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# Monitoring, Evaluation and Learning (MEL) Project Quarterly Performance Report January – March 2016

**Date:** April 30, 2016

**Version:** Final

**Award Number:** AID-367-C-15-00001

**Activity Start Date and End Date:** April 15, 2015 – April 14, 2020

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## ACRONYMS AND ABBREVIATIONS

AOR	Agreement Officer's Representative
COP	Chief of Party
COR	Contracting Officer's Representative
CRP	Community Resilience Program
DDC	District Development Committee
DEC	Development Experience Clearinghouse
DO	Development Objective
DQA	Data Quality Assessment
DRAU	Data Reporting Analysis and Use
EGRP	Early Grade Reading Program
GESI	Gender Equality and Social Inclusion
GIS	Geographic Information System
IDPT	Inclusive Dialogue for Political Transition
IGP	Integrated Governance Project
H4L	Health for Life
HC3	Health Communication Capacity Collaborative
ICCA	Initiative for Climate Change Adaptation
IP	Implementing Partner
IR	Intermediate Result
KISAN	Knowledge-based Integrated Sustainable Agriculture and Nutrition
KM	Knowledge Management
MCPM	Minimum Conditions Performance Measure
MEL	Monitoring, Evaluation and Learning
M&E	Monitoring and Evaluation
PAHAL	Promoting Agriculture, Health, and Alternative Livelihoods
PMP	Performance Management Plan
PMS	Performance Monitoring Specialist
QA	Quality Assurance
RGH	Realizing Global Health
SOW	Scope of Work
USAID	United States Agency for International Development
VDC	Village Development Committee

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## EXECUTIVE SUMMARY

The purpose of the Monitoring, Evaluation and Learning (MEL) project is to support the achievement of USAID/Nepal's Country Development Cooperation Strategy Development Objectives by assisting the Mission in planning, designing, conducting, disseminating, and learning from more rigorous monitoring and evaluation (M&E) of development activities. This includes designing and implementing both quantitative and qualitative evaluations and assessments as well as providing expert analysis and technical assistance to USAID/Nepal's programs.

The MEL project met all of its deliverables due during this quarter with the exception of the knowledge management (KM) assessment and subsequent KM activities that depended on the findings of the assessment. Assessment work will continue in the following quarter. Major deliverables completed during the quarter included:

- Assessment of implementing partner (IP) M&E processes and capacity, M&E training syllabus, course modules, and training on Data Reporting Analysis and Use (DRAU) for Mission and IP staff;
- Assessment of geographic information systems (GIS) use in the Mission;
- Final report on the mid-term performance evaluation of USAID/Nepal's Knowledge-based Integrated Sustainable Agriculture and Nutrition (KISAN) activity;
- Draft report on the mid-term performance evaluation of the Health for Life (H4L) Core activity;
- A guidebook on qualitative evaluation to help MEL project, Mission staff, and IPs ensure that qualitative research processes are useful and align with good practice. The guidebook will be uploaded to the DEC and shared with partners in the subsequent quarter; and
- A draft report on the assessment of KM tools and practices in the Mission.

Unrest in the Terai region and the fuel crisis that it has entailed since the beginning of the last quarter—which continues even now, albeit on a lesser scale—impeded the mobility of Mission as well as MEL project staff. Nonetheless, the MEL project, in general, was able to adhere to its first annual work plan during the reporting quarter, and meet most of the deliverables listed above.

Highlights of activities performed during the quarter (January – March 2016), by component, are as follows:

**Component 1.** Under the guidance of the responsible Agreement and Contracting Officer's Representatives (AOR/COR), the MEL project staff continued performing ongoing tasks and subtasks, such as reviews of IPs' activity M&E plans and support to IPs in developing an M&E plans. The team submitted the following three deliverables to the Mission during the reporting period, all of which have been approved as well.

- *Assessment of Monitoring and Evaluation Processes and Capacity of Implementing Partners (IPs) of USAID/ Nepal;*

- *M&E Training Syllabus and Course Modules; and*
- *Assessment of the Use of GIS by USAID/Nepal and Its Partners*

In addition, the MEL project organized a DRAU training to Mission and IP staff as well as provided data quality assessment (DQA) support to one of the IPs as requested by the Mission.

**Component 2.** During the reporting period, the MEL project team finalized the mid-term performance evaluation report of USAID/Nepal's KISAN activity and uploaded the report on USAID's Development Experience Clearinghouse (DEC).<sup>1</sup> The team also conducted a mid-term performance evaluation of the H4L core activity and submitted a draft report to the Mission for review. Finally, with the support of its subcontractor Vanderbilt University, the MEL project team conducted a desk study of potential research topics relating to governance and economic development outcomes in Nepal.

Toward the end of this quarter, the MEL project received a draft scope of work (SOW) to conduct an impact evaluation of USAID/Nepal's Community Resilience Program (CRP). In response, the technical team provided its feedback on the SOW and began recruiting for an evaluation team. The MEL project also submitted an evaluation design to carry out a mid-term performance evaluation of the Health Communication Capacity Collaborative (HC3) project in response to a draft SOW it received from the Mission. The MEL project technical team was also involved in the quality assurance task of baseline data collection for the Early Grade Reading Program (EGRP) through its involvement in different phases, from the peer review of draft tools to training and data collection in the field.

**Component 3.** During the first quarter of fiscal year 2016, the MEL project completed and delivered a report titled, "*Knowledge Management Assessment: Organizational Learning and Information Technologies*" for review to the Mission. In addition, following up on the Resilience Measurement Workshops it organized and facilitated in September 2015, the MEL project gave a presentation to the Mission on workshop findings and recommendations and submitted a discussion draft on incorporating resilience indices into the Mission's performance management plan during the reporting quarter.

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<sup>1</sup> This report is available on the USAID Development Experience Clearinghouse here: [http://pdf.usaid.gov/pdf\\_docs/pa00kz22.pdf](http://pdf.usaid.gov/pdf_docs/pa00kz22.pdf)

## INTRODUCTION

The Monitoring, Evaluation and Learning (MEL) project supports the achievement of USAID/Nepal's Country Development Cooperation Strategy Development Objectives (DOs) by assisting the Mission in planning, designing, conducting, disseminating, and learning from more rigorous monitoring and evaluation (M&E) of development activities. This includes designing and implementing both quantitative and qualitative evaluations and assessments as well as providing expert analysis and technical assistance to USAID/Nepal's programs. The project is also responsible for providing M&E capacity building support to both USAID and implementing partner (IP) staff, and for support to the Mission in measuring the effectiveness of its efforts to promote gender equality and inclusion of persons with disabilities; lesbian, gay, bisexual, transgender, and intersex individuals; and historically disadvantaged caste and ethnic groups.

As a learning-focused project, the MEL project is committed to remaining flexible to ensure that the team is able to respond rapidly and effectively to evolving Mission needs and requirements. Beginning with this quarterly report, this process will be reflected by quarterly revisions to the MEL project's annual work plan to incorporate additional tasks, subtasks, and deliverables, falling within the scope of the MEL project contract, that have been requested by the project's Agreement and Contracting Officer's Representatives (AOR/COR). All Mission requests for a postponement or deletion of MEL project deliverables will be noted in quarterly reports with requests for contract amendments to reflect the change in scope.

The MEL project has three components as outlined below:

### **Component 1: Support greater rigor and coherence in USAID/Nepal's M&E efforts**

- Provide technical assistance for the performance management plan (PMP) and project- and activity-level M&E plans.
- Strengthen the capacity of USAID/Nepal staff to conduct M&E tasks and use data effectively.
- Strengthen the performance monitoring capacity of USAID/Nepal IPs.

### **Component 2: Design and conduct analyses, evaluations, surveys, studies, and assessments**

- Conduct performance and impact evaluations.
- Conduct surveys, studies, assessments, and analyses.

### **Component 3: Support improved knowledge management within the Mission**

- Assist the Mission to improve its knowledge management (KM) practices—including use of AIDTracker Plus or other USAID performance monitoring or KM systems.

## QUARTERLY PERFORMANCE

### Progress toward achievement of purpose

The MEL project met all of its deliverables due during this quarter with the exception of the KM assessment and subsequent KM activities that depended on the findings of the assessment. Assessment work will continue in the following quarter. Major products completed during the quarter included:

- Assessment of IP M&E processes and capacity, M&E training syllabus, course modules, and training on Data Reporting Analysis and Use (DRAU) for Mission and IP staff;
- Assessment of geographic information systems (GIS) use in the Mission;
- Final report on the mid-term performance evaluation of USAID/Nepal's Knowledge-based Integrated Sustainable Agriculture and Nutrition (KISAN) activity;
- Final draft report on the mid-term performance evaluation of the H4L core activity;
- A guidebook on qualitative evaluation to help the MEL project, Mission staff, and IPs ensure that qualitative research processes are useful and align with good practice. The guidebook will be uploaded to the DEC and shared with partners in the subsequent quarter; and
- A draft report on the assessment of KM tools and practices in the Mission.

Unrest in the Terai region and the fuel crisis that it has entailed since the beginning of the last quarter—which continues even now, albeit on a lesser scale—impeded the mobility of Mission as well as MEL project staff. Nonetheless, the MEL project, in general, was able not only to adhere to its first annual work plan during the reporting quarter, but also to meet most of the deliverables listed above.

### Progress toward completion of outputs and deliverables

This quarter marked the scaling up of most of the activities that were initiated in fiscal year (FY) 2015 as well as the first quarter of FY 2016, with initiation of new tasks and subtasks in all components. Progress within each of the three components is summarized below.

**Component 1.** Under the guidance of the responsible AOR/COR, MEL project staff continued performing ongoing tasks and subtasks, such as reviews of IPs' activity M&E plans and support to IPs in developing an M&E plan. The team submitted three deliverables to the Mission during the reporting period, which the Mission subsequently approved:

- *Assessment of Monitoring and Evaluation Processes and Capacity of Implementing Partners of USAID/ Nepal;*
- *M&E Training Syllabus and Course Modules; and,*
- *Assessment of the Use of GIS by USAID/Nepal and Its Partners*

In addition, the MEL project team delivered a DRAU training to Mission and IP staff as well as provided regular data quality assessment support to one of the IPs upon Mission's request.

**Component 2.** During the reporting period, the MEL project team finalized the mid-term performance evaluation report of USAID/Nepal’s KISAN activity and uploaded the report on USAID’s DEC.<sup>2</sup> The team also conducted a mid-term performance evaluation of the H4L Core activity and submitted a draft report to the Mission for review. Finally, with the support of its subcontractor Vanderbilt University, the MEL project team conducted a desk study of potential research topics relating to governance and economic development outcomes in Nepal.

Toward the end of this quarter, the MEL project received a draft scope of work (SOW) to conduct an impact evaluation of USAID/Nepal’s Community Resilience Program (CRP). In response, the technical team provided its feedback on the SOW and began recruiting for an evaluation team. The MEL project also submitted an evaluation design to carry out a mid-term performance evaluation of the Health Communication Capacity Collaboration (HC3) project in response to a draft SOW it received from the Mission. The MEL project technical team was also involved in the quality assurance task of baseline data collection for the Early Grade Reading Program (EGRP) through its involvement in different phases, from the peer review of draft tools to training and data collection in the field.

**Component 3.** During the first quarter of fiscal year 2016, the MEL project completed and delivered a report titled, “*Knowledge Management Assessment: Organizational Learning and Information Technologies*”, for review to the Mission. In addition, following up on the Resilience Measurement workshops it organized and facilitated in September 2015, the MEL project gave a presentation to the Mission on workshop findings and recommendations and submitted a discussion draft on incorporating resilience indices into the Mission’s performance management plan during the reporting quarter.

### **Progress of indicators against targets**

The following matrix illustrates the progress made against targets during each quarter as well as achievements as of this quarter, for each of the indicators in the MEL project’s M&E plan.<sup>3</sup>

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<sup>2</sup> This report is available on the USAID Development Experience Clearinghouse here: [http://pdf.usaid.gov/pdf\\_docs/pa00kz22.pdf](http://pdf.usaid.gov/pdf_docs/pa00kz22.pdf)

<sup>3</sup> Some indicators have been added, reflecting additions to the MEL Project Annual Survey to cross-check awareness of reported results.

Result	Indicator Type	Verification / Data Source	Year 1 (Apr 2015 to Mar 2016) Targets	Achievement Until Last Quarter	This Quarter Achievement (Jan to Mar)	Achievement as of This Quarter (Mar 2016)	Status Report
<b>Objective: Knowledge dissemination and learning support strong planning, designing, and implementation</b>							
Extent to which USAID/Nepal program exhibits strong planning, designing, and implementation based on MEL project interventions	Outcome	Mid-term and end-of-project evaluations	-	-	-	-	The project intends to carry out both mid-term and end-of-project performance evaluations to address the extent to which this objective has been met.
<b>Intermediate Result (IR) 1: Rigorous and coherent performance monitoring</b>							
1-1: Percent of USAID/Nepal program staff using data for programmatic improvements (cumulative)	Outcome	MEL Project Annual Survey	Baseline	41% (N=22)	-	41%	
1-2: Percent of USAID technical staff who know how to select quality performance indicators (cumulative)	Outcome	MEL Project Annual Survey	Baseline	27% (N=22)	-	27%	
1-3: Percent of USAID technical staff who know how to establish realistic performance targets (cumulative)	Outcome	MEL project Annual Survey	Baseline	9% (N=22)	-	9%	

Result	Indicator Type	Verification / Data Source	Year 1 (Apr 2015 to Mar 2016) Targets	Achievement Until Last Quarter	This Quarter Achievement (Jan to Mar)	Achievement as of This Quarter (Mar 2016)	Status Report
Sub IR 1.1: PMP, project M&E plans, and activity M&E plans updated							
1.1-1: Number of PMP and project M&E plans reviewed (annual)	Output	Project Monitoring System	1	1	-	1	
1.1-2: Number of Activity M&E plans reviewed (Annual)	Output	Project Monitoring System	7	6	-	6	
Sub IR 1.2: USAID and partner personnel able to perform all M&E responsibilities							
1.2-1: Number of participants from USAID/Nepal program staff who complete 16 hours of M&E training as per capacity-building plans	Output	Project Monitoring System	15	0	10	10	Because of the shift in the training priority by the Mission from DQA to DRAU training, only one training combining both Mission and IP staff was organized, resulting in fewer trainees than expected.
1.2-2: Number of participants from IP program staff who complete 16 hours of M&E training as per capacity-building plans (annual)	Output	Project Monitoring System	15	0	10	10	Because of the shift in the training priority by the Mission from DQA to DRAU training, only one training combining both Mission and IP staff was organized, resulting in fewer trainees than expected.
Sub IR 1.3: USAID IPs meet M&E responsibilities							

Result	Indicator Type	Verification / Data Source	Year 1 (Apr 2015 to Mar 2016) Targets	Achievement Until Last Quarter	This Quarter Achievement (Jan to Mar)	Achievement as of This Quarter (Mar 2016)	Status Report
1.3-1: Number of regularly scheduled DQAs completed with support of MEL project <sup>4</sup> .	Output	Project Monitoring System	11	3	8	11	The MEL project technical team assisted the Mission in conducting a DQA of the Initiative for Climate Change Adaptation (ICCA) project in three indicators and of Hariyo Ban in five indicators.
<b>IR 2: Production of rigorous evaluations, studies, and assessments</b>							
2-1: Percent of recommendations from evaluations completed within the past year that have been applied (measured six months after completion of those evaluations) <sup>5</sup>	Outcome	MEL project Annual Survey	Baseline	18% (N=22)	-		Final report of KISAN and a draft report of H4L Core project evaluations were submitted this quarter. Measurement will be done after six months.
2-2: Percent of recommendations from the studies within the past years that have been applied (measured six months after	Outcome	MEL project Annual Survey	Baseline	9% (N=22)	-		One study (desk study on Democracy and Governance) was conducted this quarter. We will track the application of the recommendations from the study after six months.

<sup>4</sup> One indicator is considered as one DQA. There are 83 Performance Plan and Report indicators noted in the PMP that needs to have DQA by 2019 (PMP period).

<sup>5</sup> Percent of respondents who said that 50% or more of the recommendations of all evaluations completed during the past year had been applied within six months of completion of those evaluations.

Result	Indicator Type	Verification / Data Source	Year 1 (Apr 2015 to Mar 2016) Targets	Achievement Until Last Quarter	This Quarter Achievement (Jan to Mar)	Achievement as of This Quarter (Mar 2016)	Status Report
completion of those studies)							
Sub IR 2.1: Completion of rigorous, high-quality evaluations, performance and impact							
2.1-1: Number of impact evaluations designed / initiated with baseline surveys	Output	Project Monitoring System	1	1	-	1	The MEL project designed the EGRP impact evaluation; the Mission tasked the MEL project with data quality assurance of EGRP impact evaluation baseline survey.
2.1-2: Number of impact evaluations completed	Output	Project Monitoring System	-	-	-	-	
2.1-3: Number of performance evaluations completed	Output	Project Monitoring System	2	1	1	2	Mid-term performance evaluation of KISAN and H4L have been completed.
Sub IR 2.2: Completion of surveys, analyses, studies, and assessments meeting study needs							
2.2-1: Number of surveys, assessments and studies completed	Output	Project Monitoring System	-	-	1	1	Desk study focused on the relationship between integrated governance and economic development outcomes has been completed. This research was suggested to look for potential research topics within the Democracy and Governance Office instead of doing an Integrated

Result	Indicator Type	Verification / Data Source	Year 1 (Apr 2015 to Mar 2016) Targets	Achievement Until Last Quarter	This Quarter Achievement (Jan to Mar)	Achievement as of This Quarter (Mar 2016)	Status Report
							Governance Project (IGP) impact evaluation.
<b>IR 3: Knowledge supports planning, execution, and learning</b>							
3-1: Percent of USAID program staff who report using the M&E/KM system for decision making (cumulative)	Outcome	MEL project Annual Survey	Baseline	32% (N=22)	-	32%	
3-2: Percent of portfolio reviews including analysis beyond indicator frequencies (i.e. analyzing how indicators relate)	Outcome	Portfolio review reports	33.3%	-	-	-	
<b>Sub IR 3.1: Decision makers access relevant &amp; reliable data</b>							
3.1-1: Percent of registered users who use the M&E/KM system (cumulative)	Output	Project Monitoring System	Baseline	-	-	-	The baseline will occur after the online M&E/KM system applications are designed (after roll out of AIDTracker Plus by the Mission)

Result	Indicator Type	Verification / Data Source	Year 1 (Apr 2015 to Mar 2016) Targets	Achievement Until Last Quarter	This Quarter Achievement (Jan to Mar)	Achievement as of This Quarter (Mar 2016)	Status Report
Sub IR 3.2: Lessons and knowledge are documented and disseminated							
3.2-1: Proportion of approved KM assessment recommendations fully implemented	Output	Project Monitoring System	Baseline	-	-	-	The MEL project will follow up with respective AOR/CORs after six months of the submission of the assessment recommendations to track the status of their implementation.
3.2-2: Number of IPs who have documented lessons learned as a result of support from MEL project	Output	Project Monitoring System	0	-	-	-	

## MAJOR ACTIVITIES

### List of key deliverables and outputs

The following matrix illustrates the reports/deliverables completed during the second quarter of FY 2016, with a status report and comments on each.

Work Plan Component/Task Number	Description	Date Due	Completed (Y/N)	Status/Date Completed	Notes
1.1.3	Conduct assessment of IP M&E processes and capacity	4/1/16	Y	Completed	
1.2.3	Develop M&E training syllabus and course modules	1/16	Y	Completed	
1.2.4	Conduct M&E training for USAID and IP staff	2/16	Y	Completed	
1.3.1	Assess Mission GIS use	N/A	Y	Completed	Final report being uploaded on DEC.
2.1.1	Initiation of EGRP impact evaluation	5/15/15*	N	The DO3 team requested baseline data collection on performance evaluation instead of EGRP impact evaluation	The DO3 team requested the MEL project to do the quality assurance (QA) check of the EGRP impact evaluation baseline data collection process initiated by concerned IP. The first phase of QA has been completed, and the second phase QA is ongoing.

Work Plan Component/Task Number	Description	Date Due	Completed (Y/N)	Status/Date Completed	Notes
2.1.2	Initiation of CRP impact evaluation	First project year	N	A draft SOW was received toward the end of March 2016 from the Mission to carry out impact evaluation of Mission's efforts on resilience	Comments on the draft SOW sent to the Mission. Evaluation team members are being explored. Evaluation design is expected to commence toward the end of May 2016.
2.1.3	Initiation of IGP impact evaluation	First project year	N	A desk review was recommended by the DO1 team looking at the potential research topics relating to governance and economic development outcomes	Vanderbilt University initiated a desk review of potential research studies for the DO1 team and recommended six research topics, of which, three topics will be pursued for further research. An outline for each of the three potential research topics is being developed by Vanderbilt University and the MEL project.
2.1.4	Mid-term performance evaluation of the H4L core project	First project year	N	Underway	Final draft report has been submitted to the Mission.
2.1.5	Mid-term performance evaluation of the KISAN activity	N/A	Y	Completed	The final report was uploaded on USAID's DEC this quarter.
3.1.1	Assess Mission's KM tools and practices	11/15/15	N	Incomplete	A final report was submitted on March 15, 2016. Additional assessment is required to meet contract requirements.
N/A	Annual Report	10/30/15	Y	Completed	

Results achieved by the MEL project within each component, by task and subtask, during the reporting period, are presented in detail below. Project activities planned in the next quarter are presented in a subsequent section.

## **Component 1: Support greater rigor and coherence in USAID/Nepal's M&E efforts**

### **Task 1.1: PMP and M&E plan reviews**

- **Subtask 1.1.1: Conduct PMP review.** This subtask has been completed. Work on revisions to the PMP to incorporate a resilience lens has been incorporated into the ongoing tasks and responsibilities of the KM advisor (Component 3).
- **Subtask 1.1.2: Conduct review of project- and activity-level M&E plans.** There was no IP M&E plan reviewed during the reporting period. Altogether, six activity-level M&E plans were reviewed as of this reporting period: EGRP, Sajhedari Bikas, KISAN, H4L Core, Suaahara, and Baliyo Ghar projects.
- **Subtask 1.1.3: Conduct assessment of IP M&E processes and capacity.** The MEL project technical team finalized and submitted the report titled: *Assessment of Monitoring and Evaluation Processes and Capacity of Implementing Partners of USAID/ Nepal*, incorporating comments provided by Mission and IP staff. The methodology employed a number of tools to assess the M&E processes and capacity. They are: 1) a self-assessment of IP staff M&E skills, administered through an online survey; 2) review of six activity-level M&E plans identified by the COR; 3) site visits for in-depth interviews with staff of five IPs selected by the COR, namely Save the Children-Suaahara, WWF-Hariyo Ban, Winrock-KISAN, RTI-H4L, and NSET-Baliyo Ghar; 4) analysis of the annual performance data and annual reports of 19 IPs shared by the Program Office; and, 5) discussions with the Program Office and DO teams. Following the various methodologies, the MEL project organized a workshop on January 20–22, 2016, targeting Mission and IP staff. The purpose of the workshop was to present preliminary findings and conclusions and to solicit feedback from Mission and IP staff on the MEL project's assessment of M&E capacities and proposed training plan.
- **Subtask 1.1.4: Provide ongoing support to review of IP M&E plans.** The purpose of this subtask is to provide ongoing support to the Mission's IPs in preparation or revision, as well as review of their M&E plans, under the direction of their AOR/CORs. As part of ongoing support to the Mission and its IPs, the following M&E plan-related support was provided this quarter:
  - The Performance Monitoring Specialist (PMS) provided technical inputs in finalizing the theory of change, setting appropriate indicators, and other components of an M&E plan of the Baliyo Ghar project in this reporting period.
  - As requested by Carolyn O'Donnell, M&E Fellow of the Democracy and Governance Office, the MEL project's PMS participated in the M&E plan review meeting held at the Inclusive Dialogue for Political Transition (IDPT) project office on March 2, 2016. At the request of Ms. O'Donnell and Prakash Gnyawali, M&E specialist of the Program Office, the PMS presented the MEL project's observations on the IDPT M&E plan. He also shared his experiences on Minimum Conditions and Performance Measures (MCPM) assessment

procedures adapted by Nepal's Ministry of Federal Affairs and Local Development as a part of performance monitoring of local bodies in Nepal— District Development Committees (DDCs), municipalities, and Village Development Committees (VDCs). The DO1 team is using this measure as part of crosscutting democracy and governance indicators to determine the extent to which USAID activities help improve the performance of VDCs and DDCs on MCPM.

- As a part of the DQA exercise, which was undertaken in collaboration with USAID and a representative from the project, the PMS reviewed the M&E plan of the Initiative for Climate Change Adaptation (ICCA) project. Subsequent to the review of the M&E plan, the PMS shared his observations during the DQA meeting held at the ICCA project office on March 3, 2016.
- A joint team meeting was held between the MEL project and the Promoting Agriculture, Health, and Alternative Livelihoods (PAHAL) project to explore areas where PAHAL could seek M&E support from the MEL project.

### **Task 1.2: M&E capacity building**

- **Subtask 1.2.1: Assess USAID and IP M&E competencies.** This assessment has been completed.
- **Subtask 1.2.2: Develop M&E training plan for Mission and IP staff.** This subtask has been completed.
- **Subtask 1.2.3: Develop M&E training syllabus and course modules.** As stipulated in the Year 1 work plan, the MEL project technical team developed and shared two M&E course modules on DRAU and DQA+ with the COR during this quarter. The DRAU training materials were used during the DRAU training scheduled on February 3-4, 2016. The final version of all DRAU training materials, along with a trainer's guide, will be submitted to the Mission after incorporating the feedback received from the trainees as well as the Mission.
- **Subtask 1.2.4: Conduct M&E training for USAID and IP staff.** International consultant Robert Morin, with support from the MEL project technical team, delivered the DRAU training module to the Mission and selected IP staff on February 3-4, 2016. A total of 20 participants from the Mission (10) and selected IPs (10) attended the training. A checklist consisting of nine questions was used to assess participants' knowledge on DRAU before and after the training. From the comparison between trainees' pre- and post-tests, the DRAU training was found to have contributed to an average 10 percent increase (from an average score of 39 to 49) in participants' knowledge on various aspects of DRAU. The evaluation also tried to learn participants' opinions on matters related to the content, delivery, and logistical arrangements. A training report will be submitted to the Mission containing the overall outcomes of the training.
- **Subtask 1.2.5: Develop and maintain online M&E experiential learning portal.** The MEL project explored with Realizing Global Health (RGH) in developing and maintaining an online M&E experiential learning portal. Discussions are taking place between RGH and the MEL project regarding the SOW, including the costs associated with the task.

### Task 1.3: Technical support

- **Subtask 1.3.1: Assess Mission GIS use.** The MEL project submitted the final GIS assessment report along with a matrix demonstrating how the MEL project integrated the Mission's comments in this reporting period. The final report is in the process of being uploaded on DEC.
- **Subtask 1.3.2: Support USAID staff in the conduct of DQAs.** The MEL project's PMS participated on the Mission's DQA team that conducted a field visit to Kaski, Syanja, and Rupandehi districts to conduct DQAs of three indicators for the ICCA project. Following the field visit, the PMS shared notes from the DQA visit with Mr. Gnyawali, M&E specialist and DQA team member. During the same reporting period, the PMS also shared with Mr. Gnyawali the notes for five additional indicators of the Hariyo Ban project selected for DQA in October 2015.
- **Subtask 1.3.3: Support Mission's migration to AIDTracker Plus.** The MEL project Chief of Party (COP) Dr. Evan Scott Thomas and Statistician/Data Analyst, Ganesh Sharma attended a three-day training on AIDTracker Plus, hosted by USAID in Bangkok on February 16-18, 2016. The project technical team submitted an AIDTracker Plus IPs roll out plan to the COR after attending the training and is waiting for the Mission's feedback regarding the same.
- **Subtask 1.3.4: Assist USAID in preparation of annual performance report.** This subtask was completed during the last reporting period (October – December 2015).
- **Subtask 1.3.5: Facilitate workshops with each DO team to discuss performance management results.** This subtask was completed during the last reporting period (October – December 2015).

## Component 2: Design and conduct analyses, evaluations, surveys, studies, and assessments

### Task 2.1: Performance and impact evaluations

The MEL project is expected to conduct performance and impact evaluations of various USAID-funded projects implemented by IPs as recommended by the Mission. The subsequent section presents the performance and impact evaluation-related activities undertaken by the MEL project during the reporting quarter.

- **Subtask 2.1.1: Initiate EGRP impact evaluation.** USAID requested that the MEL project oversee the EGRP impact evaluation survey team for ensuring quality assurance (QA) in the baseline data collection. The MEL project provided QA support in various stages of the data collection process—reviewing the data collection tools, checking quality in the training of field assessors and supervisors, and implementing a QA checklist during data collection in the field. The MEL project technical team developed a QA checklist based on the broad QA parameters provided by USAID and assessed the quality of field work against this checklist. The team piloted the QA tool in Kavre district and further refined the tool based on the outcomes of piloting. The team also provided a field report highlighting all the pertinent data

quality issues as obtained from the pilot district to the Mission. In this reporting period, the team also visited three other districts to ensure QA in the baseline data collection. Although the MEL project was mandated to visit six sites, the schools were closed due to the end of the academic session, and so the baseline data collection was interrupted. This subsequently led to interruption on the QA task. However, the MEL project QA team worked on the field report based on the field observations. The report will be submitted to the Mission in the next quarter.

- **Subtask 2.1.2: Initiate CRP impact evaluation.** The MEL project received a preliminary SOW for carrying out a resilience impact evaluation toward the end of next quarter. After reviewing the SOW, the project shared its preliminary feedback with the Mission, and engaged in discussion with the COR for more clarity on the SOW. The project also began the recruitment of the evaluation team to carry out the resilience impact evaluation.
- **Subtask 2.1.3: Initiate Integrated Governance Project (IGP) impact evaluation.** Vanderbilt University, a MEL project partner, was selected to conduct a two-phase desk review and design research studies that could be relevant and applicable for future programmatic purpose. The Phase 1 research aimed to assemble and summarize data and studies that have provided concrete evidence on integrated governance activities and define opportunities for additional research to support investigation of key questions of interest to USAID/Nepal's DO1 team. The findings of the desk study were presented to the DO1 team and the Mission in January 2016. Based on the feedback received through interaction and discussion with several teams in the Mission, Vanderbilt University further refined the desk study report, together with the recommendations of appealing research topics to be undertaken in Phase 2. The Phase 2 research, which aims to outline the study design for the selected research topics, will begin next quarter. The MEL project is awaiting written notice from the COR—followed by a contract amendment—to the effect that the IGP impact evaluation will not be a deliverable under the MEL project contract, and that other studies or assessments may replace this deliverable.
- **Subtask 2.1.4: Conduct H4L core project mid-term performance evaluation.** Although some work on the H4L Core project mid-term performance evaluation had been initiated in the last quarter, the major chunk of the evaluation took place this quarter. The key activities that were undertaken during the beginning of this quarter included finalization of the SOW, fine tuning of evaluation questions, and selection of an evaluation team for commencement of the evaluation in January/February 2016. The evaluation used a number of quantitative and qualitative methods, including review of the project's documents and other health sector documents and more than 100 key informant interviews. The interviews included face-to-face interactions with USAID staff, Ministry of Health and Population and district staff, health workers, members of Health Facility Operations and Management Committees, quality improvement teams, VDC representatives, female community health volunteers, and H4L Core project staff. The evaluation team also observed a district review meeting and a very small number of services delivered in 10 selected health facilities in five of the 14 project-supported districts visited (Dang, Banke, Bardiya, Surkhet, and Dailekh). A facility readiness assessment was conducted using the project's readiness assessment validated tool, and a services satisfaction survey was conducted using a systematically random community sample of households (instead of the planned exit interview), given the small numbers of patients observed in every facility. Fifteen focus group discussions were conducted with

mothers of infants, youth, and women of marginalized and disadvantaged groups-three in each of the five districts visited. An email survey was sent out to all 108 H4L Core project staff and a strengths, weaknesses, opportunities, and threats (SWOT) analysis was conducted with the H4L Core project leadership team and USAID staff. Findings and performance indicators in the project's performance management plan were verified and data checked with the H4L Core project team. The evaluation team presented the findings and conclusions of the evaluation to both the Mission and the IP in different sessions, the purpose of which was to capture their early observations of and inputs into the evaluation findings. The MEL project submitted a final draft report to the Mission during the reporting period.

- **Subtask 2.1.5: Conduct KISAN mid-term performance evaluation.** During the reporting period, the MEL project submitted the final report on the mid-term performance evaluation of the KISAN project incorporating the feedback received from the Mission and the concerned IP on the draft report. After the approval of the report by the Mission, it was uploaded to USAID's DEC.

## **Task 2.2: Surveys, studies, and sector assessments**

The MEL project technical team engaged in discussion with the COR and the DO3 education team to explore how the MEL project could potentially support the "Zero Tolerance on Gender-based Violence in Schools in Nepal" project, which is to be implemented by USAID in collaboration with UNICEF and Restless Development. The DO3 team expected two distinct types of support from the MEL project team: 1) Ensure QA in the baseline data collection that will be carried out by Restless Development; and 2) Collect baseline data for two indicators: prevalence of gender-based violence and reduction in child marriage. This task is likely to commence the next quarter. The project also submitted an evaluation design to carry out a mid-term performance evaluation of the Health Communication Capacity Collaborative (HC3) project in response to a draft SOW it received from the Mission. The MEL project also engaged with the Mission to explore the possibility of conducting a Government of Nepal capacity assessment, as it is one of the contractual deliverables. The COR, however, suggested to wait for further guidance from the Mission regarding this study.

## **Component 3: Support improved knowledge management within the Mission**

### **Task 3.1: Knowledge management activities**

- **Subtask 3.1.1: Assess Mission's KM tools and practices.** The KM advisor submitted the final KM assessment report on March 15, 2016, along with a comments matrix. The Mission subsequently informed the MEL project that further assessment is required to address the KM gaps in the Mission.
- **Subtask 3.1.2: Prepare work plan to implement KM assessment recommendations.** The KM advisor prepared a draft KM work plan and vetted it within the MEL project team in early February 2016. In addition, a five-page Component 3 next steps discussion draft was shared with the Program Office on March 3, 2016, and incorporated questions in the KM survey to solicit feedback from Mission staff on priorities for MEL project support. Nevertheless, this activity has been kept on hold until the subtask 3.1.1 is completed.

- **Subtask 3.1.3: Prepare and submit for approval a draft training plan to carry out the KM training activities within 60 days of the approval of the KM work plan.** The MEL project KM advisor identified a preliminary list of training topics, curriculum formats, and sources for existing training materials in the draft KM work plan. The KM advisor incorporated questions in the KM survey to solicit feedback from Mission staff on priorities for MEL project support. However, this activity has also been kept on hold until subtasks 3.1.1 and 3.1.2 are completed and the online survey soliciting feedback from Mission and IP staff on the use of KM tools and their KM practices in their respective organizations—including the need to make the KM work more effective and useful—is implemented.
- **Subtask 3.1.4: Implement KM work plan and training plan.** Implementation of the KM work plan and training plan is scheduled to start upon approval of the plans. In the meantime, the KM advisor started to implement the following Year 2 tasks:
  - Researched the used of LinkedIn as a platform for an online community of practice for Mission and IP M&E staff. This included reviewing best practice guides, creating a group, and sending test invitations. The COR subsequently requested that she review the Learning Lab and contact the moderator of the USAID/Pakistan M&E working group as an example.
  - Initiated the process of recruiting a document management IT specialist and submitted a work order on March 8, 2016, to do the following tasks: 1) serve as a liaison with DO teams and various offices to identify office-specific taxonomy for the repository; and 2) develop KM protocols for using IT tools and data to support information capture and sharing. The Mission, however, informed the KM advisor that the work order was on hold until further guidance from the Mission. In addition, the Mission also informed the KM advisor on March 3, 2016, that they are considering to reduce the IT assessment- and design-related tasks in the MEL project contract, as they have identified IT solutions for the Mission’s most pressing data and document management needs (AIDTracker Plus and replication of USAID/Rwanda’s intranet) and do not require MEL project support for the design phase. Currently, these plans are pending.
- **Subtask 3.1.5: Prepare annual KM report.** Refer to subtask 3.1.7 below. Survey findings are one of the primary inputs to the report. In addition, the KM advisor planned to conduct document reviews and interviews. These activities have been put on hold depending on the fielding of a new KM advisor and completion of subtasks 3.1.1 to 3.1.4.
- **Subtask 3.1.6: Facilitate learning summits.** This activity is pending until the other KM activities above are complete.

- **Subtask 3.1.7: Conduct annual KM survey.** The KM advisor submitted draft questions for IPs on March 24 and draft questions for Mission staff on March 31, 2016. To make use of existing resources and ensure alignment with Agency approaches, she drew upon the Collaborating, Learning, & Adapting Maturity Matrix developed under the LEARN Project (received on March 17) and the USAID Bureau for Policy, Planning, and Learning Program Cycle survey conducted by CAMRIS's M&E technical advisor. The questions were distributed to three IPs for testing on March 31 and subsequently revised. The survey was put on hold effective April 8. Mission comments on the questionnaire for Mission staff remain pending.
- **Subtask 3.1.8: Facilitate Resilience Measurement Workshops.** (New, not covered in the original MEL project work plan.) This subtask has been completed.
- **Subtask 3.1.9: Help strengthen resilience measurement elements in the Mission's PMP.** (New, not covered in the original MEL project work plan.) The COR informed the KM advisor on April 5, 2016, that the Mission has made progress on the resilience narrative in the PMP, and no additional support is required from the MEL project beyond the resilience indices submitted on October 9, 2015.

## COORDINATION AND COLLABORATION

Several meetings, interactions, and discussions were held between the MEL project technical team and USAID/Nepal staff, including the COR, DO team leaders, and the Program Office Director. The MEL project COP and Deputy COP, along with the other technical team members, as required, also met with the AOR/COR every Tuesday to discuss the project activities and the guidance provided by the Mission in regard to the activities that the MEL project was expected to take forward. During the reporting quarter, the MEL project team worked in close coordination with the responsible AOR/CORs of the Program Office in relation to the following key activities:

- Reviewing IPs' activity M&E plans;
- Providing technical support to IPs to strengthen their M&E capacities;
- Undertaking field visits for DQAs;
- Finalization of DRAU training materials—syllabus, course modules, and PowerPoint materials;
- Conducting DRAU training to the Mission and IP staff;
- Conducting workshops with IPs for sharing of assessment findings;
- Carrying out peer reviews of evaluation, assessment, and other technical SOWs for consultants and evaluation teams, including revision of SOWs, in collaboration with DO teams and then developing work orders for their implementation;
- Preparing evaluation designs, including evaluation questions and methodology;
- Providing presentations for discussion with the Program Office and DO teams on the findings, conclusions, and recommendations of various assessments for which the MEL project was responsible;
- Finalizing the assessment of IPs' M&E processes and capacity report, the KISAN mid-term evaluation report and its uploading on DEC, and the H4L Core project draft report (two versions) for sharing with the Mission and the concerned IP;
- Orienting consultants and evaluation teams on their assignments in preparation for in-briefs, development of work plans, and preparation of presentations to USAID; and
- Providing technical reviews for the purpose of quality control of various reports and presentations prepared by consultants and evaluation teams and reviewing and exercising quality control.

As needed, the MEL project staff have also been actively coordinating and collaborating with senior IP staff to establish effective mechanisms for coordinated M&E plan reviews, M&E process reviews and DQAs, mid-term performance evaluations etc.

## ANALYSIS AND IMPLICATIONS

The MEL project has conducted a variety of analyses based on data collected for the assessments and evaluations it has performed during this reporting period. The following reports have been approved in final form by the Mission:

**Assessment of the Use of GIS by USAID/Nepal and Its Partners.** This report identified that USAID/Nepal has been and continues to be one of USAID's most active and effective users of GIS and geographic information. Regular appearances of Mission-generated maps in USAID publications and on social media outlets give further evidence, as does USAID/Nepal's track record of helping establish GIS capacity in other Missions, including Bangladesh, Sri Lanka, and the Philippines. Based on the strength of its positive experiences with GIS, the Mission is now looking for opportunities to apply the technology more widely and more effectively to support its own needs. Even with more than a decade of GIS use, systematic processes for collecting geo-coded data and analyzing it to inform program management decisions are still not consistently implemented throughout the Mission's Program Cycle.

USAID/Nepal uses GIS and geographic information most effectively in planning, designing, and coordinating programs during the design phase. Less effectively, the Mission also uses them for project learning, performance monitoring, and adaptation during the implementation phase and for evaluating program impact upon completion. Key constraints were reported to using GIS more widely and more effectively. They are: limited in-house expertise (only one GIS specialist); meager experience among Mission staff in relation to thinking spatially, limiting the demand for geographic information services; lack of resources to properly scope out mapping activities and collect and analyze geo-coded data; and limited level of engagement between Mission staff and IP staff to facilitate an effective flow of geographic data and information.

**Assessment of the Monitoring and Evaluation Processes and Capacity of Implementing Partners of USAID Nepal.** This assessment found that M&E points of contact within IPs appear competent with respect to M&E activities, and partners have adequate resources for M&E activities. Moreover, IPs have highly developed M&E information systems where they use data entry protocols, procedures, and verification logs. Most of the IPs use GIS as a part of the M&E system. Reviewed IP M&E plans are in line with the Mission's PMP and associated strategies. Nevertheless, IP M&E capacities evidenced gaps in some critical areas such as development of Performance Indicator Reference Sheets and Performance Indicator Tracking Tables, target setting and adjustment, development of evaluation plans, and others. All IPs document the learnings of the project; however, only half of the IPs visited have learning agendas in their M&E plan.

## CHALLENGES AND LOOKING AHEAD

Fieldwork continues to be limited by the effects of the April 2015 earthquake. The MEL project was also impacted by the fuel crisis that impeded the ability of the project staff and consultants to conduct field work under the supervision of USAID staff. Deskwork was also affected given that there was often no diesel to operate the generator (which was needed due to the load-shedding approximately 12 hours a day). Toward the end of the reporting quarter, the fuel crisis had abated somewhat.

The January to March 2016 quarter was a time of significant transition for the MEL project. As the end of the quarter marked the one-year anniversary of the MEL project, the project in collaboration with the Nepal Mission, took stock of work performed to date to identify successes and areas that could be strengthened. The team is currently auctioning various transition items to ensure that the project is positioned to exceed USAID/Nepal and partner expectations in year two and beyond. During the quarter, the project began a leadership transition with the COP for Year 1 transitioning off of the project. A significant recruitment effort began during the quarter and will continue into the subsequent quarter.

Looking ahead, the project aims to more deeply engage the DO teams to ensure the project is fully responsive to MEL issues and needs, and indeed will look for ways to pro-actively support DO team and IP M&E activities.

## STATUS OF BUDGET EXPENDITURE

## PLAN FOR THE NEXT QUARTER (APRIL TO JUNE 2016)

The plan under various components for the upcoming quarter is as follows:

### Component 1: Support greater rigor and coherence in USAID/Nepal's M&E efforts

- **Subtask 1.1.1: Conduct PMP review.** This subtask has been completed.
- **Subtask 1.1.2: Conduct review of project- and activity-level M&E plans.** The MEL project technical team will continue to contribute to the review of activity-level M&E plans as requested by the COR.
- **Subtask 1.1.3: Conduct assessment of IP M&E processes and capacity.** This subtask has been completed.
- **Subtask 1.1.4: Provide ongoing support to review of IP M&E plans.** The MEL project technical team will continue to provide support to the review of IP M&E plans as requested by the COR.
- **Subtask 1.2.1: Assess USAID and IP M&E competencies.** This subtask has been completed.
- **Subtask 1.2.2: Develop M&E training plan for Mission and IP staff.** This subtask has been completed.
- **Subtask 1.2.3: Develop M&E training syllabus and course modules.** Dr. Jonathan Jones, senior M&E technical advisor/CAMRIS International, will develop syllabus, course modules, and other training materials on design, review, and implementation of PMP and M&E plan training scheduled for Mission and IP staff June 6-10, 2016. June 6-7 will be used to conduct training for the IP staff and June 9-10 will be used for the Mission staff.
- **Subtask 1.2.4: Conduct M&E training for USAID and IP staff.** Dr. Jones will conduct the PMP and M&E plan training for Mission and IP staff from June 6-10, 2016.
- **Subtask 1.2.5: Develop and maintain online M&E experiential learning portal.** The MEL project will continue the discussion with RGH on this deliverable.
- **Subtask 1.3.1: Assess Mission GIS Use.** This subtask has been completed.
- **Subtask 1.3.2: Support USAID staff in the conduct of DQAs.** The MEL project technical team will continue to provide technical support to conduct DQAs at the IP level upon request of the COR, under the leadership of the respective AOR/CORs of each activity.
- **Subtask 1.3.3: Support Mission's integration into AIDTracker Plus.** The MEL project technical team will support the Mission staff to roll out AIDTracker Plus to IPs.

- **Subtask 1.3.4: Assist USAID in preparation of annual performance report.** This subtask has been completed.
- **Subtask 1.3.5: Facilitate workshops with each DO team to discuss performance management results:** This subtask has been completed.

## **Component 2: Design and conduct analyses, evaluations, surveys, studies, and assessments**

### **Task 2.1: Performance and impact evaluations**

The MEL project team will engage in conducting various performance evaluation as well as impact evaluation studies, as suggested by the Mission/ DO teams, in the next quarter, as follows:

- **Subtask 2.1.1: Initiate EGRP impact evaluation.** The MEL project technical team will develop an evaluation design for collecting EGRP baseline data for performance evaluation and look for a team leader and other team members for the evaluation. Similarly, the MEL project team will oversee the second phase of the EGRP impact evaluation baseline survey to ensure QA throughout the evaluation stages.
- **Subtask 2.1.2: Initiate CRP impact evaluation.** The MEL project will develop an evaluation design to assess the impact of the resilience efforts that the Mission has made over the years in Nepal. It will also search for a team leader and other team members for the impact evaluation.
- **Subtask 2.1.3: Initiate IGP impact evaluation.** The MEL project, with support from Vanderbilt University, will identify a couple of research studies to be undertaken for DO1 and implement them in the next quarter. It will also look for a team leader as well as other team members to undertake those studies. The MEL project will request a contract amendment to delete the impact evaluation from the MEL project contract, if needed.
- **Subtask 2.1.4: Conduct H4L Core project mid-term evaluation.** The MEL project will finalize the H4L Core project mid-term performance evaluation report, incorporating the comments from the Mission and the concerned IP, and upload the report on DEC.
- **Subtask 2.1.5: Conduct KISAN mid-term evaluation.** This subtask has been completed.
- **Subtask 2.1.6: Conduct HC3 mid-term evaluation.** The MEL project will finalize the evaluation design on the HC3 mid-term evaluation, incorporating the comments received from the Mission and the concerned IP, and also look for an evaluation team leader and other team members.

### **Task 2.2: Surveys, studies, and sector assessments**

The MEL project will undertake the following research studies in the upcoming quarter as suggested by the Mission:

- **Subtask 2.2.2: Catalogue the IGP components in sectoral program and outcome mapping.** The MEL project, with support from Vanderbilt University, will develop an outline for undertaking the work of cataloging the IGP components in sectoral program and outcome mapping and submit to the Mission and the DO1 team for their comments. The project team will initiate the implementation of this research study after incorporating the Mission's comments on the draft outline of the study. The project will also look for study team members, including the study team leader, to carry this study forward.
- **Sub-task 2.2.3: Gender Equality and Social Inclusion (GESI) working group operational framework.** The MEL project will facilitate and oversee the data collection process of HURDEC, a Nepali consultancy firm assigned to develop an operational framework for donors' GESI working group, currently chaired by the Mission. The project technical team will provide its technical assistance in reviewing the field instruments, monitoring the field work, and reviewing the draft and final reports.
- **Subtask 2.2.4: GESI study for the design of KISAN II.** The MEL project team will facilitate the recruitment of a study team to carry out a GESI study to help the design of KISAN II project to be GESI sensitive. The project technical team will oversee the study at various stages to ensure its quality.

### **Component 3: Support improved knowledge management within the Mission**

- **Subtask 3.1.1: Assess Mission's KM tools and practices.** The MEL project will field a KM advisor to address gaps in the KM assessment submitted on March 15, 2016. The highest priority tasks include:
  - Development of a map (or table) of knowledge use and sources throughout the Program Cycle, identifying both gaps and surpluses, using the M&E process map created as part of the Mission's organizational management assessment; and
  - Recommendations to improve the Mission's use of technology for KM beyond existing plans related to the launch of AIDTracker Plus and development of a document repository.
- **Subtask 3.1.2: Prepare and submit for approval a draft work plan to implement assessment recommendations.** The new KM advisor will review the recommendations made in the preliminary draft work plan, which the previous KM advisor developed, and will vet with the Program Officer as a part of the second phase of the KM assessment. The KM advisor will prepare and submit a draft work plan to the Mission for this purpose.
- **Subtask 3.1.3: Prepare and submit for approval training plan, syllabus, trainer's manual, and course references for training needed to carry out work plan.** Within 60 days of approval of the KM work plan, the MEL project KM advisor will provide a training plan and syllabus for KM training activities. The project will then develop a trainer's manual and course materials for training sessions on an iterative basis, according to the agreed training schedule. The MEL project will submit the manual and course materials for each session to the Mission for review and approval at least two weeks prior to each session.
- **Subtask 3.1.4: Implement KM work plan and training plan.** Implementation of the KM work plan and training plan will commence following its approval by the COR.

- **Subtask 3.1.5: Prepare annual KM and organizational learning report.** This subtask needs to wait until subtasks 3.1–3.4 have been completed.
- **Subtask 3.1.6: Facilitate an annual learning summit.** The MEL project will work with the Mission to plan the learning summit and submit recommendations for potential themes, sessions, and presenters, focusing on content that can address the Mission’s learning agenda questions once the date of the learning summit is decided.
- **Subtask 3.1.7: Conduct annual KM and organizational learning survey.** The second KM advisor will review the questionnaires designed in late March and work to ensure its integration with the MEL project’s annual M&E survey that takes place every September.