs in both the Education and Health sectors in teamwork with other M&E Specialists. Assistance to the IPs' M&E Specialists on PIDS data entry and training were undertaken for all five projects assigned to the regional office staff. The regional team also participated in the review of a number of PMPs, including TCC, LCRP, LTTP, EHELD, AYP and the LGSM projects. The LTTP and AYP projects also benefited from two field monitoring support visits jointly undertaken by the Gbarnga and Monrovia offices in support of these projects during the year. Other support services rendered during the years included: facilitating the L-MEP consultants during the FORECAST, CESLY, NDI, IFES, SHOPS, and LTTP evaluations. The MCC projects also received quality support from the sub-office during special studies and surveys. These services were either in the form of direct participation by the regional staff in field works or through the provision of support services.

The regional office also represented L-MEP during the Government of Liberia and other IP functions in the region, including the County Coordination Meetings. Our record shows that our office participated in over 25 County Coordination Meetings held under the different pillars of the Poverty Reduction Strategy (PRS), and now the Agenda for Transformation (AfT). The meeting is a mandatory forum for all development actors to provide information on what, where, how and for whom they provide their services. The field office is beginning to identify ways through it can help to coordinate information dissemination among IPs and other GoL counterparts. The office has contributed immensely to the effective implementation of L-MEP key objectives.

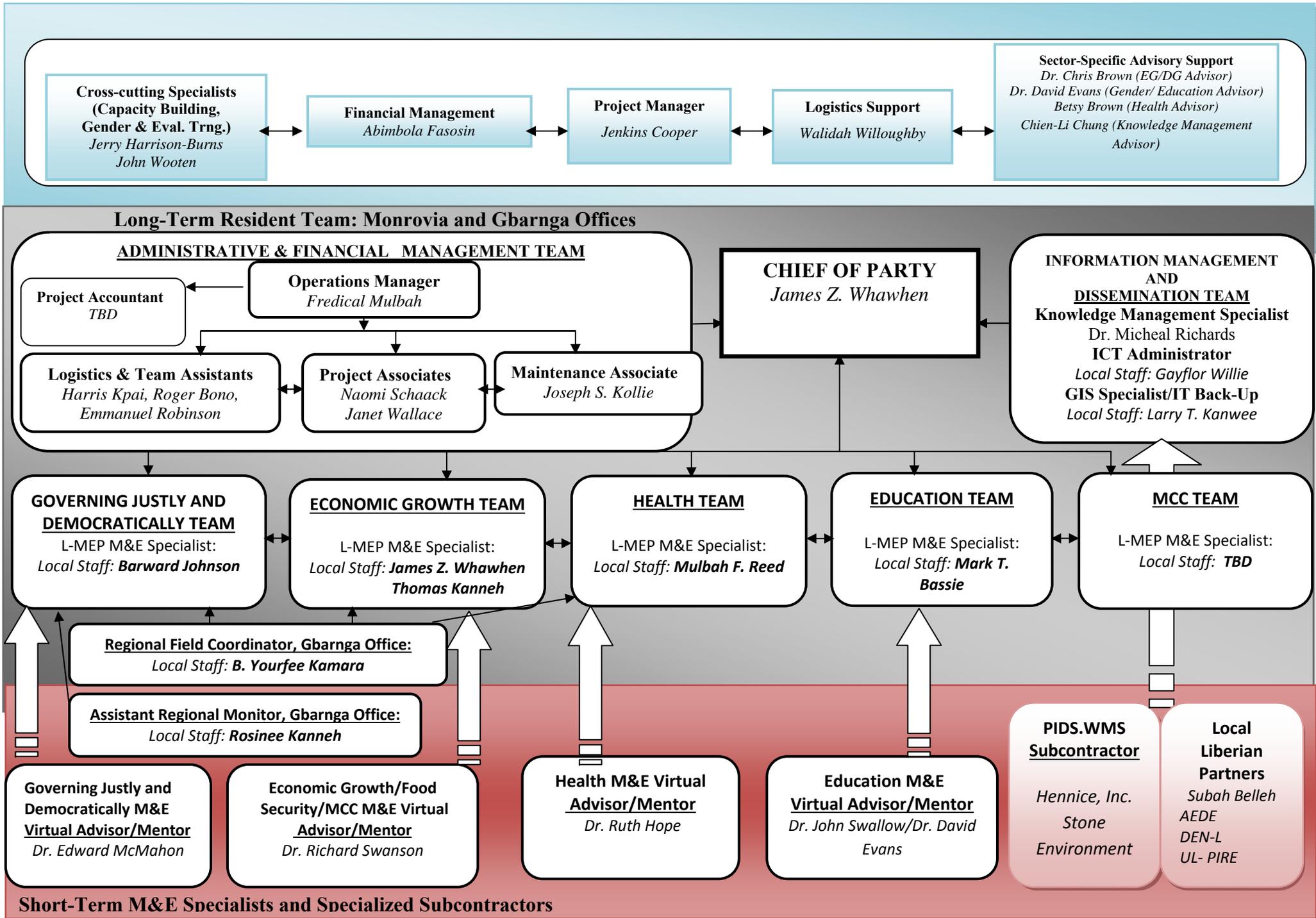
VI. Best Practices

- The re-positioning of L-MEP staff helped to fill staff gaps that were created following the sudden resignation of the L-MEP former COP. Subsequently, L-MEP developed a “Team Approach” that allowed the distribution of technical and logistical workloads among teams, instead of individual staff. This helped to increase efficiency and work productivity.
- Regular internal capacity building helps to improve staff performance. One of our staff, who was initially employed as a janitor, has improved in her work performance due to internal capacity building initiatives. The staff referred to has been employed as Administrative Assistant and currently works in the Operations Department.
- Regular COP meetings have helped immensely to improve collaboration among USAID IPs. The regular COP meetings allow IPs to discuss common performance management issues and decide common ways to forge ahead. It has also served as a forum for sharing best practices among IPs.

VII. Environmental Status Report

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

Annex 1: L-MEP Management and Organizational Structure/Framework



ANNEX 2:

FINANCIAL SUMMARY

The Mitchell Group, Inc.

**USAID/Liberia Monitoring and Evaluation Program (L-MEP)
Financial Summary, Annual Year 3 Report Ending October 2013**

| COST ELEMENT | Incurred Year 3 (October 2012- September 2013) | Total Budget | Contract Remaining |
|--|---|---------------------|-------------------------------|
| Direct Labor | 535,826 | 808,671 | 272,845 |
| Non-Labor Costs | 832,206 | 942,047 | 109,841 |
| Indirect Costs (Fringe, Overhead & G&A) | 345,072 | 497,688 | 152,616 |
| Fixed Fee | 68,526 | 89,936 | 21,410 |
| Indirect Cost Adjustment | 50,525 | | -50,525 |
| Evaluation & Special Studies | 505,080 | 574,367 | 69,287 |
| TOTAL | 2,337,235 | 2,912,709 | 575,474 |

| YEAR 3 SUMMARY INFORMATION | |
|---|--------------------------|
| YEAR 3 | 9/30/2013 |
| ORGANIZATION NAME: | The Mitchell Group, Inc. |
| CONTRACT NUMBER: | 669-C-10-00-00181 |
| TOTAL ESTIMATED COST: | \$10,399,445 |
| STARTING DATE: | September 2010 |
| ENDING DATE: | September 2015 |
| CUMMULATED EXPENDITURE FROM INCEPTION TO DATE: (September 2010 - October 31, 2013) | \$6,743,541 |
| TOTAL EXPENDITURE FOR YEAR 3: (September 2012 - October 31, 2013) | \$2,337,234.79 |
| Total Obligated Amount (As of Oct 31, 2013) | \$8,649,820 |

ANNEX 3: 2013 CONSOLIDATED DQA SCHEDULE: (April 1-June 30, 2013)

| PROJECT | IP | SECTOR | DESK REVIEW | INTERNAL PRESENTATION | MEETING WITH IPs' HQ STAFF | FIELD VISIT/MEETING WITH SUB-PARTNERS | LOCATION (Field Visit) | STATUS |
|----------|----------------|--------|---------------------|---------------------------|----------------------------|---------------------------------------|--|---------------------|
| LMWP | Tetra Tech | Health | March 12 – 18, 2013 | March 26, 2013 | March 29, 2013 | April 7 – 13, 2013 | Voinjama, Saniquelleh, & Robert Sports | Postponed to FY2014 |
| SMI | BM | EG | April 8 – 12, 2013 | April 16, 2013 | April 17, 2013 | April 22-26, 2013 | TBD | Completed |
| LCRP | Tetra Tech | DG | May 1-3, 2013 | May 9, 2013 | May 10, 2013 | May 12-18, 2013 | Margibi, Lofa & Nimba | Postponed to FY2014 |
| IBEX | IESC | EG | May 6 – 10, 2013 | May 15, 2013 | May 16, 2013 | May 20 – 25, 2013 | TBD | Postponed to FY2014 |
| MCC LTPC | IBI/Deloitte | MCC | May 6-10, 2013 | May 15, 2013 | May 22, 2013 | May 27, 2013 | Monrovia | Completed |
| CEHLS | HED | EDU | May 13–17, 2013 | May 21, 2013 | May 23, 2013 | May 27-28, 2013 | Montserrado | Postponed to FY2014 |
| PROSPER | Tetra Tech ARD | EG | Jun 10 – 14, 2013 | Jun 18, 2013 | Jun 19, 2013 | Jun 24 – 30, 2013 | TBD | Completed |
| GEMS | IBI | DG | Done | First week in August 2013 | First week in August 2013 | Second week of August 2013 | Monrovia | Postponed to FY2014 |

ANNEX 4: 2013 PIDS Data Entry Schedule

| Reporting Period | IPs Enter Targets | Actual Data Entry | AOR/COR Certification (Targets and Actuals) |
|---|--------------------------|--------------------------|--|
| Quarter 1 FY13 (Oct 1-Dec 31, 2012) | January 1-31, 2013 | January 1-31, 2013 | February 1-15, 2013 |
| Quarter 2 FY13 & Semi-annual(Jan 1-Mar 31, 2013) | N/A | April 1-30, 2013 | May 1-15, 2013 |
| Quarter 3 FY13 (Apr 1-Jun 30, 2013) | N/A | July 1-31, 2013 | August 1-15, 2013 |
| Quarter 4 FY13 & Annual (Jul 1-Sept 30, 2013) | N/A | October 1-31, 2013 | November 1-15, 2013 |

Annex 5: PIDS Data Entry Report –FY2013

| No. | Project/Implementing Partners | Sector | Total Number of All Indicators | Percentage of Actual Performance Data Entered for Required Indicators (FY2013) | | | | Percentage of Annual Targets Entered for Indicators (FY2013) |
|-----|---|-----------|--------------------------------|--|--------|--------|--------|--|
| | | | | Qtr. 1 | Qtr. 2 | Qtr. 3 | Qtr. 4 | |
| 1 | Advancing Youth Project /Education Development Center | Education | 27 | 100% | 94% | 100% | 96% | 100% |
| 2 | Building Sustainable Elections Management in Liberia/International Foundation for Electoral Systems | DG | 10 | | | | 100% | 100% |
| 3 | Center for Excellence in Health and Life Sciences/ Higher Education for Development (HED) | Education | 21 | | 100% | | 62% | 100% |
| 4 | Civil Society and Media Leadership/International Research and Exchange Board | DG | 47 | 100% | 100% | 100% | 100% | 0% |
| 5 | Excellence in Higher Education for Liberian Development/ Research Triangle Institute | Education | 23 | 100% | 100% | 100% | 22% | 96% |
| 6 | FED-Development Alternatives Incorporated | EG | 23 | 91% | 91% | 92% | 74% | 83% |
| 7 | Governance and Economic Management Support/International Business Initiatives | DG | 36 | 100% | 100% | 100% | 100% | 97% |
| 8 | HANDS-OICI | EG | 60 | 100% | 100% | 100% | 73% | 2% |
| 9 | Improved Water, Sanitation and Hygiene (I-WASH)/Cooperative Housing Foundation | Health | 39 | | 100% | | 66% | 68% |
| 10 | Land Conflict Resolution Program/Tetra Tech-ARD | DG | 26 | 100% | 100% | 100% | | 0% |
| 11 | USAID DELIVER PROJECT | Health | 8 | 100% | 100% | 100% | 100% | 0% |
| 12 | LESSP-Winrock International | EG | 13 | 100% | 100% | 100% | 100% | 100% |
| 13 | Liberia Municipal Water Project (LMWP)/Tetra Tech, ARD | Health | 17 | | | 0% | 0% | 0% |
| 14 | Liberia Teacher Training Program/ Family Health International 360 | Education | 31 | 100% | 100% | 100% | 81% | 100% |

| | | | | | | | | |
|----|--|--------|----|------|------|------|------|------|
| 15 | Liberia: Strengthening Legislative and Election Processes/National Democratic Institute | DG | 11 | | | 100% | | |
| 16 | MCC-GOAL-AIR | MCC | 17 | | 100% | | 94% | 100% |
| 17 | MCC-LAND- Tetra Tech ARD | MCC | 18 | | | | 94% | 0% |
| 18 | Promoting the Quality of Medicines (PQM)/ U.S. Pharmacopeia Convention | Health | 15 | 100% | 93% | 100% | 93% | |
| 19 | PROSPER-TTARD | EG | 22 | 100% | 100% | 100% | 68% | 100% |
| 20 | Rebuilding Basic Health Services (RBHS)/John Snow Inc. | Health | 40 | | 100% | | 100% | 90% |
| 21 | SHOPS-Winrock International | EG | 22 | 100% | 100% | 100% | 100% | 100% |
| 22 | Sustainable Market Place Initiative-Building Markets | EG | 22 | 100% | 100% | 100% | 100% | 96% |
| 23 | Liberia Grants Solicitations and Management (LGSM)/World Learning | Health | 25 | 92% | 85% | 92% | 44% | 0% |
| 24 | Liberia IBEX/IESC | EG | 15 | 100% | 100% | 100% | 100% | 100% |
| 25 | Strengthen citizen participation in government: access to justice and information II/The Carter Center | DG | 26 | | | | 100% | 100% |
| 26 | LAUNCH-ACDI/VOCA | EG | | 0% | 0% | 0% | 0% | 83% |
| 27 | Abt Associates | | | 0% | 0% | 0% | 0% | 0% |
| 28 | Improving Malaria Diagnostics | | | 0% | 0% | 0% | 0% | 0% |
| 29 | MCC-Trade-Deliotte | | | 0% | 0% | 0% | 0% | 0% |
| 30 | SIAPS/Management Science for Health | | | 0% | 0% | 0% | 0% | 0% |

Annex 6: Example of Activity Site Level: *Advancing Youth Project Sites in the WMS*



Annex 7: FED and LAUNCH Project Sites



Annex

Annex 9: List of Evaluations Conducted – FY2013

| No. | Name of Project | Implementing Partner (IP) | Sector | Type of Evaluation | Evaluation Period |
|-----|--|--|-----------|---------------------|---------------------------|
| 1 | Liberia: Strengthening Legislative and Election Processes | National Democratic Institute (NDI) | DG | Final Evaluation | January 15-March 5, 2013 |
| 2 | Strengthening Citizen Participation in Government: Access to Justice & Information | The Carter Center (TCC) | DG | Final Evaluation | April 22-May 23, 2013 |
| 3 | Building Sustainable Elections Management in Liberia (BSEML) | International Foundation for Electoral System (IFES) | DG | Final Evaluation | May 10- June 21, 2013 |
| 4 | Liberia Teachers Training Program II (LTTP II) | Family Health International (FHI) 360 | Education | Mid-Term Evaluation | May-July, 2013 |
| 5 | Liberia Trade Policy & Custom (LTPC) | Deloitte | MCC | Final Evaluation | July 22 – August 31, 2013 |

Annex 10: List of Trainings Conducted – FY2013

| No. | Type of Training | Number of Participant | Date |
|--|---|------------------------------|------------------------|
| TRAINING FOR USAID AND IP STAFF | | | |
| 1 | Managing for Results (MfR) | 31 | March 4 – 8, 2013 |
| 2 | Refresher Managing for Results Training | 25 | July 8 – 12, 2013 |
| 3 | Data Quality Assessment (DQA) Training | 35 | August 27, 2013 |
| 4 | Geographic Information System (GIS) Training | 38 | September 18, 2013 |
| 5 | WMS Training | 19 | |
| 6 | Mini Managing for Results Training for FED | 14 | July 1 – 2, 2013 |
| IN HOUSE TRAINING FOR L-MEP STAFF | | | |
| 7 | Workshop for Writing Effectively & Professionally for L-MEP staff | 14 | June 13, 2013 |
| 8 | Training Course on L-MEP Internal Management and Operations | 8 | June 13, 2013 |
| 9 | Mini Managing for Results Training for L-MEP Staff | 8 | April 26, 2013 |
| 10 | SPSS Training for L-MEP Technical Staff | 9 | Jan. 29 – Feb. 9, 2013 |

