



USAID | **YEMEN**
FROM THE AMERICAN PEOPLE

YEMEN MONITORING AND EVALUATION PROJECT

Final Report
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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development nor the United States Government. This publication was produced at the request of USAID.

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Acronyms/Abbreviations

| | |
|-------|--|
| ADS | Automated Directives System of USAID |
| AMEG | Asia and Middle East Economic Growth Best Practices Project |
| AO | Assistance Objective |
| AQAP | Al-Qaeda in the Arabian Peninsula |
| CAI | Creative Associates International |
| CASH | Competitive Agriculture Systems for High Value Crops |
| CDCS | Cooperative Development Country Strategy |
| CEPPS | Consortium for Elections and Political Process Strengthening |
| CFR | Code of Federal Regulations |
| CH | Clearinghouse |
| CLP | Community Livelihoods Project |
| CMM | Conflict Management and Mitigation (USAID) |
| CO | Contract Officer (USAID) |
| COP | Chief of Party |
| COR | Contract Officer's Representative (USAID) |
| COTR | Contracting Officer's Technical Representative (USAID) |
| CS | Country Strategy |
| CSO | Civil Society Organizations |
| DCOP | Deputy Chief of Party |
| DQA | Data Quality Assessment |
| DOD | Department of Defense |
| EDF | Environmental Documentation Form |
| EMMP | Environmental Mitigation and Monitoring Plan |
| ERs | Environmental Reviews |
| EYSY | Engaging Youth for a Stable Yemen |
| FGD | Focus Group Discussion |
| FY | Fiscal Year |
| GCC | Gulf Cooperation Council |
| GIS | Geographic Information System |
| GOY | Government of Yemen |
| IBTCI | International Business and Technical Consultants, Inc. |
| IDP | Internally Displaced Person |
| IED | Improvised Explosive Device |
| IEE | Initial Environmental Examination |
| IFES | International Foundation for Electoral Systems |
| IP | Implementing Partner |
| IPN | Implementing Partner Notices |

| | |
|---------|---|
| IR | Intermediate Result |
| IRD | International Relief and Development |
| IT | Information Technology |
| JSI | John Snow Inc. |
| KII | Key Informant Interview |
| M&E | Monitoring and Evaluation |
| MCHIP | Maternal and Child Health Integrated Project |
| MIS | Management Information System |
| MOE | Ministry of Education (ROYG) |
| MOPHP | Ministry of Public Health and Population (ROYG) |
| MOPIC | Ministry of Planning and International Cooperation (ROYG) |
| MOYS | Ministry of Youth and Sports (ROYG) |
| NDC | National Dialogue Conference |
| NDI | National Democratic Institute |
| NGO | Non-Governmental Organization |
| OTI | Office of Transition Initiatives |
| PCA | Principal Cooperative Agreement (MOPIC) |
| PDC | Partners for Democratic Yemen |
| PERSUAP | Pesticides Evaluation Report and Safer Use Action Plan |
| PIRS | Performance Indicators Reference Sheet |
| PMEP | Project Monitoring and Evaluation Plan |
| PMP | Performance Monitoring Plan |
| PPR | Performance Plan and Report |
| PYCE | Promoting Youth Civic Engagement |
| RGP | Responsive Governance Project |
| ROYG | Republic of Yemen Government |
| SCER | Supreme Commission for Elections & Referendum |
| SFCG | Search For Common Ground |
| SOCCENT | Special Operations Command Central (DOD) |
| SOW | Scope of Work |
| STTA | Short-Term Technical Assistance |
| TPM | Third Party Monitoring |
| UN | United Nations |
| UNHCR | United Nations High Commissioner for Refugees |
| US | United States |
| USAID | United States Agency for International Development |
| USG | United States Government |
| YEGRA | Yemen Early Grade Reading Program |
| YMEP | Yemen Monitoring and Evaluation Project |

YSI

Yemen Stabilization Initiative

Acknowledgements

IBTCI is grateful to USAID/Yemen for having the opportunity to serve as the monitoring and evaluation services provider to the Yemen Mission from 2010-2015. This project has been a challenging yet rewarding project for IBTCI and, we hope, for USAID. We would like to thank the Contracts Office in Cairo for its ongoing support and open communication, particularly Contracts Officer Ralph Koehring and especially Amani Said who has tirelessly worked with Yemen Monitoring and Evaluation Project (YMEP) in an efficient and collaborative measure over the life of YMEP. We would also like to thank the USAID Mission for its close collaboration and partnership with YMEP, particularly during those difficult periods of time in Yemen due to the dangerous security situation.

Over the past several years the tireless dedication and close working relationship with Mission Director Herbie Smith and Deputy Mission Director and Technical Director Tami Halmrast – Sanchez have provided the overall Mission direction allowing. Our thanks also go to our Contracting Officer Representatives, including Elizabeth Feary who was a real partner with YMEP. We especially want to thank and acknowledge Shaif Al-Hamdany, YMEP's final COR and wears so many hats within the Mission, who has worked closely with YMEP since the inception of the project. His dedication to USAID and to working with YMEP has been a key to the success of the project.

Executive Summary

International Business & Technical Consultants, Inc. (IBTCI) was awarded the Yemen Monitoring and Evaluation Project (YMEP) under Contract no. RAN-I-00-09-00016, Task Order No. 01, under the Evaluation Services Indefinite Quantity Contract. YMEP began on May 1, 2010. Sixty months and 14 contract modifications later, it concluded May 31, 2015.

YMEP was contracted as the Third Party Monitor (TPM) for USAID/Yemen. As such, YMEP was tasked with monitoring the activities of USAID Implementing Partners (IPs). These YMEP tasks included: providing technical support to USAID for the development of the Mission's Performance Management Plan (PMP) and to USAID IPs during the development of their Project Monitoring and Evaluation Plans (PMEP); development and maintenance of a Clearinghouse (CH) database of IP activities, outputs and outcomes; environmental compliance monitoring of IPs; third party activity-level monitoring and evaluation (M&E) services; undertaking regular assessments and evaluations; and public education and results dissemination.

YMEP's implementation coincided with an unprecedented period of political, economic and social change, transition and turmoil that shaped and impacted the operational context of all USAID IPs including YMEP. Despite the challenging operational context that characterized YMEP's implementation period, the project was successful in fulfilling its mandate as a TPM service to USAID, providing the Mission with reliable and objective eyes-on-the-ground verification of IP activities. Additionally, YMEP has provided a range of technical support services to both the Mission and IPs that strengthened the M&E framework in which USAID-financed interventions were implemented, thus, contributing thereby to the overall quality of those interventions.

Deliverable 1: Final USAID PMP Developed and Implemented

IBTCI was tasked under this Deliverable to do the following:

- Develop the USAID/Yemen Mission-level PMP that was to include project-level quantitative and qualitative performance measures covering all USAID projects, with indicators that logically link to the development hypothesis and include a precise definition of each indicator, the data collection method, data quality considerations and those responsible for data collection.
- Develop PMP training materials for USAID/Yemen staff.
- Conduct PMP training workshop(s) for USAID/Yemen IPs.
- Monitor, evaluate and report on USAID results (quantitative, qualitative and gender-sensitive indicators) as described in the PMP.
- Validate data and substantive performance information for the USAID annual performance report.

YMEP successfully achieved each of these tasks developing a PMP that was innovative in the planned measurement of stabilization in a development context. As a result of YMEP's work, we were able to strengthen the project-level monitoring plans (PMEPs) of all IPs, resulting in improved vertical logic of IP results matrices and improved processes for data collection, analysis and reporting; and improve the overall data quality of IP indicators reported to USAID, particularly of the indicators reported on in the Performance Plan and Report each fiscal year.

Deliverable 2: USAID M&E Data and Reporting Clearinghouse Developed and Implemented

YMEP was requested to develop a USAID M&E CH that was to be a secure web-based Management Information System (MIS) to provide comprehensive information on the status and progress of all USG activities with corresponding Geographic Information System (GIS) capability (an ArcGIS database that geo-references USG implemented projects). The system was designed to receive timely information from USAID implementers, gather and then process relevant inputs, outputs, outcomes, impact and verification of information.

The CH had the capability to generate reports (tables), graphs and maps. It contains a flexible, report-generating “wizard” that is relatively easy to use and allows users with minimum computer skills to create custom reports. It included a filtering tool that makes it possible to focus queries and reports to the aspect of interest. Queries or report formats could be set up one time and then saved in the CH so that subsequent reports would be automatically generated based on updated data, if available.

Deliverable 3: Third Party Activity-level M&E Services Conducted

The purpose of YMEP’s third party monitoring was to support the Mission’s oversight of project implementation by undertaking: data quality verification of USAID IPs results reporting and PMPs; DQAs should include data disaggregated by gender; rapid response, flexible, activity-level results analyses; sectoral progress and impact analyses; and targeted activity-level performance (non-financial) audits and monitoring site visits (verifying the implementation or completion of IP activities as stated in the detailed grant agreement or activity proposal, verifying activity impact, collecting and analyzing data from ROYG and beneficiary interviews regarding activity impact and documenting any issues of concern regarding IP activities).

YMEP undertook on-site monitoring of a representative sample of over 400 activities and events that were implemented by USAID IPs in all sectors. Through YMEP’s TPM Reports, USAID was provided with an objective perspective of the quality of IP events and the extent to which the objectives of IP activities were being achieved. USAID was alerted to any quality or process-related issues with IP projects. For the most part, YMEP TPM Reports confirmed that IP activities were carried out as planned, with good logistics and were of good quality. However, some salient issues detected by YMEP related to procurement, quality control, sustainability, beneficiary selection and logistical and input quality issues. In nearly all cases, IPs went on to address these concerns and ultimately improve their performance management.

Deliverable 4: Activity-Level Environmental Compliance Verification Conducted

YMEP undertook ensuring activity-level environmental compliance in order to satisfy USAID’s requirements for activity-level environmental compliance reporting (ADS 204). This included the examination of project-level Initial Environmental Evaluations (IEEs) and Environmental Reviews (ERs), taking into account USAID Environmental Guidelines, and including the Pesticides Evaluation Report and Safer Use Action Plan (PERSUAP).

YMEP developed training material and conducted training for USAID staff, and USAID IPs in USAID environmental regulations producing and implementing IEEs and ERs and the PERSUAP. Additionally, YMEP prepared 19 environmental compliance reports.

YMEP’s objective monitoring of IP construction and rehabilitation activities verified that most environmental compliance measures were adhered to, where required. Of those environmental issues identified by YMEP, the appropriate IPs subsequently resolved them.

Deliverable 5: Regular Assessments and Evaluations Conducted and Reported

YMEP carried out 10 sectoral or cross-cutting assessments and performance evaluations (mid-term and final) that were to be integral to the M&E effort. Evaluations included questions measuring impacts on the different segments of the communities, with due consideration to gender and age.

As a result of these assessments and evaluations, YMEP provided both to USAID and to those IPs that were the subject of YMEP assessments and evaluation, useful evidence-based recommendations about ways to improve the effectiveness of USAID-supported interventions. On mid-term evaluations, YMEP provided USAID with objective assessments regarding the quality of project processes, and pragmatic recommendations that lead to improvements in the intervention approach, while on final evaluations, YMEP provided USAID with objective estimates of the preliminary impacts of IP interventions, identified lessons learned and best practice; and provided evidence-based recommendations to improve the design and effectiveness of future projects.

Deliverable 6: Public Education and Results Dissemination

YMEP was to assist USAID/Yemen with official reporting requirements, as well as provide support for broader public dissemination of USAID results. This function was eliminated from the task order in September 2012 when USAID hired a full time Communications Specialist to provide the tasks YMEP had carried out.

Until this time, YMEP developed a Communications Strategy and Implementation Plan for USAID, organized several high profile USAID public outreach events, and disseminated results and progress through success stories and publications both internal and external audiences.

Management Retrospective

Despite recruitment challenges typically seen in high threat environments, YMEP's success has in part been due to the retention of some of its key management staff for long periods of time, as well as key specialists with either significant conflict country experience or intimate knowledge of Yemen. While the security situation necessitated the relocation of expat staff out of Yemen, YMEP's work continued thanks to the dedication and resilience of our local staff, many of whom were with YMEP for significant periods of time and who were able to effectively operate in a system of remote management necessitated by the security situation and relocation of expat staff outside of Yemen.

Lessons Learned

After five years of operating in Yemen, YMEP has afforded IBTCI a number of lessons learned related in particular to management and technical operations. This will certainly benefit IBTCI going forward, and hope that USAID can learn from these lessons in Yemen going forward as well as other Missions.

Introduction

International Business & Technical Consultants, Inc. (IBTCI) was awarded the Yemen Monitoring and Evaluation Project (YMEP) under Contract no. RAN-I-00-09-00016, Task Order No. 01, under the Evaluation Services Indefinite Quantity Contract. YMEP began on May 1, 2010. Sixty months and 14 contract modifications later, it concluded May 31, 2015 (see Annex I for the complete list of modifications).

YMEP was contracted as the Third Party Monitor (TPM) for USAID/Yemen. As such, YMEP was tasked with monitoring the activities of USAID Implementing Partners (IPs) in the areas of health, education, democracy and governance, agriculture and private sector competitiveness. These YMEP tasks included:

- Providing technical support to USAID for the development of the Mission's Performance Management Plan (PMP) and to USAID IPs during the development of their Project Monitoring and Evaluation Plans (PMEP);
- Development and maintenance of a Clearinghouse (CH) database of IP activities, outputs and outcomes;
- Environmental compliance monitoring of IPs;
- Third party activity-level monitoring and evaluation (M&E) services;
- Undertaking regular assessments and evaluations; and
- Public education and results dissemination.

YMEP's implementation coincided with an unprecedented period of political, economic and social change, transition and turmoil that shaped and impacted the operational context of all USAID IPs including YMEP. Some of the salient events that occurred during the implementation period and that impacted USAID IPs and YMEP were:

- The Yemen "Arab Spring" of 2011-2012, resulting in an estimated 2,000 deaths,¹ regime change and presidential elections².
- A period of attempted political transition from November 2011 to January 2014, based on an agreement brokered by the Gulf Cooperation Council (GCC) in November 2011 and the ensuing highly inclusive National Dialogue Conference (NDC) process³.
- Expanding Al-Huthi influence that in September 2014 culminated in their takeover of Sana'a and January 2015 virtual coup and late March 2015 Saudi-led coalition military campaign in support of the elected President Hadi.
- Various types of conflict resulting in massive civilian displacement peaking at an estimated half a million in 2013⁴ with 365,000 Internally Displaced Persons (IDPs) as of January 2015 according to UNHCR.
- Since 2010 there have been 439,744 refugees, asylum seekers and migrants that have arrived from East Africa to Yemen's shores⁵;

¹ According to Freedom House 2013 at: <http://freedomhouse.org>.

² The uncontested election 21 February 2012 had a reported 64.78% electoral turnout, with Abd Rabbuh Mansur Hadi elected with 99.8% of the vote.

³ The NDC process was the cornerstone of the political transition process in Yemen, lasting 10 months, engaging 565 representatives and concluding in early 2014. For similar types of national dialogues see "Yemen's Negotiated Transition Between the Elite and the Street." London School of Economics and Political Science, Middle East Centre Blog, 3/3/2014 at: <http://blogs.lse.ac.uk>.

⁴ From: <http://regionalmms.org>.

⁵ 2010 – 53,832; 2011 – 103,154; 2012 – 107,532; 2013 - 65,319; 2014 – 91,592; 2015 – 18,315 (as of March). From UNHCR: <http://reliefweb.int> and www.regionalmms.org.

- The past five years have also witnessed an increase in personally targeted violence such as kidnappings,⁶ carjackings, assassinations, Improvised Explosive Devices (IEDs) and suicide bombings.
- There has been a marked increase in tribal conflict, a dramatic rise in the influence and incidence of armed militants (most notably the Al-Huthis, but also Al-Hirak in the South) and their violent clashes with other elements in society, as well as an increase in terrorist activity and reach from a variety of Al-Qaeda in the Arabian Peninsula (AQAP) affiliated or franchised entities.
- Interruptions in basic services such as electricity and water, as well as periodic shortages in supplies such as gasoline, diesel, cooking gas.

Despite the challenging operational context that characterized YMEP's implementation period, the project was successful in fulfilling its mandate as a TPM service to USAID, providing the Mission with reliable and objective eyes-on-the-ground verification of IP activities. Additionally, YMEP has provided a range of technical support services to both the Mission and IPs that strengthened the M&E framework in which USAID-financed interventions were implemented, thus, contributing thereby to the overall quality of those interventions.

This Final Report provides a summary of YMEP's tasks and achievements, the challenges faced, as well as lessons learned and recommendations for future TPM projects in Yemen. This report is organized by Component (or Deliverable) and the associated services and achievements indicated in the task order.

⁶ There were 47 incidents of kidnapping of foreigners from January 2010 to March 2014 with 76 victims. From: "Changing Tactics & Motives – Kidnapping of Foreigners in Yemen 2010-2014." <http://saferyemen.com>. One tragic incident was the death in December 2014 of the American photo-journalist Luke Somers (held for over a year) and his South African fellow captor in a failed rescue attempt.

Implementation Assessment of Deliverables Throughout YMEP Program Results

1. Deliverable 1: Final USAID PMP Developed and Implemented

Task Summary

IBTCI was tasked under this Deliverable to do the following:

- Develop the USAID/Yemen Mission-level PMP that was to include project-level quantitative and qualitative performance measures covering all USAID projects, with indicators that logically link to the development hypothesis and include a precise definition of each indicator, the data collection method, data quality considerations and those responsible for data collection.
- Develop PMP training materials for USAID/Yemen staff.
- Conduct PMP training workshop(s) for USAID/Yemen IPs.
- Monitor, evaluate and report on USAID activities.
- Validate data and substantive performance information for the USAID annual performance report.

Key Achievements

- Develop the USAID PMP: Utilizing a combination of long-term staff and short-term consultants, YMEP authored a final report entitled, “USAID Assistance to Yemen: Performance Management Plan FY2011-FY2013” and submitted it to USAID in February 2011. The PMP met the ADS 203 requirement that mandates that USAID missions prepare a PMP that provides a tool to plan and manage the process of monitoring, evaluating and reporting progress toward achieving its strategy.

The PMP outlined the stabilization model that was the foundation of the 2010-2012 Country Strategy (CS) on which the PMP was based. The underlying hypothesis of the CS was that improving services and opportunities to underserved communities leads to improved political and social stability. To ensure a focus on stability considerations in the design and monitoring of the activities of USAID IPs, the PMP included a stability monitoring methodology comprising two main elements:

- A Stability Framework used to compile the conflict sensitivities and responses in a geographic area or program thematic area so that specific potential driver(s) of instability (including grievances) are identified and coupled with project activities or policies that are linked to output and outcome indicators measuring local progress in achieving stability; and
- A Stability Trend Assessment for each geographic area or program thematic area; these assessments were informed by USAID IP Stability Framework, third party studies, as well as external expert knowledge. The outcome of the stability trend assessments were designed to yield indicators of stability that could be aggregated across geographic areas, sectors and other parameters of interest.

The USAID Yemen Stability Monitoring Methodology was designed to: reveal success or failure in moving toward stability in target districts in Yemen; and test the Mission’s Stability Hypothesis.

In addition to the description of the stability model, the PMP included the results framework, descriptions of the Assistance Objective (AO), Intermediate Results (IRs), the geographic focus, critical assumptions and risks, stability indicator guidelines, a Performance Indicator Reference Sheet (PIRS) for each AO indicator; plans for data acquisition and collection, including a description of the Clearinghouse; data quality issues; and a brief plan for data analysis, review and reporting.

- Technical Assistance to IPs during development of their Project Monitoring and Evaluation Plans (PMEPs). YMEP provided technical assistance to the following USAID IPs during the preparation and updating of their respective PMEPs: AmidEast, for the Promoting Youth Civic Engagement Project (PYCE); Land O’Lakes, for the Competitive Agriculture Systems for High Value Crops Project (CASH); Creative Associates International (CAI), for the Community Livelihoods Project (CLP);

Mercy Corps for the Engaging Youth for a Stable Yemen Project (EYSY); Counterpart International (henceforth referred to as Counterpart), for the Responsive Governance Project (RGP); and John Snow Inc. (JSI) for the DELIVER and Maternal and Child Health Integrated Program (MCHIP) project. The technical assistance provided by YMEP helped to ensure consistency between the vertical logic (inputs=>activities=>outputs=>outcomes) of IP projects on the one hand, and the AOs contained in the Mission PMP on the other hand. Moreover, the review by YMEP of the PIRS contributed to significantly strengthen the IP PMEPs, resulting in clearly defined, achievable and relevant indicators with a well-articulated monitoring plan for each indicator.

YMEP took the initiative to develop a Standard Format for the PMP of USAID/Yemen IPs, after determining the need for a document that would help to ensure the technical completeness of the M&E plans of IPs as well as homogeneity in terms of format and content. The Standard Format received USAID concurrence in November 2013 and thereafter resulted in the production of complete and logically sound PMEPs consistent with Mission Assistance Objectives.

- Develop PMP training materials for USAID/Yemen staff. In October 2010, YMEP staff designed training materials for the new PMP and conducted several workshops for USAID. The purpose of this initial training was to introduce the new Mission-level PMP and build capacity in the planned measurement of the stabilization-focused strategy.

Additionally, a comprehensive set of PMP training materials for USAID/Yemen staff were developed in September 2011 within the context of training in the use of the YMEP Clearinghouse (CH). Because the CH was designed specifically as a performance monitoring tool for the Mission CS, the training materials developed for the CH also served as an excellent didactic tool for providing training in the logic and processes of the PMP. The training materials included a PowerPoint presentation that explained the Mission PMP and its elements, the Stability Framework Assessment, Stabilization Trend Assessments and an overview of the modules of the CH, Detailed Users Guides, developed for the Data Entry module and the Reporting module of the CH, provided a pragmatic, step-by-step guide to the functionality of the PMP describing, for example, how the IP-level PMP's were to be linked to the Mission-level development

- Conduct PMP and PMP training workshop(s) for USAID/Yemen implementing partners. Starting with the development of the Mission-level PMP in October 2010, YMEP staff designed and implemented training of the new PMP for the USAID/Yemen IPs. This initial training was to introduce the new Mission-level PMP and help guide the IPs in their development of their own PMEPs to be in line with the PMP.

Beginning in February 2013, YMEP began to facilitate a regular Technical Meetings of M&E Specialists and Chiefs of Party (COPs) of USAID/Yemen IPs. This provided a forum for YMEP, IPs and USAID staff to discuss issues related to the implementation of project monitoring plans. Held initially on a monthly basis -- later on bi-monthly -- these gatherings were also used as an occasion to provide training to IPs in matters related to the effective implementation of their respective PMEPs.

On April 27-30, 2014, YMEP provided M&E training to 25 members of the monitoring and evaluation team of the Supreme Commission for Elections and Referendum (SCER) at an IFES-sponsored "Introduction to Monitoring and Evaluation" Workshop. Topics covered included (i) introduction to M&E; (ii) data Management Processes; (ii) data quality processes; (iii) results frameworks; (iv) data collection methods (observation, interviews, surveys, form completion, data quality considerations); and (v) designing data collection forms (design considerations, dos and don'ts). Each session included a theoretical and applied presentation followed by hands-on group exercises in which participants practiced using the concepts with practical examples relevant to the work of SCER. The activity was enthusiastically welcomed by the SCER M&E staff who participated in the workshop.

- Monitor, evaluate and report on USAID activities. As described below under Deliverable 3, YMEP extensively monitored and regularly reported on the activities of USAID Implementing Partners through on-site monitoring of IP activities. This monitoring was carried out by a local subcontractor as well as direct hire Yemeni M&E Specialists. YMEP developed Standard Operating Procedures to systemize the process for both selection of activities to be monitored as well as procedures for carrying out the monitoring and verifications.

With regard to evaluations, YMEP implemented mid-term and final performance evaluations, carried out at the request of USAID, as described below under Deliverable 5. These evaluations followed an evaluation methodology that was developed during the preparation of the Mission PMP for FY2011-FY2013. This methodology, which followed the USAID Evaluation Policy included a timeline, sampling techniques and data collection methods and tools. For each evaluation, a methodology for sampling and data collection was developed and presented for concurrence to USAID, together with timelines for the evaluation's implementation.

- Validate data and substantive performance information for the USAID annual Performance Plan and Report (PPR). As input for the annual USAID PPR, YMEP successfully conducted the annual Data Quality Assessment (DQA) of all of the indicators included in each annual PPR, in accordance with USAID guidelines on DQA checklists and processes (see section 3.B.a. for further details on the DQA checklist and process).
- Prepare USAID ad-hoc reports at the request of USAID. USAID did not make any requests to YMEP for ad-hoc reports.

Measures of Contractor Achievement

- USAID PMP developed and finalized: The final version of the PMP was submitted to USAID in January 2011 and approved in February 2011.
- PMP training materials developed: for USAID/Yemen staff a comprehensive set of PMP training materials for USAID/Yemen staff were developed in September 2011 within the context of training in the use of the YMEP Clearinghouse (CH).
- PMP training workshop(s) conducted: for USAID/Yemen implementing partners. YMEP began to facilitate a regular Technical Meetings of M&E Specialists and Chiefs of Party (COPs) of USAID/Yemen IPs. This provided a forum for YMEP, IPs and USAID staff to discuss issues related to the implementation of project monitoring plans.
- USAID activities monitored, evaluated, and reported on.: YMEP carried out a rigorous monitoring program as a result of which 410 IP activities were monitored and reported on. YMEP successfully completed the 6 mid-term and final evaluations that were requested by USAID,
- USAID annual performance report includes validated data and substantive performance information on all USAID activities: As input for the annual USAID PPR, at USAID's request, YMEP successfully conducted annual DQAs of all of the indicators included in the PPR.
- USAID ad-hoc results reports: USAID did not request from YMEP ad-hoc results reports.

Challenges

Changes in the country context: The USAID/Yemen PMP was developed on the basis of the CS for the period 2011-2013. The strategic goal of this CS was to increase Yemen's stability through targeted interventions in vulnerable areas. The focus of the strategy was to mitigate the "drivers of instability." As a result of the events surrounding the Arab Spring in 2011-2012, there was a shift away from measuring stabilization to development. With this shift, the strategic goal expressed in the PMP was no longer

pertinent. For this reason, the planned-for national baseline stabilization survey never took place and the planned-for strategy (articulated in the PMP), whereby USAID IPs through their local partners would collect data for the outcome measurements of stability, was not implemented.

The 2014-2016 Country Development Cooperation Strategy (CDCS), which USAID/Yemen released in 2015, states in the introduction “USAID/Yemen’s overarching goal for the strategy period is Strengthening Yemen’s progress to a Prosperous and Resilient Country.” The Development Objectives in this key document were taken into account when YMEP supported RGP in updating their PMP. Due to the deteriorating security situation, the relocation of expat staff in late 2014 and early 2015 and the subsequent USAID-invoked partial suspension of activities in March 2015, YMEP was unable to provide the planned technical support to USAID/Yemen to develop the PMP.

Significant YMEP Impact

- Strengthened the project-level monitoring plans (PMEPs) of IPs, resulting in improved vertical logic of IP results matrices and improved processes for data collection, analysis and reporting;
- Improved overall data quality of IP indicators reported to USAID, particularly of the indicators reported on in the Performance Plan and Report each fiscal year. The most common issue detected by YMEP was that of double counting of beneficiaries. As a result of YMEP recommendations, technical support and training, this issue was successfully resolved.

2. Deliverable 2: USAID M&E Data and Reporting Clearinghouse Developed and Implemented

Task Summary

YMEP was requested to develop a USAID M&E CH that was to be a secure web-based Management Information System (MIS) to provide comprehensive information on the status and progress of all USG activities with corresponding Geographic Information System (GIS) capability (an ArcGIS database that geo-references USG implemented projects). The system was designed to receive the information from USAID implementers, gather and process inputs, outputs, outcomes, impact and verification information, and then disseminate the progress achieved to USG staff. Complementary training and accompanying materials were to be conducted and developed for USAID/Yemen staff and IPs in the use of the USAID Clearinghouse.

Key Achievements

In partnership with IBTCI’s subcontractor Synergy International Systems, YMEP successfully developed and maintained a secure, web-based CH that satisfied the technical specifications stipulated in the Task Order. The CH was available from September 2011 through the web portal at <https://www.ymepinfo.net>.

The Yemen CH is a web-based MIS tool for monitoring and evaluating the effectiveness of USAID in achieving the mission stabilization objectives in Yemen. The CH was designed to support USAID/Yemen in meeting day-to-day information needs in order to make informed program management decisions. The CH is designed to enable USAID/Yemen to monitor and evaluate the performance of USAID projects.

The CH included the following modules:

- Data Entry Module: provides a mechanism for stability related data collection performed by implementing partners and storing the data in CH.
- Reporting Module: provides a mechanism for ad-hoc querying and data visualizations in form of tables, charts and maps.
- Portal: a web-page to access the CH.

One of the key design elements of the CH was a Stability Factor Assessment Tool for monitoring progress in changes to the stability-related factors that IPs had identified (during the process of developing the CH)

in their areas of concern (both geographic and thematic areas), and the subset of these they intended to address through activities.

The CH had the capability to generate reports (tables), graphs and maps. It contains a flexible, report-generating “wizard” that is relatively easy to use and allows users with minimum computer skills to create custom reports. It has a filtering tool that makes it possible to focus queries and reports to the aspect of interest. Queries or report formats could be set up one time and then saved in the CH so that subsequent reports would be automatically generated based on updated data, if available.

Throughout the project implementation period, YMEP provided maps and tables to USAID on request, including:

- Reports used by USAID/Yemen to visually present RGP and CLP interventions, indicator results, activity disbursement updates and geographic spread to other USG stakeholders;
- Updated maps for IPs and the Mission reflecting various financial data sets from the CH for use in internal management presentations;
- Reports for USAID Washington to illustrate activities in Abyan, Shabwa and Ma’rib Governorates;
- Maps of Abyan in support of the Abyan Assessment Project;
- Maps illustrating projected activities in 2013-2015 in targeted Yemen governorates; and
- Maps of Democracy and Governance activities.

Measures of Contractor Achievement

- Analysis of existing M&E MIS/GIS systems within USAID with recommendations for the USAID/Yemen CH: The “M&E Clearinghouse Feasibility Study” was completed in August 2010. The study included recommendations for adaptation and deployment of an information management system (Clearinghouse) to capture the breadth of qualitative and quantitative performance and contextual data to capture reporting from all USAID implementers.
- Yemen Clearinghouse established, tested and populated with baseline, and project-level data: The CH Database system was rolled out to USAID Yemen staff in September 2011, following several months of IP database usage and population of the CH with various levels of IP activity and reporting data. USAID approval of the CH database development fulfillment document was provided to YMEP in the third quarter of FY2012. This fulfilled YMEP’s initial task order obligation regarding the development and implementation of the CH database and training for USAID and the IPs in the CH database usage.
- Training materials developed for the operation of USAID/Yemen Clearinghouse: The following training materials were developed:

PowerPoint Presentations

- Overview of the CH (March 2011)
- CH Training for Data Entry Users’ Manual (March 2011)
- CH Training for IPs and US Embassy (March 2011)
- CH Training on the Stability Factor Assessment and the PMP (March 2011)

Documents

- Clearinghouse Data Entry Training Lessons (70 pages; September 2011)
 - Clearinghouse Database Data Entry Module (110 pages; September 2011)
 - Clearinghouse Database Reporting Module (80 pages; September 2011)
 - Clearinghouse Reporting Training Lessons (36 pages; September 2011)
 - Clearinghouse User Acceptance Guide-Portal (18 pages; September 2011)
- Training in the operation of the USAID/Yemen Clearinghouse provided to USAID and project implementers: Over the course of the project, YMEP’s GIS/CH Specialist conducted over 20 training sessions for users from USAID and the IPs, including CAI, Counterpart, Mercy Corps, JSI/DELIVER, JSI/MCHIP, Amideast and NDI.

- Administrative support for users of the Clearinghouse provided: The YMEP IT staff conducted weekly maintenance of the CH (identifying and communicating to Synergy any technical issues requiring resolution) and provided on-demand technical support to IPs throughout the implementation of YMEP.
- Clearinghouse in regular use by USAID, and IPs: The CH was used on a regular basis by two IPs (CAI/CLP and Counterpart/RGP) to upload their performance data. YMEP staff periodically produced reports and generated maps from the CH at the request of USAID. For the reasons outlined below under “Challenges,” the CH was not consistently used by USAID staff particularly after 2013. However, over the course of the project YMEP produced various reports at the request of Mission staff, including:
 - Reports used by USAID/Yemen to visually present RGP and CLP interventions, indicator results, activity disbursement updates and geographic spread to other USG stakeholders;
 - Updated maps for IPs and the Mission reflecting various financial data sets from the CH for use in internal management presentations;
 - Reports for USAID Washington to illustrate activities in Abyan, Shabwa and Ma’rib Governorates;
 - Maps of Abyan in support of the Abyan Assessment Project;
 - Maps illustrating projected activities in 2013-2015 in targeted Yemen governorates; and
 - Maps of Democracy and Governance activities.

Challenges

- Change in development context: The CH was specifically designed around the “drivers of stability” hypothesis as it reflected the PMP. A key module was built into the CH to permit the measurement of changes in the attitudinal indicators associated with improvements in stability. As a result of the political and security changes associated with and stemming from the Arab Spring, this hypothesis was implicitly dropped as a Strategic Goal by USAID. In consequence, this entire module of the CH became irrelevant, which meant that the CH was no longer capable of tracking progress toward impact indicators associated with the Assistance Objective.
- Change in users: The key to a successful M&E System is that it be user-driven. Successful information systems are driven by users who require and ask for the information as input into their decision-making. One of the factors that contributed to the limited use of the CH was the high change in personnel: at USAID, YMEP and among IPs. In part due to these changes, the CH fell into disuse or never acquired sufficient momentum to live up to its potential.
- Limited usefulness + additional workload for IPs: The fact that most of the IPs have their own “in-house” databases limits the usefulness of the CH for them (as indicated to YMEP in a group discussion of users conducted in 2014). They entered data into the CH to fulfill an obligation imposed by USAID, rather than because of the perceived utility of the CH for their own project management activities. Data that IPs entered was incomplete (no baseline data, lacking quarterly or annual targets, inaccurate financial data) and delayed; factors which severely limited the usefulness of the CH as a planning tool.

As a result of the above challenges, the CH was not sufficiently used as an analytic tool for program monitoring. Despite numerous training sessions provided by YMEP’s IT staff to Mission and IP staff, the CH remained under-utilized. There was a general perception that the CH was too complicated and that it was not capable of providing useful information. In part, this was a self-fulfilling prophecy: most IPs did not update the CH regularly and even those that did (notably, the CLP and RGP projects) omitted important information such as baseline data for indicators; planned outputs on a quarterly and annual basis; and planned disbursements. At the inputs/outputs level of analysis, the CH could have been a useful tool to provide timely reports to USAID by comparing planned financial and physical progress with actual achievements. The lack of baseline data and planned quarterly and annual outputs, planned disbursements, inaccurate actual disbursement data and delays by IPs in uploading data meant that this basic function of

the CH was never fulfilled. The higher level function of the CH – i.e., to track progress in achieving planned outcomes – was not possible due to the fact that baseline and follow-up data on outcome indicators were not collected for the reasons described above.

3. Deliverable 3: Third Party Activity-level M&E Services Conducted

Task Summary

The purpose of YMEP's third party monitoring was to support the Mission's oversight of project implementation by undertaking:

- Data quality verification of USAID IPs results reporting and PMPs; DQAs should include gender disaggregated data sources.
- Rapid response, flexible, activity-level results analyses.
- Sectoral progress and impact analyses.
- Targeted activity-level performance (non-financial) audits and monitoring site visits (verifying the implementation or completion of IP activities as stated in the detailed grant agreement or activity proposal, verifying activity impact, collecting and analyzing data from ROYG and beneficiary interviews regarding activity impact and documenting any issues of concern regarding IP activities).

Key Achievements

- Data quality verification of USAID implementing partners: In each year of implementation, at USAID's request, YMEP successfully conducted an annual DQA of all of the indicators included in the annual USAID PPR. In accordance with USAID guidelines, each DQA assesses the quality of the process for data collection, analysis and reporting in terms of validity, integrity, precision, reliability, timeliness and completeness. As part of this process, YMEP undertook a series of working sessions with individual IPs to review the precision and clarity of the PIRs, with particular focus on the following sections: the indicators definition, the data source; data collection methodology; data limitations and significance; and actions taken or planned to address data limitations.

Each fiscal year, YMEP submitted to USAID a DQA Report as input for the Mission PPR for that fiscal year. The DQA reports were submitted on time and included summary tables presenting the data quality findings for each IP, together with recommendations for strengthening the data quality process.

- Rapid response, flexible, activity-level results analyses: USAID did not make any specific requests to YMEP for rapid response, flexible, activity-level results analyses, although the "Rapid Assessment OTI - Yemen Stabilization Initiative: Final Report" (July 2011) and "Rapid Assessment: Yemen Local Governance Assessment" (August 2012) listed under Deliverable 5 below could potentially be included under this category of M&E product.
- Sectoral progress and impact analyses: USAID did not make any specific requests to YMEP for sectoral progress and impact analyses, although the "Assessing Youth and Gender Programming in Yemen: Final Report (September 2011) listed under Deliverable 5 below could potentially be included under this category of M&E product.
- Targeted activity-level performance (non-financial) audits and monitoring site visits: YMEP undertook on-site monitoring of a representative sample of activities and events that were implemented by the following USAID IPs: CAI, Counterpart, NDI CEPPS, Mercy Corps, Amideast, JSI (two projects MCHIP and DELIVER) and Land O'Lakes International Development Fund. Additionally, YMEP undertook monitoring of Conflict Management and Mitigation (CMM) activities implemented by Yemen Partner for Democratic Change (PDC), Mercy Corps, Amideast and NDI.

For the period from October 2011 to January 31 2012, YMEP subcontracted Apex Consulting, a local data collection firm to conduct field level monitoring. From February 2012 onwards, all TPM was conducted directly by YMEP M&E staff. This decision was made jointly with USAID as it was determined that those qualified research organizations in Yemen were already working for IPs and there was a real or perceived conflict of interest. Table I provides a summary of details contained in Annex 2 including the number of grants/activities monitored in each quarter, organized by IP.

| IP/Project | FY 2012 | FY 2013 | FY 2014 | FY 2015 | Total |
|-------------------|----------------|----------------|----------------|----------------|--------------|
| Amideast/PYCE | 4 | 7 | 8 | 3 | 22 |
| CAI/CLP | 134 | 43 | 77 | 15 | 269 |
| Counterpart/RGP | 6 | 9 | 23 | 10 | 48 |
| JSI/DELIVER | 0 | 0 | 4 | 6 | 10 |
| JSI/MCHIP | 0 | 0 | 7 | 6 | 13 |
| Land O'Lakes/CASH | 0 | 0 | 0 | 9 | 9 |
| Mercy Corps/EYSY | 7 | 2 | 6 | 6 | 21 |
| NDI/CEPPS | 2 | 4 | 9 | 3 | 18 |
| Total | 153 | 65 | 134 | 58 | 410 |

Selection Process⁷: These types of M&E services contracts are often demand driven in that USAID staff provides the activities to the TPM contractor which it would like to have monitored. However, it is also often at the initiative for the TPM contractor to make recommendations for carrying out monitoring or activity verifications. The selection must be done in an objective manner taking into account a spread across IPs, projects, sectors and geographic regions. The YMEP M&E Unit contacted each IP to request an updated list of events and activities that IPs planned to implement for the upcoming 2 week period or longer, if at all possible. The M&E Unit also reviewed the Weekly Reports submitted by IPs to USAID and that have been copied to YMEP, for information on upcoming activities. Once YMEP received a list of upcoming activities, a subset of those activities was selected for monitoring, based on the following criteria:

- Monitoring priorities that USAID has communicated to YMEP;
- All IPs should be monitored, unless USAID indicates otherwise;
- Sector of intervention, to ensure balanced coverage of all types of interventions within the USAID assistance portfolio;
- Cost of the activities that are implemented (priority to larger projects);
- Governorate;
- Ensuring continuity in monitoring of different phases of activities in order to obtain a comprehensive view over time;
- Logistics and security (ability to travel to a given governorate/district when an event is taking place).
- YMEP capacity to carry out TPM activities in a given time period, taking into account the annual target for TPM specified in the USAID Performance Plan and Report (PPR) for the current fiscal year.

A significant sub-category of TPM activities conducted by YMEP was related to infrastructure. YMEP's M&E Unit included an engineer who was responsible for monitoring the quality of a sample CLP infrastructure grants involving rehabilitation or construction of schools or clinics. In addition, YMEP

⁷ From Standard Operating Procedures for Third Party Monitoring of USAID Implementing Partners, March 16, 2014.

carried out an Infrastructure Damage Assessment: Abyan, Aden and Lahj Governorates (included below under Deliverable 5).

Measures of Contractor Achievement

- Data Quality Verification methods and tools developed: USAID clarified to YMEP and all USAID IPs that YMEP was tasked to conduct assessments rather than an audits of data quality. Based on this guidance, YMEP conducted DQAs in adherence with the USAID Tips⁸ which defines the method to be used. The DQA Worksheet included in the Tips document was the tool that YMEP applied when conducting DQAs.
- Activity-level results analysis methods and tools developed: For events such as trainings, YMEP developed and used a short, Likert scale end-of-event questionnaire to monitor the quality of the activities and ascertain the perception of participants regarding:
 - The clarity of the objectives for the event;
 - The importance of the topics;
 - The way in which information was presented;
 - The extent to which new skills or knowledge were learned;
 - The adequacy of the time allocation for the event topics;
 - The adequacy of the training materials and tools that were used;
 - The adequacy of the logistics for the event;
 - The skill level of the trainers/presenters and their rapport with the participants;
 - Their overall level of satisfaction with the event; and
 - The confidence level of the participants in using their ability to use the knowledge or skills that were learned. This latter question in particular was considered to be an indicator of the preliminary result of the events.

YMEP also developed and used interview guides for Key Informant Interviews (KII) to ascertain their perception of the activity and its importance for the participants and/or beneficiaries. For activities involving rehabilitation works or the delivery of equipment, YMEP compared the scope of work and Bills of Quantity with the goods delivery notes and the work completion note, together with a physical inspection of the works or goods, as well as interviews with the beneficiaries to determine level of satisfaction and any issues.

- Targeted activity-level non-financial audit methods and tools developed: As mentioned above, for all activities monitored by YMEP that involved the delivery of materials and equipment, YMEP compared the Bills of Quantity with the Goods Delivery Notes and verified during the site visit that the equipment and materials were present and being used by the beneficiaries.
- Sectoral baseline analysis (on an 'as needed' basis): YMEP did not undertake sectoral baseline analysis. The perceptual baseline study related to the Strategic Goal of reducing the “drivers of instability” identified in the PMP, was never carried out due to the changing context in Yemen and the misalignment with the CS.
- Activity-level output analysis reports. YMEP prepared and submitted to USAID 415 (See Annex 2 for details) TPM Reports, surpassing the annual targets established in the YMEP PMP of 80 (except in FY2013 when only 65 were carried out).

Challenges

Despite a high level of instability and security challenges during much of the program, including the relocation of YMEP international staff for extended periods on three occasions, YMEP successfully carried

⁸ *Tips Number 18*, 1st Edition 2010.

out TPM activities throughout the project, meeting or surpassing the output targets established in YMEP PMP, thanks to a strong remote-management capability and highly professional technical local staff capable of working well with limited supervision.

Significant YMEP Impact

- Through YMEP's TPM Reports, USAID was provided with an objective perspective of the quality of IP events and the extent to which the objectives of IP activities were being achieved.
- USAID was alerted to any quality or process-related issues with IP projects. For the most part, YMEP TPM Reports confirmed that IP activities were carried out as planned, with good logistics and were of good quality. However, some salient issues detected by YMEP included:
 - Procurement issues related to medical equipment for hospitals;
 - Quality-control issues related to quality of construction of one of the Abyan Markets;
 - Sustainability issues with some agriculture activities (household gardens, small animals);
 - Beneficiary selection issues for some activities.
- Mid-wives supported by CLP clinics lacked family planning supplies that were to be provided free-of-charge by the MOPHP. The lack of an autoclave or steam sterilizer may prevent the PPM clinics from being able to renew their license from the MOPHP, as this is a prerequisite for licensing.
- TPM reports identified logistical and input quality issues during the initial phase of the Yemen Early Grade Reading Program (YEGRA). These were resolved by CLP as confirmed by YMEP TPM Reports on subsequent phases and feedback from participants.

4. Deliverable 4: Activity-Level Environmental Compliance Verification Conducted

Task Summary

Activity-level environmental compliance was to be conducted in order to satisfy USAID's requirements for activity-level environmental compliance reporting (ADS 204). This was to include the examination of project-level Initial Environmental Evaluations (IEEs) and Environmental Reviews (ERs), taking into account USAID Environmental Guidelines, and including the Pesticides Evaluation Report and Safer Use Action Plan (PERSUAP). YMEP was to develop training material and conduct training for USAID staff, other USAID implementers and ROYG counterparts in USAID environmental regulations producing and implementing IEEs and ERs and the PERSUAP.

Key Achievements

Since its inception in 2010, YMEP has undertaken environmental compliance monitoring of a sample of IP activities that had environmental compliance requirements.

In November 2010, YMEP responded to the Mission's request to improve USAID/Yemen's implementation practices with regard to its environmental compliance responsibilities by mobilizing an Environmental Consultant to Sana'a to better define the current practice and any gaps needing attention. The Environmental Consultant, using USAID's IEE methodology, ascertained that most of the USAID Yemen programs would not have a significant effect on the environment and that most would qualify for a categorical exclusion.

In November 2011, YMEP mobilized a second environmental consultant to conduct training, review specific case examples of grant environmental decisions, and recommend further improvements to the Mission's and its IP's environmental procedures.

The Environmental Specialist also developed a training module for USAID staff and IPs in all aspects of the required USAID Environmental Compliance protocol. The YMEP-led training successfully trained USAID and IP staff in U.S. Government environmental compliance policies and protocols. The training consisted

of presentations and interactive discussion regarding the 22CFR216 Agency responsibilities and how the USAID/Yemen Mission had undertaken some of this responsibility in its current portfolio. The USAID workshop was a broad and comprehensive look at the regulatory requirements and how they should be effectively integrated into project design and implementation. The IP workshops for CLP and RGP staff focused on specific types of environmental issues that their respective projects were most likely to encounter.

Also in late 2011, YMEP hired a part time local Environmental Compliance Consultant to provide ongoing oversight of the IP environmental compliance activities. However, given that YMEP's environmental compliance oversight role did not necessitate a full time staff and since CLP was the IP with the bulk of activities requiring environmental compliance, USAID recommended and YMEP agreed -that the environmental consultant would be better utilized as a full-time environmental professional supporting CLP's environmental due diligence performance.

In order to ensure adequate environmental compliance monitoring capacity within YMEP, following the transfer to CLP of the dedicated environmental consultant, the skills of YMEP's full time M&E Specialists were upgraded to include the environmental due diligence oversight. They received training in environmental compliance monitoring in July 2012. The M&E Specialists were responsible for conducting environmental compliance site visits for USAID funded activities that potentially could have had environmental consequences.

In July 2012, the same international consultant returned to conduct a follow-on environmental visit to:

- Identify adjustments made with respect to the November 2011 visit and recommendations made in the final consultant report approved by the Mission in February 2012;
- Conduct follow-up training for CLP which, of all IPs, had the majority of activities requiring environmental due diligence;
- Review environmental documentation flow and approval processes between the Mission and its IPs, primarily CLP; and
- Train YMEP M&E staff on the environmental oversight process.

In July 2013 YMEP submitted to USAID "Yemen Biodiversity and Tropical Forests: 118/119 Assessment Report." This report provided an analysis of the current status of Yemen's tropical forest and the biodiversity of the country based on a rapid assessment of readily available information and data. Based on that assessment, the report included recommendations regarding:

- Action necessary for conservation and sustainable management of tropical forests and/or biodiversity;
- Programming considerations for USAID to ensure any proposed actions supported are consistent with the requirements of Foreign Assistance Act Sections 118(e) and 119(d).

Measures of Contractor Achievement

- Activity-level environmental compliance verification methods and tools developed. To help facilitate the YMEP environment oversight program, an international STTA Environmental Specialist was contracted in November 2010 to develop several checklists/inspection forms to guide the YMEP monitors through project and/or facility site assessments. The Checklist for YMEP Assessment of CLP Grant Environmental Due Diligence Documentation and Determinations was developed to guide YMEP staff in the assessment of the appropriateness of CLP's environmental threshold decision-making and monitoring for individual grant projects. The following sector-specific inspection environmental inspection checklists were prepared to guide environmental site reviews to assess potential issues of concern and possible mitigations for such issues:
 - Environmental Checklist for Construction Related Activities;
 - Environmental Assessment Checklist for Agricultural Activities;

- Environmental Assessment Checklist for Health Care Facilities and Activities; and
- General Environmental Assessment Checklist.
- Activity-level environmental compliance verification training material developed. In 2011, YMEP's STTA Environmental Specialist developed a training module for USAID staff and IPs in all aspects of required USAID Environmental Compliance protocol.
- Activity-level environmental compliance reports: Over the course of the project, YMEP prepared 19 environmental compliance reports, summarized in Annex 3.
- Examinations of project Environmental Reviews (ERs): YMEP conducted two Environmental Compliance Reviews: the first, carried out in November/December 2011, provided a review of specific case examples of CLP grant environmental decisions, together with recommendations for improvements to the Mission's to IPs' environmental procedures; the second, conducted in July 2012, was a review to follow-up on the recommendations and issues noted in early report. This latter review included follow-up training with CLP; meetings with CLP management on the requirement to implement key recommendations noted in earlier report; and site visits to review a sample of CLP grants with possible environmental issues.

Additionally, as part of the approved work plan for the 60-day partial suspension of activities (March - May 2015), YMEP will carry out an Environmental Compliance Desk Review of both CASH and CLP relevant project documents for a representative sample of activities/grants and identify grants or activities with Environmental Compliance requirements that were implemented in or after June 2012.

Challenges

No noteworthy challenges were encountered.

Significant YMEP Impact

- YMEP's objective monitoring of IP construction and rehabilitation activities verified that most environmental compliance measures were adhered to, where required.
- Identified a number of environmental issues that were subsequently resolved by the respective IPs.

5. Deliverable 5: Regular Assessments and Evaluations Conducted and Reported

Task Summary

- Assessments and performance evaluations (mid-term and final) were to be integral to the M&E effort and were to be conducted throughout YMEP's implementation period.
- Evaluations were to include questions measuring impacts on the different segments of the communities, with due consideration to gender and age, and not simply at the community-level.
- Subject to USAID approval, YMEP was to propose an evaluation methodology that would include: an indication of the sampling methods and techniques; the type of participatory data collection methods and tools to be applied; the profile, selection process and training – including training materials – of the survey team(s) and supervisory survey staff. The methodology was to include a description of quality control processes and the design and elaboration of survey data entry systems.

Key Achievements

YMEP was asked to carry out 10 assessments and evaluations. The typical staffing model was to utilize a team consisting of international experts (an evaluation methodologist and a subject matter expert) and local consultants (evaluation specialists, researchers and/or subject matter specialists). In most cases, YMEP full time staff participation was limited to quality control, technical or geographic guidance, logistics

and administrative support. Table 2 contains the assessments and evaluations which were prepared by YMEP and approved by USAID.

| Table 2: YMEP Conducted Assessments and Evaluations | | |
|--|--|------------------------|
| No. | Report Title | Submission Date |
| 1. | Rapid Assessment OTI - Yemen Stabilization Initiative: Final Report | July 2011 |
| 2. | Assessing Youth and Gender Programming in Yemen: Final Report | September 2011 |
| 3. | Mid-term Evaluation of the Community Livelihoods Project (CLP) | April 2012 |
| 4. | Mid-term Evaluation of the Promoting Youth for Civic Engagement Project (PYCE) | July 2012 |
| 5. | Rapid Assessment: Yemen Local Governance Assessment | August 2012 |
| 6. | Mid-term Evaluation of the Responsive Governance Project (RGP) | August 2012 |
| 7. | Infrastructure Damage Assessment: Abyan, Aden and Lahj Governorates ⁹ | January 2013 |
| 8. | Final Evaluation of the Health Program of the CLP | March 2014 |
| 9. | Performance Evaluation of the Education Program of the CLP-Final Report | October 2014 |
| 10. | Final Evaluation of the Community Livelihoods Program Agriculture Program | October 2014 |

Measures of Contractor Achievement

- Evaluation methodology developed and approved by USAID, including timeline, sampling techniques and data collection methods and tools.
 - The USAID results evaluation methodology was developed during the preparation of the Mission PMP for FY2011-FY2013. A core section of the PMP was the presentation of the stabilization measurement methodology, including a description of the stabilization hypothesis, the stabilization model, and the implementation of the stability monitoring methodology, an explanation of the difference between stability programming and traditional development programming; the indicators that were to be used, and the results framework.
 - For each of the ten assessment and evaluation reports listed under Key Achievements, a methodology for sampling and data collection was developed and presented for concurrence to USAID, together with timelines for the implementation of the studies.
- Assessment and evaluation reports: YMEP prepared and received USAID approval for 10 assessments and evaluation reports (see Table 2 above). Additionally, as part of the approved 60- Day Continuity Work plan during the 90-day partial suspension of activities (March-May 2015), YMEP compiled a finalized Scope of Work (SOW) for an assessment of USAID-funded youth sector activities to be conducted in the future.

⁹ In Q12012, the Governor of Abyan expressed the need for a comprehensive assessment of the damage to schools, health facilities, markets, roads and electricity networks following the conflict there in 2011-2012. USAID approved the request and YMEP carried out a thorough damage assessment in the area through a sub-contract with International Relief and Development (IRD) for the fieldwork from October to early 2012.

Challenges

- The security situation limited the ability of international evaluators to travel outside of Sana'a and Aden. This challenge was successfully overcome by organizing focus groups in Sana'a and Aden with the participation of key informants brought in from other governorates, as well as making use of local consultants and YMEP's local M&E Specialists who were able to travel to other governorates and cities.
- Difficulties in obtaining entry visas to Yemen for international STTA's was a particular challenge in the case of the Final Evaluation of the CLP Agriculture Program. To overcome this challenge in that particular instance, an ex-COP of YMEP, whose Yemen residence visa was still valid, was brought in as Team Leader and the YMEP Senior M&E Specialist assumed the role of Sector Specialist. Also, the local M&E YMEP Specialists, working with local consultants, contributed significantly to the successful completion of this particular evaluation.

Significant YMEP Impact

- Provided USAID and those IPs that were the subject of YMEP assessments and evaluation, with evidence-based recommendations on ways to improve the effectiveness of USAID-supported interventions.
- On mid-term evaluations, YMEP provided USAID with objective assessments regarding the quality of project processes, and pragmatic recommendations that lead to improvements in the intervention approach.
- On final evaluations, YMEP provided USAID with objective estimates of the preliminary impacts of IP interventions, identified lessons learned and best practice; and provided evidence-based recommendations to improve the design and effectiveness of future projects.

6. Deliverable 6: Public Education and Results Dissemination

Task Summary

YMEP was to assist USAID/Yemen with official reporting requirements, as well as provide support for broader public dissemination of USAID results. This was to be accomplished through publications and public education and information dissemination events at the community and national level. Publications and specialized reports, produced in collaboration with USAID and USG implementing partners, were to be shared with relevant stakeholders in Yemen and the U.S., including the ROYG, as agreed with USAID/Yemen during the lifetime of the strategy. Special attention was to be dedicated to producing accessible information appropriate to USAID beneficiary communities demonstrating the responsiveness, accountability and impact of US assistance. A Communications Strategy and Implementation Plan, was to be developed in consultation with the COR and USAID's "to-be-hired" Development Outreach and Communication Specialist (DOC). IBTCI's subcontracting partner, Sonjara, provided an STTA Communications Specialist to lead the development of this Strategy document.

In 2011 at USAID's request, YMEP provided a full time Communications Specialist as the Mission did not hire a DOC. YMEP continued to provide this full time assistance until September 2012 when this deliverable was eliminated from the YMEP scope of work.

Key Achievements

A Communications Strategy and Implementation Plan was submitted to USAID in January 2011 and received approval in early February 2011. The objective of the Communications Strategy and Implementation Plan was to increase public awareness among Yemeni and US audiences of, and support

for, U.S. assistance to the people of Yemen, thus contributing to the overarching U.S. government goal of a more balanced view of U.S. assistance to Yemen by:

- Increasing visibility of US assistance in the 10 target governorates;
- Better communicating of USAID's long-term investment in the people of Yemen;
- Portray a positive image of USAID's activities carried out in partnership with the ROYG;
- Providing timely, accurate and useful information on USAID-funded Yemen activities.

The full time Communications Specialist and locally hired Communications Assistant provided four separate trainings for IP representatives on USAID Branding and Communications requirements and guidelines. In total, 55 IP representatives attended these trainings.

Measures of Contractor Achievement

- Information Dissemination and Public Education Plan developed and approved. YMEP submitted to USAID the Communications Strategy and Implementation Plan in January 2011 and received approval in early February 2011. Following approval from USAID/Yemen, YMEP disseminated to all USAID IPs the Communications Strategy and Implementation Plan to ensure compliance and understanding. Additionally, it was briefly presented to the IPs by the COR at the Quarterly Partners Review meeting in Sana'a.
- Activity and impact results and progress disseminated in workshops, conferences and seminars. YMEP did not disseminate activity and impact results in workshops, conferences and seminars. However, several high profile USAID public outreach events attended by the U.S. Ambassador, the U.S. Deputy Chief of Mission and/or the USAID Mission Director were coordinated by YMEP in 2011. YMEP was responsible for drafting talking points for U.S. Embassy and USAID diplomats, inviting local print, television and radio media and writing press briefings for the U.S. Embassy website following the event. These public outreach events helped to highlight to Yemen citizens and Yemen government officials the presence of much needed U.S. government foreign assistance at a critical time of political transition in Yemen.
- Results and progress disseminated in success stories, publications and visual material. On a number of occasions YMEP was requested to compile media articles and success stories for use by USAID/Yemen internally with various USG audiences, as well as for external consumption. Instances which warrant mention here were: in late 2011, YMEP's Communications Specialist completed nine success stories highlighting the impact of USAID IP activities; drafting an Opinion-Editorial piece for the U.S. Ambassador, published in the Yemen Times¹⁰ on the occasion of USAID's 50th anniversary; and the most recent instance was in November 2014 when IPs submitted success stories, by sector, for editing by YMEP.

¹⁰ A local English language newspaper.

Challenges

YMEP deployed a STTA Communications consultant to Yemen in May 2011 to support the communications outputs and needs of the USAID/Yemen. Unfortunately, due to the deteriorating security context YMEP international staff members were relocated outside of Yemen. After the redeployment of the YMEP team in September 2011, YMEP hired a full time Communications Specialist. With the departure of the Communications Specialist and the management of the function undertaken directly by USAID, a YMEP Task Order contract Modification #4 was issued eliminating this deliverable effective December 2012.

Initially, YMEP was intended to develop out the USAID/Yemen website, but in April-June 2012, USAID policy shifted from the separate use of individual Mission websites to a new centralized Agency website, containing country pages for each Mission and country. Therefore, YMEP was no longer responsible to pursue the development of a USAID/Yemen website as one of its deliverables for 2012.

Management Retrospective

A key component of YMEP's ability to fulfill its contract obligations were the strong management systems that facilitated performance. The following section provides a few details to highlight this aspect of IBTCI's HQ support to the program in Yemen.

Office Locations

YMEP Sana'a office moved twice over the past five years. Starting initially in Tourist City, so as to be near the US Embassy, a decision was taken based on security reasons to move the office to a stand-alone villa near Medina Sakania to be closer to the residences in the Hadda district. Again for security reasons, in November 2013 YMEP moved its office to the Hadda Management Compound ensuring that the office and residences were in a high security compound. In June 2013, YMEP opened a satellite office in Aden at the Coral Hotel to provide M&E services across the south due to an increase in USAID activities following wide-scale fighting earlier in 2012. The office was closed with all furnishings and equipment moved to the Mercy Corps office at the end of March due to the deteriorating security situation.

Personnel

Despite recruitment challenges typically seen in high threat environments, YMEP's success in part has been the retention of some of its key staff for long periods of time. All of the COPs had either significant conflict country experience or were intimately knowledgeable of Yemen. For three and a half years, particularly during some of the worst security crises in Yemen over the past five years, YMEP was benefited from the leadership of two long-term COPs, Jane Thomson and Hamouda Hanafi. Additionally, since November 2012, YMEP's M&E team was led by Roger Pipe, bringing continuity, leadership and expertise through the end of the project.

At IBTCI headquarters in Vienna, Virginia, Vice President Bob Van Heest has served as the YMEP focal point throughout the five year contract period. He has been supported by several Program Associates over this duration.

While the security situation necessitated the relocation of expat staff out of Yemen, YMEP's work continued thanks to the dedication and resilience of our local staff. While turnover happens in all projects, key local staff remained intact for long periods of time; some since project inception to the end. YMEP's administrative leadership, Financial Manager Mahdi Mohammed, and Administrative Manager, Adel Awn, have been with YMEP since July 2010 and August 2011 respectively. The IT Unit, who were ultimately responsible for representing the CH in Yemen, was led by Abdulkarim BinZain and Ammar Sabbar who were with YMEP since October 2010. Additionally, YMEP's local M&E specialists Mohammed Rabee, based in Aden, and Jamal Ba'ather, have been the cornerstone of YMEP M&E related activities since June and August of 2013. The continuity, hard work, dedication and responsiveness of the YMEP local staff to the

remote leadership model put in place during times of relocation has been critical to YMEP's success. (see Table 4 below).

Remote Management

With USAID concurrence, YMEP management relocated to either Dubai, UAE (for short relocations) or Nairobi, Kenya (for longer relocations). The relocation to Nairobi was to take advantage of IBTCI's existing project sites and infrastructure so as to minimize the disruption of being out of Yemen, while remaining in the same time zone as Yemen. YMEP management were able to continue to oversee both administrative and technical work operate in order to fulfill project objectives, supervise the work of local Yemeni project staff and liaise with other IPs. Numerous adjustments were made in order to facilitate the remote management process including authorizing the local staff as signatory on the project account. IBTCI Headquarter staff continued to provide on-going management and technical support to YMEP from Vienna, Virginia.

Security Management

The Introduction section to this Final Report highlighted the complexities of Yemen's political, economic and social context since YMEP began in May 2010. At the time of inception, it was deemed necessarily to only have an unarmed guard at the front door to the office. Only eight months after YMEP was launched, events of the Arab Spring began unfolding in Yemen. The broader context impacted YMEP implementation, as well as the activities of IPs being monitored, and presented a range of security management challenges. YMEP's security management systems were consistently strengthened over time premised on a three pronged approach which included: 1) corporate security management protocols, policies and systems; 2) in-country information compilation and analysis; and 3) Yemeni security professionals on the team to advise and apply risk assessment systems and implement real-time decisions. This strengthening process also resulted in rising security expenses as the security situation evolved and IBTCI's actions did as well, all where appropriate with USAID concurrence.

Upon moving from Tourist City to the Hadda villa, YMEP conducted a security assessment and installed a part time security advisor, hired a local security company to provide 24/7 static guards and installed physical security measures (i.e. video cameras, screens and anti-blast film for the windows). As the security situation continued to slowly deteriorate in 2013 a decision was taken to move the office and all residences inside the Hadda Management Compound. The Security Advisor was hired full time as was close-protection security specialists. In 2014, the facilities in the Hadda Management Compound were "hardened" with safe room doors, bars on windows and anti-blast film. Finally, an armored car was leased and transportation was in "convoy" form.

While internationals were generally not targeted, security risks increased during this era from a variety of sources including civil unrest, proliferation of conflict and heightened activity of AQAP and affiliates in various parts of the country. During this period there was a dramatic increase in US air (e.g. cruise missiles) and drone strikes in Yemen. One incident that illustrated potential risks specifically to Americans was the September 2012 mob attack on the U.S. Embassy compound.

Indicative of the tumultuous nature of this period is that fact that there have been seven instances during the contract period when YMEP international staff were relocated outside of Yemen due to security related issues as per the following:

- i. March 18, 2011, following the killing of more than 50 protestors in Sana'a,¹¹ YMEP expatriate staff were instructed by USAD to either evacuated from Yemen or to temporarily not return (in the case of the Senior M&E Expert who was out of the country on his scheduled leave).

¹¹ March 18, 2011, in Change Square in Sana'a 53 protestors were killed and over 200 injured by pro-government sniper fire. Subsequently named *Juma'at al-Karamah*, or the Friday of Dignity, this incident was a watershed event

- ii. May 25, 2011, the US Embassy issued an ordered departure notice and YMEP expatriates were evacuated from Yemen deterioration and worked from Dubai and IBTCI HQ in northern Virginia.
- iii. August 7, 2012, the Department of State issued an evacuation order for all non-essential personnel. Consequently, YMEP offices were closed for the period August 7 through September 2, when the YMEP COP and Senior M&E Specialist returned to Yemen.
- iv. August 6, 2013, the Department of State ordered the departure of non-emergency U.S. government personnel from Yemen due to the continued potential for terrorist attacks.
- v. In order to implement a number of physical security measures in the YMEP office and residences in the Hadda Compound the COP and Senior M&E Specialist left Yemen to maximize security during the period.
- vi. September 25, 2014, following the Huthi takeover of Sana'a, USAID issued a temporary reduction notice to IPs and YMEP's Senior M&E Specialist on R&R in Dubai, was re-located to Nairobi. October 24 the Ordered Departure was extended for a further 30 days and extended indefinitely in November.
- vii. January 22, 2015, USAID/Egypt encouraged Yemen IPs to re-locate their expatriate staff outside of Yemen due to heavy fighting between Al-Huthis and government armed forces. On January 26, YMEP COP and Senior M&E Specialist who had just returned to Sana'a were relocated to Nairobi, Kenya.

A brief summary of ongoing security challenges that have impacted a number of management and technical aspects of YMEP include:

- Interruptions in work outputs for local staff being asked to work from home, arrive late or leave early in order to avoid popular demonstrations or other security risks;
- Recruitment and retention of international staff;
- Challenges in securing visas for international staff, STTA and visitors, including;
- Availability of diesel, petrol and electricity have had an adverse effect on local staff and the logistics of monitoring activities in the country;
- Security challenges in project implementation areas impacted the ability of YMEP monitors to attend IP events and activities, although the project worked closely with IPs to shift activities when possible.

Lessons Learned

Management Lessons Learned

- In complex implementation contexts such as Yemen, where security risks are significant and the likelihood of international staff being relocated outside is high, it is incumbent to recruit a strong Yemeni team to play a leadership role in project implementation and management. Table 4 above illustrates that challenges that YMEP faced and overcame in this regard. With the likelihood of remote management being necessary during YMEP 2, it would be prudent to recruit a Yemeni Chief Operations Officer to provide high-level in-country management leadership.
- The evolving context in Yemen, not only from a security perspective but also in management systems, requires flexibility and adaptability in decision-making both in Yemen and from HQ. Such an adaptive model is essential in a context such as Yemen and must be built into budgets, as well as reflected in the recruitment of staff that are able to thrive in such situations.
- TPM implementers need to working closely with USAID Mission leadership to build a consensus on expectations to transcend the rotation of staff, both American and Yemen, in both the IP and USAID.

of Yemen's Arab Spring and prompted the declaration of a state of emergency and attracted international condemnation of the Saleh regime.

TPM implementers need to build strong collaborative relationships and interaction with USAID IPs, seeking to balance the support/service aspect of such a role with the neutrality of constructive dialogue in striving for the highest levels of performance and impact.

Technical Lessons Learned

- IP Cooperative Agreements and Contracts should include a clause requiring them to work with the TPM entity.
- The TPM technical M&E team should include a good balance of monitors in terms of gender as well as age.
- The TPM technical M&E team should include sector specialists as monitors for the areas that are being supported by USAID IP interventions, such as health, agriculture and education.
- In order to provide better geographic coverage, it is important for similar TPM projects to maintain an office in Sana'a, as well as in Aden. To further improve coverage in governorates that are difficult to access areas, consideration should be given to employing local M&E Specialist who reside in those governorates, setting them up as "one-person" satellite offices. The design of the CH must be flexible with regard to higher-level results indicators, as these may change over time.
- In order to enable the TPM implementer to provide to the Mission with information on impacts and progress towards achieving planned results, the following should take place:
 - Baseline and follow-up data must be collected for all outcome indicators included in the Mission PMP as well as in all IP PMEPs. In order to ensure that this is done in a technically sound and timely manner, the TPM implementer should be tasked with undertaking all baseline and follow-up data collection, in order to ensure the objectivity and technical soundness of the data collection
 - The mandate of the TPM implementer should be expanded to include reviewing and providing technical support to IPs regarding the design of their projects within the context of the results matrix and the vertical and horizontal logic inherent in the results matrix;
 - At the activity or output level, follow-up or ex-post monitoring of IPs activities should take place to determine the preliminary impacts of IP interventions and the tendencies or trends toward achieving the planned intermediate results at the project level. This type of monitoring could be done by either the TPM implementer or by the respective IP with data quality assessment carried out by the TPM.

Annex I: YMEP Contract Modifications

| No. | Date | Brief Description of Modification Purpose |
|-----|--------------------|---|
| 1. | November 1, 2010 | To change the key personnel: Section F.6 Key personnel, page 41, Ms. Elizabeth Adelski replaces Mr. Harry C. Carr as the Senior Technical Advisor. All other terms and conditions remain unchanged. |
| 2. | September 28, 2010 | To obligate the amount of \$2,708,723 thus increasing obligated amount from \$400,000 to \$3,108,723. |
| 3. | July 5, 2011 | To obligate the amount of \$1,744,763 thus increasing the total obligated from \$3,108,723 to \$4,853,486. |
| 4. | December 5, 2011 | To: 1) Realign the budget; 2) Revise the Statement of Work; 3) Revise the Deliverables; 4) Revise the Key Personnel. |
| 5. | March 8, 2012 | To add incremental funding in the amount of \$277,000 thereby increasing the obligated amount from \$4,853,486 to \$5,130,486. |
| 6. | March 15, 2012 | The purpose of this modification is to correct the Financial Data. |
| 7. | March 28, 2012 | To add incremental funding in the amount of \$700,000 thereby increasing the obligated amount from \$5,130,486 to \$5,830,486. |
| 8. | May 14, 2012 | To obligate the amount of \$1,724,000 thus increasing the total obligated from \$5,830,486 to \$7,554,486. |
| 9. | December 31, 2012 | To: 1) Exercise the 2 option years, thereby extending the completion date from 30 April 2013 to 30 April 2015; 2) Increase the Total Estimated Cost from \$7,748,573.00 by \$4,116,707 to \$11,865,280.00; and 3) Incrementally fund the award from \$7,554,486.00 by \$1,277,683.00 to \$8,832,169.00. |
| 10. | October 9, 2013 | To: 1) Revise the completion date to be September 30, 2014; 2) Incrementally fund the task order by obligating \$1,500,000, thus bringing the total obligated amount to \$10,332,169; 3) Revise the Statement of Work and deliverables; 4) Revise Key Personnel; 5) Revise the authorized Geographic Code; 6) Update clause no. AIDAR 752.7005 Submission Requirements for Development Experience Documents (September 2013); 7) Update Clause no. AIDAR 752.225-70 Source and Nationality Requirements (Feb 2012). |
| 11. | May 8, 2014 | Special Task Order Requirements, H.I. Key Personnel, delete the COP and substitute the following in lieu thereof. COP Michael Sinclair. |
| 12. | September 14, 2014 | To extend the completion date of the Task Order to January 30, 2015 at no additional costs, revise the Statement of work to include the activities that would be performed during this extension period and add the USAID Implementing Partner Notices (IPN) Portal for Acquisition provision. |
| 13. | December 31, 2014 | To extend the completion date of the Task Order from January 30, 2015 to March 31, 2015. |
| 14. | March 26, 2015 | To: 1) Extend the completion date of the Task Order from March 31, 2015 to May 31, 2015 at no additional costs; 2) Increase the total estimated cost of the Task Order by adding \$390,423 thus bringing the total estimated cost to \$12,255,703; 3) Increase the obligated amount by \$390,423 thus bringing the total obligated amount to \$12,255,703; 4) Revise the budget. |

Annex 2: YMEP TPM of IP Activities

| IP | TOTAL | CAI | Counter part | NDI | Mercy Corps | Amid-east | JSI | JSI | Land O'Lakes |
|---------------------------|------------|------------|--------------|-----------|-------------|-----------|-----------|-----------|--------------|
| Project | | CLP | RGP | | EYSY | PYCE | MCHIP | DELIVER | CASH |
| FY2012 | 153 | 134 | 6 | 2 | 7 | 4 | 0 | 0 | 0 |
| Oct - Dec 2011 | 105 | 95 | 3 | 1 | 3 | 3 | | | |
| Jan-Mar 2012 | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Apr-Jun 2012 | 24 | 17 | 2 | 1 | 3 | 1 | | | |
| July-Sept 2012 | 24 | 22 | 1 | | 1 | | | | |
| FY2013 | 65 | 43 | 9 | 4 | 2 | 7 | 0 | 0 | 0 |
| Oct-Dec 2012 | 21 | 19 | | 2 | | | | | |
| Jan-Mar 2013 | 14 | 10 | 1 | 1 | | 2 | | | |
| Apr-Jun 2013 | 20 | 9 | 5 | 1 | 1 | 4 | | | |
| Jul-Sep 2013 | 10 | 5 | 3 | | 1 | 1 | | | |
| FY2014 | 134 | 77 | 23 | 9 | 6 | 8 | 7 | 4 | 0 |
| Oct-Dec 2013 | 39 | 20 | 8 | 4 | | 4 | 3 | | |
| Jan-Mar 2014 | 49 | 36 | 1 | 4 | | 3 | 3 | 2 | |
| Apr-Jun 2014 | 23 | 16 | 3 | | 3 | 1 | | | |
| Jul-Sep 2014 | 23 | 5 | 11 | 1 | 3 | | 1 | 2 | |
| FY2015 | 58 | 15 | 10 | 3 | 6 | 3 | 6 | 6 | 9 |
| Oct-Dec 2014 | 25 | 10 | 3 | | 4 | 1 | 1 | 5 | 1 |
| Jan-Mar 2015 ^b | 33 | 5 | 7 | 3 | 2 | 2 | 5 | 1 | 8 |
| TOTAL | 410 | 269 | 48 | 18 | 21 | 22 | 13 | 10 | 9 |

^a Sixty grants were monitored through field visits and 35 were monitored with office visits to CLP.

^b As of March 26, 2015, when the partial suspension of activities was ordered by the YMEP Contracting Officer in USAID/Egypt.

Annex 3: Environmental Compliance Reports Submitted to USAID by YMEP

| No. | Grant ID | Grant Title | Location |
|-----|----------------|--|----------|
| 1. | CLP-DIHEAMR003 | Environmental Compliance Monitoring Report – Supporting Amran Mobile Medical Teams | Amran |
| 2. | CLP-HEYEM003 | Environmental Compliance Monitoring Report – Review of EC plan in grant for Mae'en Health Center | Sana'a |
| 3. | CLP-DIHEAMR003 | Environmental Compliance Checklist – Supporting Amran Mobile Medical Teams | Amran |
| 4. | CLP-DIEDSAN003 | Environmental Compliance Checklist for the Rehabilitation of Imam Al-Shafi'e School | Sana'a |
| 5. | CLP-DIESAN005 | Environmental Compliance Checklist – Solar Power Installation at Al-Shafe'e School | Sana'a |
| 6. | CLP-CAMR016 | Environmental Compliance Report & Checklist – Support to Private Providers Midwives | Amran |
| 7. | CLP-HEYEM003 | Follow-Up report – Mae'en Health Center – Compliance with EC Plan in Grant Document | Sana'a |
| 8. | CLP-DIEDSAN001 | Solar Power Installation for Illumination of Al-Jeel Al-Jadid School | Amran |
| 9. | CLP-DIEDSAN005 | Solar Power for Illumination of Imam Al-Shafi'e School | Sana'a |
| 10. | CLP-DIAGSAN001 | Rainwater Harvesting at Imam Al-Shafi'e School | Sana'a |
| 11. | CLP-DIEDSAN006 | Solar PV Installation System for Ruqaiyah School | Sana'a |
| 12. | CLP-DIEDSAN001 | Harvesting Rooftop Rainwater for School Gardening in Ruqaiyah School | Sana'a |
| 13. | CLP-DIAGSAN001 | Rainwater Harvesting System for Al-Shafi'e School | Sana'a |
| 14. | CLP-DIEDADN001 | Rehabilitation for Raydan School | Aden |
| 15. | PYCE-ADEN I | Rehabilitation of Shamsan Club | Aden |
| 16. | CLP-DIEDABY003 | Rehabilitation of Seven Schools – Abyan Damaged by Conflict Al-Farouq School | Abyan |
| 17. | CLP-DIEDABY003 | Rehabilitation of Seven Schools – Abyan Damaged by Conflict Al-Farouq School | Abyan |
| 18. | CLP-DIAGABY001 | Rehabilitation of five Markets in Abyan, Environmental Compliance Report – Vegetable and Fish Market, Zigibar, and Central Market, Ja'ar | Abyan |
| 19. | CLP-DIAGABY001 | Rehabilitation of five markets in Abyan, Environmental Compliance Report – Vegetable and Meat Market, Ja'ar | Abyan |