



**USAID** | **YEMEN**  
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# **YEMEN MONITORING AND EVALUATION PROJECT**

**Quarterly Report for the Period of  
July 1 – September 30, 2010**

**October 29, 2010**

This publication was produced for review by the United States Agency for International Development. It was prepared by International Business & Technical Consultants, Inc.

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**Quarterly Report for the Period of  
July 1 – September 30, 2010**



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Monitoring and Evaluation Project

## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## List of Abbreviations

AO	Assistance Objective (USAID)
AQAP	Al-Qaeda in the Arab Peninsula
BEST	Basic Education Support and Training (USAID/Yemen)
BHS	Basic Health Services (USAID/Yemen)
CEPPS	Consortium for Elections and Political Process Strengthening
CMM	Office of Conflict Management and Mitigation (USAID)
CLP	Community Livelihoods Program (USAID/Yemen)
CMSE	Civil-military Support Element (DOD)
COCA	Central Organization for Control and Audit (ROYG)
CSO	Community Service Organizations
COTR	Contracting Officer's Technical Representative (USAID)
DFID	Department for International Development (UK)
DLDSP	Decentralization and Local Development Support Program (USAID/Yemen)
DOD	United States Department of Defense
DOJ	United States Department of Justice
DOS	United States Department of State
DQA	Data Quality Assessment (USAID)
EGE	Enhancing Government Effectiveness (USAID/Yemen)
GCC	Gulf Cooperation Council
GPC	General Peoples Congress
GTZ	German Technical Cooperation (Germany)
IBTCI	International Business and Technical Consultants, Inc.
ICAF	Inter-agency Conflict Assessment Framework
IDP	Internally Displaced Person
IFES	International Foundation for Election Systems
IP	USAID's Implementing Partner
IR	Intermediate Result (USAID)
MCC	Millennium Challenge Corporation
M&E	Monitoring and Evaluation
MIST	Military Information Support Team (DOD)
NDI	National Democratic Institute
NGO	Non-governmental Organization
NWRA	National Water Resource Authority (ROYG)
PMP	Performance Management Plan (USAID)
RGP	Responsive Governance Program (USAID/Yemen)
ROYG	Republic of Yemen Government
S/CRS	Office of the Coordinator for Reconstruction and Stabilization
SFD	Social Fund for Development (ROYG parastatal)
SOCCENT	Special Operations Command Central (DOD)
SOW	Scope of Work
TOCO	Task Order Contracting Officer
Tomooohi	Small Micro Enterprise Competitiveness Project (USAID/Yemen)
UNDP	United Nations Development Program
VEO	Violent Extremist Organization
YEP	Yemen Empowerment Project (USAID/Yemen)
YMEP	Yemen Monitoring and Evaluation Project (USAID/Yemen)
YSI	Yemen Stabilization Initiative (Joint DOS/USAID/DOD funding account)

## **USAID – Yemen Monitoring and Evaluation Project Quarterly Report**

**Covering the Period July 1 – September 30, 2010**

### **I. Executive Summary: Implementation Progress during the Quarter**

During the second Quarter, the International Business & Technical Consultants, Inc. (IBTCI) team concluded the following:

- Submitted the first draft mission PMP
- Tiger team arrived in country and assisted with the preparation of the PMP
- Conducted workshops for implementing partners on mission PMP
- Conducted stabilization workshop for USAID senior staff, CMSE, MIST, OTI, the implementing partners and the Social Fund for Development.
- Commenced assisting all implementing partners with the preparation of their respective PMP
- Synergy submitted M&E Clearinghouse feasibility study
- First “sync matrix” data added to the M&E Clearinghouse pilot system
- Synergy provided access to a pilot (beta) version of the M&E Clearinghouse
- Adjustments were made to the YMEP in-country team

The YMEP project is on schedule in completing the tasks specified in the approved work plan.

## II. General Information

**Project Name:** Yemen Monitoring and Evaluation Project (YMEP)

**Contractual Period:** May 1, 2010 to April 30, 2013

**Project Management:**

Harvey Herr, Chief of Party

Ahmed al Harazi: Deputy Chief of Party

**Project Description:** Provide continued, on-the ground performance monitoring, verification and evaluation of the impact, output and outcome results and environmental compliance of a set of USAID projects and activities. The project supports USAID/Yemen in meeting day to day information needs in order to make informed program management decisions. A specific goal is to test the hypothesis that the “development needs of underserved communities are causally related to improving political and social stability.” The project coordinates efforts to obtain accurate and timely information on the outcomes of USAID’s stabilization and development activities in Yemen and analyzes those outcomes against changes in stability in the areas of the country where USAID projects are implemented. These project efforts are enabled and disseminated by the development of an MIS/GIS system envisioned as the M&E and reporting platform (called the M&E Clearinghouse).

The starting point for this task order is the development of the Mission-wide Performance Management Plan (PMP). The PMP identifies the indicators that will be used to validate the development hypothesis and measure the achievement of stabilization goals against the background of stabilization project outputs. Concurrently, the PMP identifies and validates baseline data against which performance indicators will be gauged. The same indicators and baseline data are the building blocks for the M&E Clearinghouse.

## III. Implementation Progress July 1 – September 30, 2010

### A. Deliverable 1: Final USAID PMP developed and implemented

A draft PMP guideline was submitted during August that set the stage for the detailed stabilization PMP that is to launch the baseline studies to complete the area and thematic stability frameworks. The guideline downplays the traditional Results Framework model typically used for a PMP and replaces it with a localized dynamic framework responsive to “localized strategies” envisioned in the Mission’s strategy statement.

PMP workshops held in July and August identified potential drivers of instability and agreed to a definition of “stability.” This refinement of definitions informed the development of the second draft PMP. By consensus, nine drivers of instability (DOI) were identified in the August 25, 2010 workshop. These nine drivers were reduced to five non-overlapping categories (effectors) in order to streamline the measurement process.

The PMP guideline references performance indicators that monitor progress towards reduction in the manifestations of these drivers of instability. Indicators that measure stability tend to be proxy indicators or perception indicators. The development of the draft Mission PMP proceeded

from the guidelines. A special short term technical assistance (STTA) team arrived in early September to draft the Mission PMP. The draft Mission PMP is constructed from the “Stability Monitoring Methodology” conceived during the development of the PMP.

The Stability Monitoring Methodology is comprised of two main elements that ensure a focus on stability considerations in the design and monitoring of activities.

- (1) Development of the Stability Framework that presents all activities in a geographic area or program thematic area in a single framework that includes spatial data, potential driver of instability, grievances and output and outcome data.
- (2) Expert panel assessment of the stability stage of geographic area or program thematic area guided by the Stability Assessment Matrix and informed by the Stability Frameworks, third party studies and expert knowledge.

The Stability Monitoring Methodology intends to produce a set of high level indicators that relate to the stabilization goal of USAID in Yemen, but does not represent a complete departure from the Results Framework approach in that a set of output and outcome indicators that are useful for measuring stability will be developed over time as a result of the system and may be aggregated.

Completion of the Mission PMP will segue into consideration of the Implementing Partner PMP. This is done to ensure that IP PMP serve the overall Mission Objective to achieve stability. Activities under this deliverable are on schedule.

- Task # 47 USAID PMP training materials developed - completed
- Task # 51 PMP Design Workshop with Mission M&E and IP staff held- completed
- Task # 52 Workshop to facilitate the Stabilization PMP- completed
- Task #55 STTA PMP and Stabilization specialists draft the PMP – in progress
- Task # 56 Draft PMP designed and submitted for USAID review and approval- in progress

## **B. Deliverable 2: USAID M&E Data and Reporting Clearinghouse developed and implemented**

An integral part of the proposed performance management system is the M&E Data and Reporting Clearinghouse (CH), which is a customized Management Information System (MIS) that incorporates a Geographic Information System (GIS). This initial quarter established the feasibility and design of the system. The system will be expanded and customized as a web-based data collection and analysis tool that tracks and monitors all USAID/Yemen program activities and houses the potential to monitor activities for other donors.

The M&E Clearinghouse feasibility study was completed on schedule by 16 August. Since that time the planned system rollout has proceeded according to schedule. YMEP was asked to map project activity data (so-called “sync data”) received from the Mission synchronization meetings (a weekly meeting to coordinate the activities of all USG agencies that contribute to Yemen’s stabilization). Doing this meant allocating time outside the work plan. However it was understood that doing this served to sustain the sync group’s momentum to coordinate USG activities. By late August the sync data were entered in an ad hoc way into a “beta” or pilot

version of the Clearinghouse. An early version of the Report module allowed selected users access to sync data using the Map feature of the Clearinghouse.

YMEP asked that a Clearinghouse data entry screen be provided so that sync data could be entered at the YMEP office rather than by Synergy. By September a beta version of the Activity Date Entry module was ready for trial use. Access to this module permitted selected USAID users and YMEP to enter activity data directly into the Clearinghouse database, and then through the report module to see it displayed.

More time consuming has been the development of the PMP data entry module. Development of these modules could not proceed without the development of the Mission and Implementing Partner PMPs (see deliverable 1 above). By the end of this quarter, definitions needed for the development of the PMP data entry module were delayed because details of the PMP methodology were not fully developed, however it is expected that overall system development will not be delayed. This optimistic view is based on our current understanding of the PMP development and nascent interaction with the Implementing Partner PMP development.

USAID and the Yemen Partners for Health Reform project agreed to transfer the ArcGIS server, software and ancillary equipment to the YMEP project. This immediately enhanced our ability to become more responsive to data mapping requests.

An important part of the M&E Clearinghouse development is the acquisition of data from ROYG sources as well as from other donor funded projects. The Social Fund for Development (SFD) is a repository for primary data they collect and for secondary data they collect from ROYG institutions (Central Statistical Office, Remote Sensing Office and other agencies). SFD data provided has been for their projects at the sub-district level (there are some 10,500 of these projects). On requesting the SFD data that originated in other ROYG ministries, we were told that they could not provide data that they had received from the Central Statistical Office and the Remote Sensing Office. These include the data from the household budget survey that SFD used to create the poverty maps. We are working now to obtain context and overlay data by going through donor agencies that have assisted the ROYG to obtain these data.

Synergy has initiated contact with OTI to facilitate a data exchange protocol with them. This work continues.

- Tasks # 91 to #153 USAID/Yemen Clearinghouse feasibility study are completed.
- Task #162 “Synergy first system design \ Data Entry module \ Activity framework” – completed.
- Task #164 “Synergy first system design \ Reporting module” – completed (ahead of the schedule).
- Task #170 “Synergy first system design \ Development environment setup & configuration in Synergy office” – completed (ahead of the schedule).
- Task #171 “Synergy first system design \ Testing environment setup & configuration in Synergy office - available on the web for limited users” – beta version completed (ahead of the schedule).
- Task #181 “Synergy first system design \ Reporting module” – beta design completed ahead of schedule)
- Task #174 “Clearinghouse development \ External data load \ OTI” – in progress.
- Task #175 “Clearinghouse development \ External data load \ YPHR” – in progress.

- Task #179 “Clearinghouse development \ Data Entry module \ Activity framework” – beta version completed

Activities under this deliverable are currently on schedule.

### **C. Deliverable 3: Third-Party’ Activity-level M&E services**

Within deliverable 3 is the requirement to undertake a data quality assessment of USAID Mission PPR standard indicators. During this quarter initial information on the Standard Indicators used last year was provided. Among these standard indicators are some that have not had a DQA since 2007. The ADS regulations require that a DQA be done every 3 Years. Indicators are now being selected from the PPR list in order to scope out the work that will be needed to do a successful DQA during the next quarter in support of this year’s Mission PPR and portfolio review.

- Task # 208 Data quality verification methods and tools developed – start up
- Task # 216 Data quality assessments (as needed) – start up on standard indicators

### **D. Deliverable 4: Activity-level environmental compliance verification conducted**

The COTR noted that Millie Gadbois, Regional Environmental Officer from Cairo, will TDY in October and that a meeting should be arranged. This meeting will effectively start up activities related to this deliverable. The DCOP coordinated with the Mission for our environmental compliance expert to meet with Millie when she comes next to Yemen (expected in October). The DCOP has collected background data needed to support anticipated field activities. IBTCI HQ has recruited Nick Skinner as the environmental compliance expert. This deliverable is on schedule.

Task # 260 Activity level environmental compliance verification methods and tools developed – start up

### **E. Deliverable 5: Regular Assessments and Evaluations conducted and reported**

Regular assessments include quarterly stabilization assessments that have been formulated within the Mission PMP. However, no activity was expected during this quarter. The next quarter will initiate stabilization assessments. We are currently scoping how this might work contractually and understanding the University of California Institute on Global Conflict and Cooperation (IGCC). How this might work would need to consider the PMP and the Clearinghouse. Dan Egel from IGCC contacted IBTCI’s COP and Project Director to see how IGCC may be able to assist YMEP. An anticipated proposal was never offered.

- Task # 269 Region/Community stability situation reports produced – start up

### **F. Deliverable 6: Public Education and Results dissemination**

This activity was expected to begin in September after Ramadan with the planned arrival of a consultant provided by IBTCI subcontractor Sonjara (Sonjara was subcontracted for this deliverable). The initial visit was to begin the development of the Information Dissemination and Public Education Plan (IDPEP) in preparation for plan implementation scheduled to begin next

year. The initial visit was delayed partly due to a change in Sonjara staffing as the proposed consultant accepted a full time position elsewhere. The initial visit has been reset for 30 October. This decision was made in conjunction with the YMEP COTR so that the field visit would coincide with the presence of relevant USAID and US Embassy staff. Meanwhile, Sonjara has been conducting meetings with key personnel in Washington to prepare for the upcoming visit. An agenda has been prepared that identifies contacts needed to inform the IDPEP. Conference calls have taken place to confirm what is anticipated. Sonjara has been kept informed about USAID Mission activities and IP activities that might influence this deliverable. Sonjara's work plan has been integrated into the overall YMEP work plan. The COTR wants to ensure that Sonjara coordinates with USAID "DOC," Embassy PD and others concerned with messaging in Yemen.

- Task # 293 Information Dissemination and Public Education Plan developed and approved – underway

### **G. Administrative Activities**

#### a) Additional Team members:

- Tiger team consisting of Project Director Bob Van Heest, Stabilization Analytics/M&E Specialist, Colin Reynolds and PMP Specialists, Jennifer Robinson and James Purcell arrived during early and middle of September
- Recruiting on going for Local National M&E
- Senior M&E specialist was terminated, replacement is being recruited.
- Senior Information Officer was terminated and replaced.

#### b) Business Registration Considerations:

- IBTCI's registration efforts with the appropriate ROYG agency to establish business operations faced some uncertainties. USAID projects in Yemen have always been carried out under a Cooperative Agreement, which did not require registration with the Ministry of Planning and International Cooperation (MOPIC). A meeting with the MOPIC Vice Minister determined (verbally) that IBTCI did not need to register. The COP received a work permit and is processing a resident visa.

#### c) Contractual Issues:

- Modification 2: USAID obligated an additional \$2,708,723 thereby increasing the total obligated amount from \$400,000 to \$3,108,723.

## **IV. Specific Problems and Delays and Recommendations for Adjustments and Corrective Action**

The skill mix of the original YMEP team proved to be inadequate. Changes in Key persons have begun to be made per USAID request.

## **V. High Level Meetings Held**

- Met MOPIC VICE Minister
- Met Yemen Central Statistic Organization Chairman
- Met Director of Planning at SFD
- Met Acting Director of Monitoring and Evaluation and Senior Donors Relations Officer at SFD
- Met MOSLA Vice Minister and Deputy Minister for Labor Affairs
- Met with UNDP to establish the Theme Group for M&E in conflict environments

## **VI. Planned Activities for the Next Reporting Period**

- Deliverable 1:
  - Draft Mission PMP Submitted.
  - PMP baseline data validated
  - Set targets for mission level stabilization metrics
  - USAID PMP developed and finalized
  - Final PMP Submitted
  - Review of USAID implementing partner PMPs will continue.
- Deliverable 2:
  - Clearinghouse Development of PMP data entry screens and Activity data entry screens to continue
  - Iterative development of the Clearinghouse Report Module to continue
  - M&E Clearinghouse final test iteration
  - USAID Review and comment on the Clearinghouse in advance of “going live” next quarter.
- Deliverable 3:
  - DQA tools made final.
  - DQA for selected Standard Indicators and Stabilization Indicators
  - Activity level M&E analysis methods and tools developed.
  - Activity level analysis as needed.
- Deliverable 4:
  - First meetings with Regional Environmental Officer for IBTCI environmental compliance expert.
  - Environmental compliance analysis tools developed.
  - Plan for conducting environmental compliance developed.
- Deliverable 5:
  - USAID [stabilization] results evaluation methodology completed (part of Mission PMP)
  - Regional/Community stability situation reports submitted for selected areas.
- Deliverable 6:
  - Information Dissemination and Public Education Plan to be developed.
- Activities not specified in the work plan:
  - UNDP Roundtable on Conflict Sensitive Development Theme Group participation is anticipated during quarter 2.

## VII. Financial Report

INTERNATIONAL BUSINESS & TECHNICAL CONSULTANTS, INC.						
<b>Contract Number</b>	<b>Contract No. RAN-I-00-09-00016</b>					
<b>Quarterly report</b>	<b>July 1, 2010- September 30, 2010</b>					
<b>COST ELEMENT</b>	<b>Base Year Budget</b>	<b>from 05/01-06/30/2010</b>	<b>Cost incurred 07/01-09/30/2010</b>	<b>Total incurred project TO Date</b>	<b>Contract Balance</b>	
		<b>1st Quarter</b>	<b>2nd Quarter</b>			
<b>LABOR COSTS</b>						
Salaries	\$ 1,147,759	\$ 18,305	\$ 53,485	\$ 71,790	\$ 1,075,969	
Consultants	\$ 400,893	\$ -	\$ -	\$ -	\$ 400,893	
Fringe Benefits	\$ 367,282	\$ 5,858	\$ 17,115	\$ 22,973	\$ 344,309	
<b>Overhead</b>	\$ 1,060,529	\$ 16,914	\$ 49,420	\$ 66,334	\$ 994,195	
Subcontractor Cost	\$ 1,781,565	\$ -	\$ 217,209	\$ 217,209	\$ 1,564,356	
<b>OTHER DIRECT COSTS</b>						
Travel and Per diem	\$ 347,892	\$ 9,630	\$ 26,062	\$ 35,692	\$ 312,200	
Equipment & Supplies	\$ 50,400	\$ -	\$ -	\$ -	\$ 50,400	
Allowances	\$ 540,800	\$ 2,495	\$ 22,905	\$ 25,400	\$ 515,400	
Other Direct Cost	\$ 896,287	\$ 29,400	\$ 69,268	\$ 98,668	\$ 797,619	
<b>TOTAL TASK ORDER</b>	\$ 6,593,407	\$ 82,601	\$ 455,465	\$ 538,066	\$ 6,055,341	
G&A	\$ 857,143	\$ 10,738	\$ 59,210	\$ 69,948	\$ 787,195	
<b>TOTAL COST</b>	\$ 7,450,550	\$ 93,340	\$ 514,674	\$ 608,014	\$ 6,842,536	
<b>FIXED FEE</b>	\$ 298,023	\$ 3,734	\$ 14,419	\$ 18,153	\$ 279,870	
<b>TOTAL COST PLUS FIXED FEE</b>	\$ 7,748,573	\$ 97,073	\$ 529,094	\$ 626,167	\$ 7,122,406	

## Assessment

Significant progress has been achieved against the deliverables as demonstrated by completion of work plan tasks in a timely manner.