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# **YEMEN MONITORING AND EVALUATION PROJECT**

**Quarterly Report for the Period of  
October 1 – December 31, 2010**

**January 30, 2011**

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October 1 – December 31, 2010



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Monitoring and Evaluation Project

## **DISCLAIMER**

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## List of Abbreviations

AMIDEAST	America-Mideast Education and Training Services Incorporated
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
NWRA	National Water Resource Authority (ROYG)
OTI	Office of Transition Initiatives (USAID/Yemen)
PDC	Partners for Democratic Change in Yemen
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 October 1 – December 31, 2010**

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

During the October to December 2010 Quarter, the International Business & Technical Consultants, Inc. (IBTCI) team concluded the following:

- Submitted a final version of the USAID Mission PMP to satisfy Deliverable #1 of the approved work plan.
- Restructured the expatriate and local YMEP staff team, bringing in a new Chief of Party in early November, moving the former Chief of Party to the Senior Evaluation Officer role and releasing the Deputy Chief of Party. A new local M&E Officer was also hired. Recruitment continued for the expatriate M&E Specialist position which is expected to be hired in February 2011.
- Provided guidance to all USAID implementing partners with the preparation of their respective PMP and development of required stabilization indicators.
- Provided access to beta versions of the M&E Clearinghouse under Deliverable #2 implementing changes in the stabilization model identified during the mission PMP development
- Developed access control procedures to the M&E Clearinghouse in discussions with USAID, the implementing partners and Synergy.
- Completed a data quality assessment under Deliverable #3 for 16 indicators in the Mission Performance Plan and Report FY 2010 (PPR).
- Selected F indicators that are to be included in the implementing partner's PMPs
- Completed under Deliverable #4 the environmental compliance verification methods and tools, along with environmental compliance training materials
- Submitted the USAID Public Education and Results Dissemination Plan and branding strategy under Deliverable #6.
- Submitted a draft cable to the Mission describing the Mission Communications Strategy.
- Initiated the Theme Group on M&E in conflict sensitive environments under the UN's Roundtable on conflict sensitive development.

The YMEP project is largely on schedule in completing the tasks specified in the approved work plan. The exception is the M&E Clearinghouse that is linked to development of the Mission PMP. The "going live" date for the Clearinghouse slipped from January to February 2011. This resulted from the continuous review of the Mission PMP and detection of necessary system changes required for a user-friendly interface

## II. General Information

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

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

**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 October 1 – December 31, 2010

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

Four drafts of the Mission PMP were completed during the quarter. A draft final was submitted in December in satisfaction of Deliverable #1. The PMP is built around the theme of stabilization and from the outset was conceived as a “living document.” The PMP and its Stabilization Model are innovative and experimental. Because of this, continuous adjustments to the PMP based on implementation experience are anticipated. The PMP is a hybrid of traditional PMP elements combined with a new approach developed for monitoring in conflict sensitive environments. It moves away from the traditional development-based PMP structure and into a new “stabilization-focused” methodology that utilizes a Stability Framework and Stability Assessment Matrix to monitor achievement of stabilization goals. The Stability Framework is adapted from the Tactical Conflict Assessment and Planning Framework (TCAPF) while the Stability Assessment Matrix is adapted from the Maturity Model. The Stability Framework is a tool for conflict sensitive programming and monitoring where understanding the local context is paramount. The Stability Assessment Matrix draws on information provided by the Stability Framework (and other sources) to provide a contextually independent basis for assessing stability in a way that can be aggregated across geographic areas, sectors and other parameters of interest.

Several short term technical assistance (STTA) teams working during October, November and December facilitated the development of the PMP and provided support to the implementing partners to develop their own PMP consistent with the Mission PMP. Each implementing

partner needed to understand the stability model and to develop its own set of stabilization indicators applicable to the local context and prevailing drivers of instability.

The Stability Monitoring Methodology produces 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.

Acceptance of the Mission PMP links to the development of the M&E Clearinghouse. Any changes in the Mission PMP concepts need to be reflected in the M&E Clearinghouse. This is done to ensure that IP PMPs serve the overall Mission Objective to achieve stability and are reported in the Clearinghouse. Activities under this deliverable are on schedule.

- Task # 56 Draft PMP designed and submitted for USAID review and approval-completed and approved (note that the PMP will be under continuous review in accord with the Mission Strategy).

While developing the Mission PMP, YMEP concurrently worked with each of the implementing partners on their individual PMPs so that each partner's activities aligned with the Mission's strategy. YMEP STTA consultants assisted each implementing partner in defining their stabilization indicators. By the end of the year all partners had been mentored to define their stabilization indicators. All but two partners (Community Livelihoods Program/CLP) and Partners for Democratic Change/PDC) had prepared their PMP. Under the Stabilization Model, PMP revisions are expected to continue in response to what is learned during project implementation and as a result of the expert panel assessment of stabilization. Expert panels use implementing partner stabilization indicators to inform higher level indicators of stabilization. This process is designed to evaluate the utility of the partner's indicators as evidence for gauging stability. Partner indicators that are not useful to the expert panels during their stabilization assessment are candidates for revision. This is part of the learning experience built into the Mission PMP.

Planned activity for the next reporting period:

- Define the Scope of Work for the Expert Panelists, recruit and implement the Expert Panels for the first round of stabilization monitoring at the end of the January-March 2011 quarter.
- Periodic on-demand training for IP on the basics of M&E (capacity building).
- Continue to mentor each IP regarding their PMP, the Stability Framework Assessments and stabilization indicators.
- Expand on the field activity-level monitoring methods to be used and provide examples in the PMP.
- Initiate review of the first Quarterly Stabilization Report due at the end of April 2011.

## **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, which is a customized Management Information System (MIS) that incorporates a Geographic Information System (GIS). During this third quarter a beta version of

the Clearinghouse was completed. The Clearinghouse is a reflection of the Mission PMP and Mission Strategy. Since the Mission PMP was concurrently being developed and revised, the Clearinghouse required continuous updates to keep abreast of the changes. In addition, the implementing partners and USAID determined that controlled access to the Clearinghouse was necessary. Implementation of access control was discussed with the Implementing Partners and USAID and formulated in December.

The work plan set a “going live” date for the Clearinghouse that was independent of the continuous development of the PMP. However, the development of the Clearinghouse depends on the logic framework within the PMP. Revision of the PMP and implementation of controlled access resulted in delays of the “going live” date for the Clearinghouse. “Going live” was originally scheduled in the work plan for January 2, 2011, but that date was pushed back and is now set for mid-February.

During this quarter a second beta version of the M&E Clearinghouse data entry module and the report module were released. The Clearinghouse was demonstrated to the implementing partners and they were asked to provide feedback to us on the two modules (only limited feedback was received). YMEP STTA vetted the Clearinghouse to determine whether the data entry module correctly articulated the PMP. The vetting process identified aspects of the Clearinghouse that needed to be changed, while simultaneously highlighting logical faults in the PMP. The vetting process prompted revisions to both the Clearinghouse and the PMP. The development of the PMP and the Clearinghouse has emerged as a linked iterative process. With each iteration our understanding improves. A penultimate iteration is underway based on the draft 4 PMP submission that will result in further changes to the Clearinghouse early next quarter.

From the outset, concerns were expressed regarding open access to the Clearinghouse. Initially, broad-based access was envisioned. With development of the Clearinghouse and the entry of actual project data the implementing partners (notably OTI and CLP) raised unease about open access arguing that such access could put field workers at risk. By October Synergy prepared a matrix of “user roles and access levels” defining the four modules of the Clearinghouse system and nine “user roles.” The matrix relates user roles to Clearinghouse modules defining access to the modules according to the user role. The matrix became the focal point for discussion of access rights with the implementing partners and USAID. By November a meeting was held with the COPs and USAID to agree to the procedure for access control. The matrix was revised so that Clearinghouse access control equaled OTI’s access control, with the addition of e-room type features favored by the partners as a means of sharing limited access documents with designated users. Synergy had begun to implement these changes by the end of the year. During the weekly COP meetings, YMEP encouraged the implementing partners to designate Clearinghouse users and the level of access desired for them. Only system registered users are to be trained. The extent and complexity of controlled access was not reflected accurately in the work plan.

This quarter saw continued efforts to obtain overlay data from ROYG and USG sources. Population and enrollment data aggregated to the village level was obtained from the Central Statistical Office (geo-references need to be added). The Central Statistical Office (CSO) was also the source for poverty map shape files formulated using the Household Budget Survey 2005/6 data. CSO provided a list of villages with geo-reference, although most of the village names are in Arabic (these were augmented with a list of some 22,000 village names from OTI that had been translated into English).

YMEP strengthened its relationship with the Civil Military Support Element (CMSE). A result of this relationship was the acquisition of satellite images for Yemen from the National Geospatial-intelligence Agency's (NGA) Regional Office in Bahrain. The NGA images can be used in a limited way according to an agreement that restricts access to USG contractors and employees. Use of the NGA images to produce maps enhances the context for displaying implementing partner activities geo-spatially.

Throughout the quarter, YMEP used its GIS capability to provide maps to USAID and its implementing partners. In some instances activity data with geospatial references were exported from the Clearinghouse in an Excel format readable by ArcGIS. USDA activity data were mapped in this way.

Synopsis of work plan (updated version dated 14 December 2010) activities:

- Task #151-167 "Synergy first system design" – beta design completed, but iterative design changes were needed.
- Task #168 - 184 "Clearinghouse development" - beta version completed: Data Entry module, Report Module, Portal. Iterative changes to each module continuing. Administrative module under development.
  - Task #169 "External data load" – data received from YPHR, USDA, SFD and CSO. OTI trial data received, but current data pending. (External data loads will continue throughout the project as new sources are identified. Direct access to MEPI data under development.)
  - Task #174 "Data Entry Module" – direct live data entry into the Clearinghouse by USAID implementing partners will start next quarter. Activity data currently in the system was obtained by uploading data files.
  - Task #177 "Reporting Module" – beta version working, but needs iterative improvements to mapping function and file export capability
- Task # 185 "M&E Clearinghouse final test first iteration" – completed.
- Task # 186 – 191 "USAID review and comments" – these activities are conditional on the establishment of the production environment. The Clearinghouse Server is to be placed in a secure location in Sana'a that will become available in March. Until then these tasks remain pending.
- Task #192 "Final testing and tuning" – continuing: review and testing of the Clearinghouse by the STTA is resulting in adjustments to the system.
- Task #193 "Final deployment" – pending availability of the secure location for the server
- Task #194 "Training materials" – Synergy and the Senior Information Officer have prepared the first iteration of training materials for the Clearinghouse modules.
- Task #195 "Going live" – delayed, but continuing and now expected next quarter.

Achievements under this deliverable are behind the work plan schedule. This is due to the nature of the product being developed and its link to the changing PMP (deliverable 1). Changes to the Clearinghouse are expected to continue to unfold as live data are entered and stabilization assessments are made. The Mission PMP will be revised based on the principle of "assessing and learning." As we understand more about stabilization programming and the metrics for its measurement the logical structure of the PMP may change. Changes to the PMP may result in changes to the Clearinghouse system logic.

Planned activities for the next reporting period:

- Implement the latest iteration of the Clearinghouse.
- Full implementation of controlled access to the Clearinghouse.
- “Going live” with training on activity data entry.
- “Going live” with the Report Module.
- Align the Portal with the Communications Strategy (Synergy with Sonjara).
- Full implementation of the Administration Module.
- Full implementation of the export ‘data’ facility to support ArcGIS mapping with spatial images and expanded overlays.
- Establish the Clearinghouse Server in the DOD Secure House in Sana’a.

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

During this quarter, the first Data Quality Assessment was completed for 16 selected Mission PPR standard indicators. This DQA was conducted according to Annex 9 of the 2010 PPR Guidance, rather than the more stringent ADS 203.3.5.1 regulations. The PPR guidance notes that the “general principle is that performance data should be as complete, accurate, and consistent as management needs and resources permit. Consequently, DQAs are not intended to be overly burdensome or time-intensive.” YMEP completed the DQA on time and submitted the USAID Yemen report “Data Quality Assessments for Performance Plan and Report FY 2010” on 9 December, 2010.

YMEP was not assigned any activity under work plan tasks 218 to 251 that relate to implementing partner activity level results and impact analysis, activity-level output analysis, non-financial audits, and sector assessments.

Following are the achievements against the work plan this quarter:

- Task #203-210 “Data quality verification methods and tools developed” – completed, but there is likely to be some “as needed” DQA where specific methods to assess each type of indicator is revisited.
  - Task #204 “Program-wide indicator definitions assessed via PIRS for methods development” – high level program-wide stabilization indicators are defined in the Mission PMP along with the method for validating them.
- Task # 216 “Data quality assessments (as needed)” – completed for FY 2010 PPR.

Achievements under this deliverable were completed according to the work plan schedule.

Planned activities for the next reporting period:

- Determined on an “as needed” basis.
- Further development of activity-level results analysis methods and tools based on a review of projects that are being implemented (e.g., OTI, CLP and RGP activities)

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

YMEP's STTA for environmental compliance, Nick Skinner, arrived in Yemen on 24 October in time to participate in the meeting conducted by Millie Gadbois, Regional USAID Environmental Officer (REO) from Cairo. The meeting provided the Implementing Partners with an overview of USAID's environmental regulations, 22CFR 216, and the potential impacts these regulations have on their activities. The presentation noted that most of the IP's work would be classified by USAID regulations as 'Negative Determinations with Conditions' and projects were not likely to require full environmental assessment due to their limited size and scope. However, some of the small scale projects could have cumulative impacts that may result from a cluster of similar activities in the same area. The agricultural projects of CLP were most likely to require full assessments. IPs were informed that compliance with Host Country environmental legislation was a requirement. YMEP's STTA was asked to research Yemen's environmental protection law.

USAID commented that it had prepared an Initial Environmental Examination (IEE) for some of its funded programs. These were done by the Mission Environment Officer (MEO), Mr. Shaif Al-Hamdany. The IEE provides an outline of what level of environmental assessment is required for each activity, as such it provided an overview of environmental compliance issues associated with the program.

YMEP's STTA met with several implementing partners (i.e. NDI, RGP, MC, CLP, PDC) and visited the Environment Office at the General Investment Office in Sana'a (seeking the Yemen environmental protection law). Following discussion the STTA confirmed that most of the USAID Yemen programs will not have a significant effect on the environment; most will qualify for a categorical exclusion. Some may require further analysis and this can be achieved through the Environmental Review Form (ERF) others use the Environmental Documentation Form (EDF). The EDF/ERF methodology was agreed upon in meetings with USAID and the IPs, but the responsibility for authorizing the EDF documents has yet to be determined. YMEP prepared a package containing guidelines and templates for the EDF/ERF that it distributed to all IPs ("Yemen Monitoring & Evaluation Program (YMEP), Activity Level Environmental Compliance", 9 November 2010).

The YMEP STTA Environmental Specialist provided documents that were passed to the IPs. There are five parts to these documents:

- First - the EDF form and guidelines for use
- Second - a template for the ERF
- Third - a list of screening criteria
- Fourth - A short PowerPoint presentation of the ERF process
- Fifth - A group of generic guidelines

The issue of the impact of policies on the environment was identified as an area that needed to be assessed further. The MEO was to discuss this with the REO to assess the best way to assess this issue and share this with the STTA. The STTA is to undertake a further review of Yemeni Environmental Law assessing what environmental assessment screening criteria exist and how applicable it may be to USAID activities. The STTA is to return to Yemen in March 2011 to train the local YMEP Environmental Specialist, followed by activity monitoring and evaluation.

This deliverable was on schedule at the end of the quarter (it is now known that environmental compliance activity monitoring will be pushed back at the request of USAID from February to March).

Task # 253 “Activity level environmental compliance verification methods and tools developed” – completed

Planned activities for the next reporting period include:

- Obtain and translate Yemen’s Environmental Protection Law.
- Follow-up on REO conclusions about monitoring the environmental impact of policy change.
- The YMEP environmental specialist to provide training materials.
- USAID to have identified the projects/activities that need to be monitored and plans are laid.
- Recruit local environmental compliance specialist.
- Environmental compliance STTA returns to train and mentor local environmental specialist.
- Projects requiring activity-level environmental compliance monitoring are identified.
- Environmental compliance assessments commence.

#### **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 except for revisions to the concepts of how Expert Panels are to be used to assess stabilization. The next quarter will initiate stabilization assessments using the expert panels.

YMEP was advised to prepare for a forthcoming Youth Assessment, and looks forward to receiving guidance from USAID in the form of a draft Scope of Work for the assessment.

- Task # 261 ‘USAID results evaluation methodology developed (Stabilization Measurement Methodology)’ – completed within the PMP

Planned activities for the next reporting period include:

- Youth Program Assessment (the CMM funded programs)
- First Quarterly Stabilization Assessment trial
- Conduct stabilization baseline studies using alternative methodologies (e.g., a refined model of that being used by USAID in Afghanistan.)

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

Under this deliverable, IBTCI’s subcontractor, Sonjara, conducted extensive field visits from 30 October to 10 November. This initial visit was to inform the development of the Information Dissemination and Public Education Plan (IDPEP). During Sonjara’s visit the STTA met with:

- Al Share’a – Opposition/independent weekly

- Al Thawra – Online version of leading government newspaper
- Al Jazeera –Al Jazeera Arabic prefers hard news and stories related to marginalized groups. Al Jazeera English is actively interested in anything USAID is doing.
- Yemen Observer – English language tri-weekly owned by President’s press officer:
- Students (former participants in a scholarship program)
- Save the Children – discussed the media centers they developed with USAID funds and viewed the students’ video and animation projects
- DfID Resident Representative
- AMIDEAST COP
- USAID Mission Director and Program Officer – Discussed options for communicating with local audiences and need to produce a cable on communications options
- Partners’ Brainstorming on Communications – Led brainstorming session on objectives, audiences, and messaging with partners. Forming the basis of an ongoing communications working group
- Yemen Polling Center
- Mass Advertising – Discussed the firm’s video, print and other production and dissemination capacities in order to assess local capacity
- Media specialist interviews – Interviewed two possible candidates for a local media specialist position
- Women’s Media Center – Toured their offices, including a radio production facility and conference/training space, and learned more about their civic advocacy work
- OTI media specialist
- Women civil society activists

Following the extensive field interviews, Sonjara began preparing the draft “Communications Strategy” in mid-November. Concurrently, as agreed at Sonjara’s exit briefing, they prepared a brief report on the communications strategy in a cable format. A final version of the Communications Strategy is due in January 2011.

- Task # 296 Work with YMEP team members to integrate IDPEP into information and data gathering processes – in progress
- Task # 297 Research media environment –completed
- Task # 298 Research companies on the ground who can assist with products – completed
- Task # 299 Produce detailed branding strategy – draft completed
- Task # 300 “Produce plan that outlines goals, target audiences, key messages, and tools and tactics that will be used to disseminate results and educate the public” – 4<sup>th</sup> draft completed.

This deliverable was on schedule at the end of the quarter.

Planned activities for the next reporting period:

- Submit the IDPEP (aka Communications Strategy) for USAID approval.
- Implement the IDPEP.
- Recruit local media specialist.
- Recruit translator.
- Sonjara and Synergy to collaborate Portal compliance with IDPEP.
- USAID results and progress disseminated in publications and visual material.

- USAID results and progress disseminated in workshops, conferences and seminars.

### **Administrative Activities**

#### a) YMEP Staff:

- STTA for communications hired
- STTA for environment hired
- New COP hired
- Former COP moved to Senior Evaluation Officer role
- Local National Senior Information Officer was replaced
- Local National M&E specialist hired
- Senior M&E specialist is being recruited
- DCOP was removed and DCOP position was eliminated

#### 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:

- None

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

An underestimate of the complexities in developing the M&E Clearinghouse and stabilization PMP has resulted in some delay in going live with the M&E Clearinghouse. "Going live" means that the implementing partners themselves enter stabilization assessment data, live activity data and stabilization indicators into the Clearinghouse. This was due to commence in early January 2011 but has now been pushed back to February. YMEP has contracted an independent M&E expert and Systems Analyst who is familiar with the Yemen stabilization PMP methodology and who has worked closely with YMEP during recent months. She will be responsible to monitor the process of resolving the Clearinghouse glitches until they have been fully resolved and the system is able to go live in February.

## V. Financial Report

Quarterly report	October 1, 2010- December 31, 2010					
COST ELEMENT	Base Year Budget	from 05/01-06/30/2010	Cost incurred 07/01-09/30/2010	Cost incurred 10/01-12/31/2010	Total incurred project TO Date	Contract Balance
		1st Quarter	2nd Quarter	3rd Quarter		
<b>LABOR COSTS</b>						
Salaries	\$ 1,147,759	\$ 18,305	\$ 77,058	\$ 145,153	\$ 240,516	\$ 907,243
Consultants	\$ 400,893	\$ -	\$ -		\$ -	\$ 400,893
Fringe Benefits	\$ 367,282	\$ 5,858	\$ 24,665	\$ 46,449	\$ 76,972	\$ 290,310
<b>Overhead</b>	\$ 1,060,529	\$ 16,914	\$ 71,201	\$ 134,121	\$ 222,236	\$ 838,293
Subcontractor Cost	\$ 1,781,565	\$ -	\$ 316,255	\$ 328,695	\$ 644,950	\$ 1,136,615
<b>OTHER DIRECT COSTS</b>						
Travel and Per diem	\$ 347,892	\$ 9,630	\$ 27,096	\$ 67,682	\$ 104,408	\$ 243,484
Equipment & Supplies	\$ 50,400		\$ -	\$ 21,882	\$ 21,882	\$ 28,518
Allowances	\$ 540,800	\$ 2,495	\$ 32,834	\$ 61,013	\$ 96,342	\$ 444,458
Other Direct Cost	\$ 896,287	\$ 29,400	\$ 93,556	\$ 44,920	\$ 167,876	\$ 728,411
<b>TOTAL TASK ORDER</b>	\$ 6,593,407	\$ 82,601	\$ 642,665	\$ 849,915	\$ 1,575,182	\$ 5,018,225
G&A	\$ 857,143	\$ 10,738	\$ 83,546	\$ 110,489	\$ 204,773	\$ 652,370
<b>TOTAL COST</b>	\$ 7,450,550	\$ 93,340	\$ 726,211	\$ 960,404	\$ 1,779,955	\$ 5,670,595
<b>FIXED FEE</b>	\$ 298,023	\$ 3,734	\$ 18,919	\$ 20,849	\$ 43,501	\$ 254,522
<b>TOTAL COST PLUS FIXED FEE</b>	\$ 7,748,573	\$ 97,073	\$ 745,130	\$ 981,253	\$ 1,823,456	\$ 5,925,117

\*\* Due to an IBTCI HQ formula error, the reported YMEP expenditure for the quarterly report ending Sept 30, 2010 was wrong. IBTCI will correct the expenditure amounts in the next quarterly report.