



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



**YEAR FOUR ANNUAL REPORT (FINAL)**

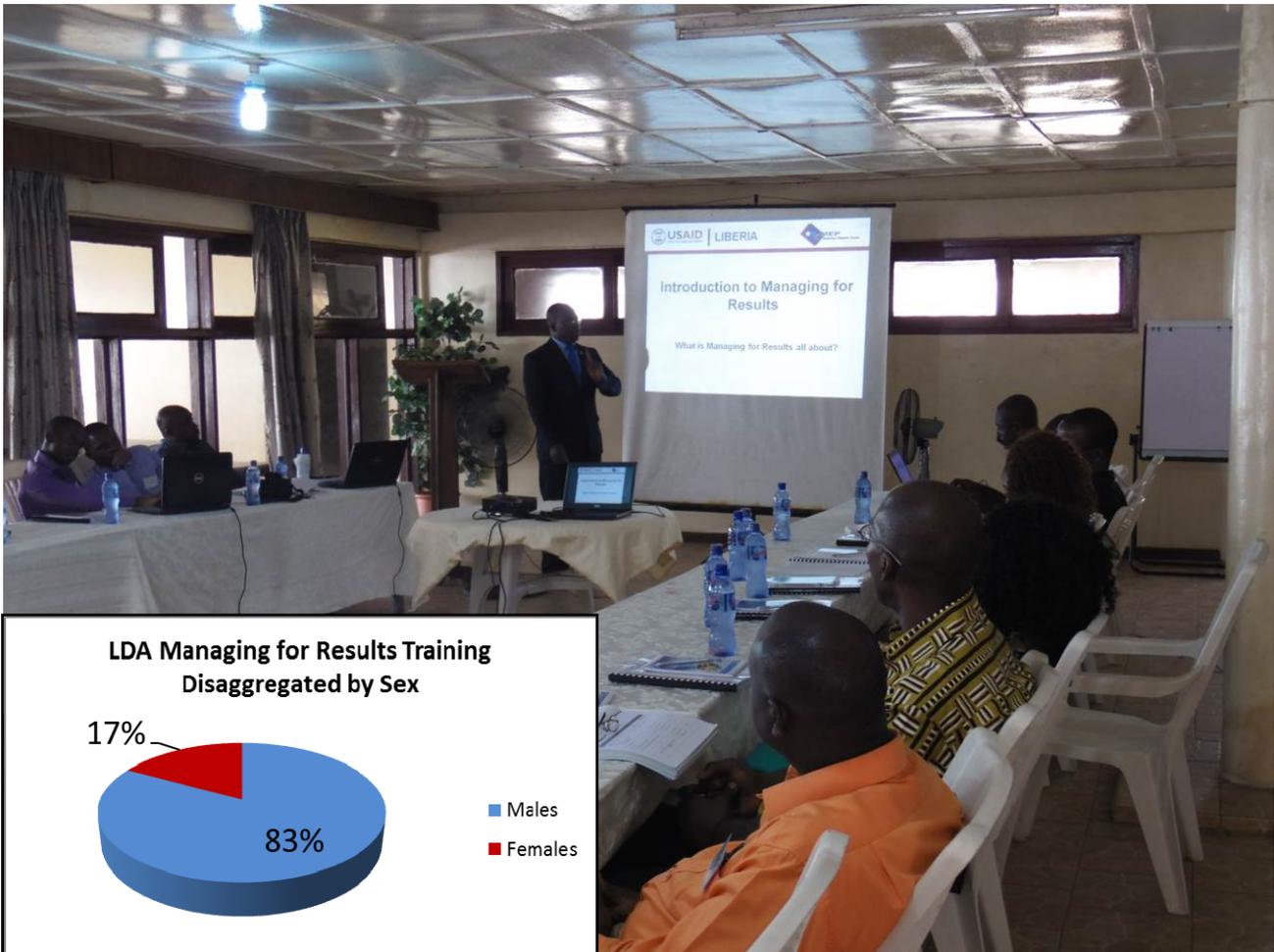
**OCTOBER 1, 2013-SEPTEMBER 30, 2014**



# Liberia Monitoring and Evaluation Program (L-MEP)

## Year Four Annual Report (Final)

October 1, 2013-September 30, 2014



**Managing for Results Training for the Liberia Development Alliance and  
Fourteen Government of Liberia Institutions**

**February 24-28, 2014  
Thinkers Village, Monrovia, Liberia**

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## ACRONYMS AND ABBREVIATIONS

<b>ADS</b>	Automated Directives System
<b>AFA</b>	Administrative and Finance Assistant
<b>AIR</b>	American Institutes for Research
<b>AOR</b>	Agreement Officer Representative
<b>ASYCUDA</b>	Automated System for Customs Data
<b>AYP</b>	Advancing Youth Project
<b>BSEML</b>	Building Sustainable Elections Management in Liberia
<b>CDCS</b>	Country Development Cooperation Strategy
<b>CDSC</b>	County Development Steering Committee
<b>CEHLS</b>	Center for Excellence in Health and Life Sciences
<b>CLA</b>	Collaborating Learning and Adapting
<b>COP</b>	Chief of Party
<b>COR</b>	Contracting Officer Representative
<b>CSML</b>	Civil Society and Media Leadership
<b>DAI</b>	Development Alternatives Incorporated
<b>DCOP</b>	Deputy Chief of Party
<b>DO</b>	Development Objective
<b>DOC</b>	Development Outreach and Communication
<b>DQA</b>	Data Quality Assessment
<b>EHELD</b>	Excellence in Higher Education for Liberia’s Development
<b>EQUAL</b>	Education Quality and Access in Liberia (EQUAL)
<b>ES3R</b>	Engineering Services for Roads, Rehabilitation and Reconstruction
<b>FED</b>	Food and Enterprise Development
<b>FFP</b>	Food for Peace
<b>FM</b>	Field Monitor
<b>FTF</b>	Feed the Future
<b>GEMS</b>	Governance and Economic Management Support Program
<b>GIS</b>	Geographic Information System
<b>GOL</b>	Government of Liberia
<b>GOAL PLUS</b>	Girls’ Opportunities to Access Learning PLUS
<b>GRO</b>	Gbarnga Regional Office
<b>HICD</b>	Human and Institutional Capacity Development
<b>IBSS</b>	Integrated Biological and Behavioral Surveillance Survey
<b>IBEX</b>	Investing for Business Expansion
<b>IFES</b>	International Foundation for Elections Systems
<b>IP</b>	Implementing Partner
<b>I-WASH</b>	Improved -Water Sanitation and Hygiene
<b>KMS</b>	Knowledge Management Specialist
<b>LAUNCH</b>	Liberia Agricultural, Upgrading, Nutrition and Child Health Program
<b>LCRP</b>	Land Conflict Resolution Project
<b>LDA</b>	Liberia Development Alliance

<b>LESSP</b>	Liberia Energy Sector Support Program
<b>L-MEP</b>	Liberia Monitoring and Evaluation Program
<b>LGSM</b>	Liberia Grants Solicitation and Management
<b>LIPA</b>	Liberia Institute of Public Administration
<b>LPIS</b>	Liberia Land Policy and Institutional Support Project
<b>LRCFP</b>	Land Rights and Community Forestry Program
<b>LTPC</b>	Liberia Trade Policy and Customs
<b>LTTP II</b>	Liberia Teacher Training Project II
<b>LMWP</b>	Liberia Municipal Water Project
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MACs</b>	Ministries, Agencies, and Commissions
<b>MCC</b>	Millennium Challenge Corporation
<b>MfR</b>	Managing for Results Training
<b>MPR</b>	Malaria Program Review
<b>NAC</b>	National AIDS Commission
<b>NACP</b>	National AIDS Control Program
<b>NARDA</b>	New African Research and Development Agency
<b>NMCP</b>	National Malaria Control Program
<b>NTB</b>	Non-Tariff Barrier
<b>OM</b>	Operations Manager
<b>PIDS</b>	Performance Indicators Database System
<b>PMI</b>	President's Malaria Initiative
<b>PMP</b>	Project Management Professional
<b>PPR</b>	Performance and Plan Report
<b>PROSPER</b>	Peoples, Rules, and Organizations Supporting the Protection of Ecosystem Resources Program
<b>RFC</b>	Regional Field Coordinator
<b>RTTI</b>	Rural Teacher Training Institute
<b>SBA</b>	Subah Belleh Associates
<b>SHOPS</b>	Small Holders Oil Palm Support
<b>SMI</b>	Sustainable Market Place Initiative
<b>SOW</b>	Statement of Work
<b>STTA</b>	Short-term Technical Assistance
<b>TKG</b>	The Khana Group
<b>TMG/HQ</b>	The Mitchell Group, Inc. Headquarters
<b>ToT</b>	Training of Trainers
<b>TWG</b>	Technical Working Group
<b>UL</b>	University of Liberia
<b>UL-PIRE</b>	University of Liberia Pacific Institute for Research and Evaluation
<b>WMS</b>	Web Mapping System

**Liberia Monitoring and Evaluation Program (L-MEP)**  
**Annual Progress and Financial Report**  
**October 1, 2013- September 30, 2014**

**I. Executive Summary**

**Introduction:** 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, October 1, 2013-September 30, 2014. On August 27, 2010 TMG entered into an agreement with USAID/Liberia (Contract #669-C-10-00-00181-00) for L-MEP to provide services to USAID/Liberia Sector Teams, their Implementing Partners (IPs), and the Government of Liberia (GOL), in developing a comprehensive performance measurement, monitoring and evaluation (M&E) system to document the Mission’s performance in achieving its development objectives and intermediate results, in compliance with the Automated Directives System (ADS) and other Agency guidance on performance management.

L-MEP has completed four years of program implementation with several activities implemented and systems firmly in place: 1) All full time field technical and administrative staff positions are filled and are functional, and the plan to transition L-MEP to a full Liberian management team has been finalized and implemented for a complete year; 2) Comprehensive M&E; Environmental Compliance, Evaluation Planning and Management and Data Quality Assessment (DQA) training programs have been conducted; 3) an Integrated Performance Indicator Database System (PIDS) and Web Mapping System (WMS) have been developed and fully integrated into the Mission-wide M&E System; also, L-MEP has been producing maps for USAID and implementing partners through its stand-alone GIS system; 4) Data Quality Assessments (DQAs) have been conducted for several projects and will continue in year five; 5) Major Assessment/Evaluations have been conducted for about 15 USAID and MCC projects/programs; and 6) Major “Partnerships” to implement L-MEP have been established with the GOL and seven Liberian private sector development organizations.

**Overview of Year Four Specific Accomplishments:** During FY 2014, L-MEP completed one major evaluation for USAID’s Education Sector Team: “*Excellence in Higher Education for Liberia’s Development (EHELD)*” Project, and provided technical support to the Mission in conducting the Liberia Grants Solicitation and Management (LGSM) project internal evaluation. In addition to this major evaluation, L-MEP provided support to three special studies – the Integrated Biological and Behavioral Surveillance Survey (IBBSS), the Malaria Program Review (MPR) and the Bed Nets Study – in the health sector. L-MEP conducted the MCC GOAL Sustainability and the Evaluation of GOAL Efficacy Studies, and conducted the combined study on Trainee Follow-up interviews and the Follow-up Institutional Assessment. L-MEP also completed the review of the MCC Goal Project Baseline and Annual Data. Moreover, L-MEP conducted an assessment of the M&E systems of the M&E Unit of the Ministry of Finance and Development Planning formerly the Liberia Development Alliance (LDA-hereinafter called the M&E Unit), and seven other GOL institutions.

At the conclusion of the assessment of the M&E Unit and seven other GOL institutions, L-MEP conducted a Managing for Results (MfR) Training for 36 staff from the M&E Unit and 14 other GOL Ministries, Agencies and Commissions. Five staff from four of L-MEP's local partners also participated in the training. L-MEP also conducted a five-day Managing for Results training for 15 staff of the National AIDS Commission (NAC) and its partners. L-MEP also conducted a Basic Managing for Results Training for 15 staff from eight USAID projects and one GOL institution; and a one-day GIS training for 12 participants from USAID, IPs and the GOL.

Additionally, L-MEP produced 132 maps for USAID, IPs, and other USG institutions in Year Four. The various maps contain different features, including health facilities, districts, and population centers. Other features on the maps include roads, towns, villages, communities, rivers, police stations, public buildings, project locations, and airstrips. Forty-seven (47) of the maps were produced for the United States Centers for Disease Control and Prevention (CDC), Department of Defense (DoD), and USAID's DCHA/OTI Disaster Assistance Response Team (DART), to aid the fight against the Ebola Virus Disease.

L-MEP completed 11 DQAs on data reported against 184 indicators. The 184 indicators are being reported on by 11 USAID projects. The projects include: Liberia/Investing for Business Expansion (IBEX); Rebuilding Basic Health Services (RBHS); Liberia Municipal Water Project (LMWP); and Center for Excellence in Health and Life Sciences (CEHLS). Others include: Food and Enterprise Development (FED); Small Holders Oil Palm Support Project (SHOPS); Governance and Economic Management Support (GEMS); Civil Society and Media Leadership (CSML); Land Conflict Resolution Project (LCRP); and Liberia Grant Solicitation and Management (LGSM). L-MEP also completed DQA on two Standard indicators assigned to the Improved -Water Sanitation and Hygiene (I-WASH) and the LMWP projects.

Also during FY 2014, L-MEP assisted the Mission in developing a new Performance Management Plan (PMP) for its Country Development Cooperation Strategy (CDCS). Targeted technical assistance was provided by L-MEP, through its Technical Advisor, John Wooten, an Associate of TMG/HQ. Mr. Wooten worked closely with the Mission's Program Office and Technical Teams, and with L-MEP staff to develop a new PMP for the Mission. Key tasks performed by the Consultant and L-MEP to facilitate the PMP development exercise included: 1) Conducting a major review of the CDCS; specifically the development hypothesis, result statements, indicators and key evaluation questions for each development objective and submitted comments to the teams; 2) Conducting separate sessions with each DO Team to review their result statements, indicators and key evaluation questions contained in the CDCS; 3) Preparing a detailed outline for the PMP, which was approved by the Mission for final development of the PMP; 4) Review of the Mission's key performance management activities including portfolio review process and data quality assessments; and 5), Provided comments and suggestions on how the Mission could implement these activities within the context of the approved CDCS. After this formal and rigorous process was concluded, the Consultant and L-MEP continued to provide technical guidance to the Mission as it compiled the different information into a draft PMP for the Mission.

In addition to technical assistance provided by L-MEP to USAID/Liberia to develop its Mission-wide PMP, L-MEP provided further support to 16 USAID projects to update and/or develop new M&E Plans. L-MEP also assisted IPs to enter data in the PIDS. During this period, L-MEP opened user accounts and/or provided PIDS training for 11 USAID staff and for staff from 20 IPs. L-MEP also continued to carry out routine maintenance, updates, and minor enhancements on the PIDS and the WMS.

**Collaboration/Coordination:** L-MEP held its 7<sup>th</sup> and 8<sup>th</sup> COP meetings during FY 2014. The coordination meetings were meant to gather feedback from the projects on L-MEP work, and to solicit ideas/inputs for L-MEP implementation for Year Five. The 7<sup>th</sup> COP meeting was held on February 19, 2014. Thirty-three persons, including COPs or their representatives, USAID staff and the L-MEP Team participated in the meeting. The 8<sup>th</sup> COP meeting was held on July 3, 2014. Forty-seven (47) persons, including COPs or their representatives, IPs M&E Specialists/Officers and the L-MEP Team participated in the meeting. TMG/HQ Team participated in both COP meetings. L-MEP Operations Team and Regional Office in Gbarnga continued to provide support in the implementation of the project during FY 2014. The Mini Resource Center at the Regional Office in Gbarnga received 266 visits from staff of USAID, IPs, GOL and other development partners.

**Consultations With L-MEP:** During FY 2014, Mr. John Mark Winfield, USAID/Liberia Mission Director, paid a visit to L-MEP. During the visit, the Mission Director and Team held an informal discussion with L-MEP Senior Management on some aspects of L-MEP. At the end of the visit, L-MEP presented a map of USAID interventions in Liberia to the Mission Director.

**Advisory Support to L-MEP:** TMG/HQ Staff paid two monitoring visits to L-MEP. The visits were to assess progress; identify/provide guidance for resolving implementation issues and challenges; and to assist L-MEP in developing key project documents.

**Conclusion:** The significant achievements/accomplishments noted above 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 and the GOL. 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 key stakeholders, including GOL agencies. In spite of all of our accomplishments in FY 2014, the Ebola outbreak severely slowed L-MEP's momentum, resulting in the delay of some actions in the Year Four work plan. Specifically, in response to Mission directives, L-MEP developed a contingency plan and received approval for the implementation of the plan. The plan included potential areas for drawdown, and outlined specific project activities that could be implemented during the outbreak. The activities that were postponed under the approved plan included trainings, Data Quality Assessment (DQA) field trips, and large coordination meetings. The plan also included several actions that L-MEP continued to implement during the Ebola crisis.

This report presents the highlights of L-MEPs accomplishments and progress made during Year Four, but also the challenges encountered, specifically in continuing to provide development assistance in an Ebola-challenged environment. The report includes tables, graphs, pictures, and maps both in the main body of the narratives and the relevant annexes.

## II. L-MEP RESULTS FRAMEWORK

As indicated in the L-MEP Year Four Work Plan, L-MEP's Results Framework is designed to achieve the objectives set forth under the following six Components of the program, as defined by USAID, with a modification to component three: (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. The L-MEP contract was amended in 2012 to add funds for M&E support services for USAID-funded/supported MCC projects in Liberia. As a result of this modification to the contract, a seventh Component to L-MEP was created: (7) Monitoring and Evaluation of the MCC Threshold Programs. Upon a request from the Mission in 2013, L-MEP's results framework now includes a special component on capacity building support to the Liberia Development Alliance (LDA) now called the M&E Unit. The Results Framework 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 1.1: Provide Recommendations and Technical Support for Data Gathering, Analysis, Utilization and Dissemination of All USAID/ Liberia Supported Activities*

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

*Action 1.3: Organize Forum to Share DQA Best Practices by Sector*

*Action 1.4: Develop, Manage and Maintain Performance Information Database System (PIDS)*

*Action 1.5: Collate IP Data for the USAID/Liberia Development Outreach and Communications Specialist*

*Action 1.6: 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*

- **Result 2: Information Management Supported**

*Action 2.1: The L-MEP Website Regularly Updated*

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

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

### **Component Two: Performance Management Plan Development and Update**

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

*Action 3.1: Review/Update IPs' PMPs and Make Recommendations*

*Action 3.2: Assist Mission Develop New PMP for CDCS*

*Action 3.3: Assist IPs to Develop New PMPs*

### **Component Three: Performance Management Field Support**

- **Result 4: Performance Management Field Support Provided**

*Action 4.1: Provide Performance Management Field Support, if Requested*

### **Component Four: Capacity Building**

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

*Action 5.1: Provide on an Annual Basis Two or More M & E Capacity Building Workshops for USAID/Liberia and IPs' staff to Improve Performance Management*

*Action 5.2: Deliver Phase II of Geo Information System training*

*Action 5.3: Train USAID/Liberia and IPs' Staff on How to Enter Data into the PIDS, Manage and Maintain the PIDS for Monitoring, Assessing and Reporting*

*Action 5.4: Continue to Build the Capacity of L-MEP Staff in Performance Management and Administrative Functions*

### **Component Five: Evaluation Assistance**

- **Result 6: Evaluations Conducted**

*Action 6.1: Support Mission in Developing Evaluation Schedule*

*Action 6.2: Assist CORs Design Evaluations*

*Action 6.3: Hire Teams to Conduct Evaluations*

*Action 6.4: Collaborate with Mission Teams and IPs to Identify and Conduct Special Studies*

*Action 6.5: Collaborate with USAID CLA and DOC to Develop and Track Actionable Recommendations and Findings from Evaluations and Special Studies*

*Action 6.6: Collaborate with USAID CLA and DOC to Plan Appropriate Programs to Disseminate Evaluations/Special Studies Findings through Workshops, Seminars, Briefing Papers, USAID/Liberia and L-MEP's Websites and the PIDS*

*Action 6.7: Identify New Ways to Increase the Participation of Local Partners in Evaluation Process*

*Action 6.8: Implement L-MEP Customers Satisfaction Survey*

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

- **Result 7: Implementation Partnerships with Liberians and/or Local Organizations Established**

*Action 7.1: Initiate Actions to Expand Pool of Local Partners*

*Action 7.2: Train and Mentor Local Partners' Staff to Strengthen their Internal M&E Systems and Develop their Capacity to Implement Selected L-MEP Activities*

## **Component Seven: Monitoring and Evaluation of Millennium Challenge Corporation (MCC) Threshold Programs**

- **Result 8: MCC Threshold Programs Effectively Monitored and Evaluated**
- **Result 8.1: LPIS Effectively Monitored and Evaluated**

*Action 8.1.1: Conduct Follow-up Interviews with Trainees*

*Action 8.1.2: Conduct Follow-up Institutional Assessment*

*Action 8.1.3: Complete Close-out of M&E Support to LPIS*

- **Result 8.2: Liberia Trade and Customs Project Effectively Monitored and Evaluated**

*Action 8.2.1: Complete Close-out of M&E Support to LTPC*

- **Result 8.3: Girls' Opportunity for Accessing Learning (GOAL) Project Effectively Monitored and Evaluated**

*Action 8.3.1: Train and Support GOAL Staff in PIDS Data Entry*

*Action 8.3.2: Review GOAL Baseline and Annual Data*

*Action 8.3.3: Conduct Sustainability Study of GOAL's Interventions*

*Action 8.3.5: Conduct Evaluation of the Efficacy of the GOAL Interventions and Overall Project*

*Action 8.3.6: Complete Close-out of M&E Support to GOAL*

- **Result 9: LDA M&E Activities supported**

*Action 9.1: Capacity Assessment of LDA, and Other MACs*

*Action 9.2: Deliver Managing for Results/Results-Based M&E Training*

*Action 9.3: Deliver M&E Training of Trainers (TOT) Workshop*

*Action 9.4: Deliver Refresher Managing for Results/Results-based M&E Training*

*Action 9.5: Provide L-MEP Staff to Support LDA Follow-on Training*

- **Result 10: L-MEP Transition Actions/Activities Operationalized**

*Action 10.1: L-MEP's New and Enhanced Positions Filled*

*Action 10.2: L-MEP Adapts Team Approach to Project Management*

*Action 10.3: L-MEP Implements Capacity Building Activities*

- **Result 11: The L-MEP Effectively and Efficiently Managed**

*Action 11.1: Manage Project*

*Action 11.2: Prepare Required Reports*

### III. ACTIONS TAKEN/RESULTS ACHIEVED DURING YEAR FOUR

Progress made toward the accomplishment of L-MEP results during Year Four is detailed 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 development and approval of its FY 2014 Work Plan, L-MEP prepared and disseminated a consolidated DQA Schedule to USAID AORs, CORs and their respective IPs, for review, comments and approval. The dissemination of the schedule allowed the IPs, AORs, and CORs to be informed in advance about all of the DQAs planned for FY 2014.

Consistent with this process of collaboration and coordination, L-MEP conducted ten of the 18 DQAs planned for FY 2014. The other eight DQAs were postponed to FY 2015 due to the Ebola



IBEX DQA data verification with IBEX Chief of Party, Watchen Bruce:  
January 10, 2014

outbreak. Almost all of the eight DQAs noted above were planned to be conducted in Quarter Four of Year Four. Unfortunately, Liberia experienced a huge surge in the Ebola outbreak during this period.

However, DQAs were successfully completed during FY 2014 for the following projects: 1) Liberia/Investing for Business Expansion (IBEX), 2) Rebuilding

Basic Health Services (RBHS), 3) Liberia Municipal Water Project (LMWP), 4) Center for Excellence in Health and Life Sciences (CEHLS), 5) Food and Enterprise Development (FED), 6) Small Holders Oil Palm Support Project (SHOPS), 7) Governance and Economic Management Support (GEMS), 8) Civil Society and Media Leadership (CSML), 9) Land Conflict Resolution Project (LCRP), and 10) Liberia Grant Solicitation and Management (LGSM).

Additionally, upon a request from the Mission, L-MEP completed a DQA on two Standard indicators assigned to the Improved -Water Sanitation and Hygiene (I-WASH) and the LMWP projects. The findings of the joint I-WASH and LMWP DQA revealed that the two indicators are defined and being used by the projects as custom indicators, though they are standard indicators. L-MEP therefore recommended that in general, before new or ongoing projects complete/update

their PMPs/M&E Plans, they should consult with/seek guidance from their respective CORs/AORs in order to acquire the list of standard indicators assigned to their project. The table below shows projects on which DQAs were conducted during the period under review and as noted above, shows the key sectors worked in and the number of indicators assessed for each project.

**Table 1: Number of Indicator Assessed by Project**

No.	Project	Number of Indicator Assessed
<b>Democracy and Governance</b>		
1.	CSML	32
2.	GEMS	17
3.	LCRP	14
<b>Economic Growth</b>		
4.	SHOPS	22
5.	FED	16
6.	IBEX	12
<b>Health</b>		
7.	RBHS	23
8.	LMWP	6
9.	LGSM	20
10	IWASH/LWMP	1
<b>Education</b>		
11.	CEHLS	21
<b>Total</b>		<b>184</b>

For each DQA, L-MEP developed a detailed schedule in collaboration with the projects and their respective AORs/CORs. The DQA processes involved group meetings, interviews, spot checks, and site visits. After the field activities, L-MEP made PowerPoint presentations to the Mission and IPs, of the DQAs findings, and developed separate reports with detailed findings and recommendations for each DQA. L-MEP also included DQA score sheets for all indicators assessed in the final reports. The DQAs were participatory, involving L-MEP, IPs, and USAID staff (in some instances).

Overall, DQAs conducted in 2014 showed remarkable improvement in the data management systems of IPs as compared to 2013, or 2012. This is because in 2014, IPs implemented the recommendations provided by L-MEP from the 2013 DQAs. The implementation of recommendations helped to rectify data management gaps that were identified within the IPs data management system, thereby improving the data management processes.

The findings of the DQAs conducted in 2014 revealed some strengths and weaknesses of the projects' data management and reporting systems, as well as the quality of the data being managed and reported through the systems. However, despite these accomplishments, the DQAs also revealed inconsistencies between data reported in many of the projects' quarterly reports

and data reported in PIDS by those projects. The DQAs showed that some projects are not collecting data on some indicators in accordance with the definition and data collection protocol of the indicators.

During the DQA presentations and after the submission of the reports, L-MEP received positive feedback from the projects and their AORs/CORs, through phone calls and emails. The response/feedback received indicated, and in most cases, concluded that the findings and recommendations of the DQAs helped improve their internal M&E systems and the quality of the data reported through those systems.

Several projects also reported that they accepted and implemented the DQA recommendations. For example, L-MEP received a formal written response from the IBEX project on its DQA report. In its response, IBEX stated that it considers the DQA a “thorough and balanced review” of its monitoring and evaluation practices. IBEX also accepted the DQA recommendations.

As a result, IBEX has successfully implemented all DQA recommendations, with significant results achieved. Specifically, the project has revised its PMP; developed a customized database to track program activities more effectively; and integrated data collection and reporting responsibilities in staff duties.

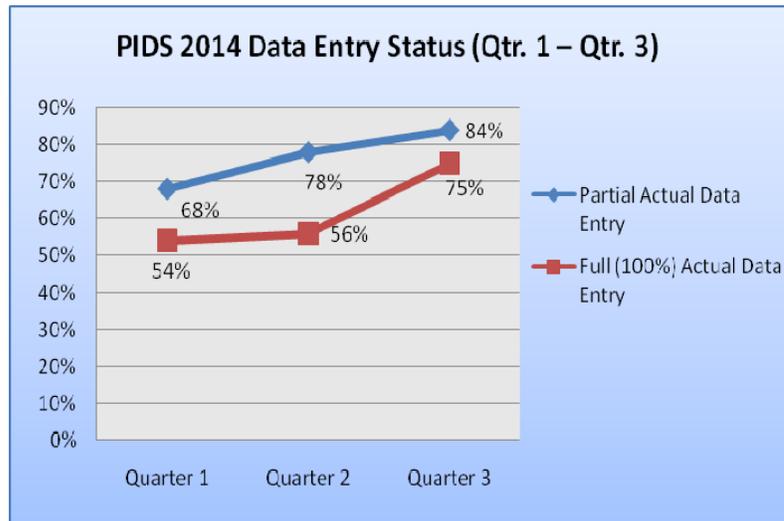
***Action 1.3: Organize Forum to share DQA best practices by sector***

L-MEP shared DQA best practices among IPs through a presentation made at its 7<sup>th</sup> COPs meeting held in February 2014. The presentation featured seven DQA best practices identified by L-MEP from DQA field activities with various IPs. Thirty-three participants from USAID, L-MEP and twenty other IPs attended the presentation. The DQA best practices presented are as follow:

- IPs with dedicated and trained/qualified M&E staff tend to have better and improved performance management practices as compared to IPs without dedicated M&E staff.
- Timely sharing of relevant documentation (especially PMP and Project SOWs) amongst IP staff (particularly field staff), increases staff’s knowledge about their project.
- IPs that internally validate their performance data via formal validation mechanisms have better data quality compared to those that do not.
- Regular M&E Review/Experience Sharing Meetings among IPs staff help to build M&E capacity and strengthen M&E Systems.
- Joint monitoring between USAID, IPs, and GOL partners increases stakeholders’ participation and ownership, thereby enhancing the likelihood of achieving sustainability.
- Constructive feedback from stakeholders (USAID, GOL and IPs) on DQA reports provides a learning environment that allows L-MEP to further support improvement of IPs M&E Systems.
- Follow-up on DQA recommendations and the immediate implementation of the recommendations greatly improves the DQA process and strengthens the IPs’ M&E Systems.

**Action 1.4: Manage and Maintain Data Entry into the Performance Information Database System (PIDS)**

During FY 2014, and in accordance with the PIDS 2014 Data Entry Schedule, L-MEP continued to provide assistance with data entry and certification in PIDS to USAID and its IPs, on a regular and timely basis. L-MEP also provided other support services to IPs including the addition and deactivation of indicators in PIDS. Upon the requests of some AORs/CORs, L-MEP generated various IP performance reports. These reports were mostly used by the



Mission for portfolio review and PPR. IPs currently use PIDS reports for their own management needs. After each quarter during FY 2014, L-MEP also generated a PIDS data entry report to determine the data entry status of each IP (see Annex 8).

As shown in the graph above, IPs data entry in PIDs progressed steadily throughout FY 2014. After generating the reports, L-MEP followed up with the various IPs to find out why some IPs were not entering data in PIDS. The IPs provided several reasons, including delay in approving their M&E plans, and the postponement of their project activities required for generating the necessary data. L-MEP also found out that the schedule of reporting data in PIDS for some projects is not consistent with the implementation of their activities. For example, some IPs indicated in PIDS that they would enter data for some indicators on a quarterly basis, whereas they are actually implementing the activities required for generating data on those indicators only once or twice a year. L-MEP also conducted training and created user accounts in PIDS for relevant staff members of USAID and IPs. Specifically, L-MEP opened user accounts and/or provided PIDS training for 11 USAID participants and for 20 staff members from various IPs.

**Action 1.5: Collate IP Data for the USAID/Liberia Development Outreach and Communications (DOC) Specialist**

During FY 2014, L-MEP held several meetings with the DOC Assistant to explore ways in which L-MEP could provide meaningful information from PIDS/WMS to support the work of the DOC Assistant. L-MEP and the DOC Assistant also collaborated to identify data on USAID’s interventions in Liberia and develop a suitable format for presenting the data. As a result, L-MEP compiled some relevant data, and provided the DOC Assistant with a sample data factsheet for review. However, the DOC Assistant has not provided feedback on whether the factsheet needs further review. L-MEP will continue to collaborate with the DOC to assist in developing materials that will help to enhance the Mission’s outreach and communications efforts.

**Action 1.6: Monitor Annual Guidance in Administration Priorities and Initiatives from USAID, State Department Offices and Other USG Entities to Advise USAID DO Teams**

L-MEP continued to track guidance on administration priorities and initiatives coming from USAID’s Central Bureaus, State Department offices and other USG entities. Specifically, L-MEP reviewed the USAID’s Global Development Lab in order to track new guidance.

**Result 2: Information Management Supported**

**Action 2.1: The L-MEP Website Regularly Updated**

L-MEP updated its website during FY 2014 and plans to formally relaunch it in FY 2015 pending receipt of comments/feedback from various stakeholders/users of the website.

**Action 2.2: Continue to Develop the Performance Information Database System (PIDS)**

L-MEP continued to add new functionalities and features to the PIDS, and make minor enhancements. For example, a new feature was added to allow users direct access to the USAID Learning Lab, while working in PIDS. The PIDS was further enhanced to show the target and actual data entry status of a particular project on the home page. Additionally, users can now filter IPs by their respective sector teams when searching for a particular IP, and can also now categorize achievements per results and by locations. This enhancement enables users to access IPs information more efficiently. L-MEP also continued to provide routine maintenance and troubleshooting support in response to glitches that some users occasionally experienced.

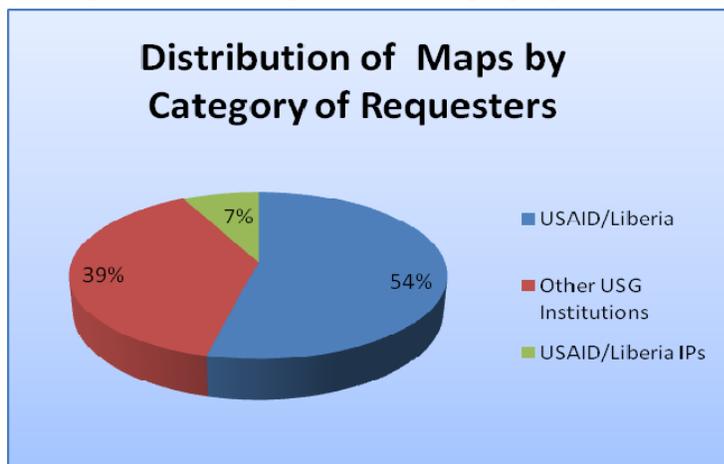
**Action 2.3: Develop GIS-based Web-Mapping System (GIS/WMS)**

L-MEP continued to carry out routine maintenance and update of information in the WMS, to include updated information on the geographic locations of current USAID/Liberia projects at all levels – county, district and site/community.

**Figure 2: Display of Map in WMS (FED Project Locations in Liberia)**



**Other GIS Assistance to IPs, USAID, and Other USG Institutions:** Using its stand-alone GIS system, L-MEP provided other GIS assistance to USAID, IPs and other USG agencies. Specifically, L-MEP produced 132 maps for USAID, IPs, the and other USG agencies (see Annex 6). The various maps contain different features including health facilities, districts, and population centers. Other features on the maps include roads, towns, villages, communities, rivers, police stations, public buildings, project locations, and airstrips.



The maps were produced for different purposes. Some of the maps were produced for program or activity management use, while others were produced to aid the fight against the Ebola Virus Disease. For example, L-MEP produced 47 maps for the Center for Disease Control (CDC), Department of Defense (DoD), and the Disaster Assistance Response Team (DART) to aid in the fight against the Ebola Virus Disease.

L-MEP also produced sixty-two maps to enable the USAID DG Team effectively observe the National Elections Commission’s Voters Roll Update process. The maps, among others things, displayed the locations of the voters registration centers selected by the DG Team for observation during the Voters Roll Update exercise. This effort helped reduce the difficulties associated with locating accessible and non-accessible locations.

Additionally, L-MEP prepared four maps on request of the Office of Management and Budget (OMB – USAID/Washington) through USAID/Liberia. The maps were also uploaded in the PIDS for easy access. The maps featured the Feed the Future (FTF) Title II development sites, and the Food for Peace (FFP) emergency programs implementation sites. The FFP emergency programs implementation sites comprise areas hosting the Ivorian refugees in Nimba, Grand Gedeh, and Maryland Counties.

**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 FY 2014, L-MEP reviewed the M&E Plans of 16 projects (see Annex 9) and made recommendations to ensure the M&E Plans 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 M&E plans.

Using its guide for developing M&E Plans for USAID/Liberia projects, which is in line with ADS 203, L-MEP examined and validated the contents of the following components:

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

During the reviews, L-MEP discovered that some projects did not have a comprehensive M&E Plan. Moreover, L-MEP identified issues with some indicators and the contents of their Performance Indicator Reference Sheets. Some projects did not have proper coding for their indicators, and in others, their custom indicators were not clearly defined.

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

During FY 2014, L-MEP fielded John Wooten, an international consultant, to assist the Mission to develop a new Mission-wide PMP to support the CDCS. The Consultant and L-MEP Technical Team reviewed the development hypothesis, result statements, indicators and key evaluation questions of each development objective and submitted comments to the teams. Subsequently, in separate sessions facilitated by the Consultant and L-MEP, each DO Team reviewed its result statements, indicators and key evaluation questions contained in the CDCS. The Consultant also prepared an outline for the PMP and submitted it to the Mission for review/comments and approval. The outline will guide the Mission in filling out key components of the PMP.

Additionally, the Consultant and L-MEP continued to provide guidance to the various teams as they refined their indicators and other performance management information. The Consultant further provided technical guidance to the Program Office as it compiled the different information into a draft PMP for the Mission.

**Action 3.2.1: Review Current Mission Performance Measurement, Planning and M&E Systems and Make Recommendations to Revise, Update, Strengthen, and/or Streamline the Systems**

As part of L-MEP's assistance to the Mission in developing a new PMP for the CDCS, L-MEP reviewed and provided suggestions on improving the Mission's performance measurement, planning and M&E systems. Specifically, L-MEP reviewed and provided comments on the Mission's indicators and the data collection and analysis method of those indicators. L-MEP also reviewed and provided suggestions on improving indicative end-of-program key evaluation questions, and development hypotheses. L-MEP provided external technical assistance to the Mission to review the Mission's DQA process, portfolio review, and other performance management activities.

Additionally, L-MEP reviewed the list of the Mission's PPR indicators and submitted a report to the Mission containing the findings of the review. During the review, L-MEP identified the project(s) that are reporting on each PPR indicator, and PPR indicators that have not been

assigned to any project. L-MEP also assessed the extent to which data have been reported on the indicators, and checked the DQA status of the indicators.

***Action 3.3: Assist IPs to Develop New M&E Plans***

L-MEP assisted three new projects in developing their M&E Plans during FY 2014. The projects include Education Quality and Access in Liberia (EQUAL), Girls Opportunities to Access Learning (GOAL) Plus, and Engineering Services for Roads, Rehabilitation and Reconstruction (ES3R). Specifically, L-MEP held introductory meetings with each of the projects and informed them of the M&E services that are provided by L-MEP. Moreover, L-MEP provided orientation on M&E Plan development using the M&E Plan Guide for USAID Projects. After the meetings, the projects submitted drafts of their various M&E Plans to L-MEP for review. L-MEP reviewed the drafts and provided comments to the IPs. In the case of ES3R, L-MEP had a follow-on session with the project to develop its results framework and indicators.

**Component Three: Performance Management Field Support Provided**

**□ Result 4: Field Activities Monitored**

***Action 4.1: Upon Request, Provide Performance Management Field Support to USAID/IPs***

L-MEP conducted a week-long joint field assessment to field offices of PROSPER in collaborations with USAID and PROSPER. The field assessment, a follow-up to an initial Data Quality Assessment (DQA) conducted by L-MEP, was to determine the level of progress made by PROSPER in implementing the DQA recommendations. The assessment included a review of relevant documents especially the DQA report, holding meetings at PROSPER's Monrovia, Buchanan and Sanniquellie offices, and conducting interviews with beneficiaries at selected sites. Generally, the findings of the assessment revealed that PROSPER has implemented the DQA recommendations. For example, PROSPER conducted M&E training and M&E Plan orientation for field staff. It also established filing system at field offices, and synchronized data collection through the use of standard data collection forms following a set of guidelines and protocol. Additionally, the issues of data mismatch between PIDS and those in quarterly reports, and the need to circulate data collection methodology, were equally addressed.

**Component Four: Capacity Building**

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

***Action 5.1: Provide on an Annual Basis two or more M&E Capacity Building Workshops for USAID/Liberia and IPs Staff to Improve Performance Management.***

During FY 2014, L-MEP delivered a basic Managing for Results (MfR) Course to 15 staff from eight USAID projects and one GOL agency. Initially, basic MfR training was not planned for FY 2014; however, several IPs' M&E Specialists requested that L-MEP conduct a basic MfR training for new IPs staff who were not familiar with USAID's performance management requirements. L-MEP therefore requested for approval to conduct the basic MfR training, and approval was granted.

Using various interactive approaches, the training exposed participants to the basic concepts required for understanding the methods and tools that will be addressed in L-MEP’s subsequent trainings. The training also provided insights on USAID’s policies and guidelines for performance management as outlined in the ADS 203.

The topics presented in the training included 1) Introduction to Managing for Results, 2) Understanding an M&E System, 3) Understanding Results and Results Framework, 4) Developing Performance Indicators, and 5) Setting Baselines and Targets.. At the end of the two-day session, the presentation materials as well as other resource materials were copied on CDs and distributed among participants.

The training evaluation showed some level of participants’ satisfaction with the training. As shown in the table below, the participants rated each of the seven basic components of the training, using a scale of 1-10 (with one being the least and ten the highest score). As per the rating shown in Table 2 below, participants mentioned that the two-day training duration was inadequate for the training as they needed more time to comprehend/fully understand all the materials that were provided to them. They applauded the quality of the presentation (90%), but requested for more time in future presentations.

**Table 2: Evaluation Score for Components of Basic MfR Training**

Component	Score (on a scale of 1-10)	Conversion to Percentage
Organization and Planning	8.2	82%
Facilitators and Presentations	9.0	90%
Content of Course (Topics)	8.2	82%
Training Materials (Workbook, Annexes) Logistics	8.3	83%
Duration and Timing (Time Management)	7.2	72%
Meals and Other Services	7.3	73%
Venue of the Workshop	8.2	82%
Average Score	<b>8.05</b>	<b>80.5%</b>

Additionally, L-MEP designed a combined PMP and DQA training for USAID/Liberia and IPs Staff. L-MEP carried out extensive preparations for this training, which included arranging the training venue, designing training modules, and sending out invitations. However, the training was postponed to FY 2015 due to the crisis brought about by the Ebola virus outbreak.

### **Action 5.2: Deliver Phase II of Geo-Information System (GIS) Training**

On June 10, L-MEP conducted a GIS Technical Training Workshop for 12 participants, comprising USAID, GOL and IPs staff. The training targeted USAID/Liberia's IPs that have integrated GIS into their project operations, and those that are working towards integrating GIS into their project implementation. The Mission's DOC Assistant participated in the training.

The GIS Technical Training Workshop was a follow-on to a GIS training held in the last quarter of FY 2013. Unlike the first GIS training that basically featured the fundamentals and concepts of GIS, the follow-on training included practical/hands-on activities using Esri's ArcGIS software. It featured topics covering GIS data creation, methods for sharing GIS data, coordinates systems and other related topics aimed at using GIS for decision making. The training included presentations, and live demonstrations. During the training, participants also did practical group exercises.

### **Action 5.4: Continue to Build the Capacity of L-MEP Staff in Performance Management and Administrative Functions**

During FY 2014, L-MEP Chief of Party, Mr. James Whawhen, participated in a two-day training on Impact Evaluation at the Georgetown University in the United States. The training was a part of L-MEP's internal capacity building strategy to strengthen L-MEP's staff capacity to manage and implement advanced evaluations. The two-day training covered sampling and data collection for impact evaluations, cost benefit and effectiveness analysis, and other scientific approaches that are used in implementing impact evaluation. The training entailed lectures from Dr. Nasa Eissa, Associate Professor at McCourt School of Public Policy at Georgetown University, group work and presentations and panel discussions. The training was interactive as an impact evaluation currently being implemented in Nigeria was used as a case study. Three staff implementing the impact evaluation from Nigeria were part of the training and they provided more useful, on-the-ground experience and feedback to the training participants. At the end of the training, Mr. Whawhen was awarded a certificate of achievement for participating in and completing the training.

Additionally, L-MEP GIS Specialist, Larry Kanwee, travelled to Ghana to write the Esri Certification Exam under the category of EADA10 ArcGIS Desktop Associate 10.0. The exam was administered on Wednesday, March 19, 2014 by Pearson VUE through Danash, one of its affiliate testing centers in Accra, Ghana. The GIS Specialist underwent rigorous preparation for the exam, which to a large extent has improved his knowledge and skills in advanced GIS techniques and applications.

L-MEP also began preparation for a two-week training course in Kenya for its HICD/M&E Specialist, Mark Bassie. However, the training was postponed due to the Ebola outbreak with flights from Liberia banned from travelling to Kenya.

In addition to the international trainings and exams, L-MEP staff benefitted from some local trainings. Specifically, L-MEP ICT Administrator, Gayflor Willie, commenced a five-month training in configuring and setting up Cisco routers and switches. The training was conducted after L-MEP's work hours by HP Tech, a local representative of the Cisco Networking

Academy. It was expected that when completed the training would provide the ICT Administrator with the necessary skills in computer networking, which would greatly improve the efficiency and effectiveness of L-MEP's ICT system. With the completion of this training, it was also expected that the ICT/Database Administrator would be equipped with the skills and knowledge to sit a Cisco exam to qualify him as a Cisco Network Administrator. Unfortunately, the training was suspended due to the Ebola Virus Disease outbreak.

Additionally, L-MEP staff participated in the USAID's Fraud Awareness Trainings delivered to USAID's IPs. L-MEP hosted the training for its Monrovia staff, and eight staff of LESSP on March 7, 2014. L-MEP Gbarnga staff attended the same training at the FED Office in Bong County on March 11, 2014.

The Fraud Awareness trainings were organized by USAID's Office of the Inspector General (OIG) and facilitated by Special Agent Jan Smid from the Investigation Division of the OIG office based in Dakar, Senegal. Basically, the training exposed participants to how frauds are committed and how they can be prevented in USAID's projects.

Furthermore, L-MEP conducted two in-house trainings for its staff during FY 2014. The first training was facilitated by L-MEP Deputy Chief of Party on "Writing Effective Professional Reports". The course was intended to improve the writing skills of L-MEP staff to ensure that L-MEP produces good reports. The second training was facilitated by L-MEP Knowledge Management Specialist on "Basic SPSS Applications". The SPSS training was designed to provide L-MEP technical staff some basis skills in the use of SPSS for data analysis and reporting. The L-MEP's Accountant also provided in-house QuickBooks training to the Team Associate, Janet Wallace and Office Assistant, Agnes Tomah. As a result, these two staff can now pass entry, and perform basic analysis and reporting in QuickBooks. The training of these two staff has provided extra trained personnel for improving the efficiency and effectiveness of L-MEP's financial reporting.

## **Component Five: Evaluation Assistance**

### **□ Result 6: Evaluations Conducted**

## **Component Five: Evaluation Assistance**

### **Result 6: Evaluations Conducted**

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

During FY 2014, L-MEP completed the evaluation of the Excellence in Higher Education for Liberia's Development (EHELD) project. The evaluation was intended to inform USAID, the IP and other stakeholders on how well the project's planned activities and strategy are contributing to the achievement of its expected results. The evaluation was also intended to provide further guidance for effective project implementation over the remaining period of the contract to help ensure the achievement of the project's results and the sustainability of those results.

Using a mixed-methods approach, the Evaluation Team gathered data in Monrovia and Suakoko, Bong County from January - March, 2014. At the conclusion of the field work, the team made separate presentations on the evaluation findings to USAID/Liberia and EHEDL on February 5, 2014 and February 7, 2014 respectively.

Additionally, L-MEP provided support to the Mission for conducting the ongoing LGSM project's internal end of project evaluation. This evaluation provided an opportunity for reflecting on the overall management of the LGSM award, and for understanding how USAID support contributed to an improvement in the quality of care for orphans and vulnerable children (OVC). The evaluation was also to determine the level of improvements in the human resources capacity of the health sector as well as the organizational capacity of local NGOS and the Department of Social Welfare.

The LGSM Evaluation Team, headed by Ms. Courtney Babcock, USAID/Liberia's M&E/Program Officer, comprised of three USAID staff and a L-MEP staff. L-MEP was represented on the evaluation team by its Knowledge Management Specialist/M&E Specialist for Health, Mulbah Reed. Specifically, L-MEP's role was to assist in designing the data collection instruments for data collection, and the field application of the data collection instruments through the conduct of key informant interviews and focus group discussions.

### **Action 6.3: Hire Teams to Conduct Evaluations**

L-MEP recruited a team, comprising of two international consultants and two local consultants, to conduct the EHEDL evaluation. The L-MEP's M&E Specialist for Education, Mark Bassie, participated in the evaluation as a full team member.

### **Action 6.4: Collaborate with Mission Teams and IPs to Identify and Conduct Special Studies**



Bed Nets Study Meeting with Principal Investigator and Data Collectors in Bopolu: January 30, 2014

During FY 2014, L-MEP continued its support to three special studies – Integrated Biological and Behavioral Surveillance Survey (IBBSS), the Bed Nets Study, and Malaria Program Review (MPR) – in the Health Sector. Specifically, L-MEP was requested by the Mission to provide financial support for the IBBSS international consultant, including payment of his professional fees, and per diem, and lodging. L-MEP also provided editorial services for the survey report.

Moreover, in collaboration with the Principal Investigator, Dr. Denise Roth Allen, L-MEP recruited and trained ten data collectors to collect data on the Bed Nets Study. The study team, including the Principal Investigator, Assistant Investigator, L-MEP's M&E Specialist for Health, and the ten data collectors, visited Gbarpolu and Cape Mount

Counties from January 29-February 14, 2014 to gather data from four previously identified communities.

L-MEP provided lodging fees and daily allowances for the data collectors while they were in the field. L-MEP also rented vehicles to transport the team to the field during both the piloting and the actual data collection stages. Additionally, L-MEP provided daily wages for the data collectors as well as incentives for people interviewed during the pilot test and the actual data collection exercise.

Regarding the Malaria Program Review (MPR), L-MEP recruited a Liberian consultant to serve as Review Coordinator for the study. The recruitment was done through a participatory process involving L-MEP, USAID and the National Malaria Control Program (NMCP). L-MEP was also requested to pay the professional fees of the consultant.

**Action 6.6: Collaborate with USAID CLA and DOC to Plan Appropriate Programs to Disseminate Evaluations/Special Studies Findings through Workshops, Seminars, Briefing Papers, USAID/Liberia and L-MEP's Websites and the PIDS**

L-MEP held several meetings with the Mission's CLA Advisor to discuss the dissemination of evaluation findings. As a result, L-MEP and the CLA Advisor plan to host a workshop during the next fiscal year to disseminate findings of selected evaluations.

L-MEP also prepared a briefing paper on the EHELD evaluation and submitted copies to the Education Team Leader. The briefing paper contains a summary of the EHELD evaluation report, with emphasis on the key findings. L-MEP also provided printed copies of the EHELD evaluation report to the Education Team at USAID.

**Action 6.8: Implement L-MEP Customers Satisfaction Survey**

During FY 2014, L-MEP distributed its Customers Satisfaction Survey to sixty individuals through SurveyMonkey. Specifically, L-MEP sent the survey to USAID/Liberia staff, including Sector Team Leaders, Deputy Team Leaders, AORs/CORs, Activity Managers, and Program Office staff. L-MEP also distributed the survey to Chiefs of Party and M&E Specialists/Officers of selected USAID projects in Liberia.

However, L-MEP received responses from only 22 of the 60 targeted persons. Because of the low response rate L-MEP resubmitted the survey to targeted persons who have not responded. L-MEP expects to conclude the survey in FY 2015 Quarter One when it achieves the 80 percent targeted response rate.

The survey covers L-MEP's five key areas of intervention. It seeks to assess the level of satisfaction gained by USAID and its IPs from the services L-MEP provides through the five key areas of intervention. The survey also assesses the quality, effectiveness and efficiency of L-MEP's services to its clients. Responses from the survey will help L-MEP take the necessary steps to continue to provide quality service to USAID, the IPs, and GOL counterparts.

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

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

#### **Action 7.1: Initiate Actions to Expand Pool of Local Partners**

During FY 2014, L-MEP engaged two new partners— DAH Consulting and The Khana Group (TKG), a leading international development and advisory firm with a focus on West Africa. Specifically, L-MEP held separate meetings with the Managing Partners of each institution. The meetings focused on identifying areas in which the two institutions could partner with L-MEP.

Additionally, L-MEP held two meetings with its local partners during FY 2014. The meetings were intended to review the partnership and explore additional means for strengthening the partnership towards more sustainable local capacity development for M&E and research work. The partners represented at the meeting included The Khana Group (TKG), LIPA, UL-PIRE, Subah-Belleh Associates (SBA), and AEDE. Mr. Jenkins Cooper, L-MEP's Program Manager facilitated the meetings with the local partners.

#### **Action 7.2: Train and Mentor Local Partners Staff to Strengthen their Internal M&E Systems and Develop their Capacity to Implement Selected L-MEP Activities**

L-MEP trained seven persons from five of its local partners – SBA, LIPA, TKG, AEDE and UL-PIRE. The partners' staff participated in the L-MEP Managing for Results training for GOL agencies held from February 24-28, 2014. Moreover, L-MEP completed the data collection instruments for a planned organizational capacity assessment to enable it identify the M&E capacity needs of its local partners. L-MEP will roll out the assessment in FY 2015. L-MEP also gathered current information of most of its partners, and developed a profile for each partner. The profile includes the partners' basic services, staff capacity, and their geographic areas of operations.

## **Component Seven: Monitoring and Evaluation of Millennium Challenge Corporation (MCC) Threshold Programs**

### **Result 8: Monitoring and Evaluation of Millennium Challenge Corporation (MCC) Threshold Programs**

L-MEP conducted close-out actions for the two MCC projects—the LPIS and the LTPC during Quarter Four of FY 2013, while the MCC GOAL project ended and final close-out actions initiated in Quarter One of FY 2014. Therefore, L-MEP was not involved with any direct performance management support to the MCC during FY 2014. L-MEP completed and submitted all outstanding reports for the MCC studies, except the report on the Trainee Follow-up interviews and the Follow-up Institutional Assessment of the three land institutions supported by the LPIS project. The Trainee Follow-up interviews and the Follow-up Institutional Assessment are being finalized, and will be submitted by January 15, 2015.

## **Result 8.1: LPIS Effectively Monitored and Evaluated**

The two remaining MCC actions – 8.1.1: Conduct follow-up Interviews with Trainees and 8.1.2: Conduct follow-up Institutional Assessment – were combined and its implementation was initiated during FY 2014. L-MEP contracted one of our local partners, SBA, to conduct the study. SBA has submitted a draft report which L-MEP is currently reviewing and expects to finalize and submit this report to USAID by January 15, 2015.

## **Result 9: LDA M&E Activities Supported**

### **Action 9.1: Conduct M&E Capacity Assessment of LDA, and other MACs**

L-MEP conducted an assessment of the M&E systems of the LDA (M&E Unit) and seven other GOL Ministries, Agencies, and Commissions (MAC). Using interviews and self-administered questionnaires, L-MEP collected data from the targeted institutions in Monrovia and Gbarnga.

The purpose of the assessment was to determine the strengths and weaknesses of the M&E systems of LDA and targeted MACs. The assessment findings showed that there is significant recognition and desire for strong M&E systems within Ministries, Agencies and Commissions (MACs). LDA has also engaged several donors who have expressed goodwill for assisting with different aspects of M&E capacity development in the GOL.

On the other hand, the assessment revealed that M&E capacity within the targeted institutions, except the MOHSW, is weak. It was further revealed that M&E activities are poorly coordinated and sporadic within most of these institutions. Coordination between the various Ministries, Agencies and Commissions (MACs), and the LDA is poor. The assessment also discovered that 80 percent of the targeted institutions' staff have received M&E training, but weak M&E systems and inadequate M&E practices within the various MACs have caused a lapse in M&E knowledge and skills gained from trainings.

To bridge these gaps and improve M&E capacity in Government, L-MEP recommended that the Government should take a holistic approach. The Government's M&E capacity building effort should include the development of both human capacity and institutional capacity. Specifically, LDA should develop a comprehensive national M&E capacity building plan that includes all key M&E capacity needs, and means for coordinating M&E capacity building support from the various donors.

L-MEP also recommended that the LDA should strengthen its coordination with the various MACs, including the development of written standards for data collection and reporting within the MACs, and procedures for data verification exercises by the LDA. In this regard, the LDA should also hold quarterly M&E review meetings with the various MACs in an effort to discuss relevant M&E challenges or issues they might be faced with in their respective institutions.

Moreover, L-MEP recommended that the GOL should develop a system for encouraging the use of M&E data across the government. The system should include incentives for MACs that will collect and report timely and quality data to the LDA, as well as use those data themselves within their respective institutions.

**Action 9.2: Deliver Managing for Results/Results-Based M&E Training for the LDA**

As part of its M&E support to the GOL, L-MEP delivered a five-day Managing for Results Course to 41 participants (34 males and seven females) from the and 14 other GOL agencies, as well as four of L-MEP's local partners. The training was held from February 24-28, 2014. L-MEP's COR, Ms. Courtney Babcock and Honorable Jeremiah Sokan, Deputy Minister for Sectoral & Regional Planning at the Ministry of Planning and Economics Affairs made remarks at the opening ceremony of the training. The table below gives the distribution of participants among participating institutions.

**Table 3: Distribution of Participants**

No.	Name of participating Institutions	# of Participants
<b>Government of Liberia Institutions</b>		
1.	Liberia Development Alliance (LDA )	9
2.	Project Management Unit, Ministry of Finance (MoF)	2
3.	Ministry of Public Works (MoPW)	3
4.	Ministry of Education (MoE)	2
5.	National Elections Commissions (NEC)	2
6.	Liberia Institute for Geo-Information Services (LISGIS)	2
7.	Ministry of Youth and Sports (MoYS)	1
8.	Ministry of Labor (MoL)	1
9.	Ministry of Lands, Mines and Energy (MLME)	2
10.	Civil Service Agency (CSA)	1
11.	Ministry of Gender and Development (MoGD)	2
12.	Ministry of Justice (MoJ)	1
13.	Ministry of Health & Social Welfare (MoH&SW)	2
14.	Ministry of Agriculture (MoA)	3
15.	National Commission on Higher Education (NCHE)	1
16.	Liberia Institute for Public Administration (LIPA)	2
	<b>Sub-total</b>	<b>36</b>
<b>L-MEP Local Partners</b>		
1.	Subah Belleh & Associates (SBA)	2
2.	Agency for Economic Development & Empowerment (AEDE)	1
3.	The Khana Group, Inc (TKG)	1
4.	University of Liberia Pacific for Research & Empowerment (UL-PIRE)	1
	<b>Sub-total</b>	<b>5</b>
	<b>Grand Total</b>	<b>41</b>

Additionally, in response to a request from the National AIDS Commission (NAC) through USAID, L-MEP delivered the same Managing for Results Course to 15 participants from the NAC and its partners. L-MEP's two M&E interns also participated in the training. The training

was held from June 16-20, 2014. The NAC training brought to total 1000 participants who have attended all of L-MEP’s MfR trainings across Liberia.



National AIDS Commission (NAC) MfR Training  
June 16-20. 2014

Both training workshops were intended to broaden the knowledge of participants on key results-based M&E concepts, tools and methods. The workshops were also designed to improve the skills of participants to enable them carry out their M&E responsibilities within their respective institutions in an effort to improve the overall M&E performance of the GOL.

The trainings consisted of six main tailored modules that focused on specific and interrelated topics. Each training participant received a copy of the training workbook which included the PowerPoint presentations and other M&E resource documents. The training methods included lectures, group discussions/work and presentations, as well as practical examples and case studies to present the different course modules.

In an effort to measure progress from both trainings, participants sat a pre-test and a post-test as a means of properly determining their understanding of the course. The pre-test served as a baseline to determine the participant’s level of understanding prior to the introduction of the course content. Moreover, participants who scored 70 percent or above received “Certificates of Achievement”, while those who scored below 70 percent received “Certificates of Participation”. The table below shows the average pre-test and post-test scores of both trainings.

**Table 4: Average Pre-test and Post-test Scores of Both LDA and NAC Trainings**

Training Workshop	Average Pre-Test Score	Average Post-Test Score	Percentage Increase	% of Participants who Scored 70% or Above
LDA MFR	48%	70%,	22%	69.7%
NAC MFR	41.8%,	65.3%	23.5%	56%
<b>Combined Scores</b>	<b>46.9%</b>	<b>67.3</b>	<b>20.4%,</b>	<b>65%</b>

Further analysis of participants’ training and experience revealed that their level of understanding of the MFR concepts varied considerably because many did not have prior M&E training and experience.

Additionally, the trainings included an evaluation--the participants in each of the trainings evaluated the overall training based on predetermined criteria. Using a scale of 1-10 (with 1 being the least and 10 the highest score), participants rated each of the seven basic components of the training. The table below shows the specific scores for the various components of both trainings.

**Table 4: Evaluation Scores for Components of Both LDA and NAC MfR Trainings**

Component	Average Scores (in percentages)	
	LDA	NAC
Organization and Planning	83%	91%
Facilitators and Presentations	94%	91%
Content of Course (Topics)	92%	89%
Training Materials (Workbook, Annexes) Logistics	94%	89%
Duration and Timing (Time Management)	80%	87%
Meals and other Services	70%	84%
Venue of the Workshop	68%	74%
Average Score	<b>83%</b>	<b>86%</b>

Further written comments from the training evaluation revealed that the low percentages recorded for venue in the table above has nothing to do with the training halls. Rather the participants preferred the training outside of Monrovia.

Some participants asserted that they were distracted by calls from their offices and had to leave the training at some point to attend to office matters. This was a major challenge for the trainings as many of the participants were often absent for long hours during some training days. The participants, therefore, recommended that subsequent trainings for GOL institutions should be conducted outside of Montserrado County so that they are not distracted by frequent calls from their offices. The intermittent absences of some participants during some sessions may have contributed to the low percentage in knowledge gained as indicated in Table 4.

**Action 9.3: Deliver M&E Training of Trainers (TOT) Workshop**

The LDA M&E Training of Trainers (TOT) workshop was postponed to FY 2015 at the request of the LDA, which at the time was involved in transitional/merger activities involving the Ministry of Finance and the Ministry of Planning and Economic Affairs. However, L-MEP developed the SOW for the TOT during FY 2014.

## **IV. L-MEP'S MANAGEMENT STRUCTURE AND SYSTEMS**

### **Result 11: The L-MEP Efficiently Managed**

During FY 2014, L-MEP Operations Team performed several logistical and administrative support services to facilitate the effective functioning of L-MEP. Some of the support services as well as other activities undertaken to efficiently manage L-MEP included:

#### **A. USAID/Liberia Mission Director Visit to L-MEP**

On June 26, USAID/Liberia Mission Director, Mr. John Mark Winfield visited L-MEP to gain firsthand knowledge and understanding of the project. The Mission Director was accompanied by Mr. John Ellis, Mission Supervisory Program Officer and Ms. Courtney Babcock, Mission Program Officer and L-MEP's COR respectively.

#### **B. TMG/HQ Visit**

In accordance with L-MEP's Year Four work plan, TMG/HQ paid two monitoring visits to L-MEP. Mr. Jenkins E. Cooper, TMG Vice President and L-MEP's Program Manager represented TMG/HQ on the first visit. This mid-year visit was intended for Mr. Cooper to assess and ensure that LMEP is fully functional from both technical and operational standpoints following the transition of the L-MEP management to a Liberian team.

Also during the visit, Mr. Cooper held discussions with USAID/Liberia representative, including L-MEP's COR, Ms. Courtney Babcock and Mr. Ahmed Sirleaf, CLA Advisor. Mr. Cooper also held a work plan review session with the L-MEP team to update L-MEP's Year Four Work Plan. He participated in several L-MEP events, including the 7th COP Meeting and L-MEP's local partners meeting.

The second TMG/HQ annual management and monitoring included Mr. Cooper; Mr. Abi Fasosin, TMG/HQ-L-MEP Financial Management Specialist; and Ms. Walidah Willoughby, TMG/HQ-L-MEP Program Associate.

During this second visit, the TMG/HQ Team assessed L-MEP annual progress; identified and provided guidance for resolving implementation issues and challenges; and led the development of L-MEP's Year Five Work Plan and other key project requirements and documents. In carrying out these activities, the TMG/HQ Team held several meetings with USAID, IPs, and L-MEP local partners. The Team also held several work sessions with L-MEP staff on both operations and technical activities.

#### **C. L-MEP Bi-weekly Meetings with COR**

L-MEP and its COR, Ms. Courtney Babcock, held regular biweekly meetings in Year Four. These meetings discussed L-MEP's achievements, upcoming activities, and ad-hoc requests received from the Mission.

Following an adjustment in Quarter Three to prepare and disseminate a brief write-up on the activities discussed during the meeting, minutes from subsequent meetings were compiled and submitted to the L-MEP's COR.

#### **D. COP Meetings**

L-MEP held its 7<sup>th</sup> and 8<sup>th</sup> COP meetings during FY 2014. The COP meetings have helped to enhance coordination and communication among the IPs and L-MEP. The 7<sup>th</sup> COP meeting was held on February 19, 2014. Thirty-three persons, including COPs or their representatives, USAID staff and the L-MEP Team participated in the meeting. Mr. Jenkins E. Cooper, L-MEP's Program Manager, as well as Ms. Courtney Babcock, L-MEP's COR and Mr. Ahmed Sirleaf, Mission's Collaborative Learning and Adapting (CLA) Advisor, also participated in the meeting.

Two presentations were made at the meeting. The first presentation was made by the L-MEP COP on L-MEP's activities updates and DQA best practices. The presentation highlighted the level of PIDs utilization by IPs, the level of capacity building support, and the level of GIS support that L-MEP has provided the Mission, IPs and other partners. The presentation also accentuated seven DQA best practices that L-MEP identified from DQA field activities with various IPs.

The second presentation was made by the Mission CLA Advisor on operationalizing the Mission's CLA Agenda. In the presentation, the CLA Advisor advanced several suggestions for rolling out the Mission's CLA agenda to create synergies and collaboration among partners. Some of the suggestions included integrating CLA issues during project design, and the holding of regional meetings among IPs. The CLA advisor also suggested the widespread use of existing platforms such as PIDS, USAID's Learning Lab and Program Net to encourage learning and adapting.

The 8<sup>th</sup> COP meeting was held on July 3, 2014. Forty-seven (47) persons, including COPs or their representatives, IPs M&E Specialists/Officers and the L-MEP Team participated in the meeting. Mr. Jenkins E. Cooper, L-MEP's Program Manager, and Mr. Boye Sumo from USAID also participated in the meeting.

The meeting focused on the preparation of L-MEP's Year Five Work Plan. Specifically, L-MEP used the meeting to present its intended activities for Year Five, and to solicit ideas/inputs for its Final Year Work Plan. During the meeting, the participants suggested ways in which the work plan could become more meaningful and impactful to their work. For instance, some participants suggested that L-MEP include baseline training in its training activities for Year Five. The 23 projects represented at the meeting provided specific timelines for their projects' DQAs and M&E plans revision exercises.

#### **E. Preparation of L-MEP Contingency Plan (CP) in Response to the Ebola Outbreak**

In response to the USAID/Liberia Mission Director's letter on the Ebola outbreak, dated August 6, 2014, L-MEP developed a CP and received approval for the implementation of the plan. It included potential areas for drawdown and other actions that L-MEP would continue to

implement during Ebola crisis. The activities that were postponed under the plan included the following:

- All training workshops outlined in Quarter Four of FY 2014;
- All data quality assessments field trips planned for Quarter Four (data quality assessment desk reviews may however continue during this period); and
- All coordination meetings that would require the assembly of a substantial number of IPs staff.

L-MEP also requested that submission of its FY 2015 work plan be delayed for at least 30-60 days. On the other hand, activities that L-MEP would continue comprised the following:

- Desk review of upcoming DQAs;
- PIDS data entry support;
- PMP review;
- Map production for IPs and the Mission as requested;
- Review and completion of outstanding DQA and training reports; and
- Completion of the Year Four Annual Report.

The CP was designed to cover a period of two months, with a clause to review it after one month of implementation.

#### **F. M&E Technical Meeting for IPs M&E Specialists**

On January 16, 2014, L-MEP convened a meeting of M&E staff of USAID funded projects at the L-MEP Office in Mamba Point. The overall objective of the meeting was to seek suggestions from the IPs M&E staff on how L-MEP can better serve them. The meeting was attended by the L-MEP COR, the L-MEP technical team and twenty-one staff from various IPs.

During the meeting, key discussion points included new enhancement in PIDS, the conduct of DQAs, L-MEP's assistance with projects' PMP/M&E Plan and L-MEP 2014 training plan. Additionally, participants agreed that the M&E technical meeting be held on a regular basis, and that L-MEP should provide basic M&E training to new M&E staff of the various projects to prepare them for the upcoming advanced MfR trainings.

#### **G. L-MEP's Participation in USAID IPs Conference**

L-MEP's COP, Mr. James Whawhen, participated in USAID IPs Conference held at FED's office on April 9, 2014. During the meeting, the Mission Director who chaired the meeting informed the participants of the outcome of USAID's Bilateral Portfolio Review and Partnership Dialogue with the GOL, and the Mission's intent to develop sectorial/geographic information for all of its activities around the country. The participants also discussed duty free privileges, rental property withholding tax payment, and the handling of sensitive materials.

## **H. Recruitment of M&E Interns**

During FY 2014, L-MEP recruited two M&E Interns – Pauline M. Ponyene and Harris T. Belleh to be trained as M&E professionals as part of L-MEP’s M&E capacity building efforts, and to provide assistance to the implementation of L-MEP’s technical activities. The Interns were recruited through a competitive process that included a written text and an oral job interview.

After a month of orientation, each intern was assigned to a Sector M&E Specialist to assist with providing M&E support to the projects within the sector. Pauline Ponyene was assigned to the Education Sector, while Harris Belleh was assigned to the Economic Growth Sector. Both interns worked closely with their assigned Sector M&E Specialists and the entire L-MEP Technical Team through an approach that maximized the interns’ contribution to the implementation of L-MEP as well as cultivated their personal learning and professionalism.

## **I. L-MEP Team Building Retreat**

L-MEP held its regular annual team building retreat on July 10, 2014. The team building exercise sought to re-enforce L-MEP’s team spirit. The L-MEP annual team building retreat was attended by both the L-MEP staff and the visiting TMG/HQ Team. During the one-day event, L-MEP staff and the TMG/HQ Team reflected on L-MEP past activities and discussed means by which the project can improve on meeting its desired results.

## **J. Gbarnga Regional Office Updates**

The Gbarnga Regional Office (GRO) continued to provide support to the implementation of L-MEP’s activities during FY 2014. Specifically, the GRO provided technical support for its two assigned projects – Liberian Agricultural Upgrading, Nutrition and Child Health (LAUNCH) and Health Agriculture Nutrition Development & Sustainability (HANDS).

The GRO’s Mini Resource Center continued to provide internet and other support services to USAID IPs and GOL partners working in the region. During FY 2014, the Resource Center received 266 visits undertaken by staff of USAID, IPs, GOL and other development partners.

Additionally, the GRO supported various coordination forums and provided operational support services to USAID, L-MEP, and GOL. For example, the Regional Office provided support in gathering the list of hotels, restaurants, and other essential information in preparation of USAID planned IPs meeting in Gbarnga. The GRO’s staff participated in the County Development Steering Committee (CDSC) meetings and other development forums; and in a week-long field verification exercise to ascertain the extent to which the PROSPER project has implemented DQA recommendations.

L-MEP’s COR, Ms. Courtney Babcock and Ms Kolanah Choko Sando of the DG Team visited the GRO. During the visit, the RFC explained the background of the GRO and outlined the specific activities and services rendered by the office to USAID IPs and relevant GOL agencies either visiting or working in the region. The two USAID staff primarily visited Gbarnga to observe the Voter Roll Update that was being conducted by the National Elections Commission (NEC).

## **V. CHALLENGES ENCOUNTERED**

- Some key activities, such as trainings and DQAs, planned for Year Four were not implemented due largely to the Ebola Virus Disease outbreak. The submission of L-MEP Year Five work plan was also delayed due to the Ebola situation.
- Timely data entry in PIDS remains a challenge. During FY 2014-- some projects did not enter all their data in PIDS regularly and on time per the Mission's reporting standards, and the PIDS data entry schedule.
- The performance of participants during the two Managing for Results trainings conducted for LDA and other GOL institutions was relatively low. This is because the participants' level of understanding of the MfR concepts varied considerably and many did not have prior M&E training and experience. As a result, overall percentage of participants who received a certificate of achievement (those who scored 70 percent or above on the post-test) for the two trainings was low at 65 percent. Additionally, the frequent movement of participants during training sessions may have contributed to their low performance as well.
- The low technical capacity and shortage of staffing of some of L-MEP local partners also remain a challenge. One of the local partners delayed the completion of the last MCC study for which it was contracted. This delay prevented L-MEP from submitting the report to USAID in FY 2014 and from formally concluding the MCC component of the L-MEP contract.

## **VI. PROPOSED SOLUTIONS/RECOMMENDATIONS**

- L-MEP has included actions that were not completed in FY 2014 in its Year Five work plan to specifically address key challenges noted above.
- CORs/AORs should encourage their IPs to enter data into the PIDS on time as per the PIDS Annual Data Entry Schedule. Entering targets into the PIDS at the end of the year contravenes the effectiveness of performance management. L-MEP should continue to provide regular updated reports on delinquent IPs to the AORs and CORs to achieve this goal.
- AORs/CORs should approve their IPs' PMPs/M&E Plans and share copies with L-MEP.
- During training exercises for GOL agencies, L-MEP should encourage the GOL to select participants who are actually involved with M&E or data collection and reporting.
- L-MEP should increase capacity building support to its local partners by allowing them to proactively participate in most of L-MEP's activities. In furtherance of this, L-MEP should conduct a capacity assessment to determine the level of capacity of the various local partners

## **VII. SUCCESS STORIES**

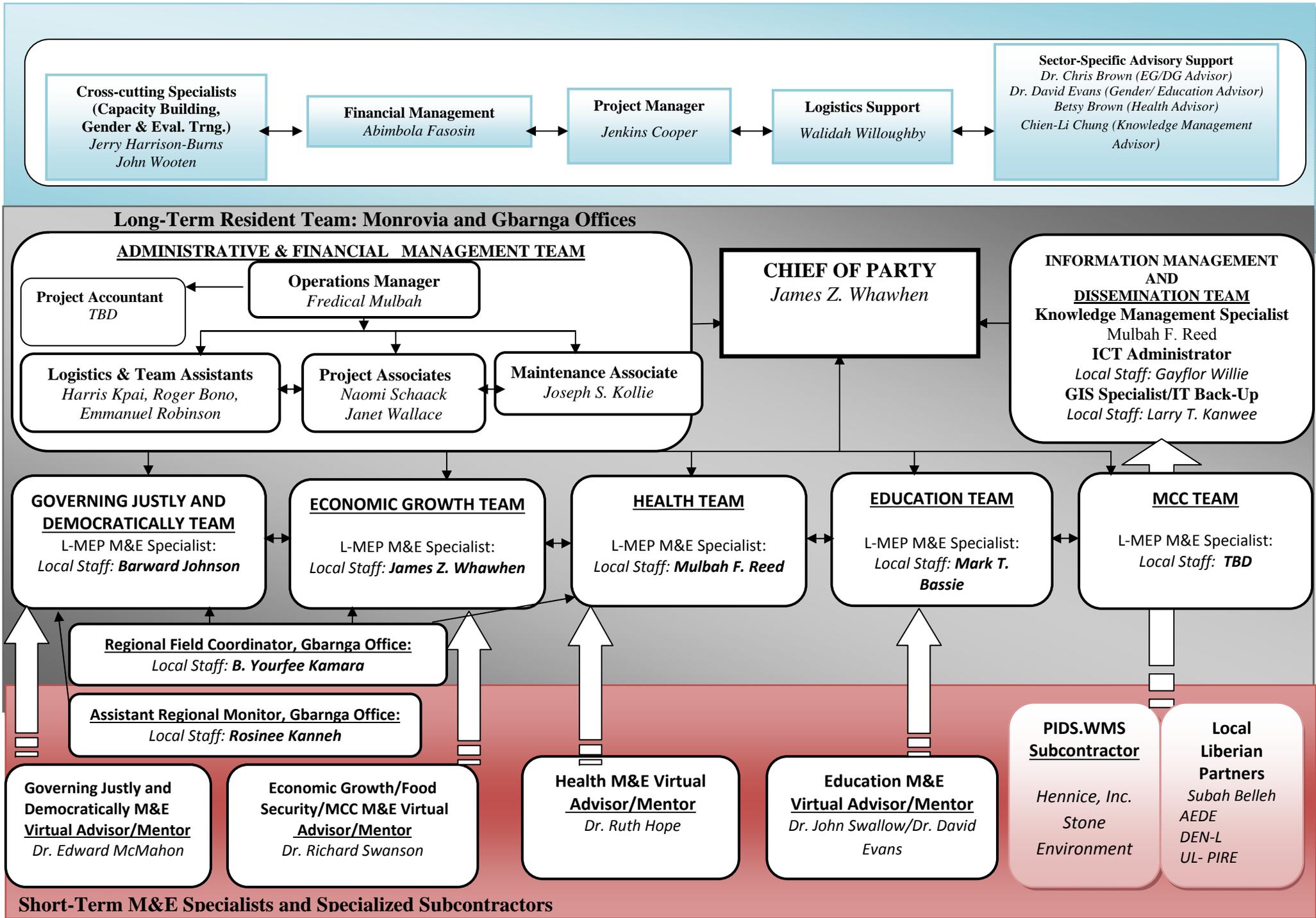
The maps produced by L-MEP significantly aided the fight against the Ebola Virus Disease. The maps helped the various USG agencies involved in the Ebola fight to adequately plan and implement their Ebola response interventions. The usefulness of the maps can be gauged by the increased demand during FY 2014. L-MEP also received positive feedback from some USG agencies for whom maps were produced. The maps also helped USAID and its partners in the planning and implementation of their projects and activities.

Additionally, data generated from PIDS were extensively used for USAID's portfolio reviews and the preparation of the PPR during FY 2014. L-MEP also got positive feedback from many projects on the DQA recommendations. Many IPs informed L-MEP that the implementation of the DQA recommendations actually improved their project's data management and reporting systems.

## **VIII. 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: FY 2014 Financial Summary

Cost Category	Oct'12	Nov'12	Dec'12	Qtr 1 Summary	Cumulative to Date	Contract Total
<b>1 Salaries and Wages:</b>	<b>45,849</b>	<b>47,392</b>	<b>33,677</b>	<b>126,919</b>	<b>1,142,894</b>	<b>2,585,225</b>
<i>a) Long Term Staff and Professional</i>	18,766	21,053	6,464	46,283	457,813	859,069
<i>b) Local Staff</i>	25,545	25,290	26,199	77,034	613,218	1,579,454
<i>c) Home Office</i>	1,538	1,049	1,014	3,601	71,861	146,702
<b>2 Fringe Benefits:</b>	<b>5,685</b>	<b>6,189</b>	<b>2,094</b>	<b>13,968</b>	<b>140,179</b>	<b>266,577</b>
<i>Long Term</i>	5,254	5,895	1,810	12,959	121,444	227,588
<i>Home Office</i>	431	294	284	1,008	18,735	38,989
<b>3 Allowances</b>	<b>11,733</b>	<b>47,200</b>	<b>24,799</b>	<b>83,731</b>	<b>422,383</b>	<b>1,232,052</b>
<i>Long Term Expat</i>	8,723	44,273	0	52,995	294,405	678,277
<i>Local Hire Social Security/Severance</i>	3,010	2,928	1,887	7,825	105,066	553,775
<i>13 Month Bonus</i>	0	0	22,912	22,912	22,912	---
<b>4 STTA Local and Expatriate Consultants</b>	<b>81,315</b>	<b>4,830</b>	<b>6,259</b>	<b>92,403</b>	<b>214,410</b>	<b>288,020</b>
<b>5 Travel, Transportation and Per Diem:</b>	<b>31,967</b>	<b>1,688</b>	<b>5,180</b>	<b>38,834</b>	<b>279,987</b>	<b>518,421</b>
<i>a) Entitlement Travel</i>	0	0	2,290	2,290	12,837	14,041
<i>b) Programmatic Travel by Staff</i>	0	0	0	0	5,699	163,168
<i>c) Consultants/Service Provider Travel</i>	21,303	0	0	21,303	73,799	20,342
<i>d) Home Office Travel</i>	0	0	0	0	72,657	106,515
<i>e) Local Per Diem (Other)</i>	10,664	1,688	2,890	15,242	114,996	214,355
<b>8 Sub-contracts</b>	<b>0</b>	<b>9,841</b>	<b>0</b>	<b>9,841</b>	<b>425,704</b>	<b>717,810</b>
<b>9 Other Direct Costs</b>	<b>35,379</b>	<b>55,615</b>	<b>10,738</b>	<b>101,731</b>	<b>887,299</b>	<b>1,424,326</b>
<i>Equipment</i>	180	8	1,125	1,313	251,544	287,537
<i>Workshop &amp; Training Costs</i>	0	0	0	0	41,748	133,219
<b>10 Indirect Costs</b>	<b>49,921</b>	<b>31,664</b>	<b>17,912</b>	<b>99,497</b>	<b>795,061</b>	<b>1,584,741</b>
<i>H/O Overhead</i>	925	631	610	2,166	43,736	89,045
<i>Field Overhead</i>	20,941	9,131	6,517	36,589	218,275	459,410
<i>G&amp;A</i>	28,055	21,902	10,785	60,742	533,050	1,036,286
<b>11 Fixed Fee</b>	<b>10,474</b>	<b>8,177</b>	<b>4,026</b>	<b>22,677</b>	<b>184,050</b>	<b>361,517</b>
<b>12 Plugged Figure for Evaluation</b>						<b>1,000,000</b>
<b>TOTAL ESTIMATED COSTS &amp; FEE</b>	<b>272,323</b>	<b>212,595</b>	<b>104,684</b>	<b>589,602</b>	<b>4,785,259</b>	<b>10,399,445</b>
<b>OBLIGATED AMOUNT</b>						<b>6,649,820</b>
<b>REMAINING TOTAL</b>						<b>1,237,136</b>

**Annex 3: L-MEP 2014 DQA Schedule**

<b>PROJECT</b>	<b>IP</b>	<b>DESK REVIEW</b>	<b>MEETING WITH IPS' MONROVIA STAFF</b>	<b>FIELD VISIT</b>	<b>LOCATION (Field Visit)</b>	<b>PRESENTATION OF DQA FINDINGS</b>	<b>DRAFT REPORT</b>	<b>Current STATUS OF DQA</b>
<b>DEMOCRACY AND GOVERNANCE</b>								
LCRP	Tetra Tech/ARD	March 3-5, 2014	March 6, 2014	March 10-15, 2014	Margibi, Lofa & Nimba	March 21, 2014	March 29, 2014	Report submitted April 15, 2014
CSML	IREX	April 7-9, 2014	April 10, 2014	April 14-19, 2014	Bassa, Bong & Nimba	April 25, 2014	May 2, 2014	Draft report submitted
GEMS	IBI	June 9-10, 2014	June 11-12, 2014	June 15-18	Montserrado	June 27, 2014	July 2, 2014	Draft report submitted
<b>ECONOMIC GROWTH</b>								
IBEX	IESC	January 6-9, 2014	January 10, 2014	January 12-15, 2014	Montserrado, Bong, Margibi & Nimba	February 7, 2014	March 6, 2014	Completed: March 2014
FED	DAI	March 24-28, 2014	April 3, 2014	April 5-12, 2014	Bong, Margibi, and Grand Bassa	April 21, 2014	April 28, 2014	Drafted report under review

HANDS	OICI	May 6-9, 2014	May 16, 2014	September, 2014	Rivergee & Grand Gedeh	September, 2014	September, 2014	
SMI	Building Markets	May 12-13, 2014	May 16, 2014	May 19-23, 2014	Nimba & Bassa		September, 2014	Ongoing, field visit
LAUNCH	ACDI/VOC A	June 2-3, 2014	June 5, 2014	June 9-13, 2014	Bong, Nimba & Lofa			Carried forward to 2015
LESSSP	Win rock Int'l	July, 2014	July, 2014	July, 2014	Lofa & Bong	July, 2014	August, 2014	
PROSPE R	Tetra Tech/ARD	August 4-7, 2014	August 17, 2014	August 25-31, 2014	Nimba, & Grand Bassa	September 8, 2014	September 15, 2014	
SHOP	Winrock Int'l	April 2014	April 2014	April 2014	April 2014	April 2014	April 2014	Drafted report under review
HEALTH								
LGSM	World Learning	May 19-23, 2014	May 28-29, 2014	June 2-6 2014	Bong & Nimba	June 13, 2014	August 5, 2014	Ongoing-field visit underway
RBHS	JSI	March 24-28, 2014	April 14-15, 2014	April 20-26 2014	Lofa & Nimba	May 6, 2014	May 13, 2014	Drafted report under review
LMWP	Tetra Tech/ARD	March 24-28, 2014	April 11, 2014	April 17-21 2014	Cape Mount and Nimba	May 2, 2014	May 9, 2014	Drafted report under review
EDUCATION								

GOAL Plus	AIR	Aug 6-11, 2014	Aug 13, 2014	Aug 18-22, 2014	Lofa, Bong & Bassa	August 29, 2014	Sept 1, 2014	
EQUAL	Concern Worldwide	Sept 8-12, 2014	Sept 16, 2014	Sept 22-26, 2014	Bassa & Lofa	Sept 30, 2014	Oct 3, 2014	
LTTP	FHI 360	Sept 3-9, 2014	Sept 18, 2014	Sept 29 – Oct 3, 2014	Lofa & Margibi	Oct 17, 2014	Nov 18	

**Annex 4: FY 2014 PIDS Data Entry Schedule**

<b>2014 PIDS Data Entry Schedule</b>			
<b>Reporting Period</b>	<b>IPs Enter Targets</b>	<b>Actual Data Entry</b>	<b>AOR/COR Certification (Targets and Actuals)</b>
<b>Quarter 1 FY14 (Oct 1-Dec 31, 2013)</b>	November 1-30, 2013	January 1-31, 2014	February 1-15, 2014
<b>Quarter 2 FY14 &amp; Semi-annual (Jan 1-Mar 31, 2014)</b>	N/A	April 1-30, 2014	May 1-15, 2014
<b>Quarter 3 FY14 (Apr 1-Jun 30, 2014)</b>	May 1-31, 2014	July 1-31, 2014	August 1-15, 2014
<b>Quarter 4 FY14 &amp; Annual (Jul 1-Sept 30, 2014)</b>	N/A	October 1-31, 2014	November 1-15, 2014

**Annex 5: FY 2014 Training Plan**

No	Course/Workshop	Target Participants	Duration	Prerequisites	Date	Comments
<b>Managing for Results/Results-based M&amp;E Training Suite</b>						
1	<u>Basic Managing for Results Course</u>	New M&E Specialists	2 days	n/a	March 26-27, 2014	This training is intended for beginners, especially those newly recruited M&E staff who have not done any prior M&E training. This training will prepare participants for subsequent MfR trainings
2	a. <u>PMP Development: Indicator Selection and Development and Target-Setting</u> b. <u>Data Quality Assessment (DQA)</u>	Mission's and IPs' M&E and project officers	4 days	BME and/or MFR	August 11-14, 2014	<u>Indicator Selection and Dev:</u> Not developed. Elaborate parts of MFR course. Facilitate/enhance PMP development re. Understanding standardized indicators and developing custom indicators. <u>Target-setting:</u> Content under review. Elaborates parts of MFR course. Facilitate/enhance PMP development re. Understanding standardized indicators and developing custom indicators. <u>Managing and implementing DQAs</u>
3	Data Analysis, Reporting and Use in Decision-Making (DARU)	Mission's and IP's M&E and project officers	5 days	MFR, DQA	September 15-19, 2014	Content to be reviewed and tailored to specific needs
<b>GIS/PIDS/WMS Training</b>						
4	Geo Information System training-Phase II	IP staff	1 day	Training in GIS	June 20, 2014	GIS training intended to enhance IPs skills in understanding and utilizing GIS stand-alone System

## Annex 6: Maps Produced during FY 2014

<b>Institution</b>	<b>Main Features</b>	<b># of Maps Produced/ Printed</b>
<b>CDC</b>	Health facilities, major cities, and primary roads	23
<b>DART</b>	Population centers, health facilities, roads, towns, villages, administrative districts, county boundaries, police, airstrips, and other infrastructure	13
<b>DoD</b>	Population centers and topography	10
<b>OMB-USAID/W</b>	Feed the Future (FTF) Title II development sites; implementation sites of the LAUNCH and HANDS projects; and the Food For Peace (FFP) emergency programs implementation sites including Ivorian refugees camps in Nimba Grand Gedeh and Maryland Counties	4
<b>EOC</b>	Counties, capital cities, district, and roads	1
<b>USAID/Liberia DG Team</b>	Locations of the voter registration centers Selected by the DG Team as observer centers for the Voter Roll Update exercise	62
<b>USAID/Liberia Health Team</b>	Communities in Monrovia, and the 15 Counties and their capitals	3
<b>USAID/Liberia DOC Office</b>	Locations of USAID activities in Bong County.	6
<b>LCRP</b>	Project implementation counties (Bong, Lofa, Margibi, Maryland, and Nimba)	

	counties)	5
<b>HANDS</b>	Project sites, roads, district boundaries, towns, villages, communities.	3
<b>IFES</b>	Locations of NEC Electoral Magisterial field offices	1
<b>MCC GOAL</b>	Location of implementation schools	1
<b>Total</b>		<b>132</b>

**Annex 7: List of Trainings Conducted – FY 2014**

No.	Type of Training	Number of Participant	Date
TRAINING FOR USAID, IPs and GOL			
1	Managing for Result for Liberia Development Alliance (LDA)	41	February 24-28,2014
2	Basic Managing for Results for IPs	15	March 26-27,2014
3	Managing for Result for National AIDS Commission (NAC)	17	June 16-20,2014
4	GIS Technical workshop for USAID and IPs	12	June 10,2014
IN HOUSE TRAINING FOR L-MEP STAFF			
9	Writing Effective Professional Reports	17	August 26-27,2014
10	Basic SPSS Training	7	August 29,2014

## Annex 8: PIDS Data Entry Report –FY 2014

No.	Project/Implementing Partners	Total Number of All Indicators	Percentage of Actual Performance Data Entered for Required Indicators (FY 2014)				Percentage of Annual Targets Entered for Indicators (FY 2014)
			Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
<b>Democracy and Governance (DG)</b>							
1	BUILDING SUSTAINABLE ELECTIONS MANAGEMENT IN LIBERIA/INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS	18	N/A	83%	N/A	100%	100%
2	CIVIL SOCIETY AND MEDIA LEADERSHIP/INTERNATIONAL RESEARCH AND EXCHANGE BOARD	46	100%	68%	100%	98%	100%
3	GOVERNANCE AND ECONOMIC MANAGEMENT SUPPORT/INTERNATIONAL BUSINESS INITIATIVES	55	97%	100%	100%	80%	100%
4	LAND CONFLICT RESOLUTION PROGRAM/TETRA TECH-ARD	19	100%	100%	100%	53%	100%
<b>Economic Growth (EG)</b>							
6	FED-DEVELOPMENT ALTERNATIVES INCORPORATED	24	91%	100%	100%	67%	100%
7	HANDS-OICI	45	100%	100%	100%	0%	91%
8	LAUNCH-ACDI/VOCA	70	0%	0%	100%	0%	89%

9	LESSP-WINROCK INTERNATIONAL	13	100%	100%	100%	0%	100%
10	LIBERIA IBEX_IESC	21	100%	100%	100%	100%	100%
11	PROSPER-TTARD	18	64%	79%	57%	67%	100%
12	SHOPS-WINROCK INTERNATIONAL	22	100%	89%	0%	0%	100%
13	SUSTAINABLE MARKET PLACE INITIATIVE-BUILDING MARKETS	23	100%	100%	100%	100%	100%
<b>Health</b>							
15	IMPROVED WATER, SANITATION AND HYGINE (I-WASH)/COOPERATIVE HOUSING FOUNDATION	38	N/A	100%	N/A	50%	100%
16	LIBERIA GRANTS SOLICITATIONS AND MANAGEMENT (LGSM)/WORLD LEARNING	24	73%	92%	100%	0%	100%
17	LIBERIA MINICIPAL WATER PROJECT (LMWP)/TETRA TECH, ARD	15	100%	100%	100%	80%	100%
18	REBUILDING BASIC HEALTH SERVICES (RBHS)/JOHN SNOW INC.	41	N/A	100%	N/A	95%	98%
19	USAID DELIVER PROJECT	8	75%	0%	0%	0	75%
<b>Education</b>							
22	ADVANCING YOUTH PROJECT /EDUCATION DEVELOPMENT CENTER	27	100%	100%	50%	15%	96%
23	CENTER FOR EXCELLENCE IN HEALTH AND LIFE SCIENCES/ HIGHER EDUCATION FOR DEVELOPMENT (HED)	21	N/A	100%	N/A	100%	100%

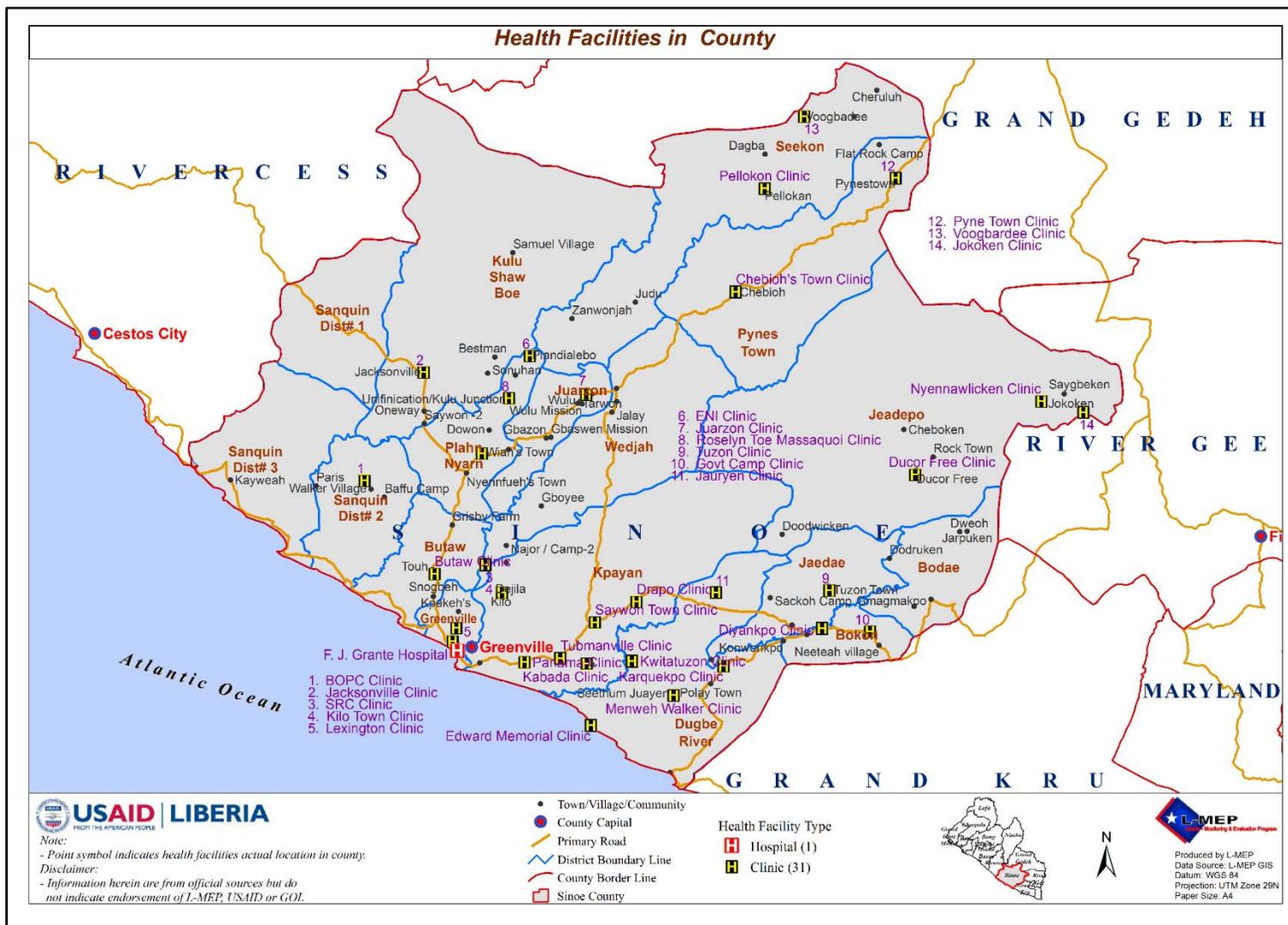
24	EQUAL /CONCERN WORLDWIDE	30	100%	91%	100%	47%	97%
25	LIBERIA TEACHER TRAINING PROGRAM/ FAMILY HEALTH INTERNATIONAL 360	29	17%	83%	50%	14%	83%
26	EXCELLENCE IN HIGHER EDUCATION FOR LIBERIAN DEVELOPMENT/ RESEARCH TRIANGLE INSTITUTE	23	100%	100%	100%	0%	96%
27	GOAL PLUS - AMERICAN INSTITUTE FOR RESEARCH	21	0%	91%	50%	14%	81%

**Annex 9: PMPs/M&E Plans Review/Updated**

<b>NO.</b>	<b>Project</b>	<b>Sector</b>
<b>1.</b>	CSML	Democracy and Governance
<b>2.</b>	GEMS	Democracy and Governance
<b>3.</b>	LCRP	Democracy and Governance
<b>4.</b>	FED	Economic Growth
<b>5.</b>	SHOPS	Economic Growth
<b>6.</b>	IBEX	Economic Growth
<b>7.</b>	LESSP	Economic Growth
<b>8.</b>	ES3R	Economic Growth
<b>9.</b>	HANDS	Economic Growth
<b>10.</b>	RBHS	Health
<b>11.</b>	LMWP	Health
<b>12.</b>	CEHLS	Education
<b>13.</b>	LTPP	Education
<b>14.</b>	SMI	Education
<b>15.</b>	GOAL Plus	Education

<b>16</b>	EQUAL	Education
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# Annex 10: Map of Health Facilities in Liberia (One of 23 maps produced for the CDC)



# Annex 11: Map of Voters Registration Centers Visited by USG Observers



## Annex 12: USAID/Liberia Feed the Future Sites

