



PERFORMANCE MANAGEMENT AND SUPPORT PROGRAM FOR LEBANON II (PMSPL II)

QUARTERLY PROGRESS REPORT QIFY2016: October 2015 to December 2015



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QUARTERLY PROGRESS REPORT

QI FY 2016

(October 1 – December 30, 2015)

USAID/Performance Management and Support Program for Lebanon II (PMSPL II)

Contract/Order No.: AID-268-C-15-00001



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I. ACRONYMS

AFED	Arab Forum for Environment and Development
AOR	Agreement Officer Representative
AT+	AIDTracker Plus
BALADI	Building Alliances for Local Advancement, Development, and Investment
BDL Accelerate	Banque Du Liban Accelerate
BoQ	Bill Of Quantities
CDCS	Country Development Cooperation Strategy
CIRS	Context Indicator Reference Sheet
CL	Caritas Lebanon
CLA	Collaborating, Learning and Adapting Model
COP	Chief of Party
COR	Contract Officer Representative
CSO	Civil Society Organization
C-TIP	Counter-Trafficking in Persons
DO	Development Objective
DOC	Development Outreach and Communication
D-RASATI	Developing Rehabilitation Assistance to Schools and Teachers Improvement
DQA	Data Quality Assessment
ESCSWA	United Nations -Economic and Social Commission for Western Asia
EYH	Expand Your Horizons
GDA	Global Development Alliances
GIS	Geographic Information System
GNDR	Gender
HQ	Headquarters
IM	Implementing Mechanism
IP	Implementing Partner
KM	Knowledge Management
LAU	Lebanese American University
LCPS	Lebanese Center for Policy Studies
LIVCD	Lebanon's Industry Value Chain Development
LRI	Lebanon Reforestation Initiative
LWP	Lebanon Water Project (LWP)
M&E	Monitoring & Evaluation
MENA II	Middle East & North Africa Investment Initiative
MEPI	Middle East Partnership Initiative
MOSA	Ministry of Social Affairs
NGO	Non-Governmental Organization
NXP	Non-Expendable Inventory
ODK	Open Data Kit
PAD	Project Approval Document
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PMSPL	Performance Management and Support Program for Lebanon
PPR	Performance Plan and Report
PSV	Project Site Visit
QESB	Qualified Early Stage Businesses
QESI	Qualified Early Stage Investors
QITABI	Quality Instruction Towards Access and Basic Education Improvement
RF	Result Framework
RIG	Regional Inspector General
RMF	Rene Moawad Foundation
ROL	Rule of Law
SOW	Statement of Work
SI	Social Impact, Inc.
STTA	Short Term Technical Assistance
TOT	Training of Trainers
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
USP	University Scholarship Program
WISE	Water Infrastructure Support and Enhancement for Lebanon

II. PROGRAM OVERVIEW/SUMMARY

Award Name:	Performance Management and Support Program for Lebanon II (PMSPL II)
Activity Start Date And End Date:	September 30, 2015 to September 29, 2020.
Name of Prime Implementing Partner:	Social Impact
Contract/Agreement Number:	AID-268-C-15-00001
Geographic Coverage (cities and or countries)	Lebanon
Reporting Period:	October 1, 2015 to December 31, 2015

Program Description & Introduction

USAID recently approved USAID/Lebanon’s (the Mission’s) Country Development Cooperation Strategy (CDCS) for 2014-2018. The CDCS puts in place a results framework and development objectives that the Mission hopes to achieve during this period. The CDCS proposes an overarching goal of “*improved accountability and credibility of public institutions, and broader economic prosperity.*” This goal supports the broader U.S. objective of achieving stability in Lebanon, and it aligns with various Government of Lebanon strategy pronouncements. Development Objective I – *Improved capacity of the public sector in providing transparent, quality services across Lebanon* – reflects a program emphasis on enhancing the quality and availability of basic education, on addressing water quality and municipal level service delivery issues, on promoting accountability and transparency in public institutions, and on strengthening the ability of non-governmental organizations and civil society generally to effectively participate in and contribute to democratic governance. Development Objective II - *Enhanced economic opportunity* – emphasizes the importance of increased private sector competitiveness as well as increased access to finance, especially for new business start-ups and women entrepreneurs.

To achieve CDCS objectives, the Mission has awarded a portfolio of 20 active projects valued in excess of \$300 million. These projects, ranging from education and livelihoods to access to potable water, address the needs of vulnerable communities struggling to deal with declining income prospects and a growing refugee population. The Mission engages with partners to increase access to education; improve water, wastewater, and irrigation services; promote good governance; enhance economic opportunity; and protect the environment. USAID/Lebanon is a lead donor in education and water and an important influence in championing good governance and broad economic prosperity.

The purpose of the Performance Management and Support Project for Lebanon (PMSPL II) is to supplement the monitoring and program management efforts of USAID/Lebanon staff and to verify, monitor, and support USAID program performance in Lebanon, ensuring the achievement of CDCS objectives. PMSPL II works directly with the USAID/Lebanon Program Office (PO). Information gathered and program support services provided by PMSPL II will assist the Mission to make informed decisions and better manage Mission awards. Each award is the responsibility of an Implementing Mechanism (IM) that designs activities aimed at achieving intended results. IM activities are performed throughout the country. PMSPL II provides consistent, relevant, and frequent performance monitoring and reporting on IM activities and projects, day-to-day information needed to make management decisions, and most importantly, field monitoring support to USAID/Lebanon staff, especially for activities located outside of greater Beirut.

USAID will use PMSPL II’s services to:

- I. Develop and support the implementation of USAID/Lebanon’s Performance Management Plan (PMP);

2. Support implementing partners' monitoring and evaluation efforts;
3. Integrate gender issues into USAID/Lebanon's activities;
4. Support USAID/Lebanon's Geographic Information System (GIS) activities and integration to the AIDTracker Plus (AT+);
5. Support USAID/Lebanon's monitoring activities;
6. Provide evaluation assistance;
7. Build the capacity of local organizations in monitoring and evaluation (M&E);
8. Assist in project design, management, and reporting support;
9. Advance CLA/Knowledge management Implementation;
10. Provide Architectural and Engineering Services (A&E);
11. Provide Development Outreach and Communication (DOC) support; and,
12. Provide program support and additional M&E services

III. REPORTING PMSPL II WORK PLAN ACTIVITIES

The work plan serves as the basis for planning and scheduling PMSPL II activities throughout the year as well as monitoring progress. It highlights the main outputs pertaining to each purpose (they were defined as sub-purposes with their corresponding outputs.). It is accompanied a set of indicators as well as a timeline that estimates the schedule of execution as well as expected time duration for each sub-purpose.

The PMSPL II draft annual work plan was submitted Q1FY2016 upon signing the PMSPL II contract. This work plan described the main activities to be conducted during FY2016, divided into three main purposes and multiple sub-purposes as follows:

Purpose I: USAID's M&E Activities Enhanced

- Sub-Purpose 1.1 The Mission PMP Implemented and Maintained
- Sub-Purpose 1.2 Improved Implementing Mechanism (IM) Monitoring & Evaluation
- Sub-Purpose 1.3 Increased integration of Gender into USAID/Lebanon's activities
- Sub-Purpose 1.4 Increased Integration of GIS and AT+ into Mission and Implementing Mechanism (IMs) Activities
- Sub-Purpose 1.5 Increased Field Level Monitoring Activities
- Sub-Purpose 1.6 Improved Evaluation Assistance Provided by PMSPL II
- Sub-Purpose 1.7 Capacity Building of Local Organizations to Monitor and Evaluate Projects Increased

Purpose II: Increased Direct Support to USAID's Program Management

- Sub-Purpose 2.1 Project Design, Management and reporting Requests Completed by PMSPL II
- Sub-Purpose 2.2 CLA and KM advanced implementation
- Sub-Purpose 2.3 Increased Development Outreach and Communication Activities by the Mission and Implementing Mechanisms (IMs)
- Sub-Purpose 2.4 Special Studies, Assessment and Additional M&E Requests completed by PMSPL II

Purpose III: USAID's Architecture and Engineering Services Enhanced

- Sub-Purpose 3.1 Implementing Mechanisms are Supported with their Engineering Design Activities
- Sub-Purpose 3.2 Engineering and Construction Contracts Conditions, Specifications, and Compliances are Fulfilled
- Sub-Purpose 3.3 USAID Awareness and Knowledge about the Challenges, the Progress and Completion of Work are Increased

Work Plan Meeting and Approval

The revised draft work plan was submitted for review and approval on November 29, 2015. Following the submission, a presentation and meeting was held at the SI premises with the COR to discuss the execution of the work plan.

The work plan received provisional approval towards the end of QIFY2016. The remainder of the report highlights PMSPL II's achievements as stipulated in the proposed work plan.

Key Activities Status for 1st Quarter of FY 2016

Purpose / Sub-Purpose	Outputs	Activities	Status	Comments
Sub-Purpose 1.1 Mission PMP Implemented and maintained	Output 1.1.1 Mission PMP Implemented	Develop Mission PMP	Pending Approval	The PMP was submitted by PMSPL I and the team is awaiting official approval from the Mission to proceed
		Indicator table for PPR 2015	Completed	
Sub-Purpose 1.2 Improved Implementing Mechanism Monitoring & Evaluation	Output 1.1.2 Mission PMP Maintained	Develop PMP Logical frameworks	Not started	
		Review and establish baseline and target data for new PMP	On-going	
	Output 1.2.1 Implementing Mechanisms Supported Compliance with USAID Policies	1. Environmental Protection Policy Compliance Toolkit	Submitted	
		2. Sustainability Policy Compliance Toolkit	Submitted	
		3. Counter Trafficking in People (C- TIP) Policy Compliance Toolkit	Submitted	
		4. Disabled Policy Compliance Toolkit	Approved	
Output 1.2.1 Implementing Mechanisms Supported	5. Gender Policy Compliance Toolkit	Submitted		
	Data Quality Assessment (DQA)	No request received		
Output 1.2.1 Implementing Mechanisms Supported	Alignment of M&E Plans with PMP	Not started		

Sub-Purpose 1.3 Increased integration of gender into USAID Lebanon's activities	Output 1.3.1: Design and implement outreach campaigns for crowd sourcing specifically targeting female respondents	Develop material for community education and awareness raising and for promotional PR purposes.	No request received	
	Output 1.3.2: Ensure structural gender mainstreaming in all stages of design, planning, implementation, and evaluation of program activities	Continue with the implementation of gender mainstreaming initiative	On-going	
	Gender Integration	Continue to train/coach IM GFP on appropriate tools and methodologies, and identify activity specific gender sensitive indicators for ensuring gender sensitive projects	On-going	
Sub-Purpose 1.4 Increased Integration of GIS and AT+ into Mission and Implementing Mechanism (IMs) Activities	Output 1.4.1 Data from Current and Previous Projects Integrated	Support IMs in conducting mandatory project/activity-level gender analysis, identifying suitable expertise to conduct this analysis for them, and setting their Statement of Work (SOW)	On-going	
	Output 1.4.1 Data from Current and Previous Projects Integrated	Collect and compare the data to the master geospatial database and integrate the new data into the master database.	No request received	
	Output 1.4.2 Search for On-line Data Sources Finalized	Check various sources of online-available data and maps that to be integrated into the master geodatabase	No request received	
	Output 1.4.3 Administrative Boundaries Unified	Generate Comprehensive list for Administrative Boundaries	No request received	
	Output 1.4.4 Access to the GIS Unit Lebanon Database Established	Generate maps for Mission	On going	
	Output 1.4.5 Automated Field Data Collection	Generate maps for IMs	On going	
	Output 1.4.5 Automated Field Data Collection	Develop data collection solutions	On going	ODK being adapted for A&E field work
Sub-Purpose 1.5 Increased Field Level Monitoring Activities	Output 1.4.6 IMs Regular Use and Update of AT+	Continue supporting IM users in task and data upload	On-going	
	Output 1.4.7 Support USAID AT+ Admin and A/COR using AT+ Provided	Train IM on AT+	On-going	
	Output 1.4.7 Support USAID AT+ Admin and A/COR using AT+ Provided	Continue supporting Contract/Agreement Officer Representative (C/AORs) in task and data upload	On-going	
	Output 1.5.1 Activity Progress Monitored & Implemented in Compliance with USAID regulations - Project Site Visits (PSVs)	Maintain USAID PMP on AT+	On-going	
	Output 1.5.1 Activity Progress Monitored & Implemented in Compliance with USAID regulations - Project Site Visits (PSVs)	Conduct PSV 01 Data Verification for Lebanon's Industry Value Chain Development (LIVCD)	Completed	
		Conduct PSV Data Verification for D- RASATI	Completed	

		Conduct PSV Data Verification for BALADI RMF	Completed	
		Conduct PSV Data Verification for BALADI CL	Completed	
			Completed	
		Conduct PSV inventory verification visit for WISE	Completed	
		Conduct PSV BALADI Caritas Lebanon (CL) Ainata grant	Completed	
		Conduct PSV training verification for BALADI CAP	Completed	
Sub Purpose 1.6: Improved Evaluation Assistance Provided by PMSPL II	Output 1.6.1 Effectiveness of USAID's projects examined (relative to the stated DOs & development hypothesis)	Conduct summative or formative evaluations I. LIVCD Mid-Term	On-going	LIVCD mid-term evaluation SOW started
	Output 1.6.2 Corrective Actions at the Different Management Level Facilitated	Facilitate corrective actions and ensure that learning takes place	No request Received	
Sub-Purpose 1.7 Capacity Building of Local Organizations to Monitor and Evaluate Projects increased	Output 1.7.1 M&E capacity of USAID local partners/grantees improved	Provide capacity building support / Training to USAID partners to increase monitoring and evaluation capability and effectiveness	No request Received	
	Output 1.7.2 Lebanon's capacity to monitor and evaluate enhanced	Identify two local organizations, provide them technical assistance and training to advance their ability and competence to conduct monitoring and evaluation activities.	Not started	
Sub-Purpose 2.1: Project Design, Management and reporting Requests Completed PMSPL II	Output 2.1.1 USAID Mission Project Design Process Supported	Conduct project design requests	No request Received	Anticipate startup in March
		Train USAID staff on project design	No request Received	
Sub-Purpose 2.2: CLA and KM advanced implementation	Output 2.2.1 USAID Lebanon supported in implementing CLA and KM	collect on a quarterly basis findings and recommendations generated from PMSPL II activities and develop with key persons at USAID/Lebanon relevant action plans	Not started	
	Output 2.3.1 Public Awareness of USAID Assistance and Program Achievements Supported	Organize public awareness campaigns and engage media in creating visibility for USAID activities	No request received	
	Output 2.3.2 Communication Materials for USAID Mission Developed & Packaged	Development and packaging of communication material. Deliver weekly media coverage report	On going	

Sub-Purpose 2.3: Increased Development Outreach and Communication Activities by the Mission and Implementing Mechanism	Output 2.3.3 Periodic Logistic Support for USAID DOC Unit Provided	Provide venue and event planning assistance, support DOC unit in press release development and dissemination as well as ensure USAID branding during events for the Caritas Ainata event.	Completed
	Output 2.3.4 Program Information Dissemination and Development Outreach Know-how Provided	Provide training to USAID or IM staff	No request received
	Output 2.4.1 Mission's Decision-Making Process Facilitated	Conduct assessments and special studies	No requests received
	Output 2.4.2 Identification of Potential PPP and GDA Development Partners and Partnership Opportunities	Identify potential development partners and partnership opportunities	Not started
-Sub-Purpose 2.4 Special Studies, Assessment and Additional M&E Requests completed by PMSPL II	Output 2.4.3 Proactive engagement with Lebanon's civil society and economic actors to explore Mission development partner opportunities	Engage with Lebanon's civil society, local stakeholder, private sector, economic actors and diaspora to identify development partners	No request received
	Output 2.4.4 Share with USAID useful report and information	Upon USAID request conduct research on best practices, lessons learned, or innovative partnership models to support project implementation and new project design activities.	No request received
Sub-Purpose 3.1: Increased support provided for IM's Engineering Design Activities	Output 3.1.1 Engineering Designs, Specifications and engineering submissions are reviewed and verified	Review and Submit engineering design	No request received
	Output 3.1.2 Quality Assurance and Quality Control are provided over the Implementer's engineering design activities	Conduct extensive field oversight, inspections, and verification to support the review of the design activities for Ainata Storage facility Conduct PSV A&E Verification for BALADI CL (visit to Ainata refrigeration unit, prior to the opening)	Completed
Sub-Purpose 3.2: Engineering and Construction Contracts Conditions,	Output 3.2.1 Engineering and Construction Activities are monitored	Ensure that the engineering and construction contracts' conditions and specifications are fulfilled	Not started

Specifications and Compliances are fulfilled				
Sub-Purpose 3.3: USAID awareness and knowledge about the challenges, the progress and completion of work are increased	Output 3.2.2 Certificate of completion are issued	Issue the Defects Liability Certificate at the end of the Defects Liability Period	No request received	Protocols being developed
Reports	Output 3.3.1: Increased USAID information about the challenges, the progress and completion of work	Deliver quarterly project reports	Not started	
Reports	Output 3.3.2: Increased USAID participation in progress meetings.	Represent USAID in construction meetings and send MOM accordingly	No request received	
Reports	Reports Submitted	Quarterly report Q1FY16 - PSV 01: LIVCD - Data Verification report - PSV 02: D-RASATI II - Data Verification report - PSV 03: BALADI RMF - Data Verification report - PSV 04: BALADI CL - Data Verification report - PSV 05: BALADI CL - A&E verification report - PSV 06: WISE - Inventory verification report - PSV 07: BALADI CAP - Training verification report Work Plan Security Plan GIS workshop summary report Weekly Media Summary		

Challenges This Quarter

Proximity of event locations – some IM events took place in locations that are very far from the capital, e.g. Ainata Cold Storage Facility. Event scheduling and logistics at these locations posed a challenge, especially when site access is not only remote but difficult to negotiate. Delays in the arrival of audio/visual service providers for development outreach events risks interruption of events that need to follow a timely agenda. During the Ainata project inauguration event, the audio equipment providers were delayed due to road conditions although the event started on time.

Difficult weather conditions – Some events had to be altered or postponed due to the difficult weather conditions. An unfortunate accident related to cold weather conditions resulted in the cancellation of an inauguration ceremony with only the press conference taking place.

Multiple editing of compliance toolkits – Several parties are involved in carrying out review and providing feedback on the five compliance toolkits. Having many working on the same task and inputting different feedbacks meant the delivery was substantially delayed since there were multiple revisions by multiple partners and each review entailed a new revision.

Lack of clarity regarding PMSPL II responsibilities – implementing mechanisms (IMs) did not understand the role of PMSPL II in providing oversight to construction projects the IMs undertake. Under the Architecture and Engineering (A&E) component of the PMSPL II contract, PMSPL II assesses the quality of construction done by the IMs. This oversight may lead to recommendations that halts construction. This new role for PMSPL II was not made clear to the IMs, leading to misunderstandings and contentious exchanges. A plenary meeting with all parties is proposed for next quarter.

Summary of Results to Date

Please refer to Annex A for details on PMSPLII indicators and progress.

IV. ACTIVITY IMPLEMENTATION PROGRESS

Purpose I: USAID M&E Activities Enhanced

This purpose focuses on supporting USAID/Lebanon's monitoring activities and the implementing mechanisms' (IM) monitoring and evaluation efforts support. M&E continues to be central to the work of PMSPL II, including establishing baselines and targets for indicators to be reported under the Mission PMP and giving individual support to IMs to establish their baselines and targets.

Sub-Purpose I.1: Mission PMP Implemented & Maintained

Purpose I - Key Accomplishments

- Submission of Performance Progress Report (PPR) by IMs
- Initiated M&E plans for LWP and MENA II
- Supported recruitments of gender consultant for WISE
- Developed three gender GeoMaps reflecting distribution of USP participants by sex per district, governorate and university
- Recruited editor to review and finalize the five compliance tool kits
- Received approval on the Disability compliance tool kit
- Attended ESCWA's "Gender-based violence in humanitarian settings".
- Uploaded missing data on AT+ for USP program (including LAU, AUB and HU), DR2, LIM and EYH
- Improved the existing GeoDatabase namely compiling a comprehensive list of schools in Lebanon
- Designed and submitted of a set of 21 maps
- Participated in the 3rd Annual GIS Specialist Workshop
- Completed QITABI AT+ portal
- Conducted 7 PSVs including report submission
- Initiated the work for the LIVCD mid-term evaluation

As per the proposed work plan, PMSPL II is scheduled to complete the alignment of all active IMs with the new PMP (which was approved under PMSPL I) during the first half of FY2016. The PMSPL II team will assist in collecting, compiling, analyzing, and reporting on USAID's PMP performance data on a quarterly basis. The collaborating, learning, and adapting /knowledge management (CLA/KM) expert will also develop the new mission PMP logical frameworks and regularly review the PMP in order to incorporate changes related to new projects, activities, and indicators.

PMSPL II is currently awaiting feedback and approval from the Mission director on the PMP to proceed with the PMP-related tasks.

Under this sub-purpose, the PMSPL II team is tasked to support the PO in collecting information required for the yearly Performance Progress Report.

During the month of October, the CLA/KM expert distributed Performance Progress Report (PPR) templates to implementing partners (IPs) for data collection purposes. Templates were initially prepared and filled by PMSPL I with data that was compiled from AT+, partner's reports, previous DQAs, and data verifications.

IPs were asked to complete the template with required information and resubmit the templates during the first week of November, and the indicators tables supporting the PPR were submitted accordingly.

Sub-Purpose I.2: Improved Implementing Mechanism Monitoring & Evaluation

As stipulated in the work plan, PMSPL II will support the IMs in M&E as per the new CDCS requirements. Such support includes review of M&E plans, alignment of M&E plans with the new PMP, providing coaching session to IPs on M&E fundamentals, development of M&E guides, and standardizing

and systemizing IM reporting. This work will take place throughout the year in close coordination with the Mission.

Work under sub-purpose 1.2 (Improved Implementing Mechanism Monitoring & Evaluation) commenced during the month of December.

During QIFY2016, two new IMs were awarded and M&E plans were initiated accordingly.

- MENA II – Middle East & North Africa Investment Initiative was initiated with Berytech as the prime partner. To implement the project, Berytech established a Lebanese Holding Company to manage and direct the initiative. Berytech plans to invest an initial capital of up to \$15 million over 5 years. The program has three components: 1) Matching investment capital to be invested in Qualified Early Stage Investors (QESI)¹, 2) Investment insurance based on an equity guarantee scheme intended to mitigate risk of investing in Qualified Early Stage Businesses (QESBs), 3) Technical assistance and mentoring program to support the entrepreneurs. The project involves four main stakeholders: Berytech Fund Holding, MEVP, BADER, and WAMDA. Background information on the project has been requested.
- LWP – Lebanon Water Project (LWP) is a five-year project implemented by DAI. LWP aims to increase reliable and sustainable access to potable water for Lebanese citizens, improve water management practices, and enhance the efficiency and sustainability of public water utilities while raising awareness on sustainable water use practices and promote better water governance to help assure long-term protection of Lebanon’s water resources.

In Q2, the PMSPL II team will collaborate with the team members for both projects to develop an M&E plan as well as work with the team members on M&E requirements that will show how the projects contribute to the Mission’s development objectives in the CDCS.

PMSPL II was also requested to review BALADI CAP’s M&E plan and assess the performance of their work.

During this quarter, QITABI issued a request for clarification when reporting on standard indicator 3.2.1-14: Number of learners enrolled in schools or equivalent non-school based settings with USG support. This indicator intends to measure the number of learners formally enrolled in primary schools or equivalent non-school based settings for acquiring academic basic education skills or knowledge. This number may include learners receiving educational radio and/or TV programming. The clarification request was sent to USAID Mission. There was no feedback received from USAID during the reporting period. Once the Mission provides feedback on this indicator, response and the necessary action will be provided to QITABI.

Moreover, the CLA/KM specialist is preparing an M&E kit for active IMs to facilitate alignment of M&E plans with CDCS and the Mission PMP. The kits will describe USAID/Lebanon’s CDCS requirements, and include guidance on adapting old and existing indicators to new ones and adding PIRS to the M&E plans. These kits will be rolled out in Q3FY2016.

Finally, after extensive work on the five USAID compliance toolkits carried out under PMSPL I last year, there remains final adjustments to be made on the toolkits. An editor, who started in November 2015, formatted, sought clarification, and proofread these toolkits. The toolkits were reviewed by the HO and sent to the Mission for approval. During this quarter, PMSPL II received approval from USAID on the Disability Policy Compliance Toolkit. In addition, the Compliance with Gender Integration Policy Toolkit was shared with EnCompass, SI’s partner on gender issues, for review before the final submission to USAID.

¹QESI investments are to funds, accelerators, incubators and potentially Qualified Early Stage Businesses

Sub Purpose 1.3: Increased integration of gender into USAID/Lebanon's activities

In line with PMSPL II's commitment to USAID's global policy goal, and to the effective integration of USAID Gender Equality and Female Empowerment policy principles throughout the Agency's program cycle, several activities are planned to be executed under this sub-purpose to ensure that all funded projects undergo a process of structural gender mainstreaming in all stages of design, planning, implementation, and evaluation of program activities to ensure gender is properly adopted in these projects.

To this effect, a series of activities took place during Q1 FY2016 under sub-purpose 1.3 (Increased integration of gender into USAID/Lebanon's activities). During this quarter, a gender integration work plan was designed and presented to USAID for approval, which stipulates the work of this component for the remaining part of FY2016.

Several meetings and discussions took place with the Lebanon Water Project/DAI on gender integration process in LWP. A meeting was held in October with the COP and the Program Manager to discuss the work plan, specifically with respect to conducting the gender analysis. It was also agreed during the meeting that a gender consultant needed to be recruited to carry out the gender analysis work. The PMSPL II Gender Specialist supported LWP in identifying and recruiting the gender consultant. A second follow-up meeting was held with USAID and DAI to further discuss the progress of the gender analysis process in the presence of the consultant undertaking the analysis.

Furthermore, following the request of the Mission to map gender-disaggregated data of USAID-funded projects, the PMSPL II Gender Specialist worked with the M&E Officer and GIS Specialist to consolidate the University Scholarship Program (USP) gender disaggregated data into the development of three GeoMaps reflecting distribution of USP participants by sex per district, governorate, and university.

To stay updated on latest gender developments, PMSPL II's Development Outreach and Communication (DOC) Specialist and Gender Specialist, along with two IMs (LRI and NDI), attended ESCWA's Centre for Women, a discussion on "Gender-based violence in humanitarian settings". Furthermore, the team shared with all IMs a series of events launched by the Institute for Women's Studies in the Arab World (IWSAW) to mark the "16 Days of Activism against Gender Based Violence" during the month of December.

Sub-Purpose 1.4: Increased Integration of GIS and AT+ into Mission and Implementing Mechanism Activities

PMSPL II supports the Mission Geographic Information System (GIS) by hosting a GIS unit (established under PMPL), and related equipment needed to implement and manage activities.

The unit will be primarily responsible for generating maps of IM activities (based on the request of the Mission or the IMs). This includes:

- a) Sharing latest geospatial technologies and best practices,
- b) Assessing current systems, and technically reviewing offers and proposals.

On the AT+ level, PMSPL II intends to train new AT+ users, and provide refresher courses through one-on-one mentoring. PMSPL II will assist the AT+ Local Administrators at USAID in:



Figure 1 - PMSPL II is committed to USAID's global policy goal, and to the effective integration of USAID Gender Equality and Female Empowerment policy principles.

Photo taken in "Deir Eimar Blood Testing Laboratory Inauguration"

Nov 2015

- a) Providing support for all USAID/Lebanon and partners' users
- b) Collecting and reporting on USAID PMP indicator data
- c) Linking activities and indicators to the USAID RF
- d) Updating the PIRS.

GIS Level:

Reconciling AT+ and GIS DB

During this quarter, the PMSPL II GIS Specialist coordinated with the GIS Specialist from the Middle East Regional Bureau in Washington to reconcile the AT+ Database and the GIS Database and remove any existing data discrepancy.

Two main rectifications had to be addressed:

- The list of AT+ locations (gazetteer) was to be updated, but there are a few technical issues still pending from the side of AT+ support team in Washington DC
- Missing Data on AT+ to be filled, as such GIS locations were uploaded for USP program (including LAU, AUB and HU), DR2, LIM and EYH.

Updating GeoDatabase List

The GIS Specialist made several propositions to improve the existing GeoDatabase, namely compiling a comprehensive list of schools in Lebanon.

This task was initiated by converting the input source from a PDF document into a single non-structured excel sheet. Following this step, an on-going process is currently taking place to go through the sheet and organize it into a “table-ready” structure. Eleven thousand records will be manually reviewed and re-structured. This task is expected to have its own separate output (after being approved by the Mission).

In addition to organizing the list of schools into a structured table in Excel, the GIS Specialist completed the following tasks:

- Translated field names and the categories (type, schedule, sex)
- Geo-located all the schools to the level of towns (with the exception of six schools at the district level out of a total of 2,788 schools)
- Developed a procedure for geocoding the school beyond the towns using Google Earth

Produced Maps

During this quarter, the GIS Specialist designed and submitted of a set of 21 maps based on two requests:

- Request #1 from BALADI resulted in a total of 18 maps (nine in Arabic and nine in English), showing their partners within each governorate;
- Request #2 from the Gender Specialist resulted in three maps showing the gender distribution of the USP beneficiaries per governorate.

GIS Workshop

The Senior GIS Specialist attended the 3rd Annual GIS Specialist Workshop. This annual gathering is hosted by USAID GeoCenter and gathers GIS Specialists from USAID Missions around the world. The workshop took place from October 16th to 23rd, 2015, at the USAID Learning Centre in Crystal City, VA. In addition, a one-day workshop was held in the USAID headquarters at the Ronald Reagan Building in Washington, DC.

A draft report was prepared summarizing the objectives of the conference, findings, and proposed topics that are applicable to the Mission in Lebanon. Upon his

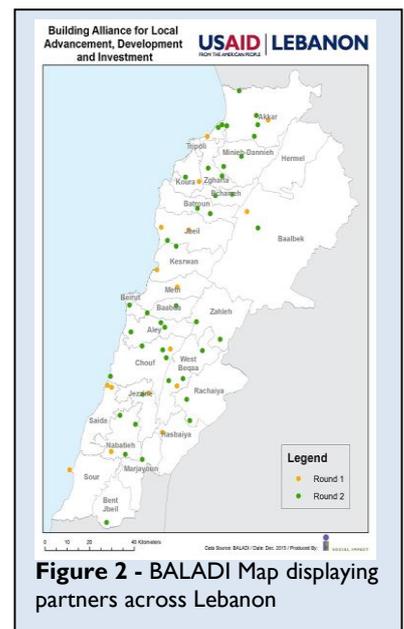


Figure 2 - BALADI Map displaying partners across Lebanon

return, the GIS specialist met with PMSPL II COR to review and discuss the GIS workshop summary report. The report was submitted in November.

AT+ Level:

During QIFY2016, the AT+ QITABI portal was set by USAID and the following tasks were completed:

- 1) Usernames created
- 2) Users were linked to QITABI IM
- 3) QITABI IM was aligned to its respective factsheet
- 4) QITABI IM indicators were uploaded

Furthermore, an AT+ coaching session was conducted for QITABI.

Sub-Purpose I.5: Increased Field Level Monitoring Activities

Under sub-purpose I.5 (Increased Field Level Monitoring Activities), PMSPL II will provide USAID/Lebanon with sufficient, accurate, and verified information on the progress of technical projects carried out by IMs in accordance with the approved project M&E Plans and Mission PMP. This involves field activity and project site visits (PSV; by the team and supported by sector specialists when necessary) to assess progress accordingly and compliance with selected USG regulations as per their contract, cooperative agreement, or grant agreements. On a quarterly basis, and in coordination with COR/AOR USAID Mission, a proposed PSV schedule is developed and accordingly project site visits are carried through.

In QIFY2016, the QI PSV schedule was designed based on the needs of the Mission (refer to Annex I). Once approved and finalized, the PMSPL II team proceeded with the field visits and assessed the projects accordingly. During this quarter, seven PSVs were conducted as listed below.

- **PSV 01:** LIVCD - Data verification visit was conducted Thursday, November 19th; report submitted to USAID.
- **PSV 02:** D-RASATI II - Data verification was conducted on Tuesday, November 10th; report submitted to USAID.
- **PSV 03:** BALADI RMF - Data verification visit was conducted on Tuesday, November 17th; report submitted to USAID.
- **PSV 04:** BALADI CL - Data verification visit was conducted on Wednesday, November 25th; report submitted to USAID.
- **PSV 05:** BALADI CL - A&E verification visit was conducted to Ainata refrigeration unit, prior to the opening on the 25th; briefing provided to USAID and report submitted.
- **PSV 06:** WISE - Inventory verification visit was conducted on Wednesday, November 25th; report submitted to USAID.
- **PSV 07:** BALADI CAP - Training verification was conducted on Saturday, November 28th; report submitted to USAID.

Detailed reports of the PSVs are available for further review.



Figure 3 - BALADI CAP Training Nov 2015

In addition, a PSV for LRI was also scheduled this quarter for the newly reforested sites where links with the communities are established. However, based on the recommendation of the USAID activity manager, this PSV was postponed to Q2 or Q3. The two main reasons for this suggestion are:

1) The planting season started in early November. Hence, planting in these new sites is still in its early stages. The PSV to inspect the new sites will not provide accurate results and the assessment would not be accurate

2) LRI is still in the process of selecting the communities for the community linkages. Communities' round table discussions just started. PMSPL II will not have an opportunity to meet all the members, see the discussion proceedings, and/or assess the outcome of these discussions in terms of community linkages. It takes at least six to nine months to see any viable outcomes.

For future planned PSV for LRI, PMSPL II recommends visiting Bentael (Jbeil) and Bkassine (Jezzine) forests, in which Firewise activities have been conducted such as planting, fire awareness, and fire prevention.

Furthermore, a meeting with USAID was held in December where it was agreed to conduct PSVs for LIVCD on inventor and environmental compliance in Q2FY2016,

Sub-Purpose 1.6: Improved Evaluation Assistance Provided by PMSPL II

Within Sub-Purpose 1.6 (Improved Evaluation Assistance Provided by PMSPL II), the PMSPL II team will develop an Annual Evaluation Plan (AEP) targeting the evaluation of selected projects. During FY2016, PMSPL II expects to complete two or three evaluations.

The first evaluation will be a mid-term FTF Performance evaluation for LIVCD. The evaluation will focus on four different elements including:

1. Activity Objectives and Results
2. Activity Implementation
3. Sustainability
4. Recommendations

PMSPL II has initiated the work for this assignment and received the evaluation questions for each of the above elements from USAID (currently under review by HO). Among the key questions are the following:

1. What value chain investments have been the most successful in generating growth, expanding sales and exports, improving rural incomes and increasing rural employment?
2. What have been the primary achievements and challenges experienced in the implementation of LIVCD to date?
3. To what extent has the value chain approach been adapted under LIVCD?
4. To what extent has technical assistance, including trainings, addressed the needs of beneficiaries?
5. To what extent has the project fulfilled the Mission's gender integration requirements?
6. To what extent is the contractor incorporating sustainability approaches into LIVCD implementation to ensure continued growth in the selected value chains after USG assistance is gone?
7. What specific actions should be taken by the contractor to address gaps in beneficiary needs, value chain approach, and sustainability of value chain investments and gender integration?
8. What management strategies or actions can be taken by USAID/Lebanon to ensure achievement of end-of-project results?



Figure 4 - LIVCD Mid-term evaluation will be conducted in FY2016

The TOR and SOW for potential evaluators and research on secondary data have been initiated.

Sub-Purpose 1.7 Capacity Building of Local Organizations to Monitor and Evaluate Projects increased

Sub-purpose 1.7 (Capacity Building of Local Organizations to Monitor and Evaluate Projects increased) is due to start during the second half of FY2016. PMSPL II will provide capacity-building support to USAID host country local partners and grantees to increase their M&E capability and effectiveness. This will result in better management, reporting, and assessment of their activities/projects.

This activity will take place in two steps:

1. Assess the needs of the local partners using a “Data collection capacity assessment tool” (developed and used by SI) and/or similar assessment tools.
2. Based on the assessment, an M&E capacity-building action plan will be developed for the respective IPs and will be shared with USAID for approval then with the IPs for consent.

Purpose II: Direct Support to USAIDs Program Management Increased

Purpose II (Direct Support to USAIDs Program Management Increased) included establishing and supporting USAID Knowledge Management systems and tools, support for DOC, and support for the project design process.

Key Accomplishments

- Supported Caritas LB in organizing the “Inauguration of the Ainata Cooling Storage Facility”
- Participated in three IM Events
- Attended four third party events to stay ahead of developments in the community
- Submitted weekly media summaries to communication specialist at the Mission

Sub-Purpose 2.1: Project Design, Management and reporting Requests Completed PMSPL II

Under this sub-purpose, PMSPL II team will provide support for the project design process: project design planning and execution, program documentation preparation, reviews, and editing. In this quarter, a Senior Project Designer and Program Expert was recruited with the final stages of his approval anticipated next quarter.

PMSPL II anticipates assisting in completing the SME PAD development, which is carried out from the previous PMSPL I bridge contract. The team anticipates supporting the development of a concept paper (CP) and project appraisal document (PAD) for a rule of law (ROL) project, knowing that a pre-concept paper was included as part of the ROL assessment completed under the PMSPL I bridge contract. Assignments are expected to commence in March of next year.

Sub-Purpose 2.2: CLA/KM Advanced implementation

During the PMSPL I contract, a knowledge management (KM) team consisting of the STTA expert and PMSPL I KM Specialist was formed. The team, following a series of meetings and in-depth discussions with USAID, developed and submitted a KM strategy tailored to the requirements of the Mission. While the KM strategy was approved in FY2015, the Mission has recently proposed the inclusion of Collaborative Learning and Adapting (CLA) into a revised KM strategy. CLA would bring to PMSPL II the final piece in utilizing what is learned through site visits, assessments, monitoring and evaluation. CLA seeks to utilize knowledge gained for future management and programming. CLA is referenced in the Mission PMP (awaiting approval) noting that the “proposed KM strategy promotes institutional learning modelled around USAID’s Collaboration, Learning, and Adaptation (CLA) framework so that use of both codified explicit knowledge and experiential tacit knowledge is optimized.” Adding explicit reference to CLA is therefore in line with PMP expectations.

In FY2016, PMSPL II will proceed to revise its work plan to include CLA activities alongside KM activities. Revisions to the work plan will draw on practices of other Missions that include CLA under projects similar to PMSPL II. Work on this component is anticipated in Q2FY2016.

Sub-Purpose 2.3: Increased Development Outreach and Communication Activities by the Mission and Implementing Mechanism

As part of sub-purpose 2.3, PMSPL II established a DOC position that supports USAID’s DOC unit in the Program Office and works with the DOC Unit to manage outreach events, develop and package communication materials, and simulate DOC activities by the IM.

During Q1FY2016, the PMSPL II team received two requests from the Mission. The first was to review and provide feedback on a press release for RMF BALADI event “Launching 42 Municipal Development Projects”. The second request pertained to supporting Caritas LB on the “Inauguration of Ainata Cooling Storage Facility” event. Accordingly, the DOC Specialist worked with Caritas LB to prepare and organize the event, which included the following tasks:

- Scheduled a meeting to discuss event requirements and Mission needs
- Designed an event checklist to monitor and manage the progress of the event and ensure all the details and deliverables are on schedule
- Offered continuous follow-up and response to ad-hoc requests pertaining to the event (e.g. Translation request)
- Reviewed and provided feedback on the event communication material including
 - o Event documentary
 - o Voice-over script
 - o Talking points
 - o Press release
 - o Banners and signage
- Provided on-the-ground support – arrived to the event location three hours before the event to inspect and verify all technical requests, branding, and set-up was complete. Furthermore, the DOC Specialist provided event management support to photographers and others during the event.

During this quarter, the DOC Specialist attended three IM events:

- BALADI - “Blood testing laboratory at Deir Eimar municipal dispensary” project by BALADI event in Deir Eimar
- WISE- Lebanon – Closing Ceremony
- BALADI CAP – PSV visit for the “Management Skills” training workshop held for NGOs at Padova hotel (PSV 7 Report was submitted accordingly).



Figure 5 - Farmer during the Ainata Storage Facility Inauguration Dec 2015



Figure 6 – PMSPL II DOC and M&E Specialists at the USAID Stand in the BDL Accelerate Event. IM Capital was created under the MENA II project.

In addition, PMSPL II encourages team members to attend third party events to stay abreast of developments and progress in the development sector that would bring new ideas and benefit to the quality of work produced by the team. Accordingly, the DOC Specialist attended four main events.

- Lebanese Center for Policy Studies (LCPS) round table event was a follow-up event to the previous LCPS & National Resource Governance Institute (NRGI)², "Fundamentals of Oil and Gas Governance" workshop in September 2015.
- Arab Forum for Development and Environment (AFED) two-day conference on "Sustainable Development"
- Banque Du Liban Accelerate 2015 Entrepreneurship Conference
- ESCWA Gender Discussion Series (GDS) on Gender-Based Violence in Emergency Settings. This session analyzed the main reasons and consequences faced by women in such threatening context.

Finally, the DOC specialist submits, on a weekly basis to the Communication Specialist at the Mission, the media coverage summary, a report that includes any media coverage for IM or Mission events.

Sub-Purpose 2.4: Special studies, assessment and additional M&E requests completed by PMSPL II

Sub-purpose 2.4 (Special studies, assessment and additional M&E requests completed by PMSPL II) emphasizes PMSPL II support for decision-making at the Mission on development issues of growing importance in the Lebanese society.

PMSPL II is to provide periodic expert facilitators and support the Mission's requests for local stakeholder, private sector and diaspora engagement to consult and creatively brainstorm to identify innovative local solutions to some of Lebanon's local development challenges.

Work on this sub-purpose is anticipated in Q2FY2016.

Purpose III: USAID's Architecture and Engineering Services Enhanced

Key Accomplishments

- Finalized recruitment of the A&E Senior Engineer
- Completed A&E verification visit for the Ainata Fruit Storage facility
- Reviewed and revised feedback on Kawkaba report and submitted feedback to the Mission

Purpose III (Increased support provided for IM's Engineering Design Activities) was included as part of the PMSPL II contract to evaluate the construction works of USAID projects. It assesses quality and safety measures. PMSPL II is called upon at short notice to verify construction quality and compliance with standard construction practices and safety regulations.

² <http://www.resourcegovernance.org/>

Sub-Purpose 3.1: Increased support provided for IM's Engineering Design Activities

In compliance with sub-purpose 3.1, PMSPL II reviews and verifies construction contractors' engineering designs, specifications, and engineering submissions; and conducts field oversight, inspections, and verification to provide quality assurance/quality control over the implementer's engineering design activities.

During the first part of Q1FY2016, the recruitment of the Architecture & Engineering (A&E) Senior Engineer (key personnel) was finalized and the Senior Engineer is expected to join the team in January 2016.

An A&E verification visit was carried out by the DCOP and the A&E consultant during the month of November to the Ainata Fruit Storage facility implemented by BALADI - Caritas. The PSV occurred a few days prior to the official inauguration of the facility to ensure that the construction of the facility was in fact complete. A technical report was submitted to USAID accordingly listing the work progress as well the remaining unfinished items. The report noted that the facility was not yet complete, however, the work was progressing at a pace fast enough to assume that the facility would be ready to be officially inaugurated as planned. However, PMSPL II DCOP stated his concerns on the weather conditions and the possibility of a storm that could hinder the work and the feasibility of hosting the inauguration on the specified date. Despite the very tough weather conditions, the inauguration was not postponed.

In addition, PMSPL II A&E senior engineer candidate, the COP and DCOP held a meeting with USAID COR and Activity Manager to discuss the A&E component implementation and suggested work protocols (since this component is new and was not included in previous contracts). Further, an in-depth discussion took place during this meeting on a quality assurance report conducted under PMSPL I contract whereby a technical assessment was carried out to evaluate the structural and technical execution of a project. PMSPL II reasserted its initial findings despite contradictory presentations by the contractor. As a result, a meeting in the presence of the A&E Component Activity Manager was held to solve the issue. PMSPL II asserted that the construction was not up to standard construction practices and was likely unsafe.

Sub-Purpose 3.2: Engineering and Construction Contracts Conditions, Specifications and Compliances are Fulfilled

Under this sub-purpose, on-the-ground quality assurance and quality control are performed on the execution of engineering and construction activities. PMSPL II ensures that the engineering and construction contracts' conditions and specifications are fulfilled through monitoring of the overall construction-related project costs and through regular inspection and continuous monitoring of all the construction materials, equipment, and activities associated with the projects.

During this quarter, PMSPL II received responses to its report on the construction work executed under the BALADI project whereby it was stated that a structure was not safe nor fit for occupancy. BALADI provided justification and a response to the report which PMSPL II considered irrelevant and reasserted the initial findings. PMSPL II have not received any reply on their reassertion of findings.



Sub-Purpose 3.3: USAID Awareness and Knowledge about the Challenges, the Progress and Completion of Work are Increased

Following completion of engineering and construction activities, a final inspection of all constructed facilities will be performed including a review of final “as-built” drawings provided by construction contractors. PMSPL II will also assist USAID in validating the work completed for invoice payment.

V. MANAGEMENT AND ADMINISTRATIVE ISSUES

Under the following section, we will highlight major issues under contract and administration as well as general project administration.

Contract Administration Elements

On October 1, 2015, SI was awarded a new five-year contract, PMSPL II. Under this contract, the SI team continues to provide performance M&E of USAID activities and projects in Lebanon in addition to providing oversight for A&E services. PMSPL II also assists USAID/Lebanon with the day-to-day information needed to make management decisions as well as providing field-monitoring support to USAID/Lebanon staff, especially for activities located outside Beirut.

Following the contract signature, PMSPL II COP held a meeting with the PMSPL II CO and COR at the USAID Mission to discuss the contract and proposed work plan. Further, in October, the PMSPL COP attended the post-award meeting held in Frankfurt, Germany.

During this quarter, PSMPL II submitted the following

- FY2016 Work Plan (refer to the work plan section) – received provisional approval
- Security Plan - an Emergency Action Plan (EAP) that provides operational guidance during events that threaten the safety and security of employees and property of the project. It outlines procedures for threatening events, defines roles and responsibilities, and ensures emergency preparedness. It was submitted to USAID and received approval in the end of Q1FY2016
- Asset transfer from PMSPL I to PMSPL II
- Partner Information Form (PIF) for the Senior Engineer
- Request to Procure Restricted Commodity – Motor Vehicles.

VI. LESSONS LEARNED

There are a number of lessons learned and recommendations that can be highlighted. Among the key lessons learned are the following:

Political situation: The continuing political turmoil in the country needs to be considered when scheduling meetings as some meeting and events could not be attended due to road blocks and risk factors. Lebanon still lacks a president after nearly two years of political wrangling.

Weather conditions and locations: When organizing events outside Beirut, especially in very distant locations, the weather conditions and site access have to be considered, especially when dealing with third-party service providers that are critical for successful opening events. Service providers need to arrive at the event site two to three hours in advance of the event schedule in order to test and verify audio and visual equipment. The Ainata event was instructive in this regard.

Scheduling inaugurations and event openings: We are all eager to complete showcase projects and to schedule event openings. Nevertheless, there is a need to be prudent when scheduling events: has the project actually reached completion? An incident could have been avoided were it not for last minute work needed to meet an event deadline that took place in what we now know was an unsafe environment.

IMs in coordination with the Mission need to assess work progress as well as location and weather conditions before scheduling inauguration events.

Emphasis on the gender mix in projects: USAID ensures that gender is well integrated in all their projects. Communication material, documentaries, banners, etc. should highlight gender integration as they reflect the efforts the Mission is making on this front.

Collection of attendee information during workshops: During the training verification PSV for BALADI CAP, information about the position and gender of attendees was not collected. IMs must ensure that both the position and gender of participants are collected, as it captures the profile of the attendees present.

Attendance of country-wide events: IMs should try to avoid scheduling their activities to coincide with country-wide events, e.g. AFED, BDL Accelerate Entrepreneurship conference, etc., as PMSPL II encourages IMs to be present at such events.

Speaking opportunities: PMSPL II participated in several speaking events. Based on the team's participation in the BDL Accelerate event, we recommend the participation of USAID in the next event given the Mission's investment in the entrepreneurship sector. Last year, the British Ambassador was present and gave an opening speech highlighting the UK Tech Hub Fund. This year, the French Ambassador was present despite the fact that the French Embassy does not have any entrepreneurship initiatives in Lebanon.



Figure 8 –Group photo “Deir Eimar Blood Testing Laboratory inauguration” Nov 2015

VII. CRITICAL ASSUMPTIONS

Progress towards achieving PMSPL II's performance indicator targets may be constrained should the following critical assumptions prove untrue:

- The operating environment in Lebanon remains sufficiently stable and secure to allow planned PMSPL II activities to proceed.
- The PMSPL II team continues to have access to USAID/Lebanon's Program Office and Development Objective (DO) Teams (A/CORs) for sufficient consultations and guidance to support the implementation of this plan.

During this quarter, the following events related to these assumptions occurred:

- Suicide bombers targeted a populated area in Beirut's southern suburbs. There was a heightened sense of insecurity as Hezbollah clashed with ISIS and Nusra on the eastern frontiers; there were concerns that these clashes may trigger more widespread confrontations. Travel to southern suburbs of Beirut, Aarsal, Baalbeck and Akkar is continuously assessed.
- The immediate neighborhood of PMSPL II offices remained calm with no noticeable changes in security.
- Access to USAID/Lebanon's Program Office and staff remained excellent throughout the quarter. PMSPL II continued to enjoy a positive relationship with the Mission staff and IMs.

VIII. PLANNED ACTIVITIES AND UPCOMING EVENTS

Purpose / Sub-Purpose	Outputs	Planned Activities	Comments
Sub-Purpose 1.1 Mission PMP Implemented and maintained	Output 1.1.1 Mission PMP Implemented	Update of the PMP indicator tracking table with the new baseline and targets reported by the IMs following the alignment of their M&E plans	Technical offices to review PIRS, then request PMP approval
	Output 1.1.2 Mission PMP Maintained	Develop PMP Logical frameworks Collect submitted data on indicators related to PPR	
Sub-Purpose 1.2 Improved Implementing Mechanism Monitoring & Evaluation	Output 1.2.1 Implementing Mechanisms Supported	M&E Plan Development Support: BALADI CAP LWP MENA II	Develop satisfaction survey methods; PIRS development
		Launch tool kits to IMs	
	Output 1.2.1 Implementing Mechanisms Supported	Alignment of M&E Plans with PMP	Develop alignment toolkit
Sub-Purpose 1.3 Increased integration of gender into USAID Lebanon's activities	Output 1.3.1: Design and implement outreach campaigns for crowd sourcing specifically targeting female respondents	Develop material for community education and awareness raising and for promotional PR purposes.	Build campaign around Mother's Day
	Output 1.3.2: Ensure structural gender mainstreaming in all stages of design, planning, implementation, and evaluation of program activities Gender Integration	Continue with the implementation of gender mainstreaming initiative Continue to train/coach IM GFP on appropriate tools and methodologies, and identify activity specific gender sensitive indicators for ensuring gender sensitive projects Support IMs in conducting mandatory project/activity-level gender analysis, identifying suitable expertise to conduct this analysis for them, and setting their Statement of Work (SOW)	
Sub-Purpose 1.4 Increased Integration of GIS and AT+	Output 1.4.1 Data from Current and Previous Projects Integrated	Collect and compare the data to the master geospatial database and integrate the new data into the master database.	

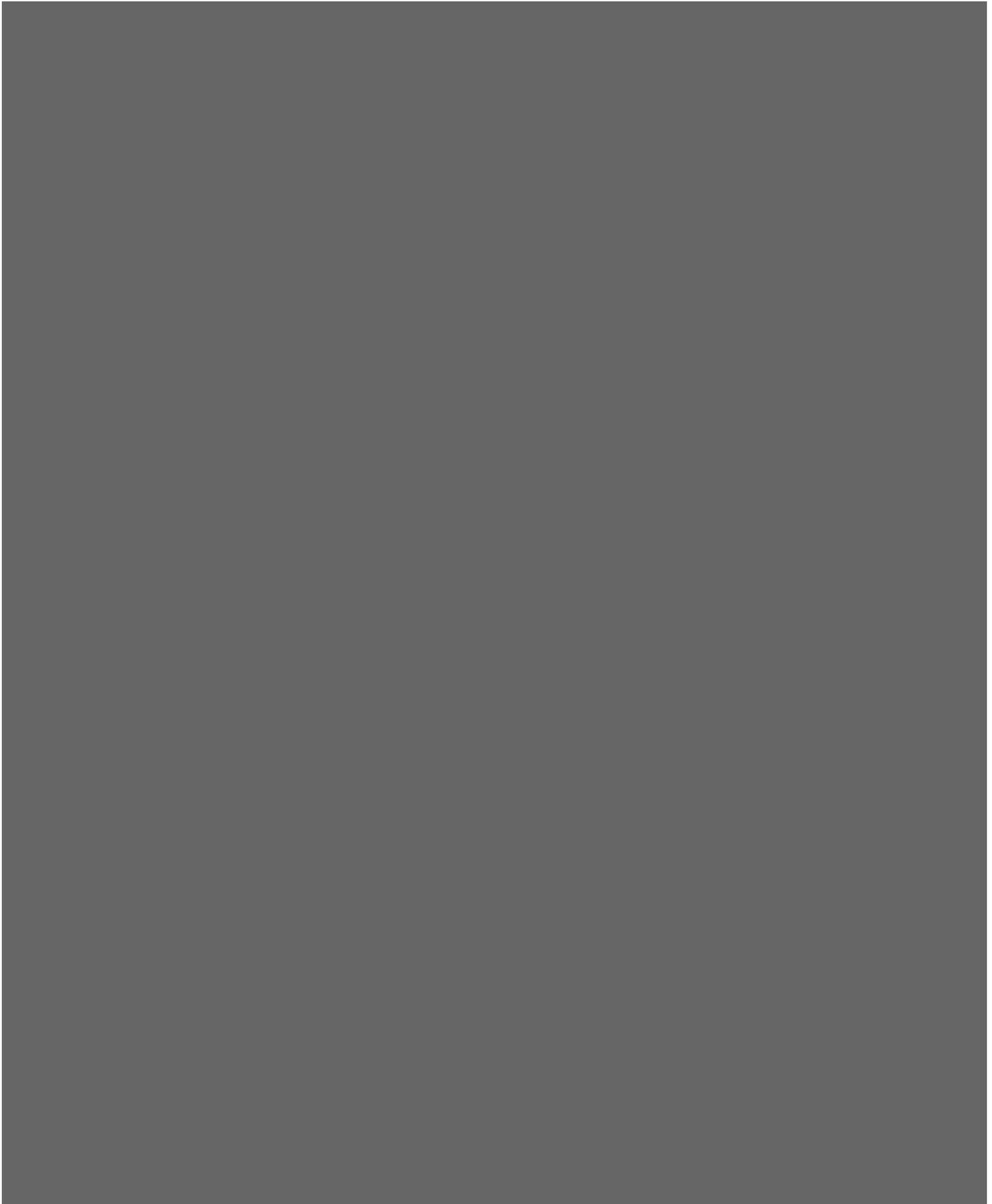
into Mission and Implementing Mechanism (IMs) Activities	Output 1.4.2 Search for On-line Data Sources Finalized	Check various sources of online-available data and maps that to be integrated into the master geodatabase	
	Output 1.4.3 Administrative Boundaries Unified	Generate Comprehensive list for Administrative Boundaries	
	Output 1.4.4 Access to the GIS Unit Lebanon Database Established	Generate maps for Mission	Maps for DAA anticipated
	Output 1.4.5 Automated Field Data Collection	Generate maps for IMs Develop data collection solutions	LRI maps anticipated ODK applied to LIVCD inventories
	Output 1.4.6 IMs Regular Use and Update of AT+	Continue supporting IM users in task and data upload Train IM on AT+	
	Output 1.4.7 Support USAID AT+ Admin and A/COR using AT+ Provided	Continue supporting Contract/Agreement Officer Representative (C/AORs) in task and data upload Maintain USAID PMP on AT+	
	Sub-Purpose 1.5 Increased Field Level Monitoring Activities	Output 1.5.1 Activity Progress Monitored & Implemented in Compliance with USAID regulations - Project Site Visits (PSVs)	LRI LIVCD BALADI *Additional PSVs may be requested during Q2FY2016
Sub Purpose 1.6: Improved Evaluation Assistance Provided by PMSPL II	Output 1.6.1 Effectiveness of USAID's projects examined (relative to the stated DOs & development hypothesis)	Conduct summative or formative evaluations: I. LIVCD mid-term	Preliminary recruitment of STTA, develop the methodology matrix, source needed data from LIVCD
	Output 1.6.2 Corrective Actions at the Different Management Level Facilitated	Facilitate corrective actions and ensure that learning takes place	
Sub-Purpose 1.7 Capacity Building of Local Organizations to Monitor and Evaluate Projects increased	Output 1.7.1 M&E capacity of USAID local partners/grantees improved	Provide capacity building support / Training to USAID partners to increase monitoring and evaluation capability and effectiveness	Workshop on the use of compliance toolkits
	Output 1.7.2 Lebanon's capacity to monitor and evaluate enhanced	Identify two local organizations, provide them technical assistance and training to advance their ability and competence to conduct monitoring and evaluation activities.	
Sub-Purpose 2.1: Project Design, Management and reporting Requests Completed PMSPL II	Output 2.1.1 USAID Mission Project Design Process Supported	Conduct project design requests anticipated to start in March	
		Train USAID staff on project design	

Sub-Purpose 2.2: CLA/KM Advanced implementation	Output 2.2.1 USAID Lebanon supported in implementing CLA and KM	Collect on a quarterly basis findings and recommendations generated from PMSPL II activities and develop with key persons at USAID/Lebanon relevant action plans.	
	Output 2.3.1 Public Awareness of USAID Assistance and Program Achievements Supported	Working on USAID Newsletter and Facebook page	Continuous activity
	Output 2.3.2 Communication Materials for USAID Mission Developed & Packaged	Deliver weekly media coverage report	Continuous activity
	Output 2.3.3 Periodic Logistic Support for USAID DOC Unit Provided	Attend and Support IM events	As per Mission Request
	Output 2.3.4 Program Information Dissemination and Development Outreach Know-how Provided	Provide training to USAID or IM staff	As per Mission Request
Sub-Purpose 2.4 Special Studies, Assessment and Additional M&E Requests completed by PMSPL II	Output 2.4.1 Mission's Decision-Making Process Facilitated	Continue research on Lebanon Demographics for Mission	
	Output 2.4.2 Identification of Potential PPP and GDA Development Partners and Partnership Opportunities	Identify potential development partners and partnership opportunities	
	Output 2.4.3 Proactive engagement with Lebanon's civil society and economic actors to explore Mission development partner opportunities	Engage with Lebanon's civil society, local stakeholder, private sector, economic actors and diaspora to identify development partners	Remain alert to opportunities
	Output 2.4.4 Share with USAID useful report and information	Conduct research on best practices, lessons learned, or innovative partnership models to support project implementation and new project design activities.	
Sub-Purpose 3.1: Increased support provided for IM's Engineering Design Activities	Output 3.1.1 Engineering Designs, Specifications and engineering submissions are reviewed and verified	Protocol for A&E to be set during the next quarter	Develop and disseminate A&E protocol to IM. SI to develop subcontract agreement for Dar al Handasah Taleb.
	Output 3.1.2 Quality Assurance and Quality Control are provided over the Implementer's engineering design activities	Continuing coverage of the 42 second round BALADI projects set to be reviewed next quarter	Schedule A&E visits
Sub-Purpose 3.2: Engineering and	Output 3.2.1 Engineering and Construction Activities are monitored	Ensure that the engineering and construction contracts' conditions and specifications are fulfilled	Monitoring of 42 BALADI projects commences

Construction Contracts Conditions, Specifications and Compliances are fulfilled	Output 3.2.2 Certificate of completion are issued	Issue the Defects Liability Certificate at the end of the Defects Liability Period – no completion certification anticipated next quarter
Sub-Purpose 3.3: USAID awareness and knowledge about the challenges, the progress and completion of work are increased	Output 3.3.1: Increased USAID information about the challenges, the progress and completion of work	Deliver quarterly project reports Provide input to next quarterly report
	Output 3.3.2: Increased USAID participation in progress meetings.	Represent USAID in construction meetings and send MOM accordingly

IX. ANNEX A: REPORTS SUBMITTED

	Q1FY16	Q2FY16	Q3FY16	Q4FY16
Quarterly Reports				
Annual Reports				
PSVs	PSV 01: LIVCD Data Verification			
	PSV 02: D-RASATI II Data Verification			
	PSV 03: BALADI RMF Data Verification			
	PSV 04: BALADI CL Data Verification			
	PSV 05: BALADI CL A&E verification			
	PSV 06: WISE inventory verification			
	PSV 07: BALADI CAP Training			
DQAs				
Evaluations				
Assessments				
Special Studies				



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