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USAID MONITORING AND EVALUATION SUPPORT PROJECT

FY 2016, QUARTER I PERFORMANCE REPORT

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USAID MONITORING AND EVALUATION SUPPORT PROJECT

FY 2016, QUARTER I PERFORMANCE REPORT

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ACRONYMS AND OTHER ABBREVIATIONS

AC	Advisory Council
AIDAR	USAID Acquisition Regulation
AOR	Authorizing Officer's Representative
BRIDGE	Building Responsibility for Delivery of Government Services
CCN	Cooperating Country National
CEP	Community Engagement Project
CLA	Collaborating, Learning and Adapting
CPA	Comprehensive Peace Agreement
CS (I)	Conflict Sensitivity (Integration)
DAA	Deputy Assistant Administrator
DEC	Development Exchange Clearinghouse
DFA	Director of Finance and Administration
DFID	Department for International Development
DG	Democracy and Governance
DOC	Development Outreach and Communication
DRG	Democracy Human Rights and Governance
EU	European Union
FAR	Federal Acquisition Regulation
FARM	Food, Agribusiness and Rural Markets
FSN	Foreign Service National
FY	Financial Year
GESS	Girls Education South Sudan
GIS	Geographic Information System
GRSS	Government of the Republic of South Sudan
HIV	Human Immunodeficiency Virus
HLA	Health Learning Assessment
HPF	Health Pool Fund
HSSP	Health Systems Strengthening Project
IFES	International Foundation for Electoral Systems
ICAP	International Center for AIDS Programing (known as ICAP Columbia University)
IPs	Implementing Partners
ISDP	Integrated Service Delivery Project
KPI	Key Performance Indicators
LOE	Level of Effort
LTTA	Long Term Technical Assistance
M&E	Monitoring and Evaluation
M&V	Monitoring and Verification
MESP	Monitoring and Evaluation Support Project
MEL	Monitoring, Evaluation and Learning
MSI	Management Systems International
NDI	National Democratic Institute
OF	Operational Framework

PDO	Program Design Officer
PFM	Public Finance Management
PHCU	Primary HealthCare Unit
PM&R	Performance Monitoring and Reporting
PMEP	Project Monitoring and Evaluation Plan
PMP	Performance Monitoring Plan
POC	Protection of Civilians
PPR	Performance Plan and Report
RAPID	Responsive Assistance for Priority Infrastructure Development
RRHP	Rapid Results for Health Project
RtL	Room to Learn
SEASP	Sudan Election Administration Support Project
SID	Society for International Development
SOW	Scope of Work
SPLM/A	Sudan People's Liberation Movement/Army
SSI	Safer Schools Index
STTA	Short Term Technical Assistance
SUCCESS	Systems to Uphold the Credibility and Constitutionality of Elections in South Sudan
TDM	Teacher Development and Management Project
TO	Transition Objectives
TOP	Task Order Plan
TPM	Third Party Monitor
TPMV	Third Party Monitoring and Verification
TWG	Technical Working Group
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
USN	United States National
WASH	Water Sanitation and Hygiene

EXECUTIVE SUMMARY

This MESP performance report responds to contractual requirements between MSI and the USAID South Sudan Mission. While the political situation and continuing conflict in the country posed challenges to achieving project outputs, significant work was carried out during the first quarter of FY16. This report covers activities conducted from October 1, 2015 through December 31, 2015 and highlights the key activities, achievements, and challenges encountered. The report also highlights recommendations to the USAID Mission concerning upcoming project activities/initiatives, drawing on experience from the project's performance.

On August 31, 2015, USAID issued a modification to the MESP Task Order 1 and revised the Scope of Work (SOW), extending the mandate of the project through Fiscal Year 2017.

In Q1 of FY16, MESP undertook the following studies:

- Finalized a midterm performance evaluation of the Integrated Service Delivery Project; and

USAID/South Sudan Agriculture Sector Project Design Work and FARM Follow-On: A short-term technical assistance to the Mission Program Office and Economic Growth technical office to prepare (update) the agriculture project description to serve as the SOW for the primary new procurement.

Other outputs and key accomplishments during the quarter include:

- On October 21st, the third Advisory Council (AC) meeting was convened. MSI support included scheduling, organizing, facilitating and logistical support of this meeting. MESP performed preliminary research, analyzed data gathered by MESP, and prepared PowerPoint slides to present the contextual and programmatic information required to meet MEL levels 1 and 2.
- Design and facilitation support for the Mission-wide Retreat held in November 2015.
- Third Party Monitoring and Verification (TPMV) of the Room to Learn education program; finalization of the TPM report; and sharing of the report with the Mission Education team and Program Office.
- As part of Development, Outreach and Communication (DOC) support function, the MESP DOC Advisor helped establish the Development Outreach and Communications Working Group for Implementing Partners (IPs) — launched on December 17, covering the key USAID messages for South Sudan, major “story-telling” products, and branding and marking pointers for acquisition, assistance, and Public International Organization (PIO) agreements.
- MEL Level 2 data collection and analysis continued with the monitoring of economic activities, food security, population movement, and security concerns throughout South Sudan.
- The Third Party Monitoring and Verification (TPMV) team continued with MEL Level 1 Third Party Monitoring and Verification (TPMV) trips to the field to monitor and report on USAID projects.
- MESP also provided guidance and oversight regarding the Data Quality Assessments (DQAs) of Performance Plan and Report (PPR) indicators for eighteen (18) of the Mission's projects; thirteen (13) project DQAs were conducted in FY 2015 and five (5) project DQAs in FY 2016. The MESP Monitoring and Evaluation (M&E) team assisted the USAID PROPEL project to finalize their activity-level Monitoring & Evaluation Plans (AMEP) and survey design. During the first quarter, MESP conducted orientation trainings/internal trainings to strengthen various aspects of M&E to the MESP team. The training strengthened staff technical skills to effectively support USAID technical teams in measurement activities and systems.
- With the tightening of the Mission's security procedures due to increased tensions, MESP's meeting

rooms were busy during the first quarter of 2016: 201 meetings were held at the compound.

- MESP recruited the CLA and DOC Advisors to support the Mission’s program operations and learning agenda. These highly experienced and qualified individuals have been oriented and briefed and are fully integrated into the project.
- MESP Conflict Advisor supported and researched the integration of trauma awareness into USAID programing.

Challenges

- The accomplishment of MESP tasks have become increasingly challenging as political, security, and economic instability have increased in South Sudan, obstructing the undertaking of quality data collection to inform the Mission’s operational units and contribute to the learning agenda.
- Conflict Sensitivity (CS), an important operating principle of the Operational Framework, has proceeded slowly. With the imminent departure of the MESP Conflict Sensitivity Advisor, MESP and the Mission will need to redouble efforts to more fully integrate CS into program design and implementation.
- The Mission’s Communications Protocol for MESP vis-a-vis USAID has impaired the provision of requisite SOWs for planned activities in the work plan; this has significantly affected the initiation of several first quarter outputs that are still pending.

Recommendations

MESP successfully piloted and rolled-out Third Party Monitoring and Verification (TPMV) to help USAID verify project activities on the ground, ensure the quality of performance data, and promote accountability across the Mission’s portfolio. This is a key objective of Level 1 of the Mission’s MEL framework. The Mission and MESP should now expand TPMV activities throughout USAID’s portfolio in South Sudan. MESP looks forward to working closely with Mission personnel to move the monitoring and verification agenda forward and strengthen it by expanding integration of CLA and TPMV activities throughout the Mission. In addition, MESP requests USAID’s assistance to resolve the difficulties in producing SOWs which MSI needs to meet its obligations to the Mission under the IDIQ and the approved work plan.

MESP PROGRESS ON CORE OUTPUTS AND INDICATORS

MESP supports the Mission’s performance management priorities in order that: *“USAID/South Sudan undertakes better informed decisions through three sub-purposes: namely; improved quality and management of performance monitoring data; credible evidence about USAID/South Sudan programs and projects available; and greater awareness of USAID/South Sudan program and project performance to internal and external audiences.”* Given that most of the MESP outputs are demand-driven, i.e., determined and directed by the Mission’s requirements, it is often not possible to establish performance baseline values and set performance targets for some sub-purposes with associated indicators. The first quarter report presents the project’s performance/achievements regarding each of the three sub-purposes.

Sub-purpose I: Improved quality and management of performance monitoring data

Output 1.1: Assessment of data procedures and quality undertaken and recommendations provided

1.1 Data Quality Assessment

Data Quality Assessments (DQAs): MESP supported USAID/Mission technical teams to gauge how confident they should be in the data provided by Implementing Partners (IP) to help manage program/projects and report success. USAID’s ADS notes that the purpose of the Data Quality Assessment is to “...ensure that the USAID Mission/Office and Assistance Objective (AO) Team are aware of the strengths and weaknesses of the data, as determined by applying the five data quality standards ...and are aware of the extent to which the data integrity can be trusted to influence management decisions.” MESP applied the data quality standards and examined IP systems and approaches for collecting data to determine whether they are likely to produce high quality data over time (ADS 203.3.5.2). In other words, if the data quality standards are met and the data collection methodology is well designed, then it is likely that good quality data will result.

The DQA exercises required travel to IP sites, interviews with IP staff responsible for data management, review of IP documents, and observation of IP procedures related to data collection. A total of five (5) projects underwent DQAs in Quarter 1 of FY16. Table 1 below illustrates projects that underwent DQAs, the total number of indicators per project, and the level of completion.

During the reporting period, the DQA team also followed up to complete the assessment of indicators that were initially not assessed during the first visit to IP sites in the last quarter of FY 15. The DQA team therefore used the first quarter to prepare the DQA reports for the project’s indicators assessed in FY15. These reports have since been submitted to the Mission. Some have been approved; others are awaiting approval from USAID.

Performance on DQA exercises is assessed based on the following key indicators:

TABLE 1: DQA INDICATORS AND DATA QUALITY

#	Data Quality Assessments (DQAs) Indicator	Baseline	Target	Actual
1.1	Number/Percentage of the performance indicators reviewed that score “yes” on all 5 DQA dimension rating fields	N/A	Target: 10 reviewed)	Actual: 7
1.1.1	Number/Percentage of projects with completed DQAs	N/A	5 projects	5 projects

The DQA exercise targeted ten (10) indicators in Quarter 1. The exercise was satisfactorily conducted on 100 percent of the indicators, of which 70 percent scored “yes” on all five (5) DQA rating fields. The rating of 70 percent suggests that the quality of the data collected by IPs and reported to the Mission is reliable for decision making. As also seen in the quality of the 13 assessed in FY 15, the good quality of the data by IPs could be attributed to the presence of M&E personnel within various IPs and the availability of USAID standardized indicator guidelines that each IP reviews as part of the induction process.

Output 1.2: Improved data and analysis provided where requested

I.2 Project Monitoring and Evaluation Plan (PMEP) Development and Reviews

PROPEL AMEP review: The MESP team supported the review of the PROPEL Activity-level Monitoring and Evaluation Plan (AMEP), which included re-alignment of the results chain to ensure that activities and lower-level results logically flow to higher-level results. Indicators were also reviewed and re-aligned to ensure the selected indicators effectively measured the achievement of the stated results.

MESP comments were shared with the USAID Democracy and Governance (DG) team. The MESP technical team also participated in a meeting to review comments and provide guidance to clarify comments and suggest a way forward. MESP found the document to be well written and comprising of all the components of a good AMEP. Below are MESP's general comments (additional comments highlighted in the document). MESP comments include:

- A need to include USAID F-indicators in the AMEP document as all selected custom indicators.
- A need to develop indicators at the outcome results level in the AMEP; the initial indicators covered only IR levels.
- PROPEL should identify and monitor some critical assumptions under the AMEP.
- Because of the importance of CLA broadly, as noted above, and CLA's relevance to this project in particular, the AMEP should speak more as to how early learning will be reflected in later programming. The draft contained no mention of annual project-level evidence or of a cumulative learning "summit".
- The AMEP needed to adequately cover the implementation and/or monitoring of conflict-sensitive programming.
- The draft also lacked a discussion of adaptive management under the Mission's CLA rubric. Global Communities and Catholic Relief Services have significant experience in this regard, and should highlight CLA priorities as PROPEL links M&E results with analysis and learning at the heart of the AMEP.
- MESP recommended revising results 2 and 3 from the output level to the outcome level.

USAID/South Sudan Agriculture Sector Project Design Work and FARM Follow-On: MESP provided short-term technical assistance to the Mission Program Office to prepare (update) the agriculture project description to serve as the SOW for the primary new procurement utilizing three primary inputs: (1) the draft SOW for the "MAGIC" project; (2) the completed "Assessment of Agricultural Development" prepared for the Mission's Office of Economic Growth; and (3) written feedback to the Mission on the draft Assessment from USAID's Bureau for Food Security. MESP revised Section C of the planned FARM (MAGIC) follow-on solicitation to support the Mission's new solicitation. Some of the tasks included:

- A. A new section on other "MAGIC" project design components being prepared by the Mission (MESP), including:
 - i. The MEL Plan, Implementation Plan (based on adaptive management), Sustainability Plan, and Conflict Sensitivity Analysis;
 - ii. Updating the Background and Context sections, adding, inter alia, the latest food security maps and data;
 - Adding material on the state of the private sector in South Sudan;
 - Including a robust discussion of the current FARM project in the Background and

- Context section;
- Updating the list of sector constraints using the recent Ag Assessment;
 - Replacing all references to the Mission’s 2011-2013 Transition Strategy and Development Objectives (DOs) with the Mission Operational Framework and Transition Objectives (TOs), and to the new OF Purpose Statement: “Build the foundation for a more stable and socially cohesive South Sudan”;
- Revise the program goal statement to emphasize a private-sector, market-led approach.

Draft Health Performance Monitoring Plan (PMP): During this quarter the MESP M&E team supported the health portfolio, in addition to ongoing support. The quarter’s major accomplishments were:

- **Health PMP:** The health PMP has not been revised since 2012 due to changes in the context and USAID operational plan. The 2012 health PMP was based on the USAID Transition Strategy which is no longer operational. To accommodate this, the Mission developed the Operational Framework which guides programming; hence, there is a need to align health results and performance measurements to reflect the Operational Framework.
- The Health Team asked MESP to develop a draft Health PMP. MESP provided the draft and advised the team on how to formally develop a PMP adopting participatory approaches. This draft Health PMP highlighted some PMP approaches in the current South Sudan context considering the Operational Framework as basis for programs and operation.

Performance Plan and Reporting (PPR): The MESP Health M&E Advisor served as a Point of Contact (POC) for health PPR reporting, with support from the USAID health team. The Advisor collected both primary and secondary data from partners and analyzed and presented it to the health team. This input contributed to the high quality of the health team report and presentation during the Mission’s review. The contribution of the Health M&E Advisor was commended by the health team.

PPR Indicator Review Process: The MESP Health M&E Advisor led the review of the PPR indicators for FY 16 PPR reporting. This was a response to the Mission’s call to review and reduce the number of indicators for PPR reporting. The Advisor recommended the health team identify key performance indicators for the health program to support portfolio and project performance reviews. The PPR indicators would thus be a subset of the Key Performance Indicators (KPIs). The KPI indicators are useful to improve broader understanding of how the portfolio and projects perform elements for which PPR indicators often fall short. The KPIs will be used for quarterly portfolio and project performance reviews — KPIs indicators may include some of the PPR indicators. MESP therefore suggested KPIs to the health team for review.

Output 1.2: Improved data and analysis provided where requested

Output 1.3: Data made more readily accessible

1.3 Support to the Operational Framework

MESP continued to support the Mission’s Operational Framework with the following results, particularly regarding development of the Mission’s Monitoring, Evaluation and Learning (MEL) framework:

Collaboration Learning and Adaptation (CLA): The CLA Advisor commenced duty on December 4th and underwent an internal MESP orientation which included introduction to the USAID Program Office colleagues and briefings by the MESP COP and DCOP. Throughout his first week in Juba (4th-11th December 2015), the Advisor also participated in various in-house briefings involving MESP, counterparts from the Mission and Implementing Partners on Gender; as well as study of the PROPEL AMEP. Similarly, the advisor participated in in-house monitoring and evaluation training facilitated on December 9, 2015.

The CLA Advisor travelled to Washington, DC for specific CLA and MSI orientation (in-country 12th-19th December) and USAID Washington meetings arranged by the South Sudan Mission. Some of the key take-away elements included:

- The Advisor received a thorough orientation from MSI colleagues connected to MESP. Over the past year, the project has assisted USAID/South Sudan to operationalize CLA as one of two Operational Framework operating principles, primarily through development of the Mission's 3-level Monitoring, Evaluation and Learning (MEL) framework. Although much has been accomplished, many planned efforts have awaited the arrival of the Advisor and will now ramp up with support from MSI Headquarters.
- USAID's Bureau for Policy, Planning and Learning (PPL), Office of Learning, Evaluation and Research (PPL/LER) is the preeminent pioneer and thought leader in CLA and is therefore extremely interested in CLA application and utility in a conflict-affected state (or Non-Permissive Environment (NPE)). Immense learning value will be derived from a comparative analysis between CLA applications in a stable as opposed to a conflict affected country. This relates specifically to aid effectiveness and adaptive management. To this end, Stacey Young, PPL/LER's Senior Learning Advisor, reiterated the full support of the Bureau in the Mission's CLA endeavors. She also stressed that essential learning must be captured, documented and fed into USAID's knowledge platform and learning products for optimal sharing and utilization.
- USAID's LEARN project is a key resource and support mechanism to 'enable' CLA design, development, and implementation within South Sudan, both online and remotely. Under exceptional circumstances, LEARN can provide direct, in-country support. LEARN is currently working on USAID's CLA strategy and infrastructure. Meetings in Washington, DC considered how to use the Facilitators Guide to support implementation of the CLA Framework and Maturity Matrix in South Sudan. In addition to the guide, which will be available for piloting, LEARN also has a toolkit supporting general organizational development, including change readiness markers.
- It is both an expectation and requirement for the CLA Advisor to personally contribute actively towards the CLA Community of Practice (COP) using LEARN colleagues as primary points of contact and in-house knowledge resources such as "usaidlearninglab.org" as the delivery mechanism.

MEL Level 1: Third Party Monitoring and Verification (TPMV): At Level 1 of the MEL, MESP has incorporated TPMV data collection to verify the activities of USAID projects in the field. TPMV and the associated staffing needs were approved in the December, 2014 modification to the Task Order. The MESP TPMV team is comprised of a TPMV Manager and four (4) Field Monitors.

TPMV Activities:

In Quarter 1, the MESP Third Party monitors planned and conducted monitoring and verification of USAID project activities in the field. The team developed a monitoring and verification protocol and framework; and collected, analyzed, and reported verified data to the USAID South Sudan Mission in support of management decisions regarding USAID-funded activities. The monitoring and verification exercises took place between September and December. The first phase of the monitoring and verification exercise was followed by feedback presentations to the USAID/South Sudan Program Office. During the presentations, the TPM team highlighted key findings, conclusions, and recommendations.

Achievements

Monitoring and Verification Frameworks

Three monitoring and verification frameworks were developed. These frameworks included the TPM Monitoring Plans and procedures for all USAID/South Sudan projects/programs; and data points questionnaire/checklists. The Monitoring and verification frameworks are important documents that guide TPM team members in the collection of relevant data. Data points were developed to collect data on the following projects: Room to Learn (RtL); the Integrated Services Delivery Project (ISDP); and the Food, Agribusiness, and Rural Markets (FARM) project. RtL, FARM, and ISDP are managed by the Mission's Education, Economic Growth, and Health Technical Teams, respectively. While the RtL monitoring framework is approved and now operational, the monitoring frameworks for the FARM and ISDP projects are under review by the Mission and yet to be approved.

Monitoring and Verification Exercise

Five monitoring and verification field missions were successfully conducted between October and December, 2015. These exercises covered four counties in Eastern Equatoria, Central Equatoria, and Western Bahr El_Ghazel and verified delivery and usage of RtL's basic educational package in regards to the Teaching and Learning Materials (TLMs), which targeted lower primary classes from first-, second-, and third grades at selected schools. In addition, the monitoring and verification exercises included data collection on agency compliance and context in which the projects operate. Table 2 below shows projects covered by the TPM.

TABLE 2: LIST AND STATUS OF PROJECTS COVERED BY TPM ACTIVITIES

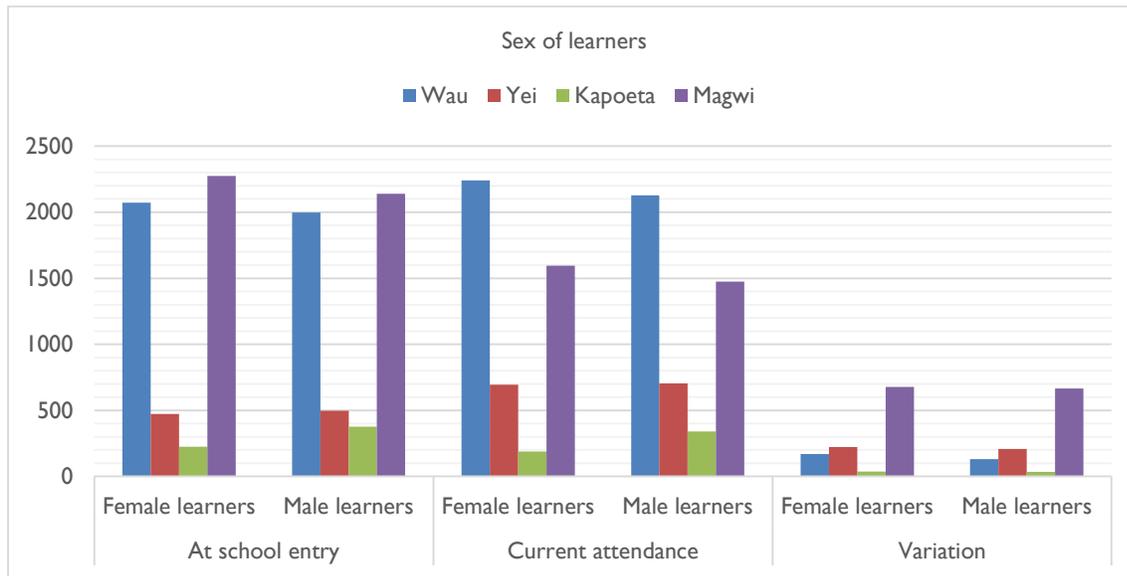
Technical Area	Project	IP	Status	Activity
Education	RtL	Winrock Int.	Approved and operational	Verification of delivery and usage of basic educational package of Teaching and Learning Materials (TLMs) to selected schools targeting lower primary classes (grades 1, 2 & 3).
Health	Health TPM Plan	N/A	Pending approval	Collection of qualitative and quantitative data about the status, progress, successes and challenges of the health projects based on Standard Based Management and Recognition (SBM&R).
Economic Growth	The FARM Project	Abt Associates	Pending approval	Collection of qualitative and quantitative data on the three components of the FARM Project: Agricultural Markets; Agricultural Productivity; and Capacity Building.

Key Findings of Monitoring and Verification Mission

A total of 43 project sites (schools) were visited in four counties in Eastern Equatoria, Central Equatoria and Western Bahr El-Ghazel.

- Class attendance has generally increased compared to class registration when schools opened. See Figure 1 below.

FIGURE I: DISTRIBUTION OF LEARNERS BY SEX AND LOCATION



- Relevant basic core educational packages of Teaching and Learning Materials (TLMs) were delivered to all 43 schools visited.
- Community involvement was verified.
 - Relevant committees were formed:
 - PTA tasked to mobilize children for school
 - Gender tasked to address gender gaps
- All project equipment was clearly marked; however, USAID logos were missing on sign posts on all RtL offices.
- The RtL project had no enrolment data collection tool to capture this important information.
- Since the teachers’ training had not started at the time of the visit, the TLMs were used for activities such as planning and preparing lessons.

MEL Level 2:

MESP has continued compiling and summarizing security reports since the beginning of the year to enable the team to have an idea of the evolving and changing security situation in the country and to help USAID factor security trends into programming and management.

MEL Level 3:

The Mission established an Advisory Council (AC) in March, 2015 with the help of MESP. The purpose of the AC is to provide the Mission with information regarding the overall context of peace, security — effects of the conflict on citizens; and, to provide information on the effect of conflict on programming in South Sudan. The AC monitors and assesses trends throughout the country and suggests program modifications and priority changes in accordance with the changing security and peace dynamics in South Sudan.

On October 21, the third Advisory Council meeting convened — MSI support included scheduling, organizing, and logistical aspects of the meeting. More specifically, MESP performed primary research, analyzed MESP generated data, and prepared power point slides to present the contextual and programmatic information required to meet MEL levels 1 and 2. MESP and the Mission Conflict Advisor facilitated an “Advisory Council

Sub-committee” meeting regarding social cohesion and its role regarding South Sudan’s context and USAID programing. Collaborating with the MSI’s Contracting Officer’s Representative (COR) and USAID’s Conflict Advisor, MESP hosted three AC members, facilitated the meeting, and summarized the results into a cogent document to enhance the Mission’s understanding of social cohesion in South Sudan at the full AC meeting.

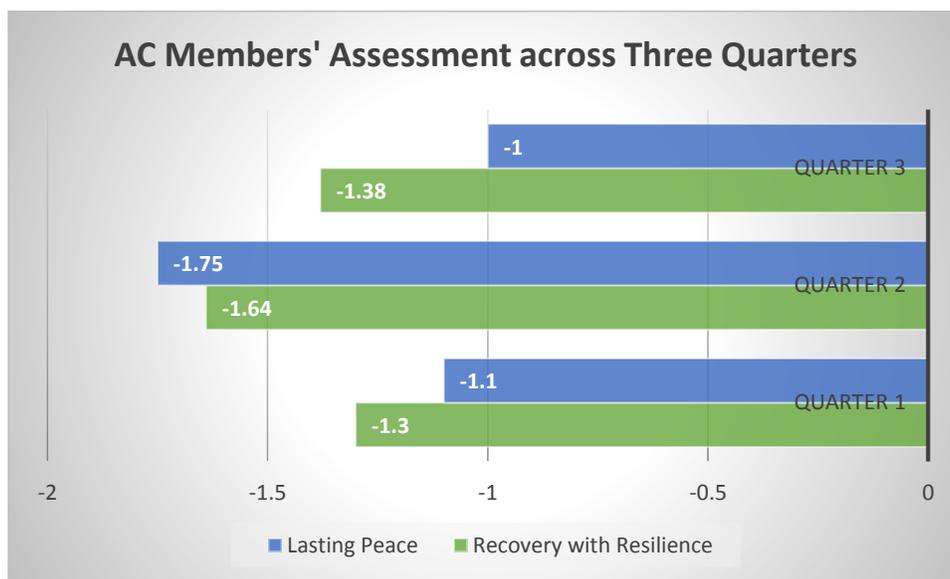
The AC meeting held on October 21 assessed Transitional Objectives (TO) 1 & 2 for the third quarter of CY 2015. Members were asked to score the trends in the past quarter and share brief comments.

Overall, the average scores were: TO 1 (Recovery with Resilience): -1.38 and TO 2 (Lasting Peace): -1.0; a relatively small improvement when compared to the 2nd Quarter, but overall trends signaled a continued worsening of the situation, but as summed up by one of the AC members as “a lessening of the worsening” was observed in this quarter.



The graph below presents the AC members’ assessment of trends across the first three quarters of the FY 2015.

FIGURE 2: AC MEMBERS ASSESSMENT ACROSS THREE QUARTER



Key Points/Discussions on Scores

- The signing of the Cessation of Hostilities Agreement by the conflicting parties eased the tensions in South Sudan but there continues to be general uncertainty as to whether the two sides will adhere to it. There have been reports of violations by both sides in the previous two months. South Sudanese look to the international community and regional bodies like IGAD to enforce implementation.

- The interdependence of TO1 & TO2 was underlined; where TO1 is a prerequisite to TO2, i.e., fixing the economic problems has a direct bearing on lasting peace. The general decline of the economy in the third quarter was emphasized and discussed at length.

There appears to be something enigmatic with the South Sudanese economy that needs to be understood. Related to this, the increasing trend toward a more “informal” or “gray” economy is cause for concern.

In closing remarks the Deputy Mission Director, Zema Semunegus, said:

“Thank you everybody for participating in this AC meeting. The deliberations will be given consideration in USAID’s upcoming strategy retreat beginning November, 2, 2015. As someone who has just joined the Mission, this meeting has been a great opportunity to understand the operating environment in South Sudan. Thanks for sharing your insights”.

Output 1.3: Data made more readily accessible

I.4 MIS/GIS:

MESP continued to support USAID/South Sudan to broaden understanding and representation of its programs throughout South Sudan using GIS technology. The support included providing locations of USAID projects through an ArcGIS software platform for the analysis and display of Geographic Information Systems (GIS) data.

During the reporting period MESP worked with the USAID Program Office to produce the following maps for the USAID South Sudan Mission:

- USAID/South Sudan: Current & Planned Projects’ Locations by County (October, 2015)
- USAID/South Sudan: DG Projects’ Locations by County (October, 2015)
- USAID/South Sudan: Education Projects’ Location by County (October, 2015)
- USAID/South Sudan: EG Projects Location by County (October, 2015)
- USAID/South Sudan: FFP Projects Location by County (October, 2015)
- USAID/South Sudan: HEALTH Projects Location by County (October, 2015)
- USAID/South Sudan: OFDA IPs by County (October, 2015)
- USAID/South Sudan: OTCM Projects Location by County (October, 2015)
- Possible USAID Priority Areas (November, 2015)
- USAID/South Sudan: Geographic Focus Areas 2016-2017

In order to make USAID interventions better known, MESP presented various options of model Dashboards used by USAID missions in various countries, and other available knowledge management portals. **ArcGIS Online** was identified as a piloted platform that could make available and support quantitative reports in the form of maps, graphs, or charts to help stakeholders visualize and better understand USAID programs and geographic coverage as soon as they log on.

Output 1.1: Assessment of data procedures and quality undertaken and recommendations provided (contributes more directly to the Sub-purpose)

I.5 Training, Learning and Capacity Building

Capacity Strengthening

To build and strengthen capacity and technical knowhow, MESP conducted an internal M&E training targeting MESP staff. The training was attended by 13 staff members. It served as an orientation for the new staff members as well as a strengthening exercise for the remaining staff regarding knowledge and practical capacities in M&E. The training covered: development of M&E results frameworks, developing SMART results and objective statements, indicators, practical GIS applications, and project evaluations and data analysis.

Given that MESP trainings for USAID and IPs are demand driven as determined by the Mission, it is not possible to set baseline values and targets for these activities. The performance measures, therefore, are “Not Applicable – N/A”, as reflected below.

TABLE 3: INDIVIDUALS TRAINED

Indicator	Indicator name	Baseline	Target	Actual
4	Number of individuals trained in performance measurement related topics	N/A	N/A	13 participants (1 female & 13 male)

I.6 Summary Performance (Sub-Purpose I)

During the Quarter, MESP achieved significant results in advancing and improving quality and management of performance monitoring data. The DQA exercise was conducted on all PPR indicators. This exercise involved on-the-job training and mentorship for IP staff regarding data quality procedures and management. The project also supported the Mission technical teams’ review their IP activity level PMEPs. In addition to streamlining performance measures to ensure the measures selected effectively track the achievement of established results, the support also included ensuring there is causality, i.e. a “cause and effect” relation in project theories of change and outputs with the greatest potential to realize or contribute to higher level results. To validate this information, the Advisory Council provides narrative and qualitative effects on society and advises the Mission on strategic programming adjustments from the evidence.

Sub-purpose 2: Credible evidence about USAID/South Sudan programs and projects available

Output 2.1: Quality Performance and Impact Evaluations undertaken

Output 2.2: Assessments and special studies informing USAID/South Sudan policy provided

MESP’s primary purpose, that USAID/South Sudan undertakes better informed decisions, is underpinned by five core indicators. USAID did not authorize any evaluations during the reporting period and, hence, the indicators were not assessed.

Indicator 2.1: Number/Percentage of evaluations for which USAID/South Sudan managers can identify an action or decision that was influenced by the evaluation results. ***Baseline: N/A, Target: N/A, Actual: See table below.***

TABLE 4: STUDIES UTILIZED TO INFORM BY THE MISSION

Indicator #1	<i>Baseline: N/A, Target: N/A, Actual: provided on last column</i>	Number/Percentage of evaluations/assessments for which USAID/South Sudan managers can identify an action or decision that was influenced by MESP provided analytic information/activity
	Actual: 1	The ISDP recommendations are being used to inform and shape the Health Pool Fund II funding and programming

Summary of Achievements

The “ISDP Mid-term Evaluation”, conducted during FY 15, was completed during the reporting period, approved by USAID, and uploaded onto the DEC. It contains a key performance analysis that informs and shapes the Health Pool Fund II funding and programming of the Mission’s program management and decision-making.

2.1 Evaluations

Output 2.1: Quality Performance and Impact Evaluations undertaken

Integrated Service Delivery Project (ISDP) Evaluation: Conducted in FY 15, the report was completed in the first quarter of FY16. It was approved by USAID and uploaded onto the DEC. The purpose of the evaluation was to assist USAID in decisions related to mid-course corrections or modifications necessary to improve project implementation. The recommendations reviewed project assumptions, supported the continuation of providing health workers’ salaries, streamlined community level approaches, and scaled-up USAID strengths in collaboration with other donors and actors.

Output 2.2: Assessments and special studies informing USAID/South Sudan policy provided

Review of PROPEL Baseline Tools:

MESP supported the PROPEL project review baseline data collection tool and shared comments with the PROPEL team. MESP’s input was acknowledged with appreciation by the PROPEL project as it helped to focus the project’s survey tools. Some of the MESP comments included:

- MESP noted that ideas in Global Communities (GC's) index will carry USAID's learning agenda forward and pursue measurements of cohesion and social capital in a cross-country context. Once the baseline survey is completed, survey measures should be subjected to empirical investigation of which items are most closely aligned based on their patterns of correlations with one another (factor analysis) if this is of interest to the Mission.
- In both a strategic and causal framework, one might posit that GC's formulation Social Capital capacity feeds into the Collective Action capacity; including, a range of household and community shocks and stressors in the survey instrument, examining the pattern of correlations between existing capacities and what burden of shocks an individual, household, or community can be evaluated — MESP is prepared to collaborate with PROPEL on these opportunities if requested.
- With baseline and end line data, tests can also be done as to whether a) resilience capacities were strengthened (intermediate result); b) a change in resilience capacity predicts a change in sensitivity to shocks (outcome); and, c) whether a stronger resilience to shocks results in a higher level of well-being (impact) relative to a unit of analysis without strengthened resilience. A third measurement conducted 12 months after the second measurement might be better more effective at picking up changes in sensitivity to shocks and relative changes in well-being brought about by strengthened resilience capacity.
- With GC mainly concerned with the measurement of (a) the above suggested framework, data should be shared and/or used in collaboration with GC and the Mission with a third measurement; and further further analysis of (b) and (c) above to help the Mission gain insights on resilience more broadly as it relates to TO1 can be done with support from MESP.

Sub-purpose 3: Greater awareness of USAID/South Sudan program and project performance to internal and external audiences

Output 3.1: USAID program and project performance relayed to internal and external audiences

Output 3.2: Dissemination meetings and training programs supported

MESP Development Outreach and Communications (DOC) provide technical support to the DOC office and mentor the FSN DOC at the Mission.

3.1 Development Outreach and Communications

The MSI Development Outreach and Communications (DOC) advisor arrived in Juba on November 17, 2015 and moved swiftly to reform the DOC team with the USAID FSN specialist and to meet USAID senior management, who shared views on outreach and communications priorities for the Mission. Messaging will continue to emphasize the support of the American people to the people of South Sudan, noting that the U.S. is the largest single donor. Key audiences include beneficiaries, the media, women, youth and local and other officials in South Sudan; as well as Congress, activists, and members of the South Sudanese diaspora in the U.S. and other countries.

The DOC team supported the participation of the USAID acting mission director in a dedication ceremony on December 15 for five newly constructed primary schools in Magwi County, Eastern Equatoria State. With its assistance in the preparation of briefing materials, remarks and a press release, the team helped ensure that the event effectively publicized the assistance of the American people. The DOC advisor accompanied the acting mission director, assisting with arrangements on the ground, distributing the press release to local media, and taking photographs which then featured on USAID-South Sudan's Facebook and Twitter pages. South Sudan TV and radio, Eye Radio <http://eyeradio.org/magwi-5-schools-usaid/>, Radio Miraya and a local radio station in Magwi all carried coverage of the event; as did the "This Day" newspaper and the Gurtong website: <http://bit.ly/1Pz5Kdc>.



USAID-South Sudan Acting Mission Director Zema Semunegus (right) and national, county and UNICEF officials dedicate the new Ayii Central Primary School at a ceremony December 15, 2015.

The Development Outreach and Communications Working Group for implementing partners (IPs), launched December 17, covering the key USAID messages for South Sudan, major "story-telling" products, and branding and marking pointers for acquisition, assistance and Public International Organization (PIO) agreements. Twenty implementing partners, including nine humanitarian assistance organizations and two PIOs, sent employees with outreach and communications responsibilities. Presenters set an informal tone which helped elicit a number of questions from the partners and contributed to a good, substantive discussion and a very collegial atmosphere. Participants agreed on the utility of the working group as a forum for better understanding USAID messaging, story-telling and branding and marking requirements, as well as for networking and exchanging communications ideas and best practices. The next session is tentatively scheduled for March 2016.

The DOC team created a USAID/South Sudan SoundCloud account and uploaded clips from two local radio interviews featuring USAID Mission employees talking about U.S.-supported projects to combat gender-based violence and to provide secure and well adapted classrooms. A Twitter posting linked to one of these interviews proved among the most popular tweets of the quarter. The number of "likes" for the USAID-South Sudan Facebook page rose steadily through the quarter, ending at 3,679, representing a 4.8 percent increase over the three months.

4.0 Crosscutting Themes

4.1 Gender and Youth

The MESP team continues to support the Mission's efforts in strategies and actions to integrate gender into the Mission's programming.

Field Visit to the Implementing Partners: The Gender Advisor conducted field visits to USAID implementing partners to assess gender and youth integration in selected USAID-funded projects. The MESP staff visited six projects to assess their integration of gender into USAID projects.

The report was submitted to USAID and the presentation on key findings, lessons learned recommendation was made to the Mission. Some of the key findings include:

- IPs are in the early stage of designing gender-sensitive programming in South Sudan. Most did not have clear gender programming strategies and policies. The exceptions were Room to Learn and the BRAC community school programs, which have clearly laid out strategies, policies, and actions to address gender disparities in their projects.
- Partners are making efforts to bridge gender disparities in project activities by initiating programs that address both male and female needs; for instance, information and advocacy training for gender equality participation, access, and equal opportunities.
- Although most organizations have undertaken major efforts to recruit women, the IPs are challenged to find qualified and experienced women candidates. This is a problem throughout USAID's technical program areas of media, education, health, management, and leadership.
- While the review observed intent on the part of the IPs to address gender issues, they face serious barriers to recruiting qualified women candidates.

Some of the key recommendations to USAID include:

- A comprehensive gender analysis should be made part on the IPs' mandatory requirements during solicitation and in the award document.
- Many projects have been approved without reference to the F9 indicators. USAID should require that programs address these matters within current programs and provide help for IPs to do so. These requirements should feature prominently in any future awards.
- Require each IP to appoint or assign a Gender focal person to oversee Gender mainstreaming, implementation, monitoring, and reporting.
- Develop a comprehensive Gender Training Manual and require broad participation in Gender training.
- Include a specific youth and women component in each award — where appropriate.
- Form a USAID Gender Working Group to enhance internal coordination, learning, sharing and reporting.

Some of the key recommendations to IPs include:

- Use the media to disseminate messages that promote social inclusivity in education, health and income generation.
- Involve community members and leaders as champions of equal opportunities for both boys and girls by supporting mothers, fathers, male champions of GE, and community advocacy initiatives and groups.
- Intensify capacity building to increase women's participation through coaching, mentoring, and affirmative action initiatives to recruit and build the capacity of women.
- Education programs should consider addressing factors such as early marriage, teen pregnancy, menstruation, etc. that hinders girls' ability to complete their education.

Support to the Room to Learn (RtL), Gender and Social Inclusion Training Manual: During the reporting period, the MESP Gender and Youth Advisor supported the development, piloting and launching of the Room to Learn (RtL), Gender and Social Inclusion Training Manual, including incorporation of the feedback after the pilot training in Magwi.

The manual was piloted to test its applicability, the content, suggested methodologies, the logical flow, illustration, session planning, and targeted participants' categories. Feedback from the pilot was incorporated into the revised manual. The manual is ready for roll out to all RtL project sites. It covers two sections: a) background information and key concepts in Gender and social inclusion; and, b) practical skills in Gender

training methodologies and approaches for planning. The manual will be used to train advocacy groups, teachers, and other advocates for Gender Equality and Social Inclusion in education.

Participation in the launching of the Sexual Gender Based Violence Data Collection and Reporting Initiatives: Recognizing that Sexual Gender Based Violence (SGBV) is a harsh reality of the conflict, the Gender Advisor participated and contributed to the design and piloting of the data collection and reporting tools and the initiative launch; an initiative that will provide vital evidence on Sexual Gender Based Violence. The Gender Advisor has joined women in their “call and contributed by providing technical guidance that supported establishing a system for verifiable SGBV evidence.” This is a project supported by the Canadian Embassy, implemented by Community Empowerment for Progress Organization (CEPO). It’s an online system that people will use for sending messages on phones about any cases concerning Sexual Gender Based Violence (SGBV), mainly to increase reporting, responses, and preventive actions. The launching was also a call for other SGBV actors to embrace the system and break the silence from the community on reporting SGBV using cell phones. CEPO will share the platform with other actors and train people about how to report using the online system.

WOMEN PREPARE TO MARCH THROUGH JUBA

Participation in the Planning and launching of the 16 Days of Activism against Gender Violence: This is an International Day for the Elimination of Violence against Women marked annually from November 25 through December 10 calling to an end to violence against women. The 2015 global theme was *From Peace in the Home to Peace in the World: Make Education Safe for All!* Whereas the national theme is, “From Peace in the Home to peace in the Nation, Make Education Safer for Girls in South Sudan”



On November 25, 2015, the International Day for the Elimination of Violence against Women, youth in Juba gather to begin their 16 day campaign against Gender Violence.

From Peace in the Home to Peace in the World: Make Education Safe for All! Whereas the national theme is, “From Peace in the Home to peace in the Nation, Make Education Safer for Girls in South Sudan”

The Gender Advisor has joined women in planning and launching of the 16 Days of Activism against Gender Violence. The Gender Advisor contributed to: the development of the agenda/program for the 16 Days of Activism against Gender Violence, development of flyers, drafting of press statements and speeches including participation in and a march November 25 in Juba. The planning of the event was led by the Ministry of

Gender Child and Social Welfare with support from humanitarian partners and development organizations. Activities such as press statements, radio talk shows, dramas, speeches from government officials, heads of missions, national and international nongovernmental organizations (I/NGO), and a march November 25 in Juba by organized groups, such as faith-based organizations, schools, and organized institutional forces including police, wildlife forces, youth, and women’s groups.

4.2 Conflict Sensitivity

The Conflict Specialist built on his past work on CS by supporting the USAID Conflict Advisor with research for integrating trauma awareness into USAID programing. He convened three meetings and analyzed results to advise the design of Mission trauma healing for 2016. Lastly, the MESP Conflict Specialist was asked to assist in designing the new \$70 million APS focused on food security in conflict-affected areas. He used primary and secondary research that he had accumulated throughout the last 10 months to adapt the APS towards more flexible, integrated, and layered interventions that promote a resilient food secure population (TO1) while establishing more conflict resistant communities (TO2).

5.0 Other Functions

5.1 Compound Management and Juba Meeting Facilities

MESP was provided a wide range of coordination, logistical and support services that included the organization and hosting of workshops, roundtables, seminars, conferences and meetings for USAID staff and their IPs. During this quarter, 201 such events took place within the MESP compound, which is conveniently situated adjacent to the Mission.

5.2 Facilitation of Key Mission Meetings

Implementing Partner’s Meeting: On October 28, 2015, MESP hosted the USAID Implementing Partner meeting in the MSI compound. This is a quarterly USAID-organized meeting to update, share information and discuss country context with partners implementing USAID funded projects. To ensure successful capture of the meeting event, MESP project was charged with organizing the meeting and capturing the meeting’s proceedings. The MESP COP facilitated the meeting in addition to introducing the guests and speakers. The meeting was attended by the U. S. Ambassador to South Sudan, USAID Mission Director, and other Mission staff and USAID Implementing Partner representatives. The MESP team provided logistical support and produced the meeting proceedings report which was shared with the Program Office and approved by USAID.

5.3 Mission Strategic Planning Retreat

MESP supported USAID/South Sudan Retreat from November 2 – 6, 2015. The retreat’s main objectives were:

- Team-building and improving internal communications; and
- Programming focus and alignment.

The team-building exercises focused on improving communications among the expatriate and national staff, allowing more space for national staff to share their views, and fostering a sense of cross-team unity within the Mission. The programmatic focus enabled discussions on South Sudan, aligning programs to the realities of South Sudan and the changed political context, and developing a clearer direction and articulation of priorities. USAID has been working within an Operational Framework (OF) drafted after the start of the 2013 civil war. The OF provides an overall, flexible, and broad frame within which programs find alignment. However, this has not enabled prioritization of intervention needs within USAID’s manageable interests, the identification of geographic locations in which to focus support, and the layering of humanitarian and development support in a cross-sectoral manner to maximize impact.

The retreat provided fora for aligning Mission current programming and future portfolio to the civil war context in South Sudan as well as to the political realities of a changed donor environment and a compromised peace. MESP supported these efforts by identifying and recruiting a team of two well qualified consultants as facilitators as well as providing logistical support. The MESP project was also charged with taking of minutes and recording of the event and producing the report. This report serves as an executive summary of the key results achieved during the retreat and is complemented by a range of thematic papers, which were refined through further internal USAID consultations. The retreat was a starting point for USAID to direct their programs into the next phase of engagement in South Sudan with a focus on supporting the implementation of the Compromise Peace Agreement.

To prioritize areas of engagement for USAID in South Sudan, the retreat worked through sessions looking at the context and conflict manifestations before working on problem statements to define what is to be achieved by the transitional objectives of the OF in the next two years.

5.4 Staffing

- Development Outreach and Communications Advisor, Paul Mailhot (DOC) — was recruited and mobilized on November 17, 2015
- CLA Advisor, Barry Greville-Eyres, was recruited and mobilized on December 4, 2015
- Safety and Security Advisor, Charles Gondwe, will arrive to South Sudan on January 25, 2016

Actions for the Coming Quarter (01/01/2016 – 31/03/16)

Working in collaboration with the Program Office, MESP will support technical teams in their performance management efforts by accomplishing the outputs listed below:

TPM planned activities:

- Conduct TPM for Health — ISDP
- Design and conduct TPM for FARM activities
- Continue with RfL TPM work

Planned evaluations

- Conduct performance Evaluation of the IRI project
- Conduct WCS Lessons Learned study
- Conduct Feeder Roads and Capacity Building study
- Conduct I-STREAM Performance Evaluation

Collaboration, Learning and Adaptation planned activities

- Facilitate and support the January 14, Program Office Teambuilding retreat
- Serve as the MESP Point of Contact and remain in close collaboration with the Mission and Advisory Council members to ensure all logistical and programmatic arrangements are put in place for a successful and productive upcoming meeting (February 10)
- Participate in the February 17 quarterly Implementing Partners' (IP) meeting where the Mission will formally introduce the CLA function
- Preparation and delivery of a draft CLA Operational Plan

- Support and strengthen the CLA Community of Practice particularly across CLA ‘enabled’ Missions within the African bureau
- Organize, in collaboration with the Mission, a CLA-focused study visit to Uganda gleaning lessons learned and best practice for potential knowledge transfer and replication in South Sudan
- Collaborate closely with the MESP M&E team with a view to building ‘learning’ in as an integral part of the process
- Organize, in collaboration with the Mission, half-day CLA training sessions per organizational unit (PRO, Technical Teams, etc.)

Conflict Sensitivity

- Design and manage the delivery of:
 - USAID conflict sensitivity training; and
 - USAID trauma awareness trainings.

Development Outreach and Communications

- *Mentor FSN DOC specialist on tracking and follow-up on assigned work:* Better use of calendar reminders and assignment trackers will allow the DOC team to be more responsive to requests for fact sheets, Biweekly reports, success stories and newsletter submissions. A new push for technical team submissions to the Mission’s Events and Important Dates calendar will help the DOC team to anticipate and prepare for events involving the Mission Front Office or Ambassador and take full advantage of these opportunities to publicize USAID’s work in South Sudan.
- *Launch USAID-South Sudan monthly newsletter:* Publication of this collection of the top success stories each month was suspended soon after the December 2013 crisis erupted. USAID and its partners have nonetheless continued their development work, and the DOC team, working with the USAID/Washington communications officer for Sudan and South Sudan, will encourage new, lively success stories and publish a new edition for distribution to an extensive mailing list of followers and local and international media.
- *Convene the next Development Outreach and Communications Working Group for implementing partners:* Ideas for the next meeting topic include: inviting a panel of South Sudanese journalists to discuss challenges and norms of the local working environment, conducting a workshop on what makes a good success story, and presenting a presentation on radio journalism in South Sudan.
- *Organize a Facebook-based photo contest to increase USAID-South Sudan’s social media following:* Implementing partners will be asked to submit their best photos illustrating the impact of their USAID-supported projects. Posted on Facebook and Twitter, followers will be asked to “like” their favorites with the photo accumulating the largest number of likes to be named the winner.

Other M&E upcoming activity

- *TPM Family Planning training:* MESP plans to conduct a one day training on family planning policy compliance monitoring for the TPMs who will be involved in monitoring US family planning and abortion policy compliance during their visits to health facilities. There is a need to conduct regular refresher trainings to all those involved in family planning compliance monitoring. MESP also plans to develop a FP policy compliance monitoring plan which will be used by the TPMs as a reference guide to support their routine monitoring.

- *Partner PMEP review:* MESP, with support from the health team, plans to conduct health Partner PMEP review for FY 2016 to ensure that selected indicators for FY 2016 and the targets are compatible with the selected PPR and Key Performance Indicators (KPIs) and targets since this would be the best time to make any necessary modifications.

GIS planned outputs

In moving forward in this result area, detailed GIS outputs will be developed once the GeoCenter has completed the Mission's needs assessment. However, with the Mission's guidance, MESP will work toward some of the following GIS tasks:

- Assist the Mission by working with the GeoCenter to design an assessment to identify USAID/South Sudan GIS information needs. This involves developing questions and a catalog of possible datasets that would be useful to the Mission through a series of one-on-one discussions, group meetings, etc.; and, helping the mission prioritize data acquisition based on need, data availability, cost, etc.; and, assist in the procurement of datasets if the Mission decides to move forward with expanded GIS capabilities.
- Advise the Mission on creating geospatial-related data acquisition plans for future programs.
- Create data-sharing workflow/platform options for IPs to provide the Mission with data and vice versa; propose options to the Mission and implement the option chosen. Options should minimize disruption to IP workflows and procedures.
- Design and pilot a GIS that will allow the Mission to visualize and explore the data collected. This will involve proposing system options to the Mission and implementation, if selected.
- Develop a long-term strategy and work plan for GIS based on the needs assessment and/or pilot results.