



USAID | **YEMEN**
FROM THE AMERICAN PEOPLE

YEMEN MONITORING AND EVALUATION PROJECT

**Quarterly Report for the Period of
January 1 – March 31, 2011**

April 30, 2011

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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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 People's Congress
GTZ	German Technical Cooperation (Germany)
IBTCI	International Business and Technical Consultants, Inc.
ICAF	Inter-agency Conflict Assessment Framework
IDP	Internally Displaced Person
IDPEP	Information Dissemination and Public Education Plan
IFES	International Foundation for Election Systems
IP	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
OTI	Office of Transition Initiatives
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 January 1 – March 31, 2011

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 final Mission PMP which was approved by USAID.
- Conducted workshops for Implementing Partners on the Mission PMP and how to link the Implementing Partner PMPs to the overall Mission strategy and Mission PMP. All Implementing Partner PMPs were finalized during this quarter with technical support from YMEP.
- Comprehensive M&E trainings completed for Implementing Partners and DoD.
- M&E Clearinghouse database was finalized and is in use by Implementing Partners and DoD in Yemen.
- Comprehensive Clearinghouse database trainings conducted for Implementing partners and DoD in data entry, maps creation and reports generation.
- USAID Information Dissemination and Public Education Plan was finalized by YMEP, approved by USAID and disseminated to Implementing Partners.
- Adjustments were made to the YMEP in-country team.
- YMEP hired local translator to support translation of critical Mission documents.
- YMEP recruitment for local national environmental compliance specialist resulted in two qualified candidates identified and interviewed by YMEP's expatriate STTA specialist. Finalization of the recruitment and appointment of this local national position will occur early next quarter.

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

II. Implementation Progress January 1 – March 31, 2011

A. Deliverable 1: Final USAID PMP developed and implemented

PMP

Completion of Draft 4 of the Mission PMP segued into continued focus with the Implementing Partners (IPs) on supporting their efforts towards completion of their PMPs to ensure that IP PMPs serve the overall Mission Objective to achieve stability. USAID approved PMPs were received from NDI, Mercy Corps, PDC, CLP and RGP this quarter after much investment from YMEP to guide the IPs in the use of appropriate indicators. YMEP will incorporate the PMP indicators into the CH so that stability can be tracked and the targeted IP activities can be coordinated towards an overall USAID stability impact in Yemen. YMEP met with OTI's Regional representative and OTI's Deputy Country representative and determined that the OTI view of stabilization is aligned with the Mission PMP. YMEP expects to continue strong cooperation with OTI with respect to IP panels to determine district level stabilization assessments needed to complete the SFA.

Draft 5.2 of the Mission PMP was submitted as the Final Mission PMP to the COTR in mid February 2011 and was approved by the Mission. It is intended that this version of the PMP will be locked in place for at least one year, or until the Mission indicates otherwise.

The Expert Panel SOW for the Yemen Quarterly Stabilization Review was developed in January in coordination with the COTR and Mission Director. YMEP has identified several expert panelists who are either Yemen specialists or stabilization specialists (or both) who have been presented to the Mission and are available to participate in the Stabilization Review at the end of next quarter. This quarter's planned Stabilization Review was cancelled at the suggestion of the COTR due to inadequate USAID activities having been implemented to date to show a stabilizing impact in addition to the evacuation of USAID and Implementing Partner expats from Yemen in March and April making it difficult to coordinate the data and analysis for this Review.

Training/Workshops

YMEP M&E trainings have been conducted this quarter for all IPs and also for DoD partners and DoD representatives. A total of 62 participants have been trained in the basic concepts of monitoring and evaluation this quarter and this has been a foundation for IPs understanding the stability monitoring elements of the Clearinghouse database.

YMEP's Stability Monitoring Methodology in Yemen 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 Panelists review IP assessment of the stability stage of geographic area or program thematic area. The Expert Review Panels are guided by IP activity review from the Clearinghouse in addition to the Stability Assessment Matrix, and are also 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.

F Indicators

YMEP continued to work closely with AOTR and IPs this quarter on refining the inclusion of the required F indicators in IP PMPs and also guided IPs on the coordination of their PMPs with the broader USAID Mission PMP. F indicators from the PMPs will be measured by YMEP during the annual data quality assessments that are conducted on behalf of the Mission.

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 that incorporates a Geographic Information System. The system has been customized as a web-based data collection and analysis tool that tracks and monitors all USAID Yemen program activities and also houses the potential to monitor activities for other donors.

Clearinghouse Technical Progress

Much time was spent this quarter on the detailed systems development and refinement of the Clearinghouse database so that the system could go live in January 2011. The CH go-live was delayed by one month due to some additional system refinements that were required following adjustments in the stabilization methodology. The Clearinghouse database went live at the end of February 2011.

Throughout March 2011, YMEP was heavily involved in training IPs and DoD in the use of the Clearinghouse for activity data entry, map creation and reports generation of USAID and DoD funded activities in Yemen. YMEP's GIS Specialist followed up with each IP a few days after the training to provide opportunity for questions to be answered and more hands-on guidance provided if IPs experienced any difficulty with data entry.

Training was also provided to Implementing Partners this quarter in the creation of the Stability Assessment Framework as the foundational tool that feeds into the Quarterly USAID Stabilization Review, with all activities being linked to the PMP and to drivers of instability.

On USAID's behalf, and following COTR approval of the Clearinghouse web domain, YMEP purchased the certificate for domain name and SSL for the Clearinghouse website. Domain names are <https://ymepinfo.net>, <https://ymepinfo.org>, <https://ymepinfo.com> with ymepinfo.net being the one used by the Yemen IPs for the Clearinghouse database. The other domain names were reserved to avoid anyone else taking the dot.com and dot.org sites, which if not otherwise reserved could create confusion for USAID Yemen's Clearinghouse.

Clearinghouse Data Collection for GIS Maps

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 that they collect and for secondary data they collect from ROYG

institutions such as the Central Statistical Office, the Remote Sensing Office and other government agencies. In early February 2011, YMEP received much useful information from SFD that has been uploaded into the Clearinghouse database. The uploaded SFD data included a list of schools and school enrollment by gender and age, population data and the coordinates for 37,000 villages (with names in English). SFD provided additional data for 39,745 villages in mid-February 2011. Data included village longitude/latitude coordinates and demographic data (age-groups, gender, and enrollment) from the CSO linked to each village. This quarter SFD poverty data shape files, including poverty maps, were also integrated into the Clearinghouse after some initial quality control, such as verification of district boundaries.

This quarter OTI started to regularly send YMEP their grant activity data every two weeks for upload to the YMEP Clearinghouse database. This has required some systems reworking on the part of YMEP to facilitate a smooth uploading of the OTI data which operates off a different data management system. By the end of this quarter, the systems glitch had been resolved and OTI data is now accessible in the YMEP Clearinghouse. Per OTI's request, this is redacted data but provides the Clearinghouse with the ability to map OTI activities and include them in the YMEP Quarterly Stabilization Review that pulls data from the Clearinghouse for stability impact analysis.

GIS Equipment related to the Clearinghouse Database

A new wide-carriage HP printer was purchased by YMEP this quarter and produced its first maps in mid-February. A memory upgrade for the printer was also ordered. The upgrade will enable YMEP to utilize the latest DoD GIS data when printing maps for the Implementing Partners, USAID and the DoD whenever requested.

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

No third-party Activity-Level M&E services were conducted by YMEP this quarter, mainly due to the fact that IP PMPs had not yet been completed and third-party monitoring of activities normally requires referring to the PMP to ensure the activities are tied to the overall program strategy, as well as verification of the existence and impact of the activities. It is anticipated that third party monitoring will commence during the following quarter now that IPs have advanced on the implementation of their activities over the past weeks and the PMPs have now been completed and approved by USAID. YMEP will partner with local subcontractors Grassroots Up, Social Fund for Development and Yemen Polling Center for the implementation of third party USAID activity monitoring. Training and discussions commenced this quarter with Grassroots Up in preparation for next quarter's activity monitoring.

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

This quarter YMEP's STTA Environmental Specialist reviewed the Yemen Environmental Protection Law (EPL) and made the following observations about the EPL and the environmental impact of policy change:

- Yemen EPL does not specify any additional requirements to USAID regulations except for the requirement to assess 'the extent to which areas outside the national sovereignty may be affected by the proposed activity'. Most USAID projects will not have any impacts outside of Yemen. Therefore, if an environmental impact assessment (EIA) is

required for any of the IP projects following USAID standards, Yemeni standards would also be met.

- The EPL refers to an annex that YMEP has not yet been able to obtain, which states what projects definitely require environmental impact assessment in Yemen. YMEP is following up to obtain a copy of this annex. The EPL mentions briefly that this Annex comprises projects like 'oil refineries, cement plants, hazardous waste treatment'. These projects are beyond the scope of current USAID activities in Yemen, but YMEP should check the full annex to confirm that projects like CLP's irrigation projects are not included.
- YMEP STTA contacted environmental staff at USAID to ask about the preferred methods to assess policy impacts on the environment. Response from USAID was limited and there seems to be no easy way to do this within the framework of USAID's environmental regulations (22 CFR 216). YMEP has suggested to the Mission that some guidelines for the Implementing Partners be prepared along with a method to assess the potential environmental impacts of any policy changes or development.

The USAID Mission Environmental Officer (MEO) was informed by the COTR that he needs to identify projects that should be monitored for 22CFR216 compliance. Instructions from the MEO were received. YMEP's STTA Environmental Compliance Specialist who was initially slated to visit Yemen in February to conduct an environmental compliance review of Implementing Partner activities and follow up on the 2010 training of IP staff, was advised by the Mission to delay the proposed trip until May 2011.

The Mission approved the "Administrative Streamlining of Environmental Compliance Procedures under the Community Livelihoods Project (CLP)" in February. This sets the stage for more rapidly reaching environmental compliance under 22CFR216, and broadly follows recommendations emanating from YMEP's Environmental STTA.

YMEP advertised for a local environmental expert who will be trained by the YMEP's expat STTA specialist when he returns to Yemen. Three CVs were received and reviewed for suitability by YMEP's STTA for environmental compliance. Two interviews were conducted of the most suitably qualified applicants. This part-time local specialist position will be hired in the next quarter, following final screening by YMEP management and the YMEP STTA environmental compliance specialist.

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

YMEP worked closely with USAID this quarter to develop the Scope of Work for the requested Youth and Gender Evaluation that will be undertaken next quarter. The purpose of this evaluation is to assess current youth programming and to make recommendations for USAID's future youth programming in Yemen. A by-product of the assessment will be a vision statement for USAID's youth programming. The assessment will include:

- a gender analysis to identify roles and influences within family and tribal structures that must be understood in order to design appropriate youth programming; gender analysis is to be integrated throughout this assessment;
- an understanding of the influence structures that contribute to youth choices and behaviors;

- an examination of development age categories and formulation of a practical definitional tool to distinguish development age cohorts with recommendations on appropriate categories for USAID programming;
- an analysis of the assumptions supporting USAID's and other donor's recent and current youth projects and activities, with identification of linkages to the objectives of the USAID/Yemen Strategy;
- an assessment of current programming methods, lessons learned, best practices, common challenges, actual & prospective impacts to guide recommendations regarding programming gaps and to improve prospects for successful youth programming;
- an assessment of the current collective plans for USAID youth programming in terms of comprehensiveness and coverage;
- recommendations for how youth can serve as entry-points for progress in livelihoods, job creation, governance and economic development.

YMEP completed recruitment of the expatriate and local STTA consultants for this evaluation. Implementation of the evaluation will begin in April 2011.

YMEP discussed with USAID the plan to do an evaluation next quarter of OTI's first year activities in order to glean insights from lessons learned to help guide the Community Livelihood's Program (CLP), that was structured contractually to work hand-in-hand alongside the OTI forerunner program, in enhancing their programmatic impact through the implementation of the insights and recommendations flowing from the OTI evaluation.

Saferworld, through the UN Theme Group on M&E, provided an overview of a youth study they are undertaking in Yemen. YMEP and Saferworld will coordinate efforts on the Youth evaluation and assessment being undertaken by both organizations. YMEP will remain in contact with Saferworld and add them as key informants during next quarter's Youth Assessment. The three main questions to be looked at by Saferworld vis-a-vis 'youth engagement with governance systems' are:

1. What are Yemeni youths' perception(s) of the legitimacy and effectiveness of formal and informal systems of governance dominant within their communities, governorates and country?
2. To what extent do Yemeni youths' levels of participation and influence in dominant systems of governance at local, sub-national and national levels correspond to levels that they either want or expect?
3. What are the implications of Yemeni youths' perceptions of and levels of participation and influence in dominant systems of governance for longer-term national governance reform and peace building efforts in Yemen?

F. Deliverable 6: Public Education and Results dissemination

Draft 4 of the Information Dissemination and Public Education Plan (IDPEP) was submitted to USAID in January 2011 and the Plan was approved by USAID in early February. The Strategy was disseminated to all USAID IPs to ensure compliance and understanding and was also briefly presented to the IPs by the COTR at the Quarterly Partners Review meeting in Sana'a. The linkage between the IDPEP and the Clearinghouse Portal was outlined in the Strategy. The portal must align with the IDPEP and Communications expertise is needed regarding the layout

and editorial policy for the Portal. This will be provided by Sonjara, YMEP's subcontractor, for the public education and communications elements of the contract, and also by the new full-time expatriate Communications Specialist that will be hired by YMEP to replace the initially proposed Mission Development Outreach Coordinator.

Sonjara was expected to visit Yemen this quarter for the purpose of following up on the rolling out of the Public Education and Results dissemination strategy, following up on organizing focus groups and polling with Yemen Polling Center (YPC) related to USAID communications and providing training for the Implementing Partners in effective success story articulation. This technical visit was postponed at the end of February due to increased socio-political stability in Yemen and the evacuation of Mission and YMEP staff for a period of time. This visit is now planned for next quarter and will help augment YMEP communications support to the Mission and Implementing Partners at this critical time of political transition and social demand for services until the recruitment and arrival of the full time Communications Specialist.

G. Administrative Activities

a) Recruitment and Change of YMEP Team Members:

- Monitoring and Evaluation Specialist: recruitment completed, arrival in Yemen May 8
- USAID requested the retrenchment of Harvey Herr from YMEP. This will take place early in the next quarter.
- Evaluation Specialist: recruitment in progress
- Recruitment and offer made to a long term M&E Specialist, Sasha Kishinchand. She will deploy to Yemen in the next quarter.

III. Specific Problems and Delays and Recommendations for Adjustments and Corrective Action

The street protests against the ROYG President became a potentially destabilizing factor for YMEP activities. Actions were taken by the YMEP field staff and IBTCI HQ to prepare for a potential evacuation. Upon the killing of more than 50 protestors in Sana'a and the subsequent declaration of a State of Emergency, in addition to the US State Department decision to evacuate some expatriate staff from the Embassy in Yemen, YMEP expatriate staff was either evacuated from Yemen or told to temporarily not return to Yemen (in the case of the Senior Evaluation Officer who was out of the country on his scheduled leave).

Despite YMEP's efforts to train IPs in the use of the Clearinghouse database, most IPs have not yet prioritized the data entry of their activities into the USAID Clearinghouse and so minimal up-to-date activity data exists currently in the Clearinghouse. YMEP has suggested to USAID that activity data entry into the Clearinghouse be made a contractual requirement for the IPs, to ensure that it receives the priority that is necessary for this USAID database to become a successful and useful tool for the Yemen Mission.

IV. Planned Activities for the Next Reporting Period

Deliverable 1: Final USAID PMP developed and implemented

USAID results monitored, evaluated and reported on (as needed)

- Meet with COTR to select programs to be monitored for the Portfolio Review
- Annual Performance Report preparation (Standard Indicators, Selected Stabilization Indicators with Baselines)
- IP training continues in basic M&E and PMP concepts and practical application to IP programs

Deliverable 2: USAID M&E Data and Reporting Clearinghouse developed and implemented

USAID/Yemen Clearinghouse in use by USAID and implementing partners

- USAID Implementing partners use the system
- Other USG representatives implement the system
- Clearinghouse database training continues.
- Administrative support provided for US Embassy users of the Clearinghouse (user names to be provided by USAID)

Deliverable 3: Third-Party Activity-level M&E services conducted

Sector Assessments:

- Youth and Gender Assessment to be undertaken
- Third party monitoring of USAID IP activities through local partner subcontractors
- Elections and Governance Baseline Assessment (TBD through discussion with RGP and COTR)

Deliverable 4: Activity-level environmental compliance verification conducted

- Expatriate STTA visits Yemen to conduct activity-level environmental compliance verification fieldwork and training of local partners and local part-time environmental compliance consultant.
- Local partner trained in environmental compliance verification instruments and procedures
- Activity-level environmental compliance verification reports produced
- Examination of activity environmental reviews (ERs) conducted
- Environmental compliance report completed

Deliverable 5: Regular Assessments and Evaluations conducted and reported

USAID Baseline Stability Report Produced

- USAID Stability Baseline Analysis conducted and completed
- USAID Baseline Stability Report submitted

Deliverable 6: Public Education and Results dissemination**Information Dissemination and Public Education Plan developed and approve**

- Recruit and hire expatriate Communications Specialist
- Sonjara STTA to visit Yemen to help roll out the implementation of the approved IDPEP and to help cover the communications support function until the long term expatriate arrives.
- Provide outreach and communications training for IPs and Mission
- Develop briefing materials such as fact sheets, results by governorate, and PowerPoint presentations incorporating key results and messages on behalf of the Mission
- Maintain and update briefing materials as needed
- Develop template for weekly news flashes and highlights
- Provide regular updates to audiences (news flashes, web updates, newsletters)
- Write , translate and distribute success stories (at least one per month) in coordination with IPs and Mission
- Partner with Synergy to develop Clearinghouse portal website
- Develop content management plan for maintaining website
- Clearinghouse Portal launched
- Write and distribute press releases as requested by Mission
- Support Mission in outreach or communication events as requested

USAID results and progress disseminated in workshops, conferences and seminars

- Prepare materials (posters, handouts, PowerPoint's) for specific events as requested by Mission
- Host public events at significant milestones as requested by Mission
- Host monthly media roundtables
- Take press on site visits as requested by USAID as security permits
- Participate in and/or host communications workshops for IPs