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USAID MONITORING, EVALUATION, AND LEARNING ACTIVITY ANNUAL PROGRESS REPORT

FY 2021: OCTOBER 1, 2020 - SEPTEMBER 30, 2021

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THE COVER STORY

Starting to Accelerate - The Rapid Procurement Mechanism Cover Story

The United States Agency for International Development (USAID) Monitoring, Evaluation, Learning Activity (the "Activity") is tasked with providing for the sustainability of Jordan's Monitoring and Evaluation system. Specifically, it serves to identify and train local monitoring, evaluation, and learning (MEL) organizations (LMOs) to enable them to bid on future USAID MEL projects. The primary means by which this is accomplished is called our Accelerator Program.

The Activity launched the pilot round of its Acceleration Program at the start of Fiscal Year (FY) 2020. In November, the Activity onboarded 20 organizations to the Accelerator Program. Ten of these organizations were eligible to implement MEL services under the Rapid Procurement Mechanism (RPM), while the rest engaged with capacity building initiatives. The Activity launched its online accelerator platform, which facilitates all aspects of acceleration, including a streamlined application form and monitoring achievements.

The Activity announced five Requests for Task Order Proposals (RFTOPs) and awarded four Task Orders through the RPM in FY 2021. The awards represented increasingly complex tasks demanding correspondingly sophisticated responses. For the Training for Employment Activity evaluation, the work was conducted entirely by the selected LMO with oversight from the Activity. As a result, USAID will receive high-quality MEL support from LMOs while diversifying its partner base. According to one LMO, "the Accelerator Program expanded our areas of focus in evaluation and enabled us to better understand USAID's new approaches to local partnership."

During the implementation of the Task Orders, the Accelerator Program supported LMOs implementing MEL services through a "learning-by-doing" approach. This included training geared to improve the capacity of LMOs during actual implementation since the Activity engaged intensively with the LMO in all aspects of the work. The Activity also delivered coaching sessions to the awarded LMOs in communications, data management, and gender. After a coaching session, one LMO stated that, "we strongly felt that this hands-on support led to continuous improvement and served as a beacon through which we constantly adjust our course."

The Activity hosted training courses for LMOs focused on selecting effective indicators and designing theories of change. One member of the Acceleration Program noted that "the program adds value to local companies both in terms of knowledge and how to implement it practically."

Throughout FY 2021, the Activity continuously learned from the experience of LMOs. Key Informant Interviews, Focus Group Discussions, Pause-and-Reflect sessions, and surveys were conducted at each stage of the program, which helped identify areas for improvement. The Activity incorporated these lessons learned into the design of the second round of the Acceleration Program and RPM. As a result, the Activity launched the next round of its annual cycle at the end of FY 2021. The next round of the Accelerator Program will be even more engaging, inclusive, streamlined, and transparent.

ACRONYMS & ABBREVIATIONS

AAI	Accelerating Access Initiative
ACOR	Alternative Contracting Officer's Representative
CHN	Community Health and Nutrition Activity
CITIES	Cities Implementing Transparent, Innovative, and Effective Solutions
CLA	Collaborating, Learning, and Adapting
COP	Chief of Party
COPR	Community of Practice
COR	Contracting Officer's Representative
COVID-19	Coronavirus Disease 2019
DEC	Development Experience Clearinghouse
DHF	Design of Health Facilities Activity
DIS	Development Information Solutions
DO	Development Objective
DQA	Data Quality Assessment
DRG	Democracy, Rights, and Governance
EDE	Economic Development and Energy
EDY	Education and Youth
EPPA-CEPPS	Elections, Political Processes and Participation Activity
ESMP	Enhancing School Management and Planning
FGD	Focus Group Discussion
FRPFM	Fiscal Reform and Public Financial Management Activity
FY	Fiscal Year
GATR	Government Agreement Technical Representative
GIS	Geographic Information System
GoJ	Government of Jordan
IEE	Initial Environmental Evaluation
IP	Implementing Partner
ISP	Inclusive School Project
JNIL	Jordan Nutrition Innovation Lab

JSEP	Jordan School Expansion Program
JSP	Jordan School Construction and Rehabilitation Project
Kaizen	The Kaizen Company
KaMP	Knowledge Management Portal
KII	Key Informant Interview
KMS	Knowledge Management System
LED	Local Economic Development
LHSS	Local Health System Sustainability
LMO	Local MEL Organization
MEL	Monitoring, Evaluation, and Learning
MELCA	MEL Capacity Assessment
MESP	Monitoring and Evaluation Support Program
MIS	Management Information Systems
MoE	Ministry of Education
MoH	Ministry of Health
MoY	Ministry of Youth
NAF	National Aid Fund
NGO	Non-Governmental Organization
OCA	Organizational Capacity Assessment
OCI	Organization Conflict of Interest
PFMA	Public Financial Management and Administration Activity
PGS	Partner Government Systems
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PPR	Performance Plan and Report
RAMP	Early Grade Reading and Mathematics
RFP	Request for Proposal
RFTOP	Requests for Task Order Proposals
RPM	Rapid Procurement Mechanism
SKEP	Schools for a Knowledge Economy Program
SNBN	Street Naming and Building Numbering

SOP	Standard Operations Procedures
SOW	Scope of Work
STTA	Short Term Technical Assistance
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOC	Theory of Change
TOT	Training of Trainers
USAID	United States Agency for International Development
WES	Water Engineering Services
WIT	Water Innovations Technologies
WRE	Water Resources and Environment

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1. ACTIVITY OVERVIEW

1.1 DETAILS

Activity Name	USAID Monitoring, Evaluation, and Learning Activity
Activity Start / End Date	February 11, 2020 / February 10, 2025
Name of Prime Implementing Partner	The Kaizen Company (Kaizen)
Contract Number	72027820C00005
Name of Subcontractors	Dexis Consulting Group (Dexis)
Geographic Coverage	Jordan
Reporting Period	Fiscal Year (FY) 2021 (October 1, 2020 - September 30, 2021)

2. EXECUTIVE SUMMARY

2.1 OVERVIEW

The USAID Monitoring, Evaluation, and Learning Activity (the Activity) is pleased to present its second Annual Progress Report. Over the course of its second year, the Activity has much to be proud of despite the continued prevalence of the Coronavirus Disease 2019 (COVID-19) pandemic, which affected many of its operations. During the year, the Activity conducted **six** evaluations and assessments, **2,982** person-hours of trainings, and reviewed and supported **15** Monitoring, Evaluation, and Learning (MEL) Plans. The details of this work can be read in the following pages. More importantly perhaps is that the Activity began to look more closely at its most critical function, namely, enabling the Mission to make future programmatic decisions based on the evidence derived from the analysis of existing programs. In this regard, the Activity is oriented towards the future as it seeks to strengthen the MEL ecosystem in Jordan. These organizations that have been trained by the Activity will be able to take over the functions that the Activity currently exercises. They will become independently able to bid on and implement the MEL activities that the Mission requires. Even as the purpose of this work – enabling a better decision-making process for USAID – will not change, the work currently being undertaken will mean that in the future it will be Jordanian entities conducting the work and advancing Jordan further down the path to self-reliance.

In these next few paragraphs, the Activity will provide some of the highlights from the past year and their potential impact on the coming year. More details will be given in the following pages.

The School Infrastructure Multi-Activity Evaluation. The Final Report of the evaluation was submitted to USAID on September 16. The exhaustive evaluation considered the effects of the building and design of 108 schools undertaken by USAID. It looked at the schools from the perspective of their impact on learning and on the perennial problem of school overcrowding. The evaluation will enable the Mission to consider innovative approaches in its school-building program to focus on the needs of future school infrastructure activities.

Learning documents. The Activity, under its own initiative, has started to work on learning documents, which take the work performed in evaluations, assessments, and training activities and examine them

from a broader perspective. Learning documents are intended to provide USAID with the context within which its programming takes place. They seek to go beyond the evaluation of a single programmatic activity and derive some of the implications for the sector. To date, two learning documents have been completed: one based on the Beyond Capital Evaluation and another based on the Local Economic Development Assessment.

Support for LMOs. In Year 2, the Activity announced the first round of the Acceleration Program within the first six months of launch and rapidly onboarded its first cohort of 12 Local MEL Organizations (LMO). The Activity awarded four Task Orders to three out of eight qualified LMOs and provided them with coaching sessions on communications, gender, and data management. The Activity awarded its first Task Order to Mindset to provide MEL capacity building support to the Ministry of Health. Mindset was also awarded a Task Order to implement data verification services for the Training for Employment Activity (TEA). Integrated International was awarded a Task Order to conduct the TEA evaluation, and Leading Point Management Services was awarded a data collection Task Order to support the School Infrastructure Multi-Activity Evaluation. Two additional Task Orders are in the procurement pipeline and will be awarded at the start of FY 2022. The Activity improved the level of detail in its scopes of work by clarifying deliverable requirements, assumptions, and roles. Throughout FY 2021, the Activity continuously learned from the experience of LMOs through Focus Group Discussions (FGD), interviews with awarded LMOs, surveys, and two Pause-and-Reflect sessions. The Activity started delivering training courses to all LMOs (Tier 1, Tier 2, and LMOs which were not eligible for the Rapid Procurement Mechanism (RPM)) in the final quarter of FY 2021.

To prepare for the second round of the Accelerator Program, the Activity reached out to leading research centers and universities through a dedicated campaign, which included site visits, briefing calls, and emails, to encourage a diverse cohort of organizations to join in the next round. The Activity announced the second round of the RPM at the end of the year, which incorporated lessons learned from the first round. In FY 2022, the Activity will onboard the second round of the RPM, expanding the cohort of eligible Jordanian organizations that can implement Task Orders and improve their contractual performance. As a result, LMOs will continue to accelerate their growth in FY 2022.

General Population Survey. In the third quarter of FY 2021, the Mission requested that the Activity conduct the second round of the General Population Survey. The first round was conducted in 2017-2018 with 12,000 individuals and aimed at measuring performance across USAID's portfolio to support USAID learning and decision-making. The original intent was to repeat the survey to draw inferences and highlight changes over time. In response to the USAID request, the Activity recruited a Team Lead, who has been working closely with the Program Office and USAID technical offices in reviewing the survey's questionnaire. Additionally, the Activity released the Request for Task Order Proposals (RFTOP) for data collection to four qualified LMOs and has received four LMO proposals. The Activity is in the process of evaluating the proposals for selection.

Working with Implementing Partner (IP) MEL Plans. During FY 2021, the Activity provided direct technical assistance to help IPs improve the alignment of activities and indicators to USAID's Performance Management Plan (PMP), strengthen their results frameworks and logic models, and increase the ability of MEL plans and systems to capture meaningful data. Over the course of the year, assistance was provided to 12 activities: Design of Health Facilities (DHF) Activity; Inclusive School Project (ISP); Public Financial Management and Administration (PFMA); the Recycling in Jordan Activity; Community Health and Nutrition Activity; Local Health System Sustainability (LHSS); Furnishing and Equipping USAID-Funded Educational and Health Facilities in Jordan Activity; Water Engineering Services (WES) Activity; Ministry of Health (MoH); Ministry of Education (MoE); Ministry of Youth (MoY); and the National Aid Fund (NAF).

MEL Conference. Work began on the planning of the MEL Conference to be held in the early summer of 2022. In close collaboration with USAID, the Activity will entitle the conference "Using Learning for Improved Decision-Making Now." In FY 2021, the Activity prepared surveys to be distributed among stakeholders to ensure the conference addresses topics that are both current and topical. In addition to the discussion of the topics chosen for the conference, the Activity intends to use the conference events and the preceding webinars to establish a resource center for MEL – primarily in the Arabic language – to be available to Jordanian MEL organizations.

Capacity building with the Government of Jordan (GoJ). Over the course of the reporting period, the Activity continued its support to the MoY, MoE, and MoH as well as to the NAF to help them develop their MEL Plans using a "learning-by-doing" approach. This was followed by other relevant training courses in the areas of Data Collection, Data Analysis, Data Visualization, and Report Writing. These courses were designed to help GoJ organizations collect and analyze data related to their performance indicators and MEL Plans, in addition to presenting and visualizing this data and preparing the reports required by USAID. The assistance is intended to promote the better use of data in governmental decision-making among Jordan's own development priorities.

PMP. The Activity supported revisions to the Mission's PMP and the uploading of the PMP to DevResults. Subsequently, the Activity worked to ensure that IP MEL plans aligned properly with the PMP and to monitor IP data entry into the PMP. These efforts enable the Mission to measure more accurately programmatic contributions to the PMP and, subsequently, to its overall country strategy.

Development Information Solutions (DIS). The Activity supported the importation of Performance Plan and Report (PPR) indicators into a new USAID DIS using a data migration template. The Activity will continue its work by including custom indicators in the DIS throughout the first quarter of FY 2022.

The Activity has faced several challenges over its second year of operations. Paramount among them was the continuing COVID-19 pandemic. As Jordan begins a tenuous recovery, the pace of activities is expected to quicken substantially. In addition, there were several personnel changes and new positions added, resulting in an overall stronger and more capable team.

2.2 BACKGROUND

Rigorous MEL of USAID interventions is a major focus of Agency practices to improve performance management, accountability, and evidence-based decision-making. To this end, USAID awarded the Monitoring, Evaluation, and Learning Activity to The Kaizen Company (Kaizen) in February as a follow-on to the USAID Monitoring and Evaluation Support Program (MESP). The Monitoring, Evaluation, and Learning Activity is designed to ensure that USAID's activities in Jordan achieve their intended results through monitoring and evaluation, strategic assessments, and collaborating, learning, and adapting (CLA). The Activity will help USAID create a dynamic learning environment among development actors, which is focused on innovation, quality MEL practices, and knowledge sharing. Through the Activity's Accelerator program, the RPM, a cohort of local MEL organizations (LMOs) will work with the Activity team to successfully deliver projects while simultaneously strengthening their management and compliance systems.

2.3 PURPOSE

This report contains a detailed account of the Activity's FY 2021 cumulative progress to date, including key achievements, issues, learning, and resolution.

3. ACTIVITY IMPLEMENTATION

3.1 KEY ACHIEVEMENTS, LESSONS LEARNED, AND PLANNED ACTIVITIES

3.1.1 RESULT 1: LOCAL MEL CAPACITY IMPROVED

During the past year, the Activity expanded on its capacity building efforts to the Mission staff, IPs, GoJ, and LMOs. Using customized approaches to accommodate different needs, the Activity successfully delivered 2,982 person-hours of MEL training.

3.1.1.1 Sub-Result 1.1: Local stakeholders' capacity of contracting USAID MEL activities enhanced

Sub-Sub-Result 1.1.1: LMOs' organizational and MEL institutional capacity improved

Key Achievements

Table 1: Summary of LMOs' organizational and MEL institutional capacity improved	
Year 2 Accomplishment(s)	
<ul style="list-style-type: none">Trained shortlisted LMOs on the Organizational Capacity Assessment (OCA) and the MEL Capacity Assessment (MELCA).Contracted subject-matter experts to validate the OCAs received from LMOs and prepare OCA Validation Reports. Subject-matter experts were accompanied by the Activity's related staff to ensure knowledge transfer.The Activity's MEL Specialist validated the MELCAs received from LMOs and prepared MELCA Validation Reports that were shared with the LMOs.Supported the development of an Action Plan for each LMO based on its OCA Validation Report.	

- Tier 1 and Tier 2 LMO Orientation Sessions.** The Activity held two orientation sessions on February 16 to help Tier 1 and Tier 2 LMOs complete capacity self-assessments as a baseline and foundation for their capacity building initiatives. The session introduced an adapted version of USAID's Organizational Capacity Assessment (OCA) and a custom MEL Capacity Assessment (MELCA).
- OCAs and MELCAs.** Following the two orientation sessions, 11 LMOs submitted their OCAs and MELCAs through the Accelerator Platform. This effort is designed to create a robust MEL ecosystem in Jordan by building the capacity of LMOs to provide MEL services for USAID and other donors. Undertaking these capacity assessments will help LMOs identify their strengths and the existing gaps and ultimately create Action Plans that address the shortcomings.

The OCA covers the following internal LMO aspects:

- Governance and Legal Structure.
- Financial Management and Internal Control Systems.
- Administration and Procurement Systems.
- Human Resource Systems.
- Program Management.
- Project Performance Management.

The MELCA focuses on the MEL services provided by LMOs and covers the following technical aspects:

- MEL Human Resources.
- MEL Technical Resources.
- Evaluation Management.
- Data and Information Management.
- MEL Reporting.

To arrive at its scores under the OCA and MELCA categories, the LMO self-examined its fulfillment of the set criteria measuring the aspects described above and selected a score that best described its status. This process was backed by supporting documents, which the LMO uploaded to the Accelerator Platform.

The Activity team contracted subject-matter experts to review and validate the documents submitted by the LMOs against the OCA and MELCA scales to ensure that they reflect the appropriate rating. The experts were shadowed by the Activity's staff whose role and/or expertise was relevant to the OCA categories above to ensure sustainability and knowledge transfer. As important as these OCA and MELCA scores were, it was more significant to engage in the process of discussing the strengths and weaknesses with the relevant LMO and to develop OCA Action Plans that would help enhance its organizational and MEL institutional capacities.

- The subject-matter experts completed the validation process by reviewing supporting documents that were uploaded to the Accelerator Platform, and prepared the OCA Validation Reports, which included the "Strengths" and "Areas for Improvement" identified under each section of the OCA. Each section also included a table that listed the LMO's self-scores and scores identified by the subject-matter experts based on the supporting documents, as well as justifications where discrepancies were identified between the two scores.
- The "Areas for Improvement" listed under each section of the report formed the basis for an OCA Action Plan that was developed by each organization in cooperation with the subject-matter experts. The Action Plans are currently being analyzed to help the Activity identify LMOs capacity building needs.
- **Tier 3 LMO Orientation Session.** To broaden the Activity's capacity building efforts beyond support to Tiers 1 and 2, the Activity held an orientation session to help Tier 3 LMOs complete capacity self-assessments as a baseline and foundation for their capacity building initiatives. A few organizations showed interest and already started completing these assessments.

Issues, Learning, and Resolution

- **OCA and MELCA.** A few LMOs preferred not to share confidential documents on the Accelerator Platform, which entailed the need for site visits to their offices. This strategy proved to be very effective. During the second round of the RPM, site visits will be offered at the beginning of the validation process, during which the contracted subject-matter experts will review confidential documents and support LMOs in uploading non-confidential ones.

Two LMOs decided not to continue with the validation of their OCA and MELCA. The reason was time limitation as they were already committed to other projects that needed to be completed during the same period of time. However, these LMOs will be invited to the general training courses

aimed at enhancing MEL technical capacity and they will be given the chance to undertake an OCA and MELCA in the next round.

- **Action Plans.** One LMO continued with the validation of its OCA and MELCA but decided not to continue with the development of its Action Plan. However, the LMO will be invited to the general training courses aimed at enhancing MEL technical capacity. It is very important for any LMO to realize that there is always room for improvement in their internal systems and the way they do business for them to enhance their capacity. Being open to recommendations provided by external subject-matter experts is of equal importance.

FY 2022 Planned Activities

- **Action Plans.** In Year 3, the Activity will work with the LMOs identified in Round 1 of the Accelerator Program to implement their Action Plans. By enhancing their organizational and MEL institutional capacities, the Activity will strengthen their ability to independently compete for USAID awards. Trainings and webinars will be employed when there are general skill gaps in organizational, MEL institutional, or contractual capacity building that can be addressed through these approaches. Otherwise, customized capacity building interventions will be designed and implemented to meet the needs of each LMO. The Activity will hire subject-matter experts to provide one-on-one support to LMOs to ensure confidentiality and efficiency. MEL technical training that will be provided to LMOs is covered under “Sub-Result 1.2: MEL capacity of USAID, IPs, GoJ, and MEL stakeholders increased” below.
- **LMOs’ Capacity Building based on OCAs and MELCAs.** Furthermore, the Activity will shortlist new eligible LMOs from Round 2 of the Accelerator Program into the RPM early in Year 3. This will be followed by training sessions that will help those LMOs undertake the OCAs and the MELCAs later during the year. The OCAs and the MELCAs will then be validated by subject-matter experts and Activity staff, who will also help those LMOs in developing tailored Action Plans to bridge the gaps identified through their OCAs and MELCAs. The Activity will also continue working with Tier 3 LMOs who showed interest in undertaking the OCA and MELCA.

Sub-Sub-Result 1.1.2: LMOs' contractual performance improved

Key Achievements

Table 2: Summary of LMOs' contractual performance improved	
Year 2 Accomplishment(s)	
<p>Launched the RPM</p> <ul style="list-style-type: none"> ▪ Announced the RPM and onboarded the first round of 12 LMOs into Tiers 1 and 2. ▪ Designed and developed the accelerator platform, oriented LMOs, and continuously developed features. ▪ Awarded four Task Orders based on USAID demand. ▪ Provided continual coaching for LMOs with awarded Task Orders. ▪ Announced and shared fifth RFTOP with four eligible LMOs. ▪ Announced the second round of the RPM. 	

- **Round 1 of the Accelerator Program.** In Year 2, the Activity virtually launched the first round of the Acceleration Program within the first six months of the Activity launch and onboarded its first cohort of LMOs within two months. The Activity continued to adapt processes and templates to improve the contractual performance of LMOs. The Activity shortlisted 12 eligible organizations into the

RPM, with eight LMOs in Tier 1 and four in Tier 2. The Activity designed and developed the Accelerator Platform, oriented LMOs, and continuously developed features on the platform. These innovative features include a robust application monitoring system, event management page, and a resources section.

- **LMO Task Orders and Training.** The Activity awarded four Task Orders to three LMOs and provided them with continual technical support. The first RFTOP was announced within one month of the LMO onboarding. All technical deliverables were reviewed by the Activity team. For example, deliverables were reviewed for technical quality by the MEL Specialists and reviewed for branding and marking compliance by the Communications Specialist, as part of the "learning-by-doing" approach. Additionally, the Activity would provide LMOs with coaching on best approaches to data visualization (e.g., selection of appropriate charts and graphs) and provided guidance on best practices of analysis approaches. Within two months of onboarding, the Activity rolled out a comprehensive Training Needs Assessment to develop a training plan for LMOs. The Activity started delivering these courses to all LMOs (Tier 1, Tier 2, and other members of the Accelerator Program) in the final quarter of FY 2021. The training curriculum will include a course on proposal writing based on lessons learned from RFTOPs in the first round to ensure that LMOs are continuously improving their contractual performance and business development efforts. The Activity also worked with the awarded LMOs to complete Organizational Conflict of Interest (OCI) plans, highlighting any potential risks that could arise with the Task Order implementation. In addition, the Activity announced a fifth RFTOP, which was shared with four eligible LMOs, and will be awarded at the start of FY 2022. The Activity is also finalizing a sixth RFTOP to be announced at the start of the next year.
- **Pause-and-Reflect Sessions.** The Activity conducted two Pause-and-Reflect sessions to continuously improve the Accelerator Program. The first session was conducted on December 16, 2020 and focused on improving the application process. It was held shortly after the Activity announced the program, solicited applications, and shortlisted qualified organizations. The second Pause-and-Reflect session was conducted on August 18, 2021 and focused on lessons learned from Task Order implementation and improvements for the second round of the RPM. These changes were institutionalized in the Accelerator Program's Standard Operating Procedures (SOP), which detail best practices for contract management and the RPM.
- **Round 2 of the Accelerator Program.** The second round of the RPM was announced in the annual Bidders' Conference on September 21, 2021, which incorporated lessons learned from the first round into the design of the Acceleration Program. The Activity conducted outreach to leading research centers and universities through a dedicated campaign, which included site visits and briefing calls to encourage a diverse cohort of organizations to join in the next round. All engaged LMOs (Tier 1, Tier 2, and other members of the Accelerator Program) may re-apply for the RPM. The Activity will also shortlist a new cohort of eligible organizations into the RPM. Once shortlisted, the new round of LMOs will compete for and implement MEL Task Orders.

Issues, Learning, and Resolution

- **Continuous Learning.** Throughout FY 2021, the Activity continuously learned from the experience of LMOs. Key Informant Interviews with LMOs implementing Task Orders, FGDs, Pause-and-Reflect sessions, and surveys were conducted at each stage of the program, which helped identify areas for improvement.
- **Communication with non-shortlisted LMOs.** The Accelerator Program found that several LMOs were not satisfied with their shortlisting outcome from the first round of the RPM. The results of a

feedback survey suggested that LMOs that were not shortlisted had expected more capacity building support. Several applicants expressed that they did not fully understand why they were not selected. Detailed debrief memos were shared with the LMOs that asked for more detail about their shortlisting. Going forward, the Activity will provide these debrief memos to all LMOs by default, which may serve as an initial capacity building resource. At the start of FY 2022, the Activity will conduct another Training Needs Assessment with Round 2 LMOs and will develop a comprehensive capacity building plan to meet the needs of the LMOs.

- **Communication with Tier 2 LMOs.** Similarly, the Accelerator Program found that organizations that had been shortlisted into Tier 2 did not have an adequate understanding of their eligibility to implement Task Orders. For the second round of the RPM, the Accelerator Program has improved its support to Tier 2 organizations by clearly describing their shortlisting process and providing opportunities to implement Task Orders in selected service categories.
- **Clarity of RFTOPs.** The Activity received Task Order proposals, which reflected either misunderstanding of the scope or widely different technical approaches. At the same time, several eligible organizations declined to apply due to a lack of clarity about the scope. To improve the clarity of RFTOPs, the Activity improved the level of detail in its scope of work by clarifying deliverable requirements, key assumptions, qualifications, and roles and responsibilities. The Activity also hosted a bidders' conference for the latest RFTOP that was shared with four qualified LMOs and is planning to host a bidders' conferences for the upcoming RFTOPs. To align expectations, the Activity started to develop unique proposal sections for each RFTOP, which reflected priority technical or management areas. Similarly, the Activity provided evaluators with criteria that were customized for each scope with detailed narrative descriptions for each score. As a result, evaluators can align their expectations and scoring priorities to produce clear selection decisions.
- **Incorporation of Lessons Learned.** The Activity incorporated all lessons learned into the design of the second round of the Acceleration Program and the RPM through their SOPs and Accelerator Platform.

FY 2022 Planned Activities

- **Onboard Round 2 LMOs.** In FY 2022, the Activity will onboard the second round of the RPM, expanding the cohort of eligible Jordanian organizations that can implement Task Orders and improve their contractual performance.
- **Improved Transparency and Efficiency.** The Activity has improved the transparency and efficiency of the shortlisting process from the first round. Shortlisted organizations will provide MEL Task Orders in an updated list of service categories.
- **LMO Coaching during Task Order Implementation.** The Activity will continue to coach LMOs during Task Order implementation. As a result, LMOs will accelerate their contractual performance in FY 2022. This will be considered one part of the support that is provided to LMOs; other forms of capacity development have been outlined under the LMO Capacity Building based on OCAs and MELCAs, as well as Capacity Building for LMOs (Training).

3.1.1.2 Sub-Result 1.2: MEL capacity of USAID, IPs, GoJ, and MEL stakeholders increased

Key Achievements

Table 3: Summary of MEL capacity of USAID, IPs, GoJ, and MEL stakeholders increased	
Year 2 Accomplishment(s)	
<p>GoJ MEL Capacity Building</p> <ul style="list-style-type: none"> ▪ Continued and expanded the implementation of the Capacity Building Plans developed for the GoJ partner institutions – the MoY, the MoE, the NAF, and the MoH. ▪ Assisted the MoY, the NAF, the MoE and the MoH in developing their MEL plans through a "learning-by-doing" approach. ▪ Conducted Rapid Needs Assessment for the MoY Youth Centers. ▪ Trained the MoY, the MoE, the NAF, and the MoH on MEL related topics. <p>IPs and Mission Staff Capacity Building</p> <ul style="list-style-type: none"> ▪ Conducted regular MEL trainings for IPs and Mission staff in the areas of Developing Activity MEL Plans, Selecting Effective Indicators, Introduction to CLA, Introduction to Theory of Change (TOC) and Logframe, Gender and Social Inclusion, and Data Quality Assessment (DQA). ▪ Developed a MEL "starter pack" for newly awarded USAID IPs to better understand Mission-specific MEL expectations and the new Country Development Cooperation Strategy (CDCS) and the PMP. ▪ Designed and delivered the first round of the Advanced CLA training for IPs and the Mission. ▪ Rolled out a Training Needs Assessment for IPs and Mission staff. <p>Local MEL Organizations Capacity Building</p> <ul style="list-style-type: none"> ▪ Rolled-out Training Needs Assessment for LMOs. ▪ Conducted MEL trainings for local MEL organizations in the areas of Selecting Effective Indicators, TOC, and Monitoring and Evaluation Fundamentals. 	

- **GoJ Capacity Building.**
 - *The MoE.* The Activity worked with the MoE on the development of their MEL Plan through the same "learning-by-doing" approach followed during Year 1 with the MoY and the NAF. Five virtual training sessions were originally scheduled to develop the plan. However, due to the complexity of the scope of work covered by the agreement that was signed between the MoE and USAID, two additional sessions were needed to accomplish the mission. The plan was submitted to USAID for their approval at the end of December. During FY 2021, the Activity facilitated a collaboration session between the MoE and the IPs working with it to review and align the MEL Plan and its Performance Indicators.
 - *The MoY.* Under the agreement signed between the MoY and USAID, the MoY must conduct a Youth Needs Assessment to identify the needs of the youth living close to six previously identified centers. The MoY and USAID requested support from the Activity to conduct this assignment. Therefore, a consultant was hired to design and conduct the training as well as coach the MoY staff while they conduct the Assessment. As a result of many delays in training due to the COVID-19 situation within the MoY, the Activity offered to conduct the Assessment directly with the support of the youth centers staff to meet USAID's timeline and deliverables. The Assessment of the six centers was conducted in November and December. The consultant finalized the Assessment Reports and Action Plans in January 2021, and approval for the submitted deliverables was obtained from both the MoY and USAID in February 2021. The Assessment helped the centers identify the needs of the youth in their respective cities/areas

and create Action Plans that, if implemented properly, would help the centers meet those needs and attract more youth to the centers.

- o *The MoH.* The Activity developed a Capacity Building Plan for the MoH to enhance its knowledge and experience in MEL, as well as institutionalize MEL systems that support data-driven and evidence-based decision-making processes in the Ministry. Simultaneously, this helps USAID develop a framework to better monitor, evaluate, and assess MoH performance in relation to the agreement signed between the two parties.

Mindset, the LMO selected to implement the Capacity Building Plan, completed the delivery of the "MEL Plan Development" training, which aimed at helping the MoH develop a comprehensive MEL Plan that covers the scope of the "Partnership for Health and Family Planning" agreement, signed between USAID and the MoH. Mindset conducted a Training Needs Assessment prior to the training to identify the trainees' knowledge and previous experience in the MEL field, and accordingly tailored the training material to bridge any identified gaps. The training was carried out using the "learning-by-doing" approach, which proved to be effective with other GoJ organizations that the Activity has worked with, such as the MoY, the NAF, and the MoE. This was supported by coaching sessions that Mindset provided to trainees to help them develop the different parts of the MEL Plan. The training resulted in the development of a draft MEL Plan that is currently being reviewed by MoH's relevant management staff members to be submitted to USAID for approval.

Meanwhile, Mindset developed the training material to be used during the "Data Collection" training that will be held for MoH staff as soon as the Performance Indicators included in the developed MEL Plan are approved.

- o *Cross-cutting GoJ Organizations Training.* The MoY, the MoE, and the NAF are eager to institutionalize MEL systems that support data-driven and evidence-based decision-making processes that use accurate, reliable, and relevant information from various sources. At the same time, USAID is committed to strengthening government organizations' MEL skills and resources to effectively use research and data analysis to inform their strategic planning, policy, and decision-making. Therefore, the Activity, in cooperation with USAID and the partner GoJ organizations, developed the capacity of these organizations' staff to develop their MEL Plans to help them monitor their performance. However, these organizations' staff required additional training and skills needed to monitor these plans and report on the agreed-upon performance indicators. The Activity, therefore, contracted a trainer to strengthen the capacity of these organizations in the area of "Report Writing" in accordance with USAID reporting requirements and standards, with a special emphasis on reporting on their MEL Plans and Performance Indicators and the reporting requirements from their agreements with USAID. Furthermore, the MoY and the NAF were trained on "Data Collection and Analysis" to help them collect and analyze the data related to their Performance Indicators. The training materials for the two courses were customized to meet the specific needs of each organization.
- **Mission and IP Capacity Building.** Based on the MEL Training Needs Assessment that was conducted during Year 1, respondents from the Mission and IPs staff identified their top priority MEL trainings. Accordingly, the following training courses were conducted:

Table 4: FY 2021 Trainings

Training Course Title	No. of Sessions	Total No. of Participants	Sex		Total Training Hours	Total No. of IPs Participants	Total No. of Mission Staff
			F	M			
Data Quality Assessment	3	66	44	22	282	58	8
Developing Activity MEL Plans	2	38	26	12	286	28	10
Dev-Results Training	2	7	6	1	7	2	5
Gender and Social Inclusion	1	22	19	3	66	16	6
Introduction to CLA	1	26	16	10	108	22	4
Introduction to TOC and Logframe	1	13	9	4	104	10	3
Selecting Effective Indicators	1	17	13	4	85	11	6
Advanced CLA training	1	36	26	10	432	35	1
Total	12	225	159	66	1370	182	43

- **MEL Starter Pack.** The Activity developed a MEL Starter Pack that is intended to provide USAID IPs with the necessary guidance, information, tools, templates, and examples to conduct and enhance MEL for activities and projects. The Starter Pack is divided into four components that include (1) General Resources, (2) Performance Monitoring Resources (which include subsections on Activity MEL Plans, Performance indicator reference sheet (PIRS), DQAs, Reports, and Knowledge Management Systems (KMS)), (3) Evaluation Resources, and (4) Learning Resources.
- **LMOs Capacity Building.** The Activity aimed at improving the quality of MEL for local MEL organizations in Jordan. To address the priorities of capacity strengthening, a Training Needs Assessment survey was rolled out to all LMOs in the Activity's database. The Training Needs Assessment survey resulted in a Capacity Building Plan for LMOs that would address their priorities. Accordingly, the team developed and delivered two training sessions; a one-day hybrid training on "Selecting Effective Indicators" conducted at the end of July, and a two-day hybrid training to introduce "Theories of Change and Logframe" using the "learning-by-doing" approach conducted in early August. The training participants included a total of 19 unique individuals representing nine LMOs and a total number of 208 person-hours distributed as follows:
 - Seven individuals (four females and three males) representing four Tier 1 LMOs.
 - 10 individuals (six females and four males) representing three Tier 2 LMOs.

- Two individuals (one female and one male) representing two unqualified LMOs.

Issues, Learning, and Resolution

- **COVID-19.** Due to the increase in the number of COVID-19 cases within the GoJ entities during the second quarter, most of the capacity building activities with the GoJ partners had to be postponed. The Activity conducted virtual trainings where possible, but the GoJ staff's commitment to the training was very low. Therefore, the Activity opted for in-person trainings for GoJ staff when possible.
- **Schedule Changes.** Training sessions scheduled originally during the month of Ramadan had to be postponed until after Eid Al-Fitr. The Activity will limit future trainings during Ramadan.
- **Data Collection and Analysis Trainings.** The Activity encountered some challenges during the training courses on Data Collection and Analysis. At first, a few of the participants who were nominated to attend did not recognize how relevant the topic was to their jobs and how it can be vital to their duties. By the end of the training, every participant admitted the value of the skills and knowledge received and could recognize how significantly he/she can contribute to the data collection and data analysis process at his/her organization. The participants could set a reporting data flow that helped them understand the role of each player in reporting against their promised indicators.
- **Capacity Building for IPs and Mission staff.** In some cases, USAID counterparts attended the MEL Plan training sessions. This resulted in a higher commitment level and more focused MEL plans. Therefore, the Activity recommends that the USAID counterpart, the Government Agreement Technical Representative (GATR), should attend the MEL plan development training or, at least, the first sessions to discuss and agree on the Theory of Change (TOC), the logframe, and the indicators. This would also emphasize the importance of the training to GoJ staff.
- **Capacity Building for GoJ Organizations.** One of the key challenges that was faced with GoJ training is the background of the participants who attended the training. In some cases, the participants were neither aware of the MEL Plan nor trained previously on Report Writing against their MEL logframe. The Activity had to allocate approximately two hours to introduce participants to their TOC and logframe. The Activity highly recommends targeting the same participants and delivering a sequential curriculum starting with developing the MEL Plan, data collection, data analysis, and finally report writing.

The MEL Plan training schedule was slightly condensed and did not allow enough time for trainees to complete drafting the different parts of the MEL Plan. Therefore, two more training sessions were added to the original schedule to focus more on the TOC and Indicators parts of the MEL Plan. Future trainings will seek to ensure adequate time to allow completion of the drafting of the MEL Plan.

FY 2022 Planned Activities

- **Capacity Building for IPs and Mission staff.** Based on the Training Needs Assessment conducted in late Year 2, the Activity team will develop and conduct periodic MEL trainings for IPs and Mission staff. The trainings will include topics such as: Activity MEL Plans; Performance Monitoring; Report Writing; Data Visualization; Causal Logic; Adaptive Management; CLA; Evaluation and Learning Plans; and Managing Evaluations. These training sessions will be adapted to suit the level of participants, considering progressive training approaches for IPs and Mission staff as relevant.

Additionally, IPs can request technical assistance in MEL from the Activity on an ongoing basis through their USAID Contracting Officer's Representative (COR)/Alternate Contracting Officer's Representative (ACOR).

- **Capacity Building for LMOs.** Under the umbrella of the Accelerator Program, the Activity's capacity building efforts will encompass MEL trainings for LMOs and individuals beyond the Mission and the IPs.
- **Capacity Building for GoJ Organizations.** The Activity will continue developing Capacity Building Plans for GoJ PGS institutions based on USAID's demand, in addition to continuing to work with the MoY, the MoE, the MoH, and the NAF on the implementation of their Capacity Building Plans. The Activity will also design and implement new Capacity Building Plans for new GoJ partners. The Activity will explore providing USAID GoJ partners with MEL institutional support, such as developing MEL SOPs and institutionalizing MEL units within the GoJ entities.
- **Advanced MEL Training.** The Activity will conduct at least one advanced MEL training during Year 3. The training topic will be identified based on the Training Needs Assessment results and discussions with USAID.
- **Apprenticeship Program.** The Activity will design and implement an apprenticeship program targeting young MEL professionals from Jordan. The apprenticeship program will be designed in three phases. The first phase will include extensive classroom training for one month. The second phase will be on-the-job training at the IPs for two months. The third phase will be a job fair hosted by the Activity to match apprentices with IPs and other potential organizations, such as Non-Governmental Organizations (NGOs) and donor agencies. The Activity will consider co-designing and co-implementing the apprenticeship program with an LMO.
- **MEL Training of Trainers (TOT) Training.** The Activity will consider conducting a MEL TOT training for MEL professionals to expand the network of professional and qualified MEL trainers in Jordan.

3.1.2 RESULT 2: MEL SERVICES PROVIDED TO USAID IMPROVED

The Activity ramped up the MEL services being provided to the Mission. Ten assignments related to evaluations, assessments, and surveys were concluded or started during this period. Similarly, the Activity continued its support to IPs by reviewing their activity MEL plans and providing new activities with training on uploading their indicator data onto DevResults. Similarly, the Activity supported the client in transferring key PPR indicators into the new DIS system and did overall aggregation of indicator data for PPR reporting in Quarter 1 of FY 2021. Details of the specific interventions are further described below.

3.1.2.1 Sub-Result 2.1: MEL support to USAID provided

Implementation of Evaluations, Assessments, and Surveys

Throughout FY 2021, the Activity worked on a total of four evaluations, three assessments, two learning studies, and one survey. The Activity completed the Fiscal Reform and Public Financial Management Activity (FRPFM) and Beyond Capital evaluations and had submitted first drafts of the Training for Employment Activity and School Infrastructure Multi-Activity Evaluation by the end of the year. Similarly, all three assessments – Street Naming and Building Number (SNBN), Local Economic Development (LED), and Water Consumption Patterns in Agriculture - were completed during the year. All completed assignments are listed in Annex 2 with the associated links to the Development Experience Clearinghouse (DEC) and Knowledge Management Portal (KaMP) uploads.

The Activity was assigned a fourth assessment to examine Cash Transfers, but this was then canceled by the client. Technical support was provided under the two learning studies; the Activity reviewed the Cities Implementing Transparent, Innovative, and Effective Solutions (CITIES) lessons learned study and was still implementing the YouthPower learning study at the end of the year. Similarly, the Activity started the second round of the General Population Survey.

Key Achievements

Table 5: Summary of MEL Services Provided to USAID Improved	
Year 2 Accomplishment(s)	
<ul style="list-style-type: none"> ▪ FRPFM End of Project Performance Evaluation, Phases 1 and 2. ▪ SNBN and LED Assessment. ▪ Beyond Capital Midterm Evaluation. ▪ Water Consumption Patterns in Agriculture - Market System Development Assessment. ▪ School Infrastructure Multi-Activity Evaluation. ▪ Training for Employment Activity Evaluation. ▪ Initiated round two of the General Population Survey. 	

- **FRPFM and End of Project Performance Evaluation, Phases 1 and 2.** The FRPFM activity was designed to advance public financial management reforms holistically, targeting the whole of GoJ as opposed to previous activities which had focused primarily on the Ministry of Finance. FRPFM was explicitly designed to end the cycle of donor dependence and pave the way to an exit strategy for USAID. USAID requested the Activity to conduct a literature review (Phase 1) and an end-line performance evaluation (Phase 2) under this assignment.

At the start of FY 2021, the Activity had concluded data collection for the evaluation and was focusing on the final reports for the Phase 1 and Phase 2 of the FRPFM evaluation. The first draft of the final reports was submitted to USAID in two phases. Phase 1 first draft was submitted on August 20, 2020 and Phase 2 first draft was submitted on October 6, 2020. USAID approved the Final Reports on December 11, 2020.

- **SNBN and LED Analysis.** USAID requested the Activity to conduct an assessment of the SNBN component of the CITIES activity. USAID similarly requested a LED analysis to lay the basis for a scale-up, funded by the European Investment Bank, of the pilot SNBN work nationwide, allowing all 100 Jordanian municipalities to fully introduce systematic addressing. The LED analysis aimed to assist the GoJ in incorporating LED into its national planning, including outreach to international and private sector partners.

The Activity continued the implementation of the SNBN and LED assignments in the first quarter of FY 2021, completing data collection and conducting the analysis. On January 5, 2021 the assessment team presented the initial findings to the USAID Democracy, Rights, and Governance (DRG) team and the CITIES activity. The first draft of the SNBN Final Report was submitted to USAID two days later and, after two rounds of revision, USAID approved the report on February 25, 2021. While the LED report was also submitted to USAID on January 7, 2021 and similarly underwent two rounds of revision, the Final Report was not approved by USAID until March 22, 2021. Both reports were uploaded to the DEC and KaMP after approval.

- ***Beyond Capital Midterm Evaluation.*** The purpose of the Beyond Capital Midterm Evaluation was to determine the effectiveness of the activity by assessing the approach of increasing access to investors and risk capital to support the growth of businesses. The evaluation also sought to assess the quality and effectiveness of technical assistance to increase the viability and scalability of qualified early-stage businesses and the approach in building the capacity of new financial entrepreneurs of the investment ecosystem.

The Activity continued to build on the data collection work for the Beyond Capital Midterm evaluation in the beginning of FY 2021. Following the analysis, the evaluation team presented the findings, conclusions, and recommendation of the evaluation to USAID and the Beyond Capital Board of Directors on November 29, 2020 and December 7, 2020. The Activity submitted the first draft of the Final Report on January 24, 2021. After two rounds of revisions, the Final Report was approved on April 12, 2021 and was uploaded to the DEC and KaMP.

- ***Lessons Learned from CITIES Project.*** In November of 2020, USAID requested the Activity's support in the implementation of the CITIES lessons learned study, led by Chemonics International (Chemonics). The purpose of the assignment was to examine the implementation experience under the CITIES activity and document best practices and lessons learned as a result of the activity's design and implementation.

The Activity provided feedback on the Concept Note developed by Chemonics in Quarter 1 of FY 2021. The Lessons Learned Report presentation was conducted on June 2, 2021 and the Activity's Lead CLA Specialist and MEL Specialist attended the presentation with USAID, CITIES, and the study team. The Final Report was reviewed by the Activity team to support the quality of the data in the report.

- ***Water Consumption Patterns in Agriculture - Market System Development Assessment.*** In Year 2, the Activity was assigned to conduct the Water Consumption Patterns in Agriculture assessment. The assessment was designed to shed light on water use in agriculture in Jordan. It also examined water use in key service industries and provided lessons from a market systems development program with the aim of improving the adoption of water-saving technologies.

In Quarter 1 of FY 2021, the assessment team had several meetings with USAID's Water Resources and Environment (WRE) and the Monitoring and Evaluation team to clarify the assessment questions and refine the overall methodology. The Inception Report outlining the overall assessment approach was approved by USAID on December 21, 2020. Data collection for this assignment took place in Quarter 2 of FY 2021, with the analysis workshop held in March and April of 2021. The assignment team presented the preliminary findings to USAID on April 7, 2021 and submitted the first draft of the Final Report on April 18, 2021. After two rounds of comments from the Mission, USAID approved the report on June 2, 2021. The Final Report and the Arabic translation of the Executive Summary were uploaded to DEC and the KaMP.

- ***School Infrastructure Multi-Activity Evaluation.*** In response to the MoE efforts to increase access to schools as well as to enhance the learning environment, USAID launched school infrastructure activities starting with the Jordan School Construction and Rehabilitation Project (JSP) in 2006, followed by the Jordan School Expansion Program (JSEP) in 2014 and the Schools for a Knowledge Economy Program (SKEP) in 2015. Given the significant investments made, as well as USAID's plans to build an additional 30 schools over the next five years, the Mission requested the School Infrastructure Multi-Activity Evaluation to inform the design of future schools and determine how USAID infrastructure has affected students and communities.

The Activity received the request for the School Infrastructure Multi-Activity Evaluation in Quarter 1 of FY 2021 and finalized the Scope of Work (SOW) in collaboration with the Mission on December 29, 2020. After recruitment of the evaluation team, a kick-off meeting was held on March 17, 2021 and the initial Inception Report was submitted to the client on April 11, 2021. After the evaluability assessment and initial findings, the evaluation team revised and resubmitted the Inception Report which was approved on May 31, 2021. Primary data collection started in April and lasted until August 22, 2021, with the data analysis process starting on July 18, 2021 and going until September 5, 2021. On August 17, 2021, a presentation of Quarter 1 and Quarter 1A findings was made to the Mission. By September 16, 2021, a first draft of the full evaluation report was sent to the Mission for review and feedback.

- **Cash Transfer Assessment.** The Activity received a request to engage on a Cash Transfer Assessment. The objective of the assessment was to assess whether conditions precedent were contributing to USAID's Development Objectives (DO) and intermediate results, and, simultaneously, examine how to improve implementation while making it more sound and sustainable. After several co-creation meetings with USAID Program Office team to clarify assessment objectives and key questions, the SOW was approved on March 9, 2021. Given the sensitive nature of the assessment, the Activity developed SOPs to handle the recruitment processes. However, on March 30, 2021, USAID informed the Activity of its intent to cancel the assessment, and consequently the work did not proceed.
- **Training for Employment Activity Evaluation.** The focus of the Training for Employment Activity evaluation was to assess the Activity's outcomes in expanding access to employment by training youth in Jordan and upscaling and sustaining an employment platform based on updated labor market needs and on direct links with the private sector. The training and employment placement was conducted by three private sector IPs. After recruitment of the evaluation team, the kick-off meeting with USAID, the Integrated International evaluation team, and the Activity staff was held on May 20, 2021. This evaluation was the first conducted by the Mission to be owned fully by an LMO.

On June 7, 2021, the Activity and the evaluation team participated in a conference call with USAID to clarify the focus of the evaluation questions and the utilization of the evaluation findings. The Activity submitted the draft Inception Report to USAID on June 20, 2021. USAID approved the Inception Report on June 24, 2021, which allowed for a rapid start to the data collection, particularly Key Informant Interviews (KIIs) with Luminus, the IP that completed its training contract on June 24. Data collection began the week of June 27, 2021 with KIIs conducted with IPs and USAID staff.

Data collection continued through July, and the original date for completing the data collection was extended from July 25, 2021 to August 8, 2021 to allow the evaluation team to complete the target number of KIIs and FGDs. Data analysis and cleaning and draft of the summary findings took place during August. The presentation of the Training for Employment Activity evaluation initial findings to USAID was held on September 2, 2021. The draft Training of Employment Activity evaluation Final Report was submitted to USAID for comment and review on September 30, 2021.

- **General Population Survey.** In Quarter 2 of FY 2021, the Mission requested that the Activity conduct the second round of the General Population Survey. The first round was conducted in 2017-2018 with 12,000 individuals and was aimed at measuring performance across USAID's portfolio to support USAID learning and decision making. The original intent was to repeat the survey to draw inferences and highlight changes over time.

In response to USAID's request, the Activity recruited a Team Lead by the end of July 2021. The Team Lead was in Jordan from August 14 to September 3, 2021 and worked closely with Program

Office to lead discussions with the six technical teams – DRG; Economic Development and Energy (EDE); Education and Youth (EDY); WRE; Vulnerable Populations; and DO5 (Women and Youth) – to identify their learning needs that may be addressed through the Survey.

Following the initial round of questionnaire review, the Activity conducted a working session with the Program Office on September 21, 2021 to review changes to the survey questionnaire. The Activity submitted the revised questionnaire for USAID's review on September 22, 2021. Input from the Mission is expected in October 2021.

Additionally, the Activity released a RFTOP for data collection to four qualified LMOs and on September 20, 2021, four LMOs submitted their proposals. The proposal review committee, which is composed of the Team Lead, the Senior MEL Specialist, and the MEL Specialist, is in the process of reviewing and scoring the proposals against a detailed LMO rubric. With regard to the study team, the Activity announced the Senior Quantitative Data Analyst, who will be working closely with the LMO on designing the data collection methodology. The recruitment process was still ongoing at the end of Quarter 4 of FY 2021.

Issues, Learning, and Resolution

- **COVID-19 Travel Restrictions.** Given the ongoing pandemic and restrictions of movement in Jordan, the Activity was unable to host several international consultants in the country. The remote implementation of certain assignments meant that Team Leads and subject-matter experts were unable to participate in data collection efforts. Remote engagement often meant the inability to participate in observational data collection or difficulty grounding findings in the implementation context. The Activity quickly identified the difficulties to observational data collection and worked with LMOs to take photos, record videos, and use video conferencing when necessary to share with remote assignment members. This example was most salient in the School Infrastructure Multi-Activity Evaluation where engineers shared photos of the school infrastructure with the subject-matter expert who scored schools against an index tool. Similarly, the Activity ensured that findings, conclusions, and recommendations were grounded in the implementation and Jordanian context by heavily relying on LMOs and local consultants to provide this level of expertise within the assignment team.
- **Recruitment.** A difficulty faced by the Activity was the time required to hire consultants for certain assignments. Under both the Training for Employment Activity Evaluation and the School Infrastructure Evaluation, the Team Leads had to be replaced. While the latter was a direct hire through the Activity and the former was a hire through the LMO, both resulted in minor delays in assignment implementation. To streamline the recruitment process, the Activity transferred the hiring of national consultants to the field team and maintained international recruitment with the Home Office. Similarly, the team started to develop a candidate database to quickly identify consultants for future assignments.
- **Assessment Fatigue.** Specific to the Training for Employment Activity evaluation, the evaluation team noted “assessment fatigue” with respondents. Beneficiaries commented that they were repeatedly contacted by the IPs under the Training for Employment Activity to verify their employment. With USAID's Training for Employment Activity data verification assignment ongoing at the same time as the evaluation, a few beneficiaries were being contacted across the two assignments. The feedback from Training for Employment Activity beneficiaries reflected “assessment fatigue” and this limited their willingness to participate in data collection activities. This issue was noted by USAID as a 'lesson learned' for better coordination of future data verification and data collection tasks.

FY 2022 Planned Activities

- **Training for Employment Activity Evaluation.** The Activity had submitted the first draft of the evaluation report on September 30. The report will be finalized in early FY 2022 and will be uploaded to the DEC and the KaMP. Similarly, in Quarter 1 of FY 2022, the evaluation team will provide USAID's EDE team with findings, conclusions, and recommendations presentation.
- **School Infrastructure Multi-Activity Evaluation.** The Activity had submitted the first draft of the evaluation report and had received USAID comments by the end of FY 2021. The report will be finalized in early FY 2022 and will be uploaded to the DEC and the KaMP.
- **General Population Study.** Moving into FY 2022, the Activity will finalize the recruitment of the LMO to lead the data collection efforts under this assignment. Similarly, the necessary consultants will be onboarded to support the sampling, data analysis, and report writing. The Activity anticipates data collection to span Quarter 2 and Quarter 3 of FY 2022, with the entire study team being in the country for data analysis and presentation to the Mission in Quarter 4 of FY 2022.
- **Women Economic Participation Assessment.** The Activity will work with USAID to finalize the SOW for an assessment that will look at opportunities and challenges to women engagement in the Jordanian labor force with a comparative analysis against other successful countries in the Middle East. The findings of this assessment will support a Learning Workshop where USAID, GoJ, and other relevant stakeholders will discuss approaches to increasing women's economic participation in Jordan.
- **Other assessments and studies.** The Activity will engage the Mission in the design and implementation of other assignments as requested. PMP monitoring against USAID's learning agenda questions will also help drive the assignments to be conducted in FY 2022.

Implementation of PMP and Other MEL Services

In FY 2021, the Activity supported the Mission with PMP-related tasks, including aggregating information into Google Drives, reviewing PIRS and their disaggregates for consistency with DevResults, and supporting the transfer of PPR indicators to DIS. The Activity also supported other MEL services through the review of activity MEL plans and data verification assignments.

Key Achievements

Table 6: Summary of Key Achievements	
Year 2 Accomplishment(s)	
<ul style="list-style-type: none"> ▪ Supported in the implementation of the Mission PMP. ▪ Supported IPs, GoJ entities, and LMOs in developing and improving their respective Activity MEL Plans and helped address data quality issues. These include: <ul style="list-style-type: none"> ○ Design of DHF ○ ISP Activity ○ Furnishing and equipping USAID-funded Educational and Health Facilities in Jordan project Activity ○ PFMA Activity ○ WES Activity ○ Recycling in Jordan Activity ○ LHSS ○ Community Health and Nutrition Activity ○ MoH ○ MoE 	

- MoY
- NAF
- Enhancing School Management and Planning (ESMP)
- Recruited consultants for technical support in the design of the PFMA baseline assessment.
- Conducted data verification for the Training for Employment Activity.

- **Implementation of the PMP.** The Activity team received a request from USAID in Quarter 1 of FY 2021 to support the development and review of PIRS for the Mission PMP. The team was able to complete the review of all DOs except DO 4.2, which was completed in Quarter 2 of FY 2021. The Activity additionally supported the Mission with PMP-related work, which included the review of PIRS to ensure that disaggregates and reporting levels were consistent with DevResults. While the team attempted to consolidate the different parts of the PMP onto one Google Site, this did not work at the Mission level, and thus the information was shared into a Google Drive.
- **Activity MEL Plan Reviews.** As part of the Activity's MEL services, 13 MEL plans were reviewed; nine were for USAID activities and four were for GoJ ministries. A key component to the support provided under the review of the MEL plans was to ensure that the logic models and TOCs illustrated causal links and had a clear rationale behind planned activities, anticipated results, and the goal of the activity. Similarly, the review included an in-depth look at indicators to ensure that USAID PMP indicators were included, that indicators aligned with the TOC and activity interventions, and that PIRS were properly detailed and well thought-out.
- **PFMA Activity.** In addition to providing Activity MEL Plan support to PFMA, USAID requested the Activity support PFMA in the design of the baseline assessment. As such, on September 15, 2021 the evaluation team from the FRPFM evaluation presented the findings from the assignment to the PFMA team. This learning session was meant to inform the baseline and implementation of future interventions. Once the MEL plan is approved, the Activity will provide support to PFMA in designing its baseline assessment methodology and data collection tools to help in setting the indicators' baseline values and targets. Given that the Activity will be providing general guidance rather than co-facilitating the implementation of the entire baseline, the request fell under other MEL services.
- **Training for Employment Activity Data Verification.** The data verification exercise assists the Training for Employment Activity's COR with the approval of invoices by validating the data on the USAID-funded interventions that aim to increase employment and employability among youth in Jordan. The exercise gathered and synthesized the relevant evidence, showing variations in intervention effects and their magnitude. The assignment also ensured the accuracy of the information received from the Training for Employment Activity partners. The Activity held the first five exercises directly and organized a Pause-and-Reflect session to discuss the process and reflect on future verification assignments. The Activity summarized lessons learned and best practices from those tasks and recommended sharing the beneficiaries lists with the Activity ahead of time, the tentative timeline of beneficiaries list submission, and expectations from the verification report.

However, considering efficiency, enhancing the capacity of LMOs and boosting the sought sustainability, the Activity and USAID agreed to hire a LMO to carry out the remaining data verification exercises. Consequently, the Accelerator team, in consultation with the MEL team, finalized the SOW, advertised the RFTOP, evaluated proposals, and selected Mindset to resume working on the data verification exercises.

Mindset, under the Activity's oversight and coaching, updated the Training for Employment Activity datasheet to minimize data entry errors and conducted 10 data verification tasks, four of which were carried out in Quarter 4. The first was submitted and approved by USAID on June 20, 2021, while the last task was submitted and approved on September 14, 2021. A total sample of 1,162 trainees/employees and 115 employers were verified during the reporting period. For further insights, please visit the [USAID MELA TEA Dashboard](#).

Issues, Learning, and Resolution

- **USAID Data Privacy.** When trying to consolidate data related to the Mission's PMP, the Activity attempted to use Google Sites. USAID submitted an internal approval request to use this platform and permission was denied. The Activity was able to continue to provide the Mission with aggregated documents through Google Drives. In the future, the Activity will account for ADS 508 Privacy Program considerations in the selection of a platform.
- **Assessment Fatigue.** As mentioned under the Training for Employment Activity evaluation issues, learning, and resolution section, the data verification assignment faced a number of issues pertaining to assessment fatigue. This was further amplified by the fact that the data verification team occasionally sampled the same respondents (and particularly employers) numerous times to verify different components of the activity. The Activity attempted to mitigate the fatigue among respondents by excluding or skipping respondents if they had been continuously sampled by the data verification assignment.

FY 2022 Planned Activities

- **Implementation of the PMP.** Support USAID in the monitoring of the PMP indicators.
- **Activity MEL Plan Reviews.** Review, discuss, and/or provide feedback to IPs in support of developing and enhancing Activity MEL Plans as needed. The Activity will ensure MEL Plans reflect the DO learning agendas.
- **PFMA Activity.** The activity will continue to support PFMA in the technical design of their baseline assessment.
- **Training for Employment Activity Data Verification.** The Activity will finalize data verification tasks 22, 23, and 25. The Activity will be ready and available to support the Mission with any future requests of a similar nature under the Training for Employment Activity or other activities.

Implementation of Data Management and Analysis Services

The Activity supported the Mission in uploading new activity indicators to DevResults and by ensuring indicators were properly linked across activities. These same new activities were provided with training sessions on how to use and report into DevResults. Similarly, the Activity maintained the KaMP while launching the "Let's Go KaMPing" competition to get more resources uploaded to the site. Finally, several Geographic Information System (GIS) maps were developed to support the different Mission DOs.

Key Achievements

Table 7: Summary of Key Achievements

Year 2 Accomplishment(s)
<ul style="list-style-type: none"> ▪ Supported the Mission in developing and reviewing the Mission PIRS. ▪ Uploaded the new PMP indicators into DevResults with linkages to different activities. ▪ Supported the Mission in collecting data for PPR FY 2020. ▪ Conducted DevResults training for new IPs and Mission staff. ▪ Participated in the DIS Data Onboarding Workshop and End User Training. ▪ Supported the Mission in preparing for the data onboarding into DIS. ▪ Launched the KaMP IPs competition. ▪ Unified the list of beneficiaries from USAID activity support, reported through the GIS system to minimize the data entry errors. ▪ Supported the Mission by developing maps under different DOs: <ul style="list-style-type: none"> ○ Mapped the distribution of education, health, and water infrastructure projects. ○ Mapped USAID's school construction in Jordan. ○ Mapped water infrastructure activities in Jordan.

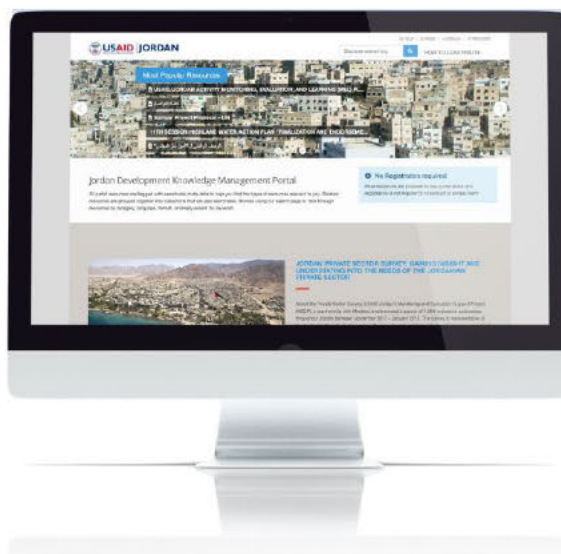
- **USAID KaMP.** During FY 2021, the total number of sessions slightly decreased by 5.10% compared to the previous fiscal year. Also, the number of visitors decreased by 3.40%. In FY 2021, seven USAID activities contributed to KaMP by adding 314 resources: Monitoring Evaluation and Learning Activity, YouthPower Activity, Recycling in Jordan Activity, CITIES, Gender Equality and Female Empowerment Project, and IREX-Pre-Service Teacher Education in Jordan, and Water Innovation Technologies (WIT).

New improvements have been deployed, including maintenance of software libraries, user support menu, and the monitoring system that notifies the Activity of failure, outage, or downtime. The Activity also increased security restrictions on the system.

The Activity uploaded the training materials from training sessions provided to the MoE, the NAF, and the MoY to KaMP. Similarly, throughout FY 2021, the Activity ensured that all evaluation and assessment reports were uploaded to the system. For a full list, please see Annex 2.

Finally, in Quarter 4 of FY 2021, the Activity uploaded the [MEL Starter Pack collection](#), which is intended to provide USAID IPs with the necessary guidance, information, tools, templates, and examples to conduct and enhance MEL for activities and projects. The Starter Pack also included updated Activity MEL Plan and [PIRS](#) templates for public reference.

- **KaMP Promotion.** With the support of the Activity Communication Specialist, the team identified ways to further promote KaMP and encourage its usage as a means of sharing and disseminating resources. The Activity worked to promote KaMP inside and outside of the USAID community to



encourage KaMP usage. KaMP promotion began by showcasing KaMP in the USAID IP December newsletter, on the Activity's LinkedIn page, and other communication materials.

The Activity also sent an email to closing activities in FY 2021 to remind them about the importance of uploading their materials before closeout. In addition, a general reminder was sent to all IPs to encourage them to participate in KaMP by sharing their resources. Uploading activity resources to KaMP will ensure the collaborative online platform remains robust, extends IP resources beyond the life of the respective contract, and highlights the work within the development sector in Jordan.

- o *KaMP Competition.* The Activity launched a KaMP competition to encourage IPs to utilize KaMP. To win, IPs are encouraged to upload activity-specific information and resources to KaMP during the competition's timeframe. The competition started on July 1, 2021 and it will end on December 1, 2021. Winners will be announced by the end of December.

The winning IP will be awarded the following:

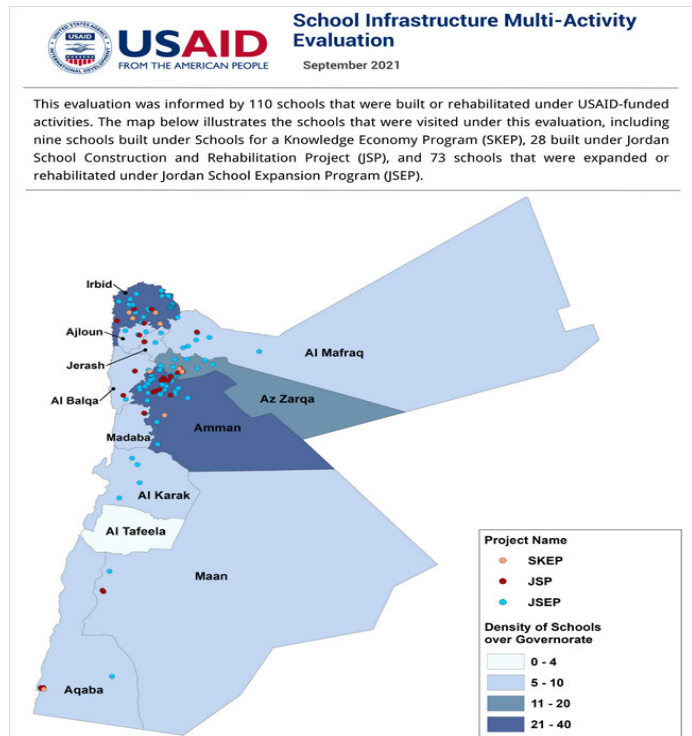
- Posting winners names on the KaMP home page.
- Announcing winners in USAID's IP monthly newsletter.
- Announcing winners in USAID Monitoring, Evaluating, and Learning Activity's social media platform.
- Announcing winners during the next annual MEL conference in 2022.
- Inviting winners to a staff breakfast.
- Handing winners framed certificates from USAID for display in IP offices.

- **GIS.** The Activity continued to provide user support needed for ensuring the accuracy and completeness of the data reported by IPs.

The Activity finalized the unified list of the benefiting entities across the Kingdom. This will be tested further with a group of IPs to ensure all the benefiting entities are covered. Also, the Activity will reach out to an external consultant to provide guidance and recommendations concerning the building of the new GIS database.

Based on the Executive Notice on Site Level Location Data Collection received on December 2, the Activity reviewed and confirmed that the USAID current reporting system is compliant with the USAID/Washington requirements related to locating intervention and beneficiaries by Unit 1 (Governorate).

The Activity supported the Mission by developing maps under different DOs:



- Mapped the distribution of education, health, and water infrastructure projects.
- Mapped USAID's school construction in Jordan.
- Mapped water infrastructure activities in Jordan.

As contribution to the Activity's evaluations/assessments component, the GIS team supported the Market System Development assessment team by producing a map that shows irrigated crops in Jordan, and the map was added to the Final Report.

- **DevResults.** As part of continuous support to the USAID Programs team and USAID technical teams, the Activity supported the PPR for FY 2020. The Activity ensured the availability of data by IPs and provided the Mission with the PPR indicators' data from DevResults to be shared with the technical teams.

The Mission PMP was uploaded to DevResults, and the indicators linked to activities were updated accordingly. The Activity also generated the "Mission Indicator Tracker" as per the updated information in DevResults. The system was opened for IPs to enter their results and the team provided the needed user support to ensure IPs are aligned with the new PMP.

A new Activity MEL Plan for phase five of the USAID Elections, Political Processes and Participation Activity (EPPA-CEPPS) was received on Oct 27, 2020. EPPA-CEPPS was registered as a new activity and the Plan was uploaded to DevResults.

The Activity uploaded the new/updated MEL Plans to DevResults (see Annex 3), and conducted multiple training sessions by sector to new DevResults users including IPs and Mission Staff.

- **DIS.** The DIS will be a suite of IT tools designed to harness the richness of USAID's data, improve efficiencies across the entire Program Cycle, and support the ability to tell one cohesive story about how well USAID's activities are achieving their goal.

The Activity supported the Mission with the initial roll-out of DIS. The Activity attended the Middle East Bureau DIS kick-off event organized by the Chief Information Officer (M/CIO) at USAID for the Syria, Jordan, Lebanon, Egypt, and the West Bank Missions and the Data Onboarding Workshop. As a result of the workshop, the Activity was able to populate data migration templates that will be used to set up the Mission's activities and indicators, as well as the baselines and targets.

- **KMS.** Following challenges encountered in the attempt to retrieve the KMS, the Activity submitted a justification to the Contracting Officer recommending its removal from the contract for the sake of preserving staff time and resources. At the end of FY 2021, the Activity was still waiting for approval.

Issues, Learning, and Resolution

- **KaMP.** In addition to the low user engagement, the Activity found that the collections functionality in KaMP was not used regularly. Users in KaMP were able to access and build thematic "collections" of resources that group together relevant materials. Resources can be included as part of collections if they are connected to the same topic. The Activity will continue to promote the benefits of using the KaMP platform as a reference tool for all IPs.
- **GIS.** During the matching process of the old data with the new unified list, the Activity realized that the administrative divisions that are configured in DevResults do not match the official administrative boundaries of Jordan's map. DevResults generally acquires maps for the country from publicly available files at gadm.org. The Activity discovered that the files were inaccurate and requested the updated Jordan map files from the only authorized entity in the country (the Royal Jordanian Geographic Centre) to provide the geospatial files. Consequently, there has been a delay

in uploading the unified list to the system and training the IPs. During Quarter 4 of FY 2021, the Activity received the official shapefiles from the Royal Jordanian Geographic Centre, including the shapefiles of Jordan map layers, Jordanian governorates and districts boundaries, and the Amman Municipality boundaries, which are required for uploading the new unified list to DevResults.

- **DevResults.** No issues to report.
- **DIS.** The Activity will not be able to access the DIS platform as it requires a USAID email address. Consequently, the Home Office's technical support team has been involved. The Mission is currently trying to grant access to the Activity.

FY 2022 Activities

- **KaMP.** The Activity will explore more advanced security and monitoring systems according to any new requirements or changes to maintain system protection as technology evolves. The Activity will explore ways to decrease the number of spam registrations on KaMP by adding more restrictions on the registration module. The Activity will continue promoting the portal among its primary target audience, including IP and USAID staff, during Mission or Activity training sessions, Community of Practice (COPR) sessions, communication group meetings, and discussions with IPs. In view of the launch of the KaMP competition to IPs, the Activity will be providing support to the users of KaMP as needed and will be monitoring the process of resource uploading to ensure their relevance to the development sector.
- **GIS.** Once the new structure is finalized in the GIS database, the Activity will test the said list with a selected group of IPs. The new system roll-out plan will be based on the test results. Data tuning and cleaning will be done to ensure that the old and already reported data is correctly matched with the new entities' list. The Activity will continue supporting the IPs' quarterly submission of GIS data as well as users as needed. Similarly, the Activity will provide training on USAID GIS reporting requirements to new IPs. The Activity will also endeavor to produce more advanced maps, improve the quality of GIS graphical visualization, and increase their effectiveness for utilization and decision-making on USAID activities. As a continuation to the Activity's evaluations/assessments component, the GIS team will support the teams by producing maps showing the geographical distribution of the different interventions and their outcomes.
- **DevResults.** The Activity will lead the management of USAID data systems and will ensure readiness to respond to requests received from Mission staff and IPs in relation to the system. In addition, the Activity will continue assisting the Mission with the aggregation of data from IPs through DevResults into different formats usable for formal reporting requirements, such as Portfolio Reviews and PPR. The Activity will work with IPs to ensure that data against indicators is complete in DevResults and in line with the IPs' Activity MEL Plans.
- **DIS.** The Activity will provide any required support in entering the PPR indicator's results for FY 2021. The Activity will start planning for the roll-out of the DIS among the different user types including Mission staff and IPs. The Activity will support the Mission in the transition process from DevResults to DIS. Once the Activity gains access to the DIS system, the team will support the Mission in validating the baselines and targets migrated into DIS and will support entering actuals. The Activity will offer user training for Mission and IPs staff as requested by the Mission.

3.1.3 RESULT 3: COLLABORATING, LEARNING, AND ADAPTING (CLA) PRACTICES STRENGTHENED

In FY 2021, the Activity focused on assessing the CLA capacity and needs of the Mission and the IPs. The Activity rolled out a CLA maturity self-assessment to IPs and Mission DOs. The Activity also translated

the findings of the evaluations and the assessments into lessons learned that should be reflected in program development, course correction, and/or adaptive management.

3.1.3.1 Sub-Result 3.1: CLA capacity of MEL stakeholders improved

Key Achievements

Table 8: Summary of Key Achievements	
Year 2 Accomplishment(s)	
<p>Pause-and-Reflect Sessions</p> <ul style="list-style-type: none"> ▪ Training for Employment Activity verification process. ▪ GoJ capacity building efforts. ▪ The RPM launch and first round Evaluations and assessments. ▪ The RPM procurement process Pause-and-Reflect for MoH. ▪ Pause-and-Reflect session For RPM Round 1 (Internal). ▪ Development of the MEL Plan for the PHFP Project at MoH. <p>Learning Documents</p> <ul style="list-style-type: none"> ▪ Supported the CITIES team in reviewing a learning document. ▪ Developed a learning document derived from the LED assessment. ▪ Developed the Entrepreneurship and Investment Ecosystem in Jordan Learning Document that was derived from the Beyond Capital midterm evaluation. ▪ Supported YouthPower in developing the SOW of their Learning Study. <p>CLA Plan for the Mission</p> <ul style="list-style-type: none"> ▪ Developed a CLA discussion paper to translate the CLA plan in the PMP into activities. ▪ Drafted a CLA plan for the Gender DO within the Mission. ▪ Launched a gender mapping exercise as part of the CLA plan for the Gender DO. <p>CLA Maturity Self-Assessment</p> <ul style="list-style-type: none"> ▪ Rolled out the CLA maturity survey using the CLA maturity matrix. ▪ Develop CLA Maturity Assessment Survey Data and the Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. <p>CLA Advanced Training</p> <ul style="list-style-type: none"> ▪ Designed and conducted the first round of the CLA advanced training for IPs. <p>MEL Community of Practice</p> <ul style="list-style-type: none"> ▪ Conducted COPR market assessment; presented findings and recommendations to USAID. <p>CLA Events</p> <ul style="list-style-type: none"> ▪ Facilitated a collaboration session between the MoE and the IPs working with the MoE to review and align the CRA II MEL Plan. ▪ Facilitated a findings utilization session with the Beyond Capital team to discuss the findings and recommendations from the midterm evaluation and turned it into an action plan. 	

- ***Pause-and-Reflect Sessions.***
 - Held Pause-and-Reflect session(s) to cover the RPM's first round and gather learning to inform the design of the RPM's second round next year.
 - Held a Pause-and-Reflect session to discuss the recent GoJ capacity building efforts with the LMO to learn more about the training experience and about the LMO's performance. These lessons learned will be reflected in future similar capacity building efforts.

- As part of the Activity's continuous learning and adaptive management, the team conducted a Pause-and-Reflect session to discuss the evaluations and assessments that have been led by the Activity. By the time the Pause-and-Reflect session was held, the MEL team had completed four evaluations and assessments. The Pause-and-Reflect session was attended by USAID and MEL teams. To receive the A/COR's opinions, the CLA lead developed a survey that covers questions related to the Pause-and-Reflect agenda. The discussion led to an action plan with key recommendations and lessons learned. Some of these actions are short-term/immediate actions such as developing SOPs to clarify roles and responsibilities of team members and others are longer term actions such as training the Evaluation Team on USAID branding and communications requirements.
- In the beginning of FY 2021, The Activity conducted three data verification tasks for the USAID's Training for Employment Activity, verifying data from a total of 581 training beneficiaries and 30 employers. The Activity organized a Pause-and-Reflect session on October 4, 2020 to discuss the process and reflect on future verification assignments. The session was attended by the Training for Employment Activity team from USAID, the MEL team from the USAID Programs team and the MELA team, including the data collectors. The Activity summarized lessons learned and best practices from these tasks. The recommendations from this session included sharing the beneficiaries lists with The Activity ahead of time, tentative timeline of beneficiaries list submission, and expectations from the verification report.
- The Activity provided technical assistance to three GoJ organizations to develop their MEL Plans through a “learning-by-doing” approach. To assess the effectiveness of this approach, The Activity organized a Pause-and-Reflect session on November 5, 2020. The Activity invited the GATR and the MEL team from the USAID Programs team to attend and provide feedback on the technical assistance received by the GoJ organization they work for. The session's objectives were achieved and resulted in hands-on recommendations and lessons learned that reflected on MELA's GoJ capacity building efforts, such as GoJ management involvement at the outset, organizing a meeting prior to training to explain the PGS and its activities to the Activity and the trainees, and closer follow-up from the GATR to ensure quick response to challenges.
- The RPM is an essential procurement and capacity building arm of the Activity. By mid-November, the Activity had developed, launched, and announced the first round of LMOs in the RPM. Following these activities, it was essential to hold a Pause-and-Reflect session to review and refine the Activity's approach. The Activity invited the MEL team from the USAID Programs team to analyze the different phases of the RPM and discuss challenges, successes, and lessons learned. The session was held on December 16, 2020 and resulted in many recommendations that will be reflected in the RPM's second round next year, including revising the online application format, clarifying target audience in the invitation, and increasing outreach to LMOs.
- **Learning Documents.**
 - *Introduction to the Jordanian Entrepreneurship Ecosystem and Key Challenges.* The CLA team developed a learning document to discuss the entrepreneurship and investment ecosystem and some general findings derived from the Beyond Capital midterm evaluation report. The purpose of this learning document is to capture and highlight significant findings and lessons learned and disseminate them to a larger audience, as well as using them in future program design and research. The document was translated into Arabic and uploaded to KAMP.
 - *Road Map for Supporting LED in Jordan.* This learning document was derived from the LED assessment that was conducted upon the request of the USAID DRG team. The purpose of the

learning document was to define an effective approach that would enhance and support the LED process in Jordan. It included a general framework for the Mission to enable effective interventions that would support LED in Jordan, involving both central and local authorities. The document was finalized, shared with USAID, and approved. The document was also translated into Arabic and uploaded to KAMP.

- **YouthPower Learning Study.** USAID requested a learning study to be conducted by the USAID-funded YouthPower activity. YouthPower is a five-year activity that aims to improve opportunities, well-being, and civic engagement for youth by strengthening, establishing, and increasing access to programs that serve youth. YouthPower requested the activity support in conducting this learning study. The objective of the learning study is to support USAID in building on the lessons learned from the YouthPower activity, to better understand the degree of success of YouthPower interventions, and to identify significant youth priorities. The learning study findings will help USAID develop conclusions and recommendations to inform future activity design in youth and related sectors. The findings will also contribute to identifying effective youth interventions that can be supported by local communities and NGOs.

The Activity worked closely with the YouthPower team to clarify the learning assessment objectives and questions and drafted the SOW together. The first draft of the SOW was submitted to USAID by the YouthPower MEL Director on June 8, 2021. The Monitoring, Evaluation, and Learning Activity recruited and onboarded a Technical Expert to assist in the implementation and finalization of the YouthPower Learning Study under the direction of YouthPower.

The final SOW was approved on August 5, 2021. The draft Learning Study Inception Report was submitted to USAID on August 30, 2021 and finalized with revisions addressing USAID comments on September 7, 2021. The data collection instruments were translated into Arabic and training for the data collection team was conducted on September 8 and 9. Data collection began the following week and continued until September 30, 2021.

- **CLA Discussion Paper.** As part of its CLA support to the Mission, the Activity developed a CLA discussion paper to translate the CLA plan in the PMP into activities. The discussion paper included general ideas and activities about CLA implementation within the Mission and proposed a three-tier approach to CLA.
- **Mission Gender and Youth CLA Plan.** As a result of the CLA discussion paper, the Activity proposed developing DO-specific CLA plans. USAID recommended the selection of a cross-cutting theme to pilot and agreement was reached to develop a CLA plan for gender. The focus of the plan, beyond promoting the incorporation of gender into program activities, was to encourage the sharing of lessons learned, challenges, and best practices as they relate to gender integration.

After discussions with USAID, the final draft of the gender CLA plan was submitted to USAID Gender DO team on June 28, 2021. The Activity presented the USAID Gender CLA objectives and plan, discussed the USAID Gender CLA themes for FY 2021-2022, and agreed on CLA milestones and a timeline. As a preliminary step, the Activity will undertake a mapping exercise for all gender and youth interventions that their IPs hold. The purpose of this exercise is to enhance gender and youth inclusion in USAID activities, promote mutual learning, and create synergies in this field among different IPs. On August 4, 2021, the Activity and USAID conducted their first coordination meeting and agreed on the main objectives, methodology, fundamental themes, and the key questions of the mapping. The mapping focuses on measuring three core areas: awareness (output/outcome level), access (outcome level), and agency (impact level). The team met again on September 2, 2021,

after collecting all the required documents for the first stage of the literature review and agreed on the work plan and timeline.

- **CLA Maturity Assessment Survey.** Earlier this year, the Activity rolled out the CLA maturity survey among IPs and Mission staff to assess CLA maturity within the different DOs and IPs. The main objective of this assessment is to determine the CLA capacity within the IPs and Mission staff, identify gaps and areas of improvement, and develop an appropriate CLA Capacity Building Plan. The team worked on the analysis and reporting of the CLA assessment by means of a SWOT analysis and developed a general analysis of the level of CLA maturity within Mission DOs and IPs that have participated in the assessment. The Activity will use the results and work closely with the DO teams to co-develop customized DO CLA action plans and will follow-up with the DO teams to offer support as needed.
- **CLA Capacity Building.**
 - *"Introduction to CLA" Training.* The lead CLA Specialist conducted a virtual training for IPs and Mission staff entitled "Introduction to CLA." The training covered key CLA concepts, the CLA framework, and the maturity matrix. The training was held before rolling out the CLA maturity survey to ensure a clear understanding of the CLA concepts before responding to the survey.
 - *CLA Advanced Training.* The Activity hired a consultant to develop and conduct an advanced CLA training for IPs and Mission staff. The training material was tailored to address the CLA Capacity Needs that were identified in the CLA maturity assessment survey rolled out earlier this year. The Activity held the first training session for IPs in late September and will be holding the second in-person training for Mission staff in early October. The hybrid IPs training was attended by 36 participants with a total of 432 training hours.
- **USAID Partners Meeting.** On May 8, 2021, the Deputy Chief of Party (DCOP) presented CLA Capacity Development Plan with USAID IPs and Mission staff. The plan was built around the results of the CLA Maturity Assessment that was rolled out early this year. This effort will be continuous and CLA support will be provided to IPs and USAID as requested.
- **CLA Events.** On July 29, 2021, the Activity facilitated a collaboration session between the MoE and the IPs working with the MoE to review and align the CRA II MEL Plan. The session lasted for four hours, and was attended by four participants representing two IPs, Enhancing School Management and Planning (ESMP) and Early Grade Reading and Mathematics (RAMP), five participants from the MoE, and one Mission staff member.

The Activity facilitated a findings utilization session with the Beyond Capital team to discuss the findings and recommendations from the midterm evaluation and turn it into an action plan. On June 1, 2021, the Activity presented the recommendation table to the Beyond Capital team and USAID. The recommendations will lead to strengthening Beyond Capital's ties to the start-ups it supports, including the use of diagnostic tools to assess the startups' capacity to be truly competitive in regional and international markets. This will encourage further innovative startups in Jordan and better utilize the immense human capital already present in Jordan.

- **COPR.** In FY 2021, the Activity conducted a market assessment to identify potential partners to implement a MEL COPR. The Activity aimed to build upon existing initiatives in Jordan's MEL community and provide capacity building support to its partner. The market assessment interviewed and surveyed key stakeholders in the MEL community and evaluated local entities for their relevance, interest, and potential sustainability as a partner. The Activity presented the findings and

recommendations from its market assessment to USAID and discussed next steps in the design of the COPR.

Issues, Learning, and Resolution

- **Adaptive Management.** The Activity was able to apply adaptive management on certain activities as a result of the Pause-and-Reflect sessions, such as the Training for Employment Activity verification process and report. Moreover, The Activity learned that preparation for these Pause-and-Reflect sessions is essential to achieving the intended results.
- **Learning Document Templates.** The lack of existing learning documents templates caused some delays in designing the outline of the learning documents. The team referred to different USAID resources to learn from available learning documents.
- **CLA Capacity Building.** CLA events and working groups are usually interactive and best facilitated in person. However, due to the ongoing COVID-19 situation, the Activity is working to identify online platforms that are interactive to conduct these events virtually.

FY 2022 Planned Activities

- **Pause-and-Reflect Sessions.** Conduct Pause-and-Reflect sessions (internal and external).
- **Learning Documents.** Disseminate evaluation and assessment results and lessons learned.
 - Develop Water consumption and agriculture (MSD) Learning document.
 - School Infrastructure Multi-Activity Evaluation Learning Document.
 - Training for Employment Activity Learning Document.
- **YouthPower.** Support data analysis and initial findings presentation to USAID and support Final Report development.
- **Mission Gender and Youth CLA Plan.** Finalize gender mapping exercise and present findings to the Gender DO. Design and launch Gender working groups.
- **CLA Maturity Assessment Survey.** Validate CLA maturity self-assessment with each DO and co-develop and support the implementation of the DOs CLA Action plans.
- **CLA Capacity Building.** Conduct Advanced CLA training for Mission staff.
- **COPR.** Set up meetings with potential partners, co-design COPR structure and activities, and organize COPR events and trainings.
- **MEL Conference.** "Best Learning Product" award.

3.1.4 CROSS-CUTTING RESULTS: STRATEGIC COMMUNICATION ON MEL AND GENDER AND INCLUSION ENHANCED

The communications team developed, utilized, and maintained multiple communication channels, such as LinkedIn, Google Group, and KaMP, to create a dynamic learning environment among development actors. Through these channels, the team successfully shared knowledge and learning materials, success stories, updates, and announcements to reach a wide audience including local MEL organizations, the GoJ, and USAID Mission and its IPs.

The communications team supported the Accelerator Program by conducting an outreach campaign to encourage LMOs to join the second round of the RPM that included developing and disseminating

brochures, promotional videos, and invitations to an updated list of contacts of MEL organizations in Jordan.

The communications team is coordinating the management of the upcoming annual MEL Conference by facilitating the technical and operations committees responsible for designing and implementing the Conference' activities.

During the year, the Activity supported the gender and social inclusion mainstreaming in MEL assignments. They worked to review the Mission's DO5, integrated gender and social inclusion considerations into MEL and CLA training sessions and supported the Mission with the recent Gender and Youth Mapping assignment.

3.1.4.1 Strategic Communication on MEL

Key Achievements

Table 9: Summary of Key Achievements	
Year 2 Accomplishment(s)	
<p>The Activity's Outreach and Communications Plan</p> <ul style="list-style-type: none"> ▪ USAID approved the Activity's Outreach and Communications Plan and the updated Activity Fact Sheet (in English and Arabic). ▪ The Activity developed and disseminated a Style Manual to the team's subcontractors and consultants. <p>Launching the Second Round of the RPM</p> <ul style="list-style-type: none"> ▪ The Activity developed and disseminated an electronic brochure and an invitation for the second Bidders' Conference, which took place on September 21. ▪ The team developed a short promotional video to encourage LMOs to join the Accelerator Program and be part of the RPM. <p>Promoting KaMP</p> <ul style="list-style-type: none"> ▪ USAID approved the Activity's concept note to promote KaMP by conducting a competition among IPs called "Let's go KaMPing!" (See Annex 8). <p>Communications' Support to Capacity Building Efforts</p> <ul style="list-style-type: none"> ▪ The Activity captured photos and quotes to highlight the impact of its training. ▪ The Activity produced 27 news articles to highlight the support provided to the GoJ, the USAID Mission, the IPs, and LMOs. ▪ The highlights of captured photos and articles were shared with USAID through the USAID IP Newsletter and uploaded to the KaMP portal. See Annex 7: Success Stories, for more details. <p>The Activity's LinkedIn Page</p> <ul style="list-style-type: none"> ▪ Through LinkedIn, the Activity disseminated 30 posts and acquired more than 900 followers since the launch of the page last year. <p>MEL Conference</p> <ul style="list-style-type: none"> ▪ The Activity formed a technical and operations committee to plan and implement the upcoming USAID Annual MEL Conference. ▪ The committees have discussed and approved the name and a general theme for the conference and developed a survey to solicit ideas for topics and speakers for the Conference. <p>USAID Communications Branding and Marking Coaching</p> <p>The Activity developed and introduced a customized presentation to highlight the USAID branding and marking guidance during coaching sessions conducted for awarded LMOs.</p>	

- ***The Activity's Outreach and Communications Plan.*** USAID approved the Activity's Outreach and Communications Plan as well as an updated Activity Fact Sheet (in English and Arabic) during the reporting period. The Activity started the production of the administrative and communication materials mentioned in the plan, including notebooks, folders, and building signs. The Activity developed and disseminated a Style Manual to the team's subcontractors and consultants. The manual mirrors the USAID Graphic Standards Manual and provides an easy-to-follow guide to ensure consistent and USAID-compliant style of reporting for all of the team's milestones and deliverables.
- ***Launching the Second Round of the RPM.*** As part of the outreach and communications support to the RPM, the Activity developed and disseminated an electronic brochure to relevant partners through several communications platforms to introduce the RPM and the Accelerator Program, and included an invitation to the second Bidders' Conference, which took place on September 21, 2021. The team also developed a short promotional video to encourage LMOs to join the Accelerator Program and participate in the RPM. The work in developing databases for local MEL organizations is ongoing. The CLA team utilized Google Groups and LinkedIn page as a means of communicating with the Activity's stakeholders.
- ***Promoting KaMP.*** USAID approved the Activity's concept note to promote KaMP by conducting a competition among IPs called "Let's go KaMPing!" (See Annex 8). The Activity launched this competition on July 1, 2021 and it will run until December 1, 2021. Through the competition, IPs are encouraged to upload activity-specific information and resources on KaMP during the competition's timeframe.
- ***Communications' Support to Capacity Building Efforts.*** The Activity continued to capture photos and quotes to highlight the impact of its training and upload training materials to KaMP. To communicate USAID's effort in support of the MEL community in Jordan, the Activity produced 27 news articles. The news articles highlight the support provided to the GoJ, the USAID Mission, the IPs, and the LMOs. The highlights of these articles were shared with USAID through the USAID IP Newsletter and uploaded to the KaMP portal. See Annex 7: Success Stories, for more details.
- ***The Activity's LinkedIn Page.*** The Activity team is utilizing the LinkedIn platform as a tool to send MEL updates and information on learning opportunities. By posting, sharing, and commenting, the Activity is constantly engaging and reaching out to its primary audience, namely, the local MEL stakeholders, including local MEL firms, MEL professionals, academic institutions, and NGOs that are considered active LinkedIn users. Through LinkedIn, the Activity disseminated 30 posts and acquired more than 900 followers since the launch of the page last year. Several steps were taken to increase the number of Activity followers, such as: 1) Searching for and following companies of similar industries to motivate follow back; 2) Encouraging employees to share posted updates to boost "views," potentially leading to an increase in followers; 3) Tagging partners on Activity posts to encourage them to share these posts on their pages and increase the number of views and followers.
- ***MEL Conference.*** The Activity formed a technical committee to monitor and contribute to the progress of the USAID Annual MEL Conference, which will be held between June 7 and 8, 2022. The committee held its first meeting in June and will consequently meet every two weeks to address and oversee tasks related to the conference. In particular, the technical committee will: 1) Discuss and approve the name and a general theme for the conference; 2) Discuss conducting webinars and learning groups prior to the conference to identify innovative topics to be covered during the conference; 3) Suggest local, regional, and international speakers for the webinars and the conference; 4) Design and launch a call for papers to be presented during the conference; 5)

Evaluate and identify ideas for MEL technical topics and select final presentations and speakers; 6) Develop the conference’s agenda; 7) Determine the method of conducting the conference, i.e. in-person, virtual, or hybrid; 8) Visualize the expo, its purpose and structure (virtual or in-person).

- **USAID Communications Branding and Marking Coaching.** The Activity developed a customized PowerPoint presentation that highlights USAID’s branding and marking guidance outlined in the USAID Graphic Standards Manual. The presentation was introduced during the coaching sessions conducted for LMOs that implement task orders for the Activity. These sessions were designed to ensure that all deliverables submitted by local MEL organizations are compliant with USAID branding and marking guidelines.

Issues, Learning, and Resolution

- **Video Production Services.** After releasing a Request for Proposal (RFP) for pricing and delivery of video production services for different purposes (i.e. promotional, educational, and documentation), the Activity realized that it is not practical to expect to find a video production agency that can deliver a wide range of videos for different purposes, while maintaining optimal video quality and message presentation. Consequently, the team decided to break down the requirements and release one RFP at a time for each video based on its purpose.

FY 2022 Planned Activities

- **MEL Conference.** In preparation for the annual MEL Conference scheduled between June 7 and 8, 2022, the communications team will continue to facilitate biweekly meetings for the technical committee responsible for managing the conference. The team also formed an operations committee that will help implement conference-related logistics approved by the technical committee.
- **USAID Communications Branding and Marking Coaching.** The communications team will continue to provide support to the Activity’s technical team in reviewing materials for branding, ensuring consistent messaging, and highlighting results and successes in a clear and user-friendly format. The team will continue to facilitate knowledge sharing by uploading reports, visuals, and briefing documents to the team’s Google Groups, LinkedIn, and KaMP.
- **Activity’s Communications Products.** In addition to utilizing the Activity’s monthly newsletter submission, its LinkedIn page, and other means of communication, the communications team in collaboration with the data management team started to promote KaMP by launching a controlled competition (“Let’s go KaMPing!”) among IPs for five months to encourage them to upload activity-specific information and resources on KaMP. The results of this competition will be presented during the upcoming annual MEL Conference.

The communications team will outsource the production of several videos to engage the MEL ecosystem in Jordan and establish an educational library of MEL resources for the MEL community of practice to access.

- **Production of Short Videos.** The Activity will release several RFPs for video production services from local Jordanian firms to create a number of “How-To” tutorial infographic videos for the Activity’s COPR. The proposed videos will also include a four-to-five-minute 2D animated video that highlights the Activity’s Journey to Support MEL Professionals in Jordan; and a series of four webinar videos on topics related to MEL.

3.1.4.2 Gender and Social Inclusion Enhanced

Key Achievements

Table 10: Summary of Key Achievements

Year 2 Accomplishment(s)
<ul style="list-style-type: none"> ▪ Reviewed USAID’s Dos results framework to ensure alignment with gender indicators. ▪ Reviewed two IP MEL Plans and GoJ MEL Plans for alignment with gender indicators. ▪ Gender and Social Inclusion components integrated into training for IPs and USAID staff.

- **Alignment with DO 5.** During FY 2021, the Activity reviewed USAID’s Dos results frameworks and learning agendas with a focus on gender mainstreaming. The Activity reviewed gender indicators to ensure alignment with the Mission’s PMP, ensured that indicators were measurable, and looked at the general quality of indicators. In particular, the Activity focused its reviews on the women and youth empowerment-focused DO 5.
- **MEL and CLA Trainings.** To ensure gender and social inclusion was considered and enhanced in MEL and CLA trainings, the Activity ensured to incorporate components into training sessions that helped IPs and USAID staff understand certain gender considerations during MEL implementation. In Quarter 2 of FY 2021, an entire session was dedicated specifically to Gender and Social Inclusion and the session was attended by six Mission staff and 16 IPs.
- **Mapping Gender and Youth Interventions.** Finally, in Quarter 4 of FY 2021, the Activity was requested to support the Mission in mapping the interventions that IPs are implementing that facilitate inclusivity and sensitivity across different populations (e.g., women, youth, persons with disabilities). This intervention will help the Mission to understand where there are overlaps in gender and youth programming across IPs to allow for better coordination and collaboration.

Issues, Learning, and Resolution

The Activity did not face any notable issues during the year.

FY 2022 Planned Activities

- **MEL Interventions and Mapping Exercise.** In FY 2022, the Activity will continue to support USAID’s efforts to operationalize gender equality and female agency in its MEL interventions. The Activity will also continue to support USAID on its mapping exercise while providing recommendations that facilitate collaboration and learning across IP stakeholders.

3.1.5 SUSTAINABILITY

Work to ensure sustainability will continue primarily through capacity building training provided to LMOs, the GoJ, and IPs. A major focus of sustainability efforts will be working closely with LMOs during and in the aftermath of the second round of bidding through the Accelerator Program.

3.1.5.1 Capacity Building

Several GoJ organizations, such as the MoY, MoE, MoH, and NAF, expressed ongoing interest in creating and utilizing MEL systems that support data-driven and evidence-based decision-making processes. At the same time, USAID is committed to strengthening GoJ organizations’ MEL skills and resources to effectively use research and data analysis to inform their strategic planning, policy and decision-making. To that end, the Activity continued its support to these organizations to help them develop their MEL Plans using a “learning-by-doing” approach. This was followed by other relevant training courses in the areas of Data Collection, Data Analysis, Data Visualization, and Report Writing, which aimed to help GoJ

organizations collect and analyze data related to their performance indicators and MEL Plans, in addition to presenting and visualizing this data and preparing the reports required by USAID.

3.1.5.2 Environmental Compliance

An Initial Environmental Examination (IEE) No. ME-16 49 was approved for the Activity on August 22, 2016. The IEE covers activities expected to be implemented under this contract as activities are limited to technical assistance, research and evaluation, training, and capacity building. USAID had determined – per 22 Code of Federal Regulations (CFR) 216.2 ©(1)(ii) – that a Categorical Exclusion applies to these activities, as they are not expected to have a significant negative effect on the physical or natural environment. Activities covered under this Annual Report were within the scope of the approved 2016 environmental documentation.

3.1.6 ADMINISTRATIVE UPDATES

Key Achievements

- **Legal documentation.** Following almost a year of delays, the Activity received the fully executed Power of Attorney and Board Resolution from the U.S. Department of State Office of Authentications. These documents allowed the Activity to be fully operational.
- **Mobilization of expatriate staff.** The Acceleration Specialist, the Chief of Party (COP), and the Senior MEL Specialist were mobilized in October, January, and August, respectively.
- **Recruitment.** The Activity recruited and hired three new MEL Specialists and created a new position, the Senior Trainer/CLA Specialist.
- **OCI.** Following the approval of the Activity's OCI Mitigation Plan, training was given to field office staff. Given Kaizen's recent acquisition by Tetra Tech, Inc., the Activity initiated revisions to the OCI Mitigation Plan.
- **COVID-19.** Following several months of working remotely due to COVID-19, the Activity staff fully returned to the office on June 15, 2021 with continued protective policies in place (e.g., social distancing, masks, etc.). Requests to continue working remotely are considered on a case-by-case basis.
- **Deliverables.** A list of deliverables submitted during the year are noted in Annex 2.
- **Activity Staff and Consultants.** Activity staff and consultants by the end of Quarter 4 are noted in Annex 4.

Issues, Learning, and Resolution

- **Legal documentation.** Due to the COVID-19 pandemic, physical operations of the U.S. Department of State Office of Authentications stalled, creating bottlenecks in the authentication of the Activity's Power of Attorney and Board Resolution. These documents were needed to perform essential functions on the Activity, including opening a bank account, transfer of two project vehicles, opening a tax and social security file, and registration exemption documentation, among other things. Due to significant delays, the Activity team worked with a Senator to escalate the issue. A call was held with the Office of Authentications on March 30, 2021 and an emergency request was subsequently submitted without response. In the meantime, the Activity found workarounds for ongoing issues such as opening a sub-bank account under another Kaizen project until an account in the Activity's name could be opened. The authenticated documents were finally received in May.
- **Mobilization of expatriate staff.** Not applicable.

- **Recruitment.** Not applicable.
- **OCI.** Not applicable.
- **COVID-19.** COVID-19 infections in Jordan had profound implications for the types of meetings and trainings that can be conducted, as well as consultant travel. As conditions improved, many in-person operations have resumed.

FY 2022 Planned Activities

- **Mobilization of expatriate staff.** The Acceleration Specialist will demobilize in October as planned and will continue working on the Activity remotely.
- **Recruitment.** The Activity plans to hire several Short Term Technical Assistance (STTA), including:
 - MIS Officer
 - CLA/MEL Officer
 - Driver
 - Gender Advisor
 - Editor
- **OCI.** Finalize revisions to the Activity's OCI Mitigation Plan considering the recent acquisition by Tetra Tech.
- **COVID-19.** The Activity will continue monitoring COVID-19 related government mandates.

3.2 PLANNED ACTIVITIES FOR NEXT QUARTER

Table 11. Planned Activities for Q1 2022				
Intervention	Actors	Q1 2022		
		Oct	Nov	Dec
Result 1: Local MEL Capacity Improved				
Sub-Result 1.1: Local stakeholders' capacity of contracting USAID MEL activities enhanced				
Sub-IR 1.1.1: LMOs' organizational and MEL institutional capacity improved				
Develop an internal LMO Capacity Building Plan summarizing the Action Plans developed for all LMOs	Senior Organizational Development Specialist			
Deliver targeted technical assistance and other capacity building initiatives for each LMO	Senior Organizational Development Specialist			
Sub-IR 1.1.2: LMOs' contractual performance improved				
Announce and onboard Round 2 LMOs	Acceleration Team			
Announce and award RFTOP	Acceleration Team			
LMOs implement Task Orders based on USAID demand	Acceleration Team			
Sub-Result 1.2: MEL capacity of USAID, IPs, GoJ, and MEL stakeholders increased				
Partnership for Youth - MoY Capacity Building Plan Implementation	Senior Trainer and CLA Specialist			

Joint financing agreement - NAF Capacity Building Plan Implementation	Senior Trainer and CLA Specialist			
Partnership for education - MOE Capacity Building Plan Implementation	Senior Trainer and CLA Specialist			
G2G Partnership for Health and Family Planning (PHFP) Project with MoH Capacity Building Plan Implementation	Senior Organizational Development Specialist			
Regular MEL trainings for Mission and IPs staff	Senior Trainer and CLA Specialist			
Regular MEL trainings for LMOs	Senior Trainer and CLA Specialist			
Result 2: MEL Services Provided to USAID Improved				
Sub-Result 2.1: MEL support to USAID provided				
<i>Implementation of Evaluations, Assessments, and Surveys</i>				
School Infrastructure Multi-Activity Evaluation	MEL Specialist STTA			
Training for Employment Activity End of Project Evaluation	Senior MEL Specialist			
General Population Survey (Round 2)	MEL Specialists			
GoJ Capacity Building Assessment (Multisectoral)	MEL Specialists			
Youth National Assessment	MEL Specialists			
<i>Implementation of PMP and Other MEL Services</i>				
Review and Finalization of Activity MEL Plans for IPs	MEL Specialists			
Support Mission in ensuring activities are aligned with new PMP	MIS Manager MEL Specialists			
Provide support to PFMA in conducting their baseline survey	MEL Specialists			
Based on USAID needs and requests	MEL Specialists			
<i>Implementation of Data Management and Analysis Services</i>				
Support Mission and IPs in use of DevResults	MIS Manager			
Support Mission in FY 2021 reporting in DIS	MIS Manager			
Support Mission's and Activities' mapping needs	MIS Manager GIS Specialist			
Pilot and launch beneficiaries list system	MIS Manager GIS Specialist			
Manage and update KaMP	MIS Manager Web Developer			
Administer IPs' KaMP competition	MIS Manager			

Finalize Activity DMP	MIS Manager			
Result 3: Collaborating, Learning, and Adapting (CLA) Practices Strengthened				
Sub-Result 3.1: CLA capacity of MEL stakeholders improved				
Conduct pause-and-reflect sessions (internal and external)	Lead CLA Specialist Senior trainer and CLA Specialist			
Disseminate evaluation and assessment results and lessons learned	Lead CLA Specialist Senior trainer and CLA Specialist			
Validate CLA maturity self-assessment with each DO	Lead CLA Specialist Senior trainer and CLA Specialist			
Co-develop and support the implementation of the DOs CLA Action plans	Lead CLA Specialist Senior trainer and CLA Specialist			
Finalize gender and youth mapping exercise and present findings to the Women and Youth DO	Lead CLA Specialist Senior trainer and CLA Specialist			
Design and launch Gender working groups/communities of practice	Lead CLA Specialist Senior trainer and CLA Specialist			
Design and launch the COPR	Lead CLA Specialist			
Cross-Cutting Results: Strategic Communication on MEL and Gender and Inclusion Enhanced				
Strategic Communication on MEL				
Create learning library	Strategic communications specialist			
Coverage of trainings and webinars	Strategic communications specialist			
Coverage of LMOs implement Task Orders based on USAID request	Strategic communications specialist			
Support data management team in promoting KaMP	Strategic communications specialist			
Activity's updates, announcements, and results sharing	Strategic communications specialist			
Data visualization reports of USAID Activities Result Indicators	Strategic communications specialist			
Gender and Social Inclusion Enhanced				
Continuation of the gender and youth mapping assignment from USAID	MEL Specialist/Senior Trainer and CLA Specialist			

ANNEXES

ANNEX 1: CROSS-CUTTING CONSIDERATIONS

1.1 GENDER EQUALITY AND SOCIAL INCLUSION (YOUTH AND DISABILITIES)

The Monitoring, Learning, and Evaluation Activity commenced mapping all the gender and youth interventions across Jordan under USAID auspices. The purpose of this exercise is to enhance gender and youth inclusion in USAID activities, promote mutual learning and create synergies in this field among different IPs. On August 4, 2021 the Activity and USAID conducted their first coordination meeting and agreed on the main objectives, methodology, fundamental themes, and the key questions of the mapping. The mapping focuses on measuring three core areas: awareness (output/outcome level), access (outcome level), and agency (impact level). The study will start with secondary review to the IPs' work plans and other relevant documents to be introduced to the activities. It will be followed by KIIs with the relevant IP staff members (i.e. COR, AOR, COP, Gender Specialist, etc.). The work on the mapping will be concluded by conducting several learning and collaboration sectorial workshops.

1.2 INSTITUTIONAL STRENGTHENING AND LOCAL CAPACITY BUILDING

During the reporting period, the Activity announced, evaluated, and awarded four different task orders to LMOs. LMOs awarded were accorded specialized coaching and training and worked closely with Activity personnel and with other experts. All LMOs participating in the Accelerator Program were evaluated over this period and are working to develop individualized action plans to address organizational deficiencies and other issues as well as strengthen technical capabilities in MEL.

In the same vein, the Activity announced and began work on the second round of the Accelerator to determine new Tier 1 and Tier 2 organizations. A well-attended bidders conference was held on September 21, 2021. Final decisions on qualified organizations will be made in mid-November.

1.3 POLICY REFORMS

Not Applicable.

1.4 SCIENCE, TECHNOLOGY, AND INNOVATION

The Activity expanded the functionality of its online Accelerator Platform, which was developed to facilitate management of the RPM. LMOs successfully completed their Organizational and MEL Capacity Assessments through the platform as true self-assessments, along with a repository for supporting documents. The Activity also introduced event management and coaching session features on the platform which can store all materials, recordings, and notes in one place which is accessible through the organizations' own profiles.

During the reporting period, work also began on preparations for the MEL Conference, which will focus on the impact of learning upon decision-making. The decision to focus on learning reflects the Activity's overall push to find new and innovative ways to use the traditional evaluations and assessments it has been conducting to promote better decision making based upon thoroughly evaluated evidence.

ANNEX 2: DELIVERABLES SUBMITTED DURING THE YEAR

Table 12: FY 2021 Deliverables			
Deliverable	Approval Date	DEC Link	KaMP Link
Activity Reporting			
Annual Progress Report, FY 2020	11/22/20	https://pdf.usaid.gov/pdf_docs/PA00X53W.pdf	n/a
Quarterly Financial Report, Quarter 4, FY 2020	11/1/21	n/a	
Year 2 Work Plan	1/20/21	https://pdf.usaid.gov/pdf_docs/cca6bbf7d76c46a3be2ef93fbd2aee9c.pdf	n/a
Quarterly Report, Quarter 1, FY 2021	1/31/21	https://pdf.usaid.gov/pdf_docs/PA00XD1Z.pdf	n/a
Quarterly Financial Report, Quarter 1, FY 2021	1/29/21	n/a	
Quarterly Report, Quarter 2, FY 2021	5/18/21	https://pdf.usaid.gov/pdf_docs/PA00XGGR.pdf	n/a
Quarterly Financial Report, Quarter 2, FY 2021	5/3/21	n/a	
Quarterly Report, Quarter 3, FY 2021	8/8/21	https://pdf.usaid.gov/pdf_docs/PA00XTRG.pdf	
Quarterly Financial Report, Quarter 3, FY 2021	8/4/21	n/a	
Year 3 Work Plan	Pending USAID's Approval		
Activity Assignment Products			
FRPFM Evaluation Report Phase I	12/11/20	https://pdf.usaid.gov/pdf_docs/PA00X749.pdf	https://jordankmportal.com/resources/frpfm-evaluation-phase-i-report
FRPFM Evaluation Report Phase II	12/11/20	https://pdf.usaid.gov/pdf_docs/PA00X74B.pdf	https://jordankmportal.com/resources/frpfm-evaluation-phase-ii-report
SNBN Initiative Assessment Report	2/25/21	https://pdf.usaid.gov/pdf_docs/PA00X9VF.pdf	https://jordankmportal.com/collections/assessment-report-street-naming-and-building-numbering-sbn-initiative
Jordan Water Consumption Patterns - Final Assessment Report	6/2/21	https://pdf.usaid.gov/pdf_docs/PA00XK5Z.pdf	https://jordankmportal.com/collections/jordan-water-consumption-

			patterns-final-assessment-report
Beyond Capital Midterm Evaluation	4/12/21	https://pdf.usaid.gov/pdf_docs/PA00XGG3.pdf	https://jordankmportal.com/collections/final-report-beyond-capital-midterm-evaluation
Municipal LED in Jordan: Assessment Report	3/22/21	https://pdf.usaid.gov/pdf_docs/PA00XDX1.pdf	https://jordankmportal.com/collections/municipal-local-economic-development-in-jordan-assessment-report-led
MEL Starter Pack Collection	9/7/21		https://jordankmportal.com/collections/monitoring-evaluation-and-learning-mel-starter-pack-2021

ANNEX 3: DEVRESULTS ACTIVITY MEL PLANS

The following new MEL Plans were received by the Mission and the Activity uploaded them to DevResults:

- LHSS - COVID 19
- COVID-19 Economic Response and Long-Term Growth in Jordan
- LHSS - Continuous Professional Development Activity
- Jordan Nutrition Innovation Lab (JNIL)
- Construction Management Activity-Trigon
- Habibi
- Recycling activity
- Community Health and Nutrition Activity (CHN)
- Accelerating Access Initiative (AAI 2.0)
- MoY
- Joint Financing Agreement for the NAF
- Partnership for Health and Family Planning (PHFP) (MoH)
- Partnership for Education I
- Design of Health Facilities (DHF)
- Water Engineering Services (WES)

ANNEX 4: CURRENT AND DEPARTING ACTIVITY STAFF

Table 13: Staff List as of September 2021		
Name	Role	Approx. Start Date
Field Office Staff		
██████████	Chief of Party	12/17/2020
██████████	MIS Manager	03/16/2020
██████████	██████ CLA Specialist/DCOP	04/01/2020
██████████ ██████████	GIS Specialist	04/16/2020
██████████	Strategic Communications Specialist	05/01/2020
██████████	Senior Capacity Building & Training Specialist	05/03/2020
██████████	Information Technology & Web Developer Manager	05/01/2020
██████████	Operations Coordinator	05/27/2020
██████████	Acceleration Specialist	06/01/2020
██████████	Driver	06/16/2020
██████████	Accounting Associate	07/14/2020
██████████	Senior Trainer and CLA Specialist	07/19/2020
██████████	Administrative Officer	07/23/2020
██████████	Acceleration Manager	08/05/2020
██████████	MEL Specialist	12/09/2020
██████████	MEL Specialist	05/17/2021
██████████	MEL Specialist	07/11/2021
██████████	Senior MEL Specialist	08/08/2021
Home Office Staff		
██████████	Program Manager (Kaizen)	04/02/2020
██████████	Technical Director (Kaizen)	04/16/2020
██████████	Program Manager (Dexis)	04/23/2020
██████████	Project Associate (Dexis)	04/02/2020

██████████	Technical Director (Dexis)	04/02/2020
██████████	Senior Program Coordinator (Kaizen)	07/26/2021
Short-Term Technical Assistance (STTA)		
██████████ ██████████	Technical Advisor	05/29/2020
██████████	Senior Technical Advisor	05/29/2020
██████████	Local SME (FRPFM)	06/24/2020
██████████ ██████████	COPR Needs Assessment Consultant	03/08/2021
██████████	Technical Advisor (Dexis HO)	4/12/2021
██████████	Senior MEL Specialist Consultant (Dexis)	4/13/2021
██████████	Senior CLA Trainer (Dexis)	4/15/2021
██████████	Technical Advisor (Dexis HO)	5/16/2021
██████████	OCA Validation Consultant - Financial Management	6/20/2021
██████████	OCA Validation Consultant - Program Management	6/20/2021
██████████	OCA Validation Consultant - Governance and HR	6/20/2021
██████████	YouthPower Technical Expert	6/27/2021
██████████	Team Lead, General Population Survey	07/07/2021
██████████	MIS Officer	09/16/2021
Service Providers		
██████████	Team Lead (FRPFM)	06/23/2020
██████████	Evaluation Local Education Expert (Infrastructure evaluation)	3/15/2021
██████████	Evaluation Subject Matter Expert (Infrastructure evaluation)	3/17/2021
██████████	Evaluation Team Lead (Infrastructure evaluation)	3/29/2021

Table 14: Staff Departures			
Name	Role	Start Date	Estimated Departure Date
[REDACTED]	Program Coordinator (Kaizen)	03/25/2020	05/31/2020
[REDACTED]	Senior MEL Specialist (Dexis)	03/17/2020	06/02/2020
[REDACTED]	MIS Manager Consultant	05/03/2020	07/20/2020
[REDACTED]	Program Coordinator (Kaizen)	04/02/2020	07/27/2020
[REDACTED]	Senior MEL Specialist (Dexis)	07/20/2020	08/04/2020
[REDACTED]	Team Lead (SNBN-LED)	08/03/2020	08/04/2020
[REDACTED]	HSD Evaluation Presenter	08/05/2020	08/10/2020
[REDACTED]	Capacity Building Manager (Kaizen)	04/02/2020	08/21/2020
[REDACTED]	Technical Advisor	05/29/2020	09/03/2020
[REDACTED]	Chief of Party	3/16/2020	11/17/2020
[REDACTED]	Assessment/SME (SNBN-LED)	08/05/2020	2/25/2021
[REDACTED]	Local Researcher (SNBN-LED)	08/05/2020	2/25/2021
[REDACTED]	Local Researcher (SNBN-LED)	08/05/2020	2/25/2021
[REDACTED]	Team Lead (SNBN-LED)	8/03/2020	10/28/2020
[REDACTED]	Project Associate (Dexis)	04/16/2020	03/12/2021
[REDACTED]	Senior MEL Consultant	10/01/2020	10/31/2020
[REDACTED]	Local Data Collector (Beyond Capital Mid-Term Evaluation)	09/02/2020	12/16/2021
[REDACTED]	Local Data Collector (Beyond Capital Mid-Term Evaluation)	09/02/2020	12/16/2021
[REDACTED]	Tax Administration Specialist for SNBN Final Report	12/9/2020	01/13/2021
[REDACTED]	Technical Advisor (Dexis HO)	11/13/2020	02/19/2021
[REDACTED]	Private Sector/SME Expert (Beyond Capital Mid-Term Evaluation)	09/02/2020	03/01/2021

ANNEX 5: INDICATOR PERFORMANCE TRACKING TABLE ¹

No.	Type	Indicator	Disaggregation	Frequency	Baseline		FY 21 Q 1	FY 21 Q 2	FY 21 Q 3	FY 21 Q 4	FY 21 Total	Notes
Result 1: Local MEL capacity improved												
1-a	Outcome	Number of local organizations that receive the Activity's technical assistance with improved capacity	Type of organization	Annually	0	Target	N/A	N/A	N/A	N/A	N/A	Given that the Activity developed the new indicators in FY21Q4 and had not yet designed the survey for data collection, no information can be reported for the FY2021 period.
						Actual	-	-	-	-	-	
						Variance	-	-	-	-	-	
Sub-Result 1.1: Local stakeholders' capacity of contracting USAID MEL activities enhanced												
1.1-a	Outcome	Percent of USG-assisted organizations with improved performance (F indicator # CBLD-09; Mission # 3.1.2.b)	Type of organization	Annually	0	Target	N/A	N/A	N/A	N/A	N/A	The first round of the OCAs and MELCAs were completed during FY21Q3. The second round is anticipated to take place in FY22Q3 at which point the Activity will be able to report on this indicator.
						Actual	-	-	-	-	-	
						Variance	-	-	-	-	-	
Sub-Sub-Result 1.1.1: LMOs organizational and MEL institutional capacity improved												

¹ THESE INDICATORS WILL BE AMENDED FOLLOWING THE APPROVAL OF THE REVISED ACTIVITY MEL PLAN/AMELP PLAN.

1.1.1-a	Output	Number of LMOs with OCA and MELCA Action Plans	Type of LMO; Women-owned business	Annually	0	Target	N/A	N/A	N/A	N/A	N/A	Six OCA Action Plans were approved in FY21Q4; these include plans for Al-Jidara, BDO Jordan, GfP, Leading Point, MMIS, and Sustainable Alternatives. Another two OCA Action Plans will be approved in FY22Q1.
						Actual	-	-	-	6	6	
						Variance	-	-	-	-	-	
Sub-Sub-Result 1.1.2: LMOs' contractual performance improved												
1.1.2-a	Output	Number of Task Orders awarded to LMOs to deliver MEL services	Type of LMO; Women-owned business; Type of Task	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	Three LMOs were awarded TOs during FY2021. These included Leading Point, Mindset, and Integrated. All three are women-owned businesses.
						Actual	-	1	3	0	4	
						Variance	-	-	-	-	-	
1.1.2-b	Outcome	Percentage of LMOs that achieve 3 out of 5 in their performance rating	Type of LMO; Women-owned business; Type of Task	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	One of the three LMOs that had been awarded a TO had completed their work by FY21Q4. This LMO received a rating above the 3 with reference to their performance.
						Actual	-	-	-	100%	100%	
						Variance	-	-	-	-	-	
Sub-Result 1.2: Increased MEL capacity of USAID/Jordan, IPs, GoJ and MEL stakeholders												
1.2-a	Outcome	Percent of attendees reporting improved knowledge and learning as a result of	Sex; Type of participant	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	In FY21, a total of 190 respondents completed the evaluation forms for the training sessions. Of these 131 (69%) showed
						Actual	63%	83%	71%	64%	69%	

		attending the Activity trainings				Variance	-	-	-	-	-	an increase in knowledge or learning.
1.2-b	Output	Number of person-hours of training completed as a result of USG assistance	Sex; Type of participant	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	During FY21, the Activity hosted a total of 40 trainings.
						Actual	982	386	363	1248	3252	
						Variance	-	-	-	-	-	
Result 2: MEL services provided to USAID improved												
2-a	Outcome	Percent of respondents who reported using findings or recommendations from evaluations, assessments, surveys conducted by the Activity for future programming and/or decision-making	Respondent Type; Assignment Type; Technical Office	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	Given that the Activity developed then new indicators in FY21Q4 and had not yet designed the survey for data collection, no information can be reported for the FY2021 period.
						Actual	-	-	-	-	-	
						Variance	-	-	-	-	-	
2-b	Outcome	Average rating of MEL support provided to USAID	Respondent Type; Assignment Type; Technical Office	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	Given that the Activity developed then new indicators in FY21Q4 and had not yet designed the survey for data collection, no information can be reported for the FY2021 period.
						Actual	-	-	-	-	-	
						Variance	-	-	-	-	-	
2-c	Outcome	Percent of users satisfied with Activity	Respondent Type;	Annually	0	Target	N/A	N/A	N/A	N/A	N/A	Given that the Activity developed then new

		support in implementing the Mission's data systems	Technical Office			Actual	-	-	-	-	-	indicators in FY21Q4 and had not yet designed the survey for data collection, no information can be reported for the FY2021 period.
						Variance	-	-	-	-	-	
Sub-Result 2.1: MEL support to USAID provided												
2.1-a	Output	Number of evaluations, assessments, surveys conducted	Assignment Type; Technical Office	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	During FY21, the Activity completed three assessments (SNBN, LED, and Water Consumption Patterns in Agriculture), and two evaluations (FRPFM and Beyond Capital).
						Actual	1	2	2	0	5	
						Variance	-	-	-	-	-	
2.1-b	Output	Number of other MEL services provided to USAID	Assignment Type; Technical Office	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	In FY21, the team provided assistance on 12 MEL plans, 10 data verification activities, and the PMP PIRS.
						Actual	5	1	10	7	23	
						Variance	-	-	-	-	-	
2.1-c	Context	Percent of required PMP indicators reported in DevResults on schedule	Technical Office	Quarterly	0	Actual	50%	62%	66%	76%	76%	This is a noncumulative indicator therefore FY21 total figures were not reported. In total, 20 of the 26 PMP indicators were reported on time.
Result 3: Collaboration, Learning, and Adapting (CLA) practices strengthened												
3-a	Outcome	Number of MEL stakeholders that report using data for decision-making	Sex; Type of participant	Annually	0	Target	N/A	N/A	N/A	N/A	N/A	Given that the Activity developed then new indicators in FY21Q4 and had not yet
						Actual	-	-	-	-	-	

		and/or future programming				Variance	-	-	-	-	-	designed the survey for data collection, no information can be reported for the FY2021 period.
3-b	Outcome	Number of MEL stakeholders that report improved collaboration	Sex; Stakeholder Type; Technical Office	Annually	0	Target	N/A	N/A	N/A	N/A	N/A	Given that the Activity developed then new indicators in FY21Q4 and had not yet designed the survey for data collection, no information can be reported for the FY2021 period.
						Actual	-	-	-	-	-	
						Variance	-	-	-	-	-	
Sub-Result 3.1: CLA capacity of MEL stakeholders improved												
3.1-a	Output	Number of CLA events conducted	Type of event; Format	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	During FY21, the Activity hosted a number of CLA events, including Pause and Reflect sessions, training on CLA approaches, and hosting collaboration sessions with GoJ members.
						Actual	3	2	4	4	13	
						Variance	-	-	-	-	-	
3.1-b	Output	Number of attendees in CLA events	Sex; Type of participant	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	In FY21, there were a total of 125 participants at the 13 different CLA events.
						Actual	42	25	32	26	125	
						Variance	-	-	-	-	-	
3.1-c	Output	Number of CLA products developed	Product Type; Technical Office	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	The team developed several CLA documents, including CLA maturity assessment reports, the
						Actual	0	1	0	13	14	


						Variance	-	-	-	-	-	MEL StarterPack, Learning Documents, and the CLA Planning for the PMP.
Cross Result: Strategic Communication on MEL and Gender & Social Inclusion Enhanced												
CR-1	Output	Number of MEL communication products developed and published	N/A	Quarterly	0	Target	N/A	N/A	N/A	N/A	N/A	The Activity developed a number of communication products that included news articles, LinkedIn Posts, Brochures, and Infographics.
						Actual	10	11	10	20	51	
						Variance	-	-	-	-	-	

ANNEX 6: GEOGRAPHIC DATA REPORTING

The table below shows the number of Activity trainees based on their organization's location.

Activity Trainee Locations									
Training Title	Ajlun	Amman	Aqaba	Balqa	Irbid	Karak	Ma'an	Madaba	Grand Total
Developing Activity MEL Plans		41	1						
Data Quality Assessment Training		17							
NAF Report Writing		9							
MOH Developing MEL Plan		13							
Total		80	1						81

ANNEX 7: SUCCESS STORIES




BUILDING THE MEL CAPACITY of THE NATIONAL AID FUND STAFF

The USAID Monitoring, Evaluation, and Learning (MEL) Activity held a series of capacity building and gender integration sessions for a group of the National Aid Fund (NAF) staff, which concluded with the development of a MEL plan. This training provided NAF staff with tools to monitor the new USAID Partnerships for National Aid award, which aims to improve and expand social assistance programs and enhance the Fund's ability to respond to emergencies, including COVID-19. Developing the National Aid Fund's MEL plan is part of the Partner Government Systems Agreement between USAID and the Government of Jordan.

“One of the important steps in monitoring and evaluation is to collect, analyze, and utilize data to make informed decisions. This will ultimately impact the quality of the execution process. I am currently reflecting what I've learned on my daily work in the field as a branch manager.”

Na'our Branch Manager
National Aid Fund



News article: Local MEL Organizations Join USAID's Accelerator Program

On November 3rd, the USAID Monitoring, Evaluation, and Learning Activity held a virtual meeting to announce the selection of 12 Jordanian organizations to join the Activity's Accelerator Program! These organizations applied to have the opportunity to provide USAID Jordan and its partners with a wide spectrum of MEL services. At the same time, these organizations will receive technical and institutional support from the USAID Monitoring, Evaluation, and Learning Activity. These Local MEL Organizations (LMOs) will build their network and connect with each other through the MEL Community of Practice.



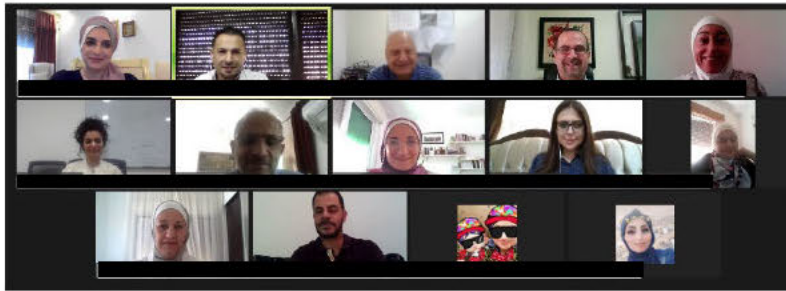
Seven local MEL organizations shortlisted to tier-one Rapid Procurement Mechanism during the announcement meeting



Five local MEL organizations shortlisted to tier-two Rapid Procurement Mechanism during the announcement meeting

Success Story: Adapting to Virtual Communications: Pursuing Ideas in New Ways

As a result of the COVID-19 pandemic, the USAID Monitoring, Evaluation, and Learning Activity, felt disrupted about conducting in-person training sessions and meetings, and tumbled into a world of virtual communications. Times of disruption, however, can also trigger innovation. USAID activated an integral component of its Activity; collaborating, learning, and adapting through utilizing various virtual platforms such as Zoom, Google Meet, and Microsoft Teams, to connect with its implementing partners, local institutions working in monitoring and evaluation, and the Government of Jordan to ensure USAID's activities in Jordan achieve their intended results, yet maintaining a safe distance and sparing our partners' health and safety.



Group photo for the Ministry of Education staff attending a virtual training session

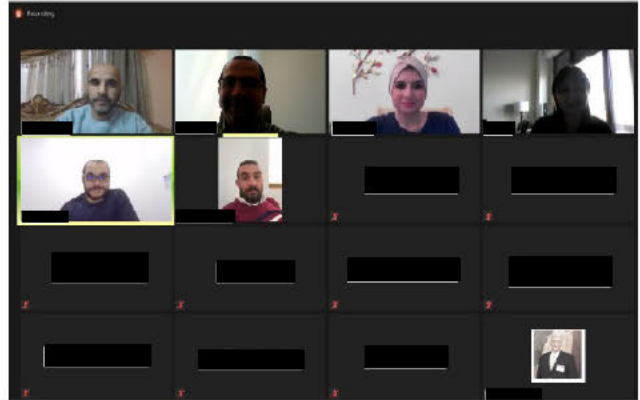
The Monitoring, Evaluation, and Learning Activity, successfully leveraged creative and relevant use of virtual platform tools such as chat queue, Question & Answer pod, collaborative whiteboard, polling, break-out rooms, and virtual hand raising to deliver theoretical and practical training sessions to the Ministry of Education to learn how to develop plans to monitor and evaluate their work.

Managing the logistics and technical pieces of the virtual platform can be stressful. However, by applying a learning by doing approach, the Activity was able to alleviate this stress by pairing an instructor with a technical producer for the entirety of the virtual training session. This supportive role enables the trainer to focus on the content and do what they do best—teach.

In this time of ambiguity, one thing is clear. Virtual learning techniques will continue to evolve and is here to stay. By learning from our experience and adapting to the endless variables, the Activity will continue to innovate and discover what works best for its virtual learners. With the COVID-19 pandemic, shifting to virtual is not optional anymore, it is a necessity.

News article: “Developing Activity Monitoring, Evaluation, and Learning Plans” Training for the USAID Mission Staff and Implementing Partners

The USAID Monitoring, Evaluation, and Learning Activity aims to improve the quality of monitoring, evaluation, and learning within USAID and its Implementing Partners. To address the priorities for capacity strengthening, which were determined by the Training Needs Assessment conducted by MELA two months ago, the MELA team developed and delivered Activity MEL Plan virtual training on November 9. A total of 19 participants including MEL Specialists and technical staff from the Mission and Implementing Partners attended the training. Participants received an overview of MEL Plan components, including theory of change, log frame, and indicators, in addition to an overview of Performance Indicator Reference Sheets (PIRS). USAID implementing partners are required to report the results of their development activities utilizing appropriate MEL approaches.



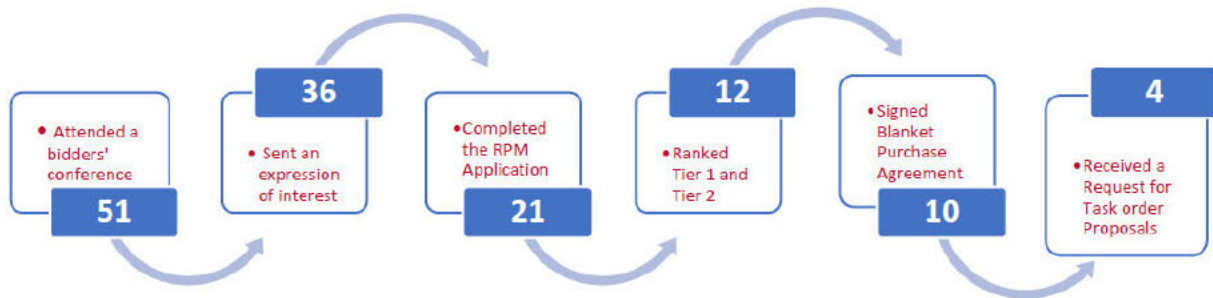
Group photo for the Mission and Implementing Partners attending the virtual training session

SUCCESS STORY: FOUR LOCAL MEL FIRMS BEGIN THE USAID'S ACCELERATOR JOURNEY TOWARDS SELF RELIANCE AND TECHNICAL VIABILITY

The USAID Monitoring, Evaluation and Learning Activity-developed Accelerator aims to strengthen the capacity of local organizations to become the primary entities in providing MEL services while adhering to USAID requirements in MEL implementation, administration, reporting, and learning activities. The aim is that by the end of the Monitoring, Evaluation and Learning Activity, a select group of local organizations will be able to carry out all aspects of MEL services, enabling them to be eligible to receive direct awards from USAID/Jordan or other donors in the future.

LMOs Journey Towards Self-Reliance and Technical Viability

Round I



NEWS ARTICLE: BUILDING CAPACITY IN MONITORING, EVALUATION, AND LEARNING FOR THE MINISTRY OF EDUCATION

The USAID Monitoring, Evaluation, and Learning Activity held a series of capacity building and gender integration sessions for staff at the Ministry of Education, which concluded with their development of a Monitoring, Evaluation and Learning plan. This training provided Ministry staff with tools to monitor the new USAID Partnerships for Education award, which aims to improve access to and quality of education from kindergarten to tenth grade in Jordanian public schools as well as strengthening systems at the Ministry, directorates, and public schools. Developing the Ministry's MEL plan is part of the Partner Government Systems Agreement between USAID and the Government of Jordan.

“

I learned how to develop an M&E plan

including building a theory of change and designing indicators. In my line of work, I can easily identify good indicators and provide feedback to my colleagues on how to improve MEL plans. Knowing how to develop and interpret MEL plans is important to monitor the progress and deal with the challenges in a timely manner.”

██████████
*Educational and initiatives coordinator
Ministry of Education*



News article: Fiscal Reform & Public Financial Management Evaluation: Assessing Effectiveness and Highlighting Recommendations for Future Support

The USAID Monitoring, Evaluation, and Learning Activity conducted a two-phase external evaluation and assessment of the USAID-funded Fiscal Reform and Public Financial Management Project from June to November 2020. The evaluation and assessment used a mixed-method approach of desk reviews, field interviews, and focus group discussions with key stakeholders to assess the project's sustainability, effectiveness, and its ability to address government priorities. The evaluation team also identified challenges, lessons learned, and recommendations for future interventions.

The field research consisted of 28 key informant interviews and five focus group discussions. Many of these were conducted on-site at the Jordanian Ministry of Finance and incorporated internet conferencing capabilities. Interviewees included FRPFM project staff, Government of Jordan officials from the Ministry of Finance, the General Budget Department (GBD), the Income and Sales Tax Department (ISTD), the Studies and Economic Policy Directorate (SEPD), the Customs Department, the Department of Lands and Survey (DLS), governorates, other ministries, and representatives of USAID and the donor community.

All focus group participants were government employees who had direct experience with the Fiscal Reform Project. Most participants engaged in workshops and training courses conducted by the project and more than half expressed the view that institutional capacity building was the most important issue addressed by the project. Respondents cited many achievements, but from the perspective of these participants, the main achievements of the Fiscal Reform Project concerned institutionalized training. Most participants shared the perspective that the most important challenge to efficacy was limited project funding. Participants also identified the following areas as relatively important for achieving sustainable results in a follow-on project: 1) continued capacity building, 2) continued development of e-services, and 3) continued work in automating the financial management system.

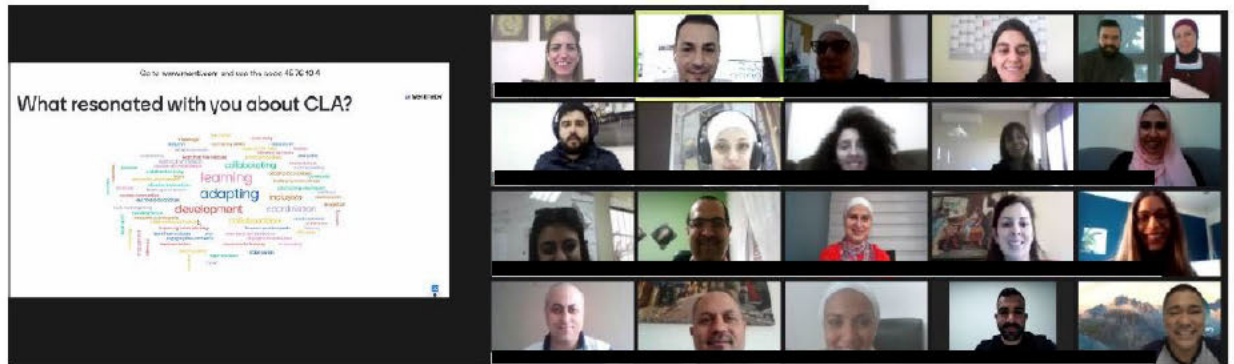
Lessons learned and suggestions for a new project stressed better monitoring of project results, more practical and hands-on training, and closer coordination between the project and the Ministry of Finance (MOF) to catalyze greater engagement from the Ministry concerning project implementation.

To access **phase I evaluation report on DEC**, please click [here](#) | on **KaMP**, please click [here](#)

To access **phase II evaluation report on DEC**, please click [here](#) | on **KaMP**, please click [here](#)

News article: “Introduction to Collaborating, Learning and Adapting” Training for the USAID Mission Staff and Implementing Partners

The USAID Monitoring, Evaluation, and Learning Activity conducted an introduction to Collaborating, Learning, and Adapting (CLA) virtual training on January 11 for USAID Mission staff and its Implementing Partners. This training aligns with USAID’s focus on improving evidence-based decision making by incorporating CLA practices. A total of 27 participants including MEL Specialists and technical staff from the Mission and Implementing Partners attended the training. Participants received an introduction about Collaborating, Learning, and Adapting including CLA principles, program cycle and framework. USAID implementing partners are encouraged to report the results of their development activities utilizing CLA approaches.



Group photo for the Mission and Implementing Partners attending the virtual training session. Photo by: MELA

NEWS ARTICLE: TWELVE LOCAL MEL ORGANIZATIONS ATTENDED ORIENTATION SESSION ON THE ACCELERATOR'S NEXT STEPS

The USAID Monitoring, Evaluation and Learning Activity implemented an introductory session to 12 local Monitoring, Evaluation and Learning (MEL) organizations who were ranked Tier 1 and Tier 2 within the Activity's Accelerator Program. The session aimed to encourage these organizations to self-assess their organizational and MEL technical capacities. Through this assessment, the USAID Activity will be able to understand the organizational and MEL technical capacity of the participated organizations in several areas including: Governance and Legal Structure, Financial Management and Internal Control Systems, MEL Human Resources, MEL Technical Resources, and MEL Reporting.



A mix of online and in-person orientation session was conducted by the Monitoring, Evaluation and Learning Activity team to the 12 local MEL organizations. Photo by USAID Monitoring, Evaluation and Learning Activity.

Based on the self-assessment's scoring, the organizations will be able to identify their strengths and areas for improvement and work with the USAID Monitoring, Evaluation and Learning Activity to develop their capacity improvement plans. The self-assessment not only helps the organizations reflect on their processes and functions against benchmarks, but it also promotes organizations' ownership of their capacity improvement plans.

Eventually, these organizations will engage with technical assistance and other customized support that will be designed based on their capacity development plans. This will enable them to ultimately graduate from the MEL accelerator to bid on USAID opportunities on their own, while simultaneously strengthening their technical capacity and operational and financial management systems.

NEWS ARTICLE 2: THE USAID'S ACCELERATOR ENABLES A LOCAL MEL ORGANIZATION TAKES A BIG STEP TOWARDS SELF-RELIANCE

The USAID Monitoring, Evaluation, and Learning Activity has recently awarded its first Task Order to Mindset, a local organization specialized in qualitative and quantitative market research, to provide Monitoring, Evaluation and Learning (MEL) capacity building services to the Ministry of Health under the G2G Partnership for Health and Family Planning Project.

During the implementation phase, scheduled to start on March 1, 2021, The USAID Activity will provide Mindset with technical and institutional support needed to implement Capacity Building activities that focuses on three main interventions: The development of the Monitoring, Evaluation, and Learning Plan for the award, Conducting Basic MEL training to the Ministry staff responsible for data collection and analysis, and then providing them with the on the job support needed to help them report on their MEL Plan performance indicators.

The Task Order comes after a robust evaluation process to applications submitted by four eligible local organizations engaged in the Activity's Accelerator. This award demonstrates the efficiency of the Activity's Accelerator in providing opportunities for local organizations to bid on USAID opportunities that support the Government of Jordan, while simultaneously strengthening their technical capacity and operational and financial management systems.



A staff member from Mindset presenting their approach during the Task Order Virtual Kick-off meeting to USAID and Monitoring, Evaluation and Learning Activity.

ASSESSING POTENTIAL ECONOMIC AND GOVERNANCE BENEFITS OF STREET NAMING AND BUILDING NUMBERING



The USAID Monitoring, Evaluation and Learning Activity conducted an assessment for Street Naming and Building Numbering Initiative (SNBN) implemented by USAID CITIES Activity between August and December 2020 using a mixed method approach, utilizing qualitative and quantitative data from primary and secondary sources. The Assessment intends to explore the potential economic and governance benefits of the initiative.

Specifically, this assessment answered the following questions, including: 1) What are the Jordanian and international comparative experiences of implementing systematic SNBN, and to what extent can SNBN contribute to sustainable Gross Domestic Product (GDP) growth in Jordan? 2) What are the financial benefits and costs to implementation of SNBN nationwide in Jordan? 3) Compare the benefits and costs and identify the return-on-investment ratio associated with the scaling up of SNBN nationwide.

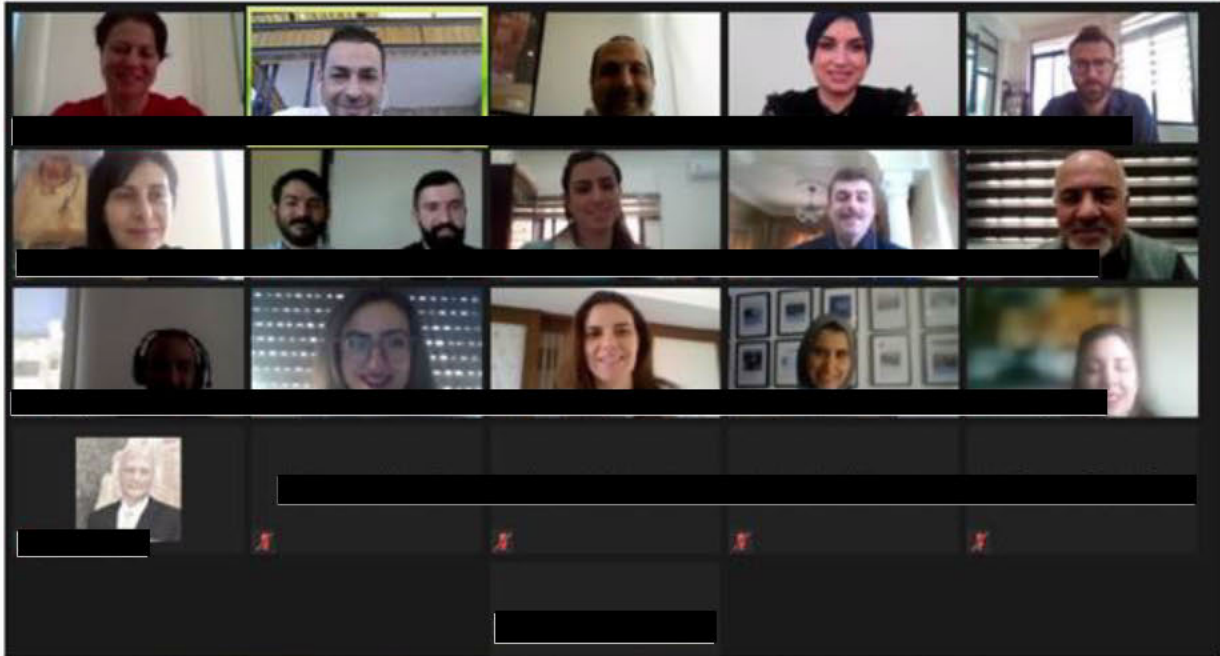
The assessment findings showed that nationwide SNBN expansion has significant potential to grow the economy and improve delivery of certain public services. It can also increase the efficiency of public utilities.

You can access the full assessment report at the Development Experience Clearinghouse [DEC](#) or at the USAID Jordan Knowledge Management Portal [KaMP](#).

“GENDER AND SOCIAL INCLUSION” TRAINING FOR USAID AND IMPLEMENTING PARTNERS

The USAID Monitoring, Evaluation, and Learning Activity conducted a virtual training session on Gender and Social Inclusion in Monitoring, Evaluation and Learning on March 15 for 22 USAID and Implementing Partner staff members. During the training, participants learned key concepts and definitions about gender, why it is important, what are the challenges facing gender and social inclusion. Participants had also the chance to learn about USAID Gender policy and requirements, key issues to be considered during the project cycle for gender and social inclusion, and how to develop a gender and social inclusion sensitive Monitoring, Evaluation and Learning plan. This training will be followed by a series of additional trainings specializing in gender and social inclusion.

“Developing Activity Monitoring, Evaluation, and Learning Plans” Training for the USAID Mission and Implementing Partners Staff



Group photo for the USAID Mission and Implementing Partners staff attending the virtual training session.

The USAID Monitoring, Evaluation, and Learning Activity aims to improve the quality of monitoring, evaluation, and learning within USAID and its Implementing Partners. The Activity developed and delivered a two-day Activity MEL Plan virtual training on April 5 and 6, 2021. A total of 20 participants attended the training, including implementing partners (MEL Specialists and technical staff) and Mission staff. Participants received an overview of MEL Plan components, including theory of change, log frame, and indicators, in addition to an overview of Performance Indicators Reference Sheets (PIRS). Implementing partners will utilize the skills and tools acquired from the workshop when reporting on activity achievements and outcomes.

Assessing the Economic Impact Of Local Economic Development Initiatives In Jordan

The USAID Monitoring, Evaluation and Learning Activity conducted a Local Economic Development (LED) assessment between August and December 2020 utilizing a mixed method approach, comprising of qualitative and quantitative data from primary and secondary sources. The Assessment sought to understand the economic impact of Local Economic Development (LED) initiatives in Jordan, in particular the LED support provided by the USAID Cities Implementing Transparent, Innovative and Effective Solutions (CITIES) Activity since 2016, as well as to provide recommendations and suggestions for future USAID LED activities.

Specifically, this assessment answered the following questions, including: 1) What are the Jordanian and international comparative experiences of investing in LED, and to what extent can these interventions contribute to the creation of employment and/or contribute to sustainable Gross Domestic Product (GDP) growth in Jordan? 2) What are the specific economic and financial benefits and costs to implementation of LED nationwide in Jordan? What are the micro- and macro-economic benefits and challenges related to investing in LED opportunities identified through USAID/CITIES's LED? 3) Of LED opportunities identified by USAID/CITIES through its activities, which type of opportunities are the most likely to result in economic growth, e.g., investments, own source revenue, and the creation of jobs, in local communities?

The assessment findings showed that LED and LED-enabling initiatives conducted under CITIES have been limited by capacity constraints, time limitations, and overarching fragmentation among responsible authorities, limiting the impact of these initiatives at the local, national, and regional level. These challenges must be addressed, particularly in consultation and partnership with the Government of Jordan (GOJ), to realize the full potential benefits of support in this area.

You can access the full assessment report at the Development Experience Clearinghouse [DEC](#) or at the USAID Jordan Knowledge Management Portal [KaMP](#).

USAID Monitoring, Evaluation, And Learning Activity Launches “Learning By Doing” Partnership With Local Organization

The USAID Monitoring, Evaluation, and Learning Activity recently awarded a MEL service Task Order to Leading Point Management Advisory Services, a Jordanian organization specialized in development research and analysis, to evaluate three of USAID’s school infrastructure activities implemented in the past 10 years.

This evaluation will determine how USAID’s school infrastructure activities have affected students and communities, inform the design of new schools, and explore the academic and non-academic learning outcomes of students in newly built schools and school expansions.



Leading Point staff present their approach during the Task Order Virtual Kick-off meeting to the USAID Monitoring, Evaluation and Learning Activity.

Leading Point will bring expertise in school infrastructure use and useability assessments to conduct field data collection, recording, data entry, and analysis to conduct field work under School Infrastructure Multi-Activity Evaluation.

The evaluation will address several learning areas including: 1) the schools’ internal and external design and the usability of spaces constructed, 2) how school construction and expansion affected students in USAID built or expanded schools and their neighboring public schools, and 3) whether academic and non-academic learning outcomes of students in newly built schools and school expansions differ from their peers in neighboring schools.

The Task Order was facilitated through the Monitoring, Evaluation, and Learning Activity’s Rapid Procurement Mechanism (RPM). The RPM announces competitive Task Order opportunities to a shortlisted cohort of local MEL organizations.

NEWS ARTICLE: BEYOND CAPITAL EVALUATION: OPTIMIZING THE PROSPECT OF MEETING OBJECTIVES

The USAID Monitoring, Evaluation and Learning Activity conducted a Midterm Evaluation for Beyond Capital during October 14 – November 16 2020 using a mixed-method approach. The evaluation intended to 1) determine the effectiveness of Beyond Capital's technical assistance (quality and effectiveness) focused on increasing the viability and scalability of qualified early-stage businesses, and 2) assess their approach to increasing access to investors and risk capital to support the growth of businesses and investing in funds of funds.



Early-stage investors meet with the Activity team to discuss the effectiveness and quality of Beyond Capital's technical assistance. Photo by USAID Monitoring Evaluation and Learning Activity.

The evaluation found that Beyond Capital played a significant role in paving the way for the development of a more robust and sustainable entrepreneurial ecosystem in Jordan with clients benefiting from financial support and capacity measures.

Beyond Capital is a program funded by USAID to provide matching investment capital, investment insurance and technical assistance support to pre-qualified early-stage businesses in Jordan with a view to improving competitiveness and revenue growth potential. This support is either provided directly to selected pre-qualified early-stage businesses or indirectly via pre-qualified early-stage investors such as venture capital funds and angel investors as well as incubators and accelerators. The overarching aim of this initiative is to help drive private sector economic development and to encourage entrepreneurship in Jordan.

You can access the full evaluation report at the Development Experience Clearinghouse [DEC](#) or at the USAID Jordan Knowledge Management Portal [KaMP](#).

“Data Quality Assessment” Training for the USAID Mission and Implementing Partners Staff

The USAID Monitoring, Evaluation, and Learning Activity aims to improve the quality of monitoring, evaluation, and learning within USAID and its Implementing Partners. To address the priorities for capacity strengthening, which were determined by the Training Needs Assessment conducted in August 2020, the team developed and delivered a one-day Data Quality Assessment virtual training on June 9. A total of 18 participants attended the training, including implementing partners (MEL Specialists and technical staff) and Mission staff. By the end of the training course, participants were able to recognize the importance of high-quality data for decision making and reporting, understand USAID data quality standards, and became familiar with the processes and best practice of conducting a data quality assessment.



Group photo for the USAID Mission and Implementing Partners staff attending the virtual training session. Photo by MELA

By the end of the training course, participants were able to recognize the importance of high-quality data for decision making and reporting, understand USAID data quality standards, and became familiar with the processes and best practice of conducting a data quality assessment.

“REPORT WRITING SKILLS” TRAINING FOR THE STAFF OF THE NATIONAL AID FUND AND THE MINISTRY OF EDUCATION



The Staff of the Ministry of Education (on the left), and the staff of the National Aid Fund (on the right) are developing their skills in report writing through a learning by doing approach. Photo by MELA

As part of its capacity building plan to USAID Government of Jordan (GOJ) partners, The USAID Monitoring, Evaluation, and Learning Activity conducted a two-separate three-day in-person training workshops on Report Writing Skills for six staff from the National Aid Fund (NAF) and two staff from the Ministry of Education (MOE). The training is intended to strengthen the capacity of the staff from both entities in “Report Writing” in general, with special emphasis on reporting on USAID reporting requirements, Monitoring, Evaluation, and Learning Plan and Performance Indicators reporting. The training was customized to the NAF and MOE needs and more specifically the MEL plan that was developed with the support of The USAID Monitoring, Evaluation, and Learning Activity.

The USAID Monitoring, Evaluation, and Learning Activity has designed this training so that by the end of the course, participants will understand the importance of writing a quarterly report that meets USAID requirements and develop skills related to presenting data and information in narrative reports, in addition to understanding the structure, components, and characteristics of a quality narrative report.

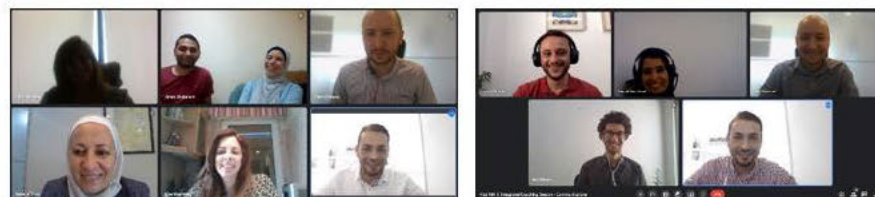
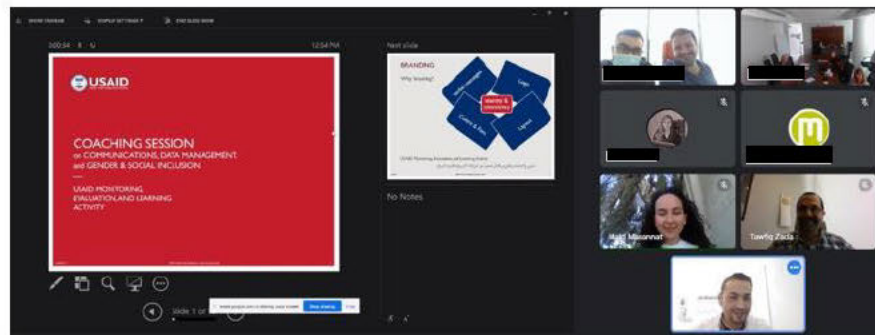
"SELECTING EFFECTIVE INDICATORS" TRAINING FOR THE LOCAL MEL ORGANIZATIONS IN JORDAN

The USAID Monitoring, Evaluation, and Learning Activity aims to improve the quality of monitoring, evaluation, and learning for all local MEL organizations in Jordan. To address the priorities for capacity strengthening, which were determined by the Training Needs Assessment conducted in the last reporting period, the team developed and delivered a one-day Selecting Effective Indicators virtual training on June 27. A total of 13 participants, representing eight organizations from all three tiers, attended the virtual training.

The training focused on the process of selecting and developing performance indicators to measure progress towards achieving their results. An interesting finding from the training was that the focus of the attendees was on the data collection part from the Performance Indicator Reference Sheets (PIRS) template rather than the monitoring part that the Implementing Partners usually focus on. The content and examples used in the workshop are adapted from real-life examples, including highlighting common problems with indicators and recognizing the criteria of good performance indicators. The workshop has an interactive design where participants were encouraged to ask questions and share their own experiences working with their Indicators.

It's Time for Coaching!

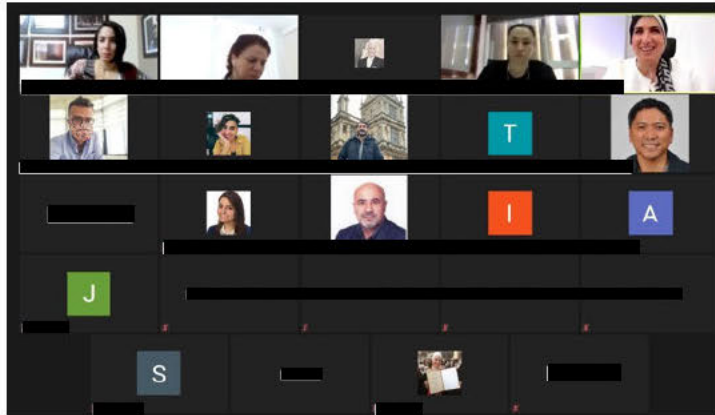
The USAID Monitoring, Evaluation, and Learning Activity conducted a series of coaching sessions for local MEL organizations (Integrated, Leading Point, and Mindset) who were selected to implement Task Orders for USAID in Jordan. The coaching included a customized training on communications, data management, and gender and social inclusion.



These coaching sessions are part of the Activity's Accelerator Program where local MEL organizations have the chance to implement task orders through a learning-by-doing approach, and benefit from learning exchanges and capacity building opportunities through training, mentorship, coaching, and webinars opportunities.

“Data Quality Assessment” Training for the USAID Mission and Implementing Partners Staff

The USAID Monitoring, Evaluation, and Learning Activity aims to improve the quality of monitoring, evaluation, and learning within USAID and its Implementing Partners. To address the priorities for capacity strengthening, which were determined by the Training Needs Assessment conducted in August 2020, the team developed and delivered a one-day Data Quality Assessment virtual training on July 12. A total of 27 participants attended the training, including implementing partners (MEL Specialists and technical staff) and Mission staff. By the end of the training course, participants were able to recognize the importance of high-quality data for decision making and reporting, understand USAID data quality standards, and became familiar with the processes and best practice of conducting a data quality assessment.



Group photo for the USAID Mission and Implementing Partners staff attending the virtual training session. Photo by MELA



BUILDING THE CAPACITY OF LOCAL MEL ORGANIZATIONS TO CREATE A ROBUST MEL ECOSYSTEM IN JORDAN

The USAID Monitoring, Evaluation, and Learning Activity aims to improve the quality of monitoring, evaluation, and learning for all local MEL organizations in Jordan. To address the priorities for capacity strengthening, which were determined by the Training Needs Assessment conducted last year, the team developed and delivered a two-day hybrid training to introduce Theory of Change and Log frame in early August. A total of 11 participants, representing six local MEL organizations attended the hybrid training.

Following the training, Mr. Lutfi Sayegh, Partner Consulting Services, BDO Jordan, stated:

“Thank you very much for a truly informative and engaging training session. More broadly, I note that your project is adding value to local companies/consultants both in knowledge and how to implement it practically. One also needs to acknowledge the level of the participants (experience and attitude) that enriched the learning experience.”

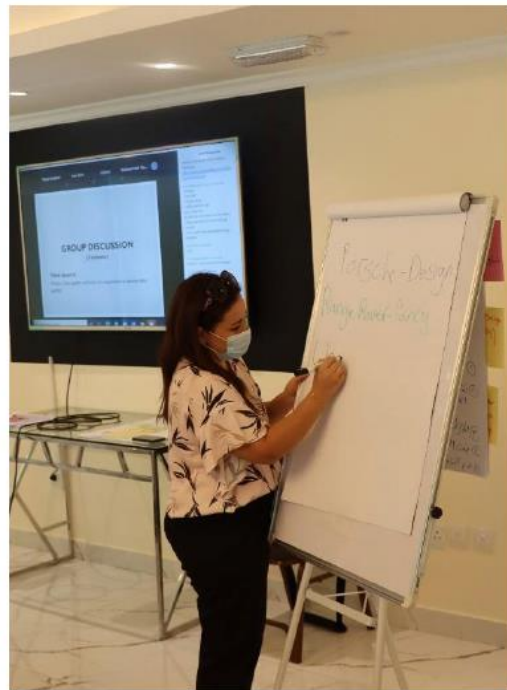


What does an organization need to make sound decisions?

The USAID Mission and its implementing partners strive to design interventions and activities to meet the needs of the beneficiaries they work with. They rely on information and data received from different sources to decide what activities to implement to make the most impact on the lives of people.

Poor quality or inaccurate data, however, can result in reduced stakeholder confidence and support, miss opportunities to identify areas of strength or gaps in implementation, and lead to undesirable consequences of inappropriate decisions based on poor data.

On August 9, 2021, 21 participants, from implementing partners (MEL Specialists and technical staff) and Mission staff, attended a Data Quality Assessment training conducted by The USAID Monitoring, Evaluation, and Learning Activity.



Participants learned to recognize the importance of high-quality data for decision making and reporting, understand USAID data quality standards, and became familiar with the processes and best practices of conducting a data quality assessment. USAID-funded Activities are now more prepared for the data quality assessments that are conducted every year by USAID.

Natalie Habaq, a Project Manager at USAID-funded Preservice Teacher Education in Jordan (PRESTIJ), shared her experience with the training. *“It was important for me to know the best way to assess the data we collect to make sure that it’s accurately written, it measures the intended results, it’s accessible and protected, and it came from a reliable source. Only on such high-quality data can we base sound decisions”*, she noted.

Why is the Ministry of Youth placing more emphasis on data collection and analysis?

Meet [REDACTED] Head of the E-government Department at the Ministry of Youth. [REDACTED] develops report templates for several initiatives at the Ministry in partnership with USAID, such as the Virtual Youth Center, that has been established by the Ministry in collaboration with USAID YouthPower, providing various learning and engagement opportunities for young men and women. Eng. Nisreen's work on reports and templates help decision makers design new initiatives and track the progress of ongoing ones.



For these templates to be informative, accurate and easy to understand, [REDACTED] aspires to improve her skills in certain software systems such as Excel. Once she is proficient in Excel, she will be able to perform quantitative and qualitative statistical analysis of data and provide effective reports and visuals that will help decision makers design and monitor future initiatives.

On August 30th, 2021, The USAID Monitoring, Evaluation, and Learning Activity conducted a three-day training on Data Collection and Analysis for 18 staff from the Ministry of Youth, including [REDACTED]. The goal of this training was to provide the staff with the knowledge and tools to perform data collection and analysis, using Excel among other tools and software systems, properly.

By the end of the training course, the Ministry of Youth staff were able to understand the concept of data, data collection, types and sources of data, and how to perform quantitative and qualitative analysis and research utilizing software tools, such as Excel.

"The training course had a great impact in reformulating the concepts of dealing with data, its types, sources, concept, importance, methods of collection and analysis, both quantitative and qualitative. The most important thing in the training course was linking data with performance indicators and reflecting them through statistical programs to build reports models, whether on Excel or Power BI. This will help us build special models for the Virtual Center that the Ministry is working on in partnership with the USAID", [REDACTED] said.

How does the Accelerator Program provide a competitive advantage for local monitoring, evaluation, and learning organizations?

We asked Eng. Anas Al Masri, Technical Advisor at Mindset. We'll get to his response below, but first a bit of background!

Local organizations that provide monitoring, evaluation, and learning services, such as Mindset, are the catalyst for improving development impact in Jordan. They aspire to be leading partners to USAID and are eager to expand their portfolios to larger MEL projects.

Evidently, it can be challenging to enter this competitive marketplace and provide high quality services that live up to the standards of USAID. This is why the USAID Monitoring, Evaluation, and Learning Activity designed the Accelerator Program and its Rapid Procurement Mechanism.



the Accelerator Program and its Rapid Procurement Mechanism. *The MEL Activity team provides continuous feedback and hands-on coaching to Mindset team during and after each session.*

The Activity has first introduced the Accelerator Program and its Rapid Procurement Mechanism in August 2020 to help Jordanian Local Monitoring, Evaluation and Learning (MEL) organizations engage over more deeply in MEL work. Eng. Anas led Mindset's application to the Rapid Procurement Mechanism Request for task order proposals and were selected, after a robust evaluation process, to provide MEL capacity building to the Ministry of Health staff under the Partnership for Health and Family Planning Agreement funded by USAID.

During the implementation phase, the USAID Monitoring, Evaluation, and Learning Activity provided Mindset with technical support, including on-the-job coaching, to ensure that Mindset gains hands-on experience in delivering high quality, timely, and responsive training to help the Ministry's staff develop the MEL Plan required under the project. Eng. Anas told us: *"The Activity team provided us with continuous feedback throughout the training sessions and intervened occasionally when needed to clarify an approach or provide accurate examples. We strongly felt that this hands-on support led to continuous improvement and served as a beacon through which we constantly adjust our course."*

As the Accelerator Program was designed to discover, assess, and support certain sets of skills and qualifications that local MEL organizations require, Mindset was able to deliver a quality training session to the staff of the Ministry of Health successfully.

Why monitoring, evaluation, and learning is essential in designing Ministry of Health's activities?

Meet Dr. [REDACTED] Head of Child Health Department at the Ministry of Health. As part of her job, Dr. [REDACTED] is responsible for designing activities that help improve the wellbeing of the families and children in Jordan.

Dr. [REDACTED] and her team supervise the design and implementation of many health-related activities such as health and family planning and immunization services to children. Implementing these activities, however, requires a robust system to monitor and evaluate progress and impact.

During June and July of 2021, USAID Monitoring, Evaluation, and Learning Activity delivered a series of training sessions to eight staff from the Ministry of Health, including Dr. [REDACTED] to help them develop Monitoring, Evaluation and Learning plans through a learning-by-doing approach. The training focused on a number of monitoring, evaluation, and learning components such as the logic model, theory of change, and performance indicators.

Through training and coaching delivered during the sessions, Dr. [REDACTED] learned how to develop a monitoring, evaluation, and learning plan that would help her in tracking the progress of her activities and adapt to changes to achieve impactful results.

Dr. [REDACTED] told us: *"During the training, we learned how to build a results framework, how to structure a Theory of Change, and how to link main results with inputs and outputs. This was my first training in monitoring and evaluation, I realized how the development of a Monitoring, Evaluation, and Learning plan can be critical to the design and implementation of any project. Now I can apply what I have learned at my work at the Child Health Department through monitoring the progress of activities, evaluating outputs, learning from mishaps when planning for future activities, and adapting to changes to achieve the best possible results."*

This intervention strengthened the interest of both the Ministry's participants and their supervisors in the importance of monitoring and evaluation. The Ministry of Health is exploring options to establish a Monitoring, Evaluation, and Learning Unit within the Ministry to assess upcoming initiatives, monitor progress, evaluate achieved results, and adopt Collaborating, Learning, and Adapting approaches in their programming.



Why data collection and analysis are important for decision makers?

Meet Ms. [REDACTED] Head of the Technical Control Department at the National Aid Fund. Ms. [REDACTED] and her team work closely with the families benefiting from the fund to meet their basic living requirements. The team design and implement training and occupational programs for the unskilled and unemployed youth within these families to make them more independent and productive. These initiatives are designed based on data collected from the benefited families. For example: How many families live below the poverty line? and how many members in each family are unemployed? The answers to these questions, if collected and analyzed properly, should help Ms. [REDACTED] and the team direct these beneficiaries, especially the youth, towards job opportunities and training courses to create financial independency and raise capacities. Ms. [REDACTED] and the team track the progress of each case to make sure the offered programs meet their needs and fulfill their aspirations.



The collection and analysis of data, however, can be mishandled, misleading or mistakenly manipulated resulting in mis-informed decision making; hindering the National Aid Fund team’s ability to direct these groups in a way that meets their needs and resonates with their abilities.

On September 13th, 2021, The USAID Monitoring, Evaluation, and Learning Activity conducted a three-day training on Data Collection and Analysis for nine staff from the National Aid Fund, including Ms. [REDACTED]. The goal of this training is to provide the staff with needed knowledge and tools to perform data collection and analysis properly.

By the end of the training course, the staff of the National Aid Fund were able to understand the concept of data, data collection, types and sources of data, and how to perform quantitative and qualitative analysis and research.

“I started to think out of the box when reading data in hand. The course helped me ask the right questions that will ensure the collection of reliable and accurate data. I am confident that our future plans will be more realistic and will have impactful results”, said Ms. [REDACTED]

ANNEX 8: COMMUNICATIONS MATERIALS

Jordan Development Knowledge Management Portal (KaMP)

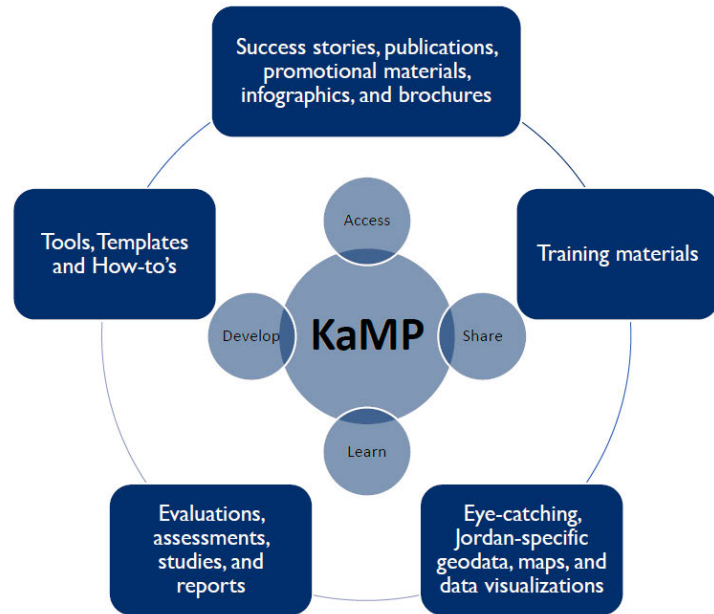
A collaborative online platform for professionals in the development sector in Jordan to **access, share, learn and develop** Jordan-specific information and resources.

Start exploring the platform at:
<https://jordankmpportal.com>

Learn about the main functionalities, benefits, and uses of the portal:

[KaMP Quick Guide](#)

[Watch a KaMP Video](#)



Join the Accelerator Program and the Rapid Procurement Mechanism

Play a leading role in the future of Jordan's Monitoring, Evaluation, and Learning community.

WHAT ARE THE ORGANIZATIONAL AND MEL CAPACITY ASSESSMENTS?

Organizational and MEL Capacity Assessments are tools used to assess an organization's strengths and gaps in institutional, financial, and MEL technical capacities. Organizations should complete the self-assessments that will be validated by the Activity.



WHAT IS THE RAPID PROCUREMENT MECHANISM?

The Rapid Procurement Mechanism, developed by the USAID Monitoring, Evaluation, and Learning (MEL) Activity as part of its Accelerator Program, allows a cohort of local organizations to apply to join a marketplace to provide MEL services to USAID. Based on evaluation scores, the Activity will group organizations into two tiers, each of which will have the opportunity to self-administer an Organizational Capacity Assessment (OCA) and a MEL Capacity Assessment (MELCA) to identify their strengths and room for improvements. Based on the assessment scores, the organizations will engage with the Activity and receive technical assistance and other support that will enable them to ultimately graduate to bid on USAID opportunities on their own, while simultaneously strengthening their technical capacity and operational and financial management systems.



WHY JOIN THE RPM?

Participating organizations will have opportunities to:

- ✓ Submit proposals in response to the Activity's Requests for Task Order Proposals (RFTOP).
- ✓ Receive funding for successful proposals.
- ✓ Graduate with improved capacity to independently manage USAID opportunities.
- ✓ Co-create Organizational Capacity Assessment action plans.
- ✓ Receive targeted coaching.
- ✓ Provide trainings and webinars for the monitoring, evaluation, and learning Community of Practice.
- ✓ Implement Monitoring, Evaluation, & Learning services with technical assistance from the Activity through a "learning by doing" approach.



HOW DOES IT WORK?

The process starts with an invitation from the Monitoring, Evaluation, and Learning Activity for all organizations to attend a Bidders' Conference. The following graphic shows the path of an organization through the Rapid Procurement Mechanism:



WHO IS ELIGIBLE?

Organizations that work in the field of Monitoring, Evaluation, and Learning, have some experience or interest in working with donor-funded social programs, and are registered under the laws of the Hashemite Kingdom of Jordan, including:

- Local MEL Firms
- Research Centers
- Development Consulting Firms
- Academia
- NGOs



HOW TO JOIN?

The Activity will send emails and social media announcements to open the door for all organizations to submit Expressions of Interest.

For more information, please contact: info@jordanmela.com



HOW ARE APPLICATIONS EVALUATED?

The USAID Monitoring, Evaluation, and Learning Activity will use the following evaluation criteria:





Let's go KaMPing!

Join the KaMP Competition 2021



USAID/Jordan's Knowledge Management Portal (KaMP) is a collaborative online platform for professionals in the development sector in Jordan.

The Monitoring, Evaluation and Learning Activity is launching a KAMP competition to encourage the utilization of KAMP among USAID/Jordan implementing partners.

To win - implementing partners are encouraged to upload activity specific information and resources on KAMP during the competition timeframe.

KaMP Resources

- ▶ Latest publications, including evaluations, assessments, studies, and reports conducted about Jordan and the region by USAID/Jordan Implementing Partners and grantees, Government of Jordan agencies, and other development sector organizations.
- ▶ Tools, templates, and how-to's related to USAID/Jordan and its Implementing Partners.
- ▶ Training materials designed and shared by USAID/Jordan, its Implementing Partners, and other development sector organizations including training resources from workshops or training sessions.
- ▶ Eye-catching, Jordan-specific geodata, maps, and data visualizations



Guidelines for KaMP Resources

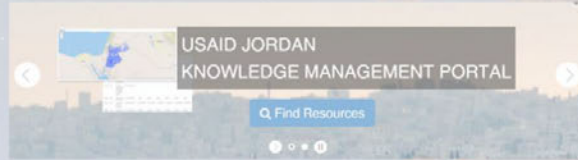
Click [here](#) to view the KaMP Resources Guidelines for step-by-step guidance on using KaMP's features, including how to register, how to upload resources, how to build collections and how to search for resources most effectively.



COMPETITION TERMS

- ✓ Resources must be of interest to other Implementing Partners and/or external audiences. They will be screened by a KaMP administrator to ensure resources are in line with KaMP Resources Guidelines.
- ✓ Competing Implementing Partners should upload resources, on a regular basis and as soon as a resource is finalized and approved during the competition period to be considered for the competition.
- ✓ Competing Implementing Partners should influence at least one benefiting entity to register to KaMP and upload at least 10 resources.
- ✓ Competing Implementing Partners should demonstrate evidence that they posted a KaMP promo Ad (will be provided), at least once during the competition period, on their social media or via direct email to their partners and stakeholders.

USAID Monitoring, Evaluation, and Learning Activity



WHY JOIN THE KaMP COMPETITION 2021?

The winning Implementing Partners will be awarded the following:

- ✓ Posting winners' names on the KaMP home page.
- ✓ Announcing winners during the next Annual Monitoring, Evaluation and Learning Conference to be held in 2022.
- ✓ Announcing winners in USAID's Implementing Partners monthly newsletter.
- ✓ Inviting winners to a Staff breakfast.
- ✓ Announcing winners in USAID's MELA social media platform.
- ✓ Handing winners framed certificate from USAID for display in IP offices.



COMPETITION DURATION

The competition starts on July 01, 2021, and end on December 01, 2021. Resources uploaded to KaMP between and inclusive of both dates will count towards the competition. Winners will be announced by end-December.



COMPETING GROUPS

In order to ensure fair competition, Implementing Partners have been assigned to one of three groups based on project size and duration. At the end of each competition, three winning IPs will be selected, one Implementing Partner from each group.

Group 1	Biodiversity / RSCN CEEPS- NDI CEPPS-IRI CMT0 ESMP HCAC JWI MESC II PRESTIJ-IREX PRESTIJ-QRTA SCHEP
Group 2	CITIES IEC NFE RAMP TEA WIT Youth Power
Group 3	CHN Habibi JNIL LHSS PFMA Recycling The Growth Lab



CONTACT US

If you have any questions, please contact: info@jordanmela.com

Good luck to all and happy KaMPing!

ANNEX 9: TRAINING REPORT

A: Training Summary ([Linked Here](#))

Table 12a: Number of person hours of training completed in MEL															
Date	Organization Name	Training Course Title	No. of Training Hours	Total No. of Participants	Total Training Hours	Sex				Age					
						Female		Male		Youth (18-29)		Adult (30-49)		Adult (50 and above)	
						No.	Training Hours	No.	Training Hours	No.	Training Hours	No.	Training Hours	No.	Training Hours
5 Oct.	NAF	Developing MEL Plans	6	9	54	6	36	3	18		0	9	54		0
6 Oct.	MoE	Developing MEL Plans	6	12	72	8	48	4	24	2	12	5	30	5	30
7 Oct.	MoE	Developing MEL Plans	6	12	72	8	48	4	24	2	12	5	30	5	30
14 Oct.	MoE	Developing MEL Plans	6	12	72	8	48	4	24	2	12	5	30	5	30
19 Oct.	NAF	Developing MEL Plans	6	7	42	4	24	3	18		0	7	42		0
21 Oct.	MoE	Developing MEL Plans	6	12	72	8	48	4	24	2	12	5	30	5	30
26 Oct.	MoY	Participatory Rapid Assessment	3	19	57	8	24	11	33	3	9	16	48		0
27 Oct.	MoY	Participatory Rapid Assessment	3	19	57	8	24	11	33	3	9	16	48		0
28 Oct.	MoY	Participatory Rapid Assessment	3	19	57	8	24	11	33	3	9	16	48		0
28 Oct.	MoE	Developing MEL Plans	6	12	72	8	48	4	24	2	12	5	30	5	30
4 Nov.	MoE	Developing MEL Plans	6	12	72	8	48	4	24	2	12	5	30	5	30

9 Nov.	IPs and Mission	Developing Activity MEL Plans	7	18	126	15	105	3	21	6	42	11	77	1	7
25 Nov.	MoE	Developing MEL Plans	6	12	72	8	48	4	24	2	12	5	30	5	30
7 Dec.	IPs and Mission	Selecting Effective Indicators	5	17	85	13	65	4	20	4	20	12	60	1	5
11 Jan.	IPs and Mission	Introduction to CLA	4	26	108	16	68	10	40	13	52	11	48	2	8
8-9 Feb.	IPs and Mission	Introduction to TOC and Logframe	8	13	104	9	72	4	32	5	40	7	56	1	8
15 Mar.	IPs and Mission	Gender and Social Inclusion	3	22	66	19	57	3	9	7	21	13	39	2	6
29-31 Mar.	MoY	Report Writing	18	6	108	3	54	3	54	3	54	3	54		0
5 - 6 Apr.	IPs and Mission	Developing Activity MEL Plans	8	20	160	11	88	9	72	8	64	10	80	2	16
31 May - 2 Jun.	NAF	Report Writing	18	6	108	2	36	4	72		0	6	108		0
6 Jun.	MoH	Developing MEL Plans	6	5	30	5	30	1	6		0	6	36		0
9 Jun.	IPs and Mission	Data Quality Assessment	5	18	90	13	65	5	25	8	40	10	50	0	0
13 Jun.	MoH	Developing MEL Plans	6	7	42	7	42	1	6		0	8	48		0
20 Jun.	MoH	Developing MEL Plans	6	6	36	6	36	1	6		0	7	42		0
22 Jun.	MoE	Report Writing	6	2	12	2	12		0	1	6	1	6		0
27 Jun.	MoE	Report Writing	6	2	12	2	12		0	1	6	1	6		0
27 Jun.	MoH	Developing MEL Plans	6	7	42	6	36	1	6		0	7	42		0

27 Jun.	LMOs	Selecting Effective Indicators	8	13	104	7	56	6	48	1	8	10	80	2	16
4 Jul.	MoH	Developing MEL Plans	6	7	42	7	42		0		0	7	42		0
11 Jul.	MoH	Developing MEL Plans	6	7	42	7	42	1	6		0	8	48		0
12 Jul.	IPs and Mission	Data Quality Assessment	4	27	108	16	64	11	44	9	36	17	68	1	4
14 Jul.	IPs and Mission	DevResults Training	1	2	2	2	2		0		0	2	2		0
15 Jul.	IPs and Mission	DevResults Training	1	5	5	4	4	1	1		0	5	5		0
26 Jul.	MoH	Developing MEL Plans	6	4	24	4	24		0		0	4	24		0
29 Jul.	MOE and IPs/CLA	Reviewing MEL Plan (CRA II)	4	10		6	24	4	16	0	0	5	20	5	20
2-3 Aug.	LMOs	TOC	8	13	104	8	64	5	40	4	32	8	64	1	8
9 Aug.	IPs and Mission	Data Quality Assessment	4	21	84	15	60	6	24	8	32	12	48	1	4
30-31 Aug & 1 Sep.	MOY	Data Collection and Data Analysis	15	17	255	9	135	8	120	1	15	15	225	1	15
13-15 Sep.	NAF	Data Collection and Data Analysis	15	10	150	4	60	6	90	1	15	9	135	0	0
29-30 Sep.	IPs	CLA	12	36	432	26	312	10	120	8	96	26	312	2	24
TOTAL TRAINING HOURS					3,252		2,135		1,181		690		2,275		351

Table 12b: Number of person hours of training completed in MEL

Date	Org Name	Training Course Title	Capacity Building Type				Capacity Building Area		Type of MEL Participant										
			Classroom Training	Webinar	On the job coaching	Internship	MEL	Other Organizational Area	No.	IP		USAID		GoJ		Individual		LMO	
										Training Hours	No.	Training Hours	No.	Training Hours	No.	Training Hours	No.	Training Hours	No.
5 Oct.	NAF	Developing MEL Plans	X				X		0	2	12	7	42		0		0		
6 Oct.	MoE	Developing MEL Plans		X			X		5	30		0	7	42		0		0	
7 Oct.	MoE	Developing MEL Plans		X			X		5	30		0	7	42		0		0	
14 Oct.	MoE	Developing MEL Plans		X			X		5	30		0	7	42		0		0	
19 Oct.	NAF	Developing MEL Plans	X				X		0		0	7	42		0		0		
21 Oct.	MoE	Developing MEL Plans		X			X		5	30		0	7	42		0		0	
26 Oct.	MoY	Participatory Rapid Assessment		X			X		0		0	1	57	9		0		0	

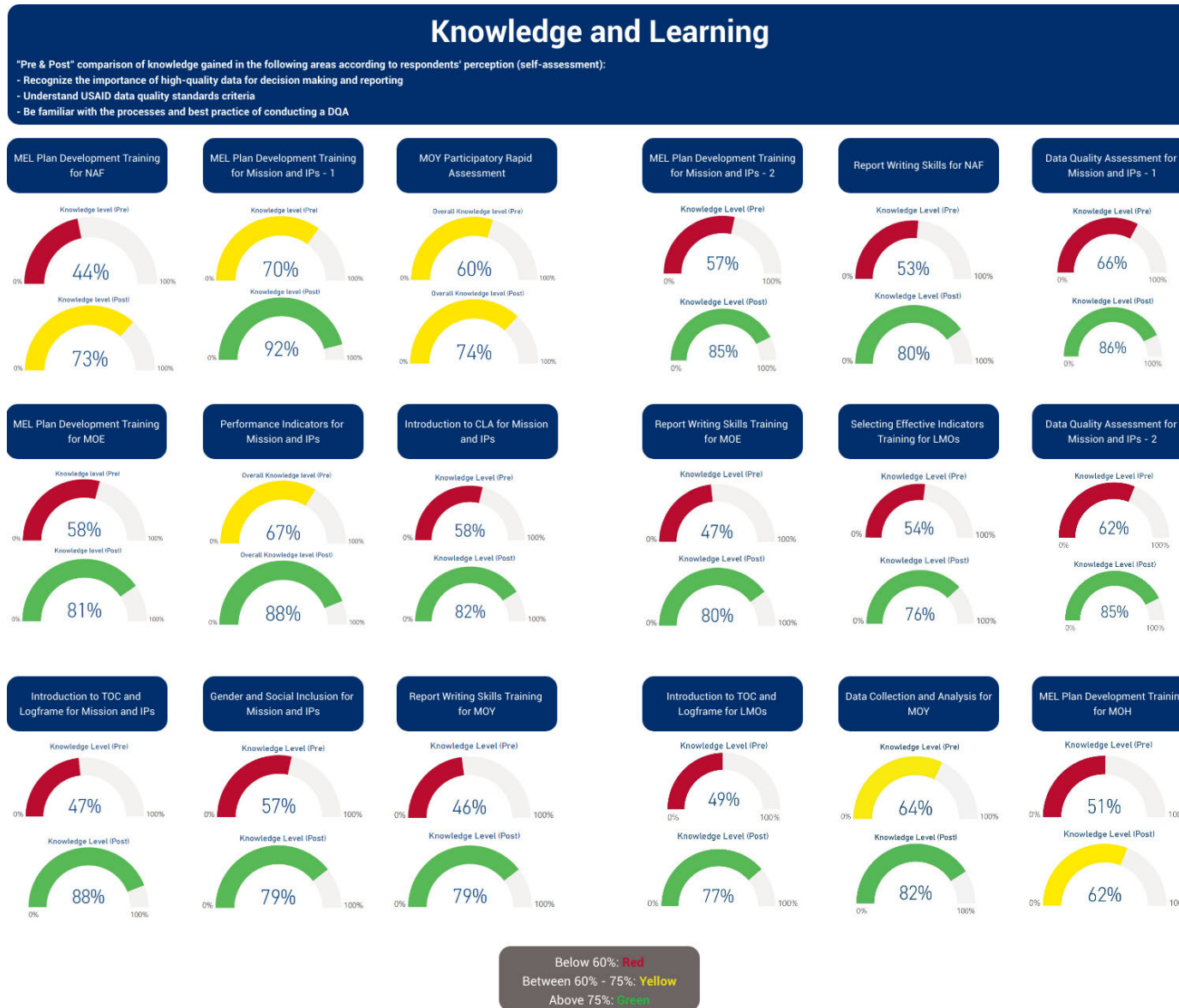
27 Oct.	MoY	Participatory Rapid Assessment		X			X		0	0	19	57		0	0
28 Oct.	MoY	Participatory Rapid Assessment		X			X		0	0	19	57		0	0
28 Oct.	MoE	Developing MEL Plans		X			X	5	30	0	7	42		0	0
4 Nov.	MoE	Developing MEL Plans		X			X	5	30	0	7	42		0	0
9 Nov.	IPs and Mission	Developing Activity MEL Plans		X			X	11	77	7	49	0		0	0
25 Nov.	MoE	Developing MEL Plans		X			X	5	30	0	7	42		0	0
7 Dec.	IPs and Mission	Selecting Effective Indicators		X			X	11	55	6	30	0		0	0
11 Jan.	IPs and Mission	Introduction to CLA		X			X	22	88	4	20	0		0	0
8-9 Feb.	IPs and Mission	Introduction to		X			X	10	80	3	24	0		0	0

		TOC and Logframe																
15 Mar.	IPs and Mission	Gender and Social Inclusion		X			X		16	48	6	18		0		0		0
29-31 Mar.	MoY	Report Writing	X				X			0		0	6	108		0		0
5 - 6 Apr.	IPs and Mission	Developing Activity MEL Plans		X			X		17	136	3	24		0		0		0
31 May - 2 Jun.	NAF	Report Writing	X				X			0		0	6	108		0		0
6 Jun.	MoH	Developing MEL Plans	X				X			0		0	5	30		0		0
9 Jun.	IPs and Mission	Data Quality Assessment		X			X		16	80	2	10	0	0	0	0	0	0
13 Jun.	MoH	Developing MEL Plans	X				X			0		0	7	42		0		0
20 Jun.	MoH	Developing MEL Plans	X				X			0		0	6	36		0		0
22 Jun.	MoE	Report Writing	X				X			0		0	2	12		0		0

27 Jun.	MoE	Report Writing	X				X		0	0	2	12		0		0
27 Jun.	MoH	Developing MEL Plans	X				X		0	0	7	42		0		0
27 Jun.	LMOs	Selecting Effective Indicators		X			X		0	0		0		0	13	104
4 Jul.	MoH	Developing MEL Plans	X				X		0	0	7	42		0		0
11 Jul.	MoH	Developing MEL Plans	X				X		0	0	7	42		0		0
12 Jul.	IPs and Mission	Data Quality Assessment		X			X		23	92	4	16	0	0	0	0
14 Jul.	IPs and Mission	DevResults Training					X		1	1	1	1		0		0
15 Jul.	IPs and Mission	DevResults Training		X			X		1	1	4	4		0		0
26 Jul.	MoH	Developing MEL Plans	X				X		0	0	4	24		0		0
29 Jul.	MOE and IPs/CLA	Reviewing MEL	X				X		4		1		5		0	0

		Plan (CRA II)															
2-3 Aug.	LMOs	TOC	X	X			X		0		0		0		0	13	104
9 Aug.	IPs and Mission	Data Quality Assessment	X	X			X		19	76	2	8		0		0	0
30-31 Aug & 1 Sep.	MOY	Data Collection and Data Analysis	X				X		0		0		17	255		0	0
13-15 Sep.	NAF	Data Collection and Data Analysis	X				X		0		0		10	150		0	0
29-30 Sep.	IPs	CLA	X	X			X		35	420	1	12		0		0	0
TOTAL TRAINING HOURS									1,364		228		1,452		0		208

B: Training Evaluation Results ([Linked Here](#))



ANNEX 10: OCI MITIGATION LOG

FY21				
Date of Potential OCI Activity	Description of Potential OCI Activity	Risk Level (Low, Med, High)	Mitigation Action(s) Taken (please include names of personnel involved)	Other Comments
December 2020	A key part of the School Infrastructure Multi-Activity Evaluation is determining the impact of school construction on educational outcomes. We will be using RAMP (Kaizen is a subcontractor) and ESMP (Kaizen is a prime contractor) data to do that -- and there are RAMP programs in these schools.	Low	The PM and PM Director reviewed the scope of work and determined that the concern does not pose a major issue for the implementation of this evaluation, and no further intervention is needed.	The evaluation team/subcontractor would be external to MELA and will sign NDAs. In addition, the team would be using ESMP/RAMP information equally available to any MEL implementer.
February 2021	USAID has requested that the Activity conduct a Youth Power Learning Research Study, and Kaizen is a subcontractor on the Youth Power Activity. The study will be led by Youth Power and supported by the Activity.	Low	The PM reviewed the scope of work and determined that the concern does not pose an issue for the Activity's support to Youth Power. Per the Activity's OCI Mitigation Plan, this is considered an internal assessment and the assessment can be undertaken by the Activity following our standard process, including NDAs, Individual Mitigation Plans, etc. for any team member involved.	