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USAID/LIBERIA CIVIL SOCIETY ACTIVITY (CSA)

# Quarterly Report

FY22 Q3

April 01 – June 30, 2022

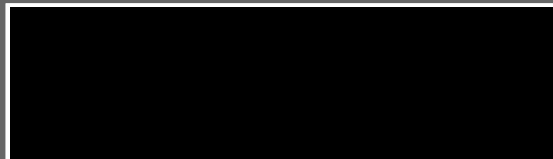
Submission Date: July 30, 2022

Contract Number: 72066922C00003

Activity Start/End Date: November 05, 2021 to November 4, 2026

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This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of DAI and do not necessarily reflect the views of USAID or the United States Government.

# ACRONYMS AND ABBREVIATIONS

<b>USAID</b>	United States Agency for International Development
<b>CSA</b>	USAID/Liberia Civil Society Activity
<b>COR</b>	Contracting Officer's Representative
<b>COP</b>	Chief of Party
<b>DAI</b>	DAI Global, LLC
<b>NAYMOTE</b>	Naymote Partners for Democratic Development
<b>CENTAL</b>	Center for Transparency and Accountability in Liberia
<b>A-LAB</b>	Accountability Lab Liberia
<b>EOI</b>	Expression of Interest
<b>GOL</b>	Government of Liberia
<b>CSO</b>	Civil Society Organization
<b>FY</b>	Fiscal Year
<b>TOT</b>	Training of Trainers
<b>AWP</b>	Annual Work Plan
<b>GUC</b>	Grants Under Contract Manual
<b>AMELP</b>	Activity Monitoring, Evaluation, and Learning Plan
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>USD</b>	United States Dollar
<b>FGD</b>	Focus Group Discussion
<b>KII</b>	Key Informant Interview
<b>SMS</b>	Short Message Service
<b>COVID-19</b>	Coronavirus Disease 2019
<b>DCOP</b>	Deputy Chief of Party
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>NASSCORP</b>	National Social Security and Welfare Corporation
<b>FBO</b>	Faith-Based Organization
<b>PEA</b>	Political Economy Analysis
<b>CBO</b>	Community-Based Organization
<b>PDIA</b>	Problem Driven Iterative Adaptation
<b>SNA</b>	Social Network Analysis
<b>TAMIS</b>	Technical Administrative Management Information System
<b>STTA</b>	Short Term Technical Assistance
<b>NCSCCL</b>	National Civil Society Council of Liberia
<b>CBDSPL</b>	Consortium of Business Development Service Providers of Liberia
<b>IR</b>	Intermediate Result
<b>RFA</b>	Request for Application
<b>PIRS</b>	Performance Indicator Reference Sheet
<b>DIS</b>	Development Information System

# I. PROJECT OVERVIEW/SUMMARY

<b>Program Name:</b>	USAID/Liberia Civil Society Activity (CSA)
<b>Activity Start Date And End Date:</b>	November 05, 2021 to November 4, 2026
<b>Name of Prime Implementing Partner:</b>	DAI Global, LLC
<b>Contract Number:</b>	72066922C00003
<b>Subcontractors:</b>	NAYMOTE; CENTAL; A-Lab; Mobile Accord, Inc. (a.k.a. GeoPoll)
<b>Major Counterpart Organizations:</b>	National Civil Society Council of Liberia
<b>Reporting Period:</b>	April 1 – June 30, 2022

## I.1 Project Description

The purpose of the USAID/Liberia Civil Society Activity (CSA) is to strengthen Liberians’ ability to advocate for policy reforms, policy implementation, and service delivery improvements through multi-stakeholder coalitions that build feedback loops among the Government of Liberia (GOL), Civil Society Organizations (CSOs), and citizens.

In Objective 1, the activity will form issue-based coalitions around three thematic windows. Composed of diverse members, coalitions will analyze the most critical issues that can lead to feasible reforms, co-create advocacy strategies, and translate them into improved policy formation and implementation.

Under Objective 2, coalitions will apply citizen engagement strategies and policy dialogue platforms to integrate citizens’ voices in advocacy agendas. Coalitions will close feedback loops by disseminating results of their advocacy efforts to the broader community to encourage continued dialogue.

Activities under Objectives 3 and 4 will ensure that coalition members’ achievements are sustainable by building their financial resilience and adaptive capacities and linking them to a pool of Liberian private sector service providers.

## 1.2 Summary of Results to Date

The CSA Activity Monitoring, Evaluation and Learning Plan (AMELP) and the Performance Indicator Reference Sheet (PIRS) outline standard and custom indicators that are used to track progress during the life span of the USAID Civil Society Activity. Reporting on the standard indicators (depicted in the table below) will commence in year two of the project. For a detailed display of all indicators, see the indicators summary sheet in the annex to this report.

Indicators	Baseline FY 2022	Annual Target	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	Annual Performance Achieved to the End of Reporting Period (%)	On Target Y/N
1.1.1 Number of CSOs receiving USG assistance engaged in advocacy interventions [DR 4.2-2]	0	0	0	0	0			
2.1 Number of USG-assisted civil society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees [DR 4.3-1]	0	0	0	0	0			
2.2.2 Number of mechanisms for external oversight of public resource use supported by USG assistance [DR 2.4-2]	0	0	0	0	0			
5.1 Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]	15	0	0	0	0			
5.2 Number of laws, policies or procedures adopted and implemented with USG assistance designed to	0	0	0	0	0			

<b>Indicators</b>	<b>Baseline FY 2022</b>	<b>Annual Target</b>	<b>Q1 FY12</b>	<b>Q2 FY12</b>	<b>Q3 FY12</b>	<b>Q4 FY12</b>	<b>Annual Performance Achieved to the End of Reporting Period (%)</b>	<b>On Target Y/N</b>
promote and improve youth participation at the regional, national or local level. [YOUTH-2]								

*Note: The Results Performance Column depicts level of achievement expressed as a percentage of Actual versus Planned.*

## 2. ACTIVITY IMPLEMENTATION PROGRESS

### 2.1 Progress Narrative

During the reporting period CSA continued efficiently planning for and conducting foundational activities, the key building blocks necessary for CSA to establish working relationships with core partners and key stakeholders. CSA also continued activities that will lead to an understanding of Liberian development priorities, determination of CSA thematic sectors, and finally, identification of tractable development issues that will be the basis of CSA's coalition-led grants portfolio. By the close of the quarter, CSA remained on target in Q4 to determine two thematic sectors and release Requests for Applications (RFAs). Accordingly, key activities this quarter include:

- CSA core partners CENTAL and NAYMOTE, with logistical and technical support from CSA, completed sub-national problem-identification consultations and follow-on national policy dialogues validating results from the GeoPoll Short Message Service (SMS) survey that took place last quarter. The consultations focused on top issues identified in the survey results, including the education and health sectors and cross-cutting issues around gender and security.
- CSA developed the methodological framework and formed the team structure for conducting two applied political economy analyses (PEAs) scheduled for July and August 2022. The PEA teams will include staff from core partners who will gain skills necessary to support development and management of PEAs from technical and logistical perspectives. The PEAs will focus on the health and education sectors. Once completed, CSA will seek advisement and recommendations from USAID and CSA's Advisory Council in order to proceed to the next step, drafting RFAs in two thematic sectors around tractable development priorities.
- In April 2022, CSA issued a grant to the NCSCSL to map subnational CSOs and their advocacy priorities across the 15 counties of Liberia. This is one of the initial steps for CSA to identify potential coalition partners that may likely be grant recipients. After necessary grant extensions, deliverables under this grant will be completed by July 31, 2022.
- During Q3, CSA began preparatory work to further strengthen the Consortium of Business Development Service Providers of Liberia's (CBDSPL) participation in CSA activities by releasing an expression of interest (EOI) for new service providers to join and expand the CBDSPL pool. With the publication of the EOI, 19 new service providers have expressed interest in joining the CBDSPL pool. In year 2, once grants are issued and coalitions formed, CBDSPL will be in position to build the capacity of coalition members to manage USAID-funded grants.

## 2.2 Implementation Status

### Foundational Activities

#### 0.1 Establish Advisory Council, Technical Management Teams (TMTs), and Co-Management Committee.

CSA did not meet formally with the Advisory Council during this reporting period. CSA did share reports and other documents with the Advisory Council and invited Advisory Council members to CENTAL and NAYMOTE's one day national policy dialogues. During the next reporting period, During the next reporting period Advisory Council members will be invited to the National Civil Society Council of Liberia's CSO mapping validation workshop and meet with the Advisory Council to discuss the findings and recommendations from the health and education sector PEAs, coalition selection criteria, and proposed activities for Year 2. This will allow CSA to ground truth and fine tune the focus of RFAs scheduled for release next quarter.

#### 0.2 Develop MEL Plan with CLA mechanisms.

See Section 2.4, Annual Monitoring, Evaluation, and Learning (AMEL) Update.

#### 0.3 Select three thematic windows and issues.

During the reporting period, CSA continued to make progress to drill down on tractable development issues that are of priority to Liberian citizens and define two of the three thematic windows to be the basis of CSA's initial grant portfolio (the third thematic window will be identified in year 2). CSA, through its subcontractors CENTAL and NAYMOTE, and using Geopoll survey results, conducted problem-identification consultations in 14 counties validating the health and education sectors as priority development sectors. This was then followed by two national policy dialogues to discuss the findings in the two sectors. During the next quarter (Q3), CSA will conduct a Political Economy Analyses focused in the health and education sectors and—in consultation with the United States Agency for International Development (USAID), the CSA Co-Management Committee, and Advisory Council—determine thematic sector issues that would be subject of grants, finalize coalition member selection criteria (see subsection 0.4) and issue calls for grant applications.

### Problem Identification Consultations and Policy Dialogues

In the reporting quarter, CENTAL and NAYMOTE, with logistical and technical support from CSA, completed sub-national problem-identification consultations validating results from the GeoPoll SMS survey that took place last quarter. The consultations included key informant interviews (KIIs) and focus group discussions (FGDs) in fourteen counties outside of Montserrado. The consultations primarily focused on education and health, two of the top citizen priorities in the survey results; however, other secondary priorities such as security and gender which have underlying implications for health and

education service delivery were also discussed. The key findings from the consultations identified critical issues and challenges that could provide opportunities to delve deeper during the PEA process scheduled for next quarter and ultimately for CSO and coalition advocacy for decentralized, participatory decision-making. Findings from these discussions identified the following challenges:

## Health

**Logistics and supply constraints.** The consultations uncovered supply and logistics constraints that hamper service delivery and the quality of service. These included shortage of drugs in clinics and hospitals, out-of-facility prescriptions, and limited ambulance access, including users being required to pay for fuel/petrol for ambulances.

**Policy constraints.** The free health care policy was identified by citizens as a challenge to health facilities' capacity to provide timely and quality services. GOL did not provide the required resources to cover the cost of services. Sixty percent of respondents wanted the policy to be scrapped or re-examined while forty percent were indifferent.

**Governance and accountability.** There were reports that limited drug supplies are being diverted to private use. Though there was no verifiable evidence presented for this allegation, patients described that they were given prescriptions and directed to private facilities and pharmacies or drug stores.

**Access to information.** Consultations revealed limited access to health information in at least two counties. In five other counties, adequate health information was available from multiple sources: media, facility health workers, and community health workers.

## Education

**Poor quality of instruction.** KIIs and FGDs demonstrated general teacher shortages across all fourteen counties. Specifically, there are fewer trained teachers than required for various levels of the school system. The low salaries and incentives and poor working conditions cause teachers to migrate to other sectors. Salaries for teachers are described as lower than the minimum wage in other parts of the civil service. Teachers and education authorities also reported irregular payments of salary that came with arbitrary deductions.

**Poor state of school infrastructure.** The classrooms in most public schools are reported as small and overcrowded. There are insufficient chairs and desks for students. Other auxiliary infrastructure, like toilets, were untidy and libraries and laboratories nonexistent.

**Policy constraints.** Similar to the situation in the health sector, the free-education policy is not supported by government funding. School registration fees are required to be entirely reported to the central government, i.e., the Ministry of Education. The 60 percent portion of registration fees that should be rebated to schools is not sent on time to address operational requirements.

**Governance and accountability.** KII and FGD participants cited bribery in schools as a governance and accountability problem. Students reportedly paid for grades and to gain promotion to higher classes. Senior local officials such as county superintendents and county education officers were unaware of country education expenditure amounts. Parents have become alternative sources of school financing by being required to pay for toiletries and hygiene supplies and stationery to administer exams.



**Access to information.** Information flow between parents/communities and education authorities is inadequate. A similar situation exists in communication between local officials and citizens.

On June 15 and 16, 2022, NAYMOTE and CENTAL, with planning and technical support from CSA, held national policy dialogues in Monrovia to share findings and recommendations from the sub-national problem identification consultations on health (led by NAYMOTE), education (led by CENTAL), and cross-cutting sectors. Participants included CSO representatives from the health and education sectors, government representatives, students, and the media. At the close of the reporting period, full reports of the policy dialogues were under CSA review. When finalized next quarter they will be shared with USAID and CSA's Advisory Council.

### Preparation for Upcoming PEAs

CSA developed the framework to conduct applied political economy analyses (PEA) next quarter (Q3). These PEAs will identify advocacy themes in health and education that will become the basis for the first tranche of CSA grants to address well defined, tractable development priorities. The makeup of each PEA technical team will include:

- Three DAI home office staff: two PEA experts, and one supporting PEA specialist
- Two local technical expert consultants: one for health, one for education
- Focal Persons from CSA's core partners, NAYMOTE and CENTAL, to understudy the national and international experts for future replications and updates of findings

### Preparations for Second GeoPoll SMS Survey

CSA and GeoPoll commenced technical consultations for the conduct of a second SMS survey with a larger sample size than the 1500 respondents in the Q2 survey. The second survey will be released next quarter after input from the PEA teams and USAID. The survey will solicit suggestions and feedback from the public about specific advocacy strategies and priorities to address those issues identified in the problem-identification workshops and the PEAs.

## 0.4 Finalize coalition member selection criteria.

CSA began in earnest to set the groundwork for identifying civil society organizations that may become potential CSA grantee applicants by commencing a CSO mapping exercise and CSO funding stream exercise.

During the next quarter, when the CSO mapping and CSO funding stream exercises are completed, CSA will work with the Advisory Council and the CSA Co-Management Committee to finalize coalition member selection criteria using as guiding principles the illustrative criteria from the Year 1 Work Plan:

- Relationships and partnerships with local CSOs and informal groups
- Ability to reach diverse constituencies outside of Monrovia

- Evidence of work on laws and policies and/or research and/or capacity building and/or conducting community dialogues
- Experience advocating for or integrating GESI and human rights considerations in activities
- Success and impact of the organization’s previous activities
- Alignment of the proposed working methods and approaches to influence policies and raise awareness in the selected thematic window
- Well-defined role to be played in the advocacy campaign by each coalition member

Strong coalitions will be meet the following criteria:

- Seven to ten members with at least three subnational CSOs with linkages to diverse constituencies outside of Monrovia
- At least one “nontraditional” partner such as a private sector firm, business association, media organization, or a faith-based group
- At least one member that represents the interest of a marginalized group (e.g. women, youth, disabled, lesbian, gay, bisexual, transgender, intersex, and queer, and extreme poor)

## CSO Mapping Grant

On April 15, 2022, CSA issued a grant to the NCSCCL to map subnational CSOs and their advocacy priorities across the 15 counties of Liberia. In preparation for the CSO mapping, NCSCCL conducted a training of trainers (TOT) workshop for its five regional coordinators located across the country. The regional coordinators are based in Bong, Bomi, Montserrado, Grand Gedeh, and Bassa counties. By the conclusion of the training, regional coordinators had a thorough understanding of the mapping exercise including how to utilize the following mapping tools: CSO profiling tool, Key Informant Interview (KII) Guide, and Focus Group Discussion questionnaire. Following the TOT workshop, the regional coordinators cascaded the training across the five counties to 11 participants (8 men and 3 women).

CSA found that, in part because of logistical difficulties during the rainy season, it had to extend the performance time of NCSCCL’s grant to July 31, 2022, to allow sufficient time for NCSCCL to complete the mapping, data analysis and production of the report and conduct a validation workshop. From May 18 through May 28, 2022, NCSCCL conducted the CSO mapping across all 15 counties. The mapping captured 647 CSOs, including faith-based organizations (FBOs) and community-based organizations (CBOs). Respondents included the CSO leadership structures and members in each county. During the KIIs, respondents provided in-depth responses to a set of tailored-guided questions specific to the CSO mapping, taking into consideration the local context and relevant information including contact details, geographical and technical sector operational areas, governance, and management structures, resource structures, and advocacy priorities. NCSCCL used FGDs to elicit responses from CSO leadership and members on the working environment of CSOs at the subnational level as well as the opportunities and challenges faced by CSOs to engage in local governance processes and advocacy.

NCSCCL conducted a total of 150 KIIs with CSO members (121 male, 29 female), averaging ten per county. NCSCCL also conducted 30 FGDs, two per county, totaling 300 participants (male 176, female 24). NCSCCL, in consultation with CSA, selected CSO respondents for the KIIs based on their involvement in advocacy

issues while NCSCL selected FGD participants to ensure CSO representation from a broad cross section of CSOs including marginalized groups.

By the close of the reporting period an initial review of the data from the mapping exercise reveals that advocacy priorities for the 647 CSOs mapped are grouped around issues related to gender, education, youth and entrepreneurship, agriculture, and health.

### **CSO Funding Streams Mapping**

On 2 June 2022, CSA issued a fixed price task order to subcontractor/core partner Accountability Lab Liberia (A-Lab) to map actual and potential CSO funding streams. The task order includes mapping diaspora networks and the private sector for possible revenue generation in alignment with CSA themes. A-Lab will design funding diversification strategies including testing a new model for income generation for coalition members' financial sustainability. A-Lab will utilize the findings from the funding stream mapping to understand funding sources and how diverse groups, including those from the diaspora, may value coalition advocacy priorities.

By the close of the reporting period, A-Lab, with technical support from CSA technical and MEL teams, began work to finalize an implementation plan including a methodology on how A-lab intends to conduct the domestic and diaspora funding stream mapping for coalition members as well as approaches to facilitate domestic and diaspora fundraising strategies.

## **Objective I: Linkages between CSOs with shared priorities strengthened to increase their impact.**

### **Sub-Objective I.1. Coalitions Formed Based on Local Priorities**

NCSCL's CSO mapping survey concludes the formative process for this sub-objective. The 647 CSOs mapped will be profiled according to their thematic focus, institutional capacity and performance history for possible partnership as grantee and/or coalition partners.

### **Sub-Objective I.2. Tangible Outcomes Related to Thematic Areas Achieved**

No activities scheduled this quarter. Activities under this objective are scheduled to commence upon creation of coalitions and issuance of grants in year 2.

### **Sub-Objective I.3. Private Sector Resources Mobilized to Support Coalition Sustainability**

No scheduled this quarter. Activities under this objective are scheduled to commence upon creation activities of coalitions and issuance of grants in year 2.

## **Objective 2: Civil society’s ability to serve as a conduit for information between constituents and officials enhanced.**

### **Sub-Objective 2.1. Information Flows Between Coalitions, Citizens, and GOL Improved**

The CSA technical team has agreed in principle with the Budget Policy & Coordination Unit of the Ministry of Finance & Development Planning to collaborate in CSA year 2 on a program of public outreach through CSOs to facilitate citizen output in budget planning and preparation.

### **Sub-Objective 2.2. Mechanisms and Capacity for Policy Dialogue and Citizen Participation Improved**

No activities scheduled this quarter. Activities under this objective are scheduled to commence upon creation of coalitions and issuance of grants in year 2.

## **Objective 3: Supported CSOs’ financial and organizational sustainability enhanced.**

### **Sub-Objective 3.1. CSOs’ Organizational Sustainability Enhanced**

No activities scheduled this quarter. Activities under this objective are scheduled to commence upon creation of coalitions and issuance of grants in year 2.

### **Sub-Objective 3.2. CSOs’ Financial Sustainability Increased**

No activities scheduled this quarter. Activities under this objective are scheduled to commence upon creation of coalitions and issuance of grants in year 2.

## **Objective 4: Ongoing Capacity Development Services Available on the Local Market**

### **Sub-Objective 4.1. Capacity and Reach of Private Sector Service Providers Improved**

During Q3 CSA began preparatory work to further strengthen the CBDSPL participation in CSA activities by releasing an EOI for new service providers to join and expand the CBDSPL pool. With the publication of the EOI, 19 new service providers have expressed interest in joining the CBDSPL pool. Once reviewed and initial selections are made, CSA will share the proposed new service providers with the CSA Advisory Council. The CSA capacity development team will then work with the Advisory Council to assess new

service providers using eligibility criteria that include financial management, geographic reach, and type of service each service provider offers. Following this selection process, both new and current CBDSPL members will undergo a capacity assessment to identify key capacity gaps and targeted technical assistance will be used to address the capacity gaps of each CBDSPL member.

## Sub-Objective 4.2. CBDSPL's Organizational Capacity and Sustainability Strengthened

In Q3, CSA started preparatory work to strengthen and sustain the CBDSPL's organizational capacity by facilitating several technical meetings with CBDSPL leadership. During these technical meetings, CSA informed CBDSPL leadership about the need to recruit a consultant to conduct an organizational capacity assessment aimed at improving CBDSPL's organizational capacity as well as a grant to improve CBDSPL marketing and expansion strategies. Following these successful technical meetings with CBDSPL, CSA received approval from USAID and on May 30, 2022, advertised for an institutional capacity development consultant to conduct a capacity assessment of CBDSPL leadership including current members of CBDSPL and new members who have applied to join CBDSPL. This capacity assessment will be completed during the next quarter.

### 2.3 Implementation Challenges

CSA core partners continue to adapt to working under a task order contractual arrangement. Our partners are used to working under a grant structure and lack the capacity to manage a contract. CSA now meets with the subcontractor/partners at times individually as there are unique issues that are best dealt with on a one-on-one basis. In addition, as CSA develops its Year 2 Work Plan, efforts will be made to develop task orders with each subcontractor that run the entire year 3, thus reducing the need for frequent negotiations.

CSA had to issue two no-cost extensions for the NCSCL CSO mapping grant to allow NCSCL sufficient time to plan for and conduct the work required under the grant. Work performed during the reporting period indicated the inability of NCSCL to set realistic timelines and low capacity of technical staff. Henceforth, when co-creating grants with applicants, CSA will conduct deeper pre-award analysis to assess grantee capacity.

### 2.4 Activity Monitoring, Evaluation, and Learning Plan (AMELP) Update

For the reporting period, CSA focused on foundational activities that serve as prerequisites to the project's activities that are linked to the project's logic model and PIRS. CSA completed the following activities:

## Activity Monitoring and Data Management

Ongoing activities were monitored through onsite visits, review of event attendance rosters, and verification phone calls to a cross-section of participants of all field activities. The CSA MEL team developed a "DAI Collect" (a.k.a "KoboCollect") application for tracking online and offline field activities. The application was presented to the CSA technical management team, and it was agreed that these data collection systems will be tested during Q4 for roll-out by the onset of the new fiscal year. Additionally, the Monitoring, Evaluation, and Learning (MEL) team developed an activity tracker that catalogues all field

activities in a single Microsoft Excel database. The activity tracker complements the Performance Indicator Tracking table devised for internal DAI reporting purposes. During the quarter, the CSA MEL team requested access to USAID Development Information System (DIS) accounts and attended DIS training.

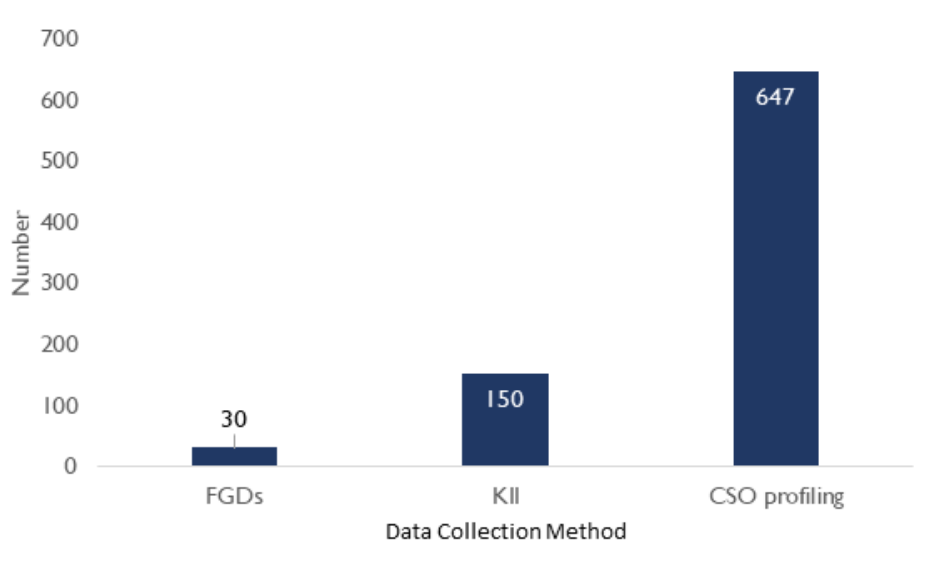
## Data Collection

**Tools and Methods:** The CSA project utilizes a mix of quantitative and qualitative data collection processes in order to track changes in local context, inform programmatic strategies, and measure results. During FY22Q3, the major data collection activities completed were the regional problem-identification focus group discussions, the problem-identification workshops, and the civil society organizations mapping activity.

Focus group discussions were conducted in the educational and health sectors. NAYMOTE and CENTAL conducted 28 FGDs in 14 counties, focusing on issues related to health and education. After the regional focus group discussions, a two-day national policy dialogue was convened to validate the findings.

The mapping of CSOs used a three-prong approach: CSO profiling; key informant interviews; and focus group discussions. The profile of CSOs covered 647 CSOs nationally. The NCSCL conducted 150 key informant interviews and 30 FGDs. The focus group discussions included a total of 300 participants.

Figure 1: Civil Society Collection Methods



**Data Quality:** CSA conducted data quality assessments on the three data streams of the CSO mapping exercise. All three data collection methods were assessed and conformed to instrument validity, which measures the intended result as specified in the task order. Since the CSO profiling, the KIIs, and the FGDs were non-random data collection processes, measuring appropriate sampling errors linked to the instruments was not applicable. CSA found that by conducting follow-on iterations of the CSO mapping activity and increasing the profiling of CSOs to include both urban and rural CSOs could lead to an increase in the number of CSOs in the database. Nevertheless, the CSOs mapping activity serves as a firm baseline of CSOs disaggregated by county. The CSA MEL team also reviewed the various attendance sheets to cross-

check the information provided. Additionally, results provided in the CSO mapping report were reviewed and feedback was sent to NCSCL for correction.

**Collaboration:** In the implementation of the various foundational activities of the project, the CSA has worked with the core CSA partners, CENTAL, NAYMOTE, and A-Lab, to roll out the activities as defined by the workplan. Nevertheless, the CSA management team has faced consistent challenges with core partners on various aspects of project implementation. Timeliness of reporting and continued contractual challenges have continued to stifle collaboration, which has affected the implementation schedules of the project's foundational activities.

**Learning:** Even though the AMELP outlined three levels of learning, currently the project places a premium on activity-level learning, which promotes improvements in the implementation of the foundational activities of the project. New layers of monitoring of project implementation have been added to the various task orders. These include an Event Planning Checklist and consistent reminders to partners and team members on activities schedules and deadlines.

**Adapting:** The CSA team continues to review its workplan and revises its implementation strategy based on the changing landscape of collaboration and work schedule.

## 3. INTEGRATION OF CROSSCUTTING ISSUES AND USAID FORWARD PRIORITIES

### 3.1 Gender Equality and Female Empowerment

Three of the six CSA Advisory Council members are women, each of whom has expertise in democracy and governance, advocacy and gender issues, which will be integrated into CSA's programming.

Though problem-identification consultations focused on the education and health sectors, gender arose as a cross-cutting issue. During CENTAL and NAYMOTE's problem-identification consultations in 14 counties, the subcontractors made efforts to ensure women's participation at both FGDs and KIIs. In any follow-on or similar activities, CSA plans to also have separate group meetings with women, led by women facilitators to ensure a more open discussion.

In addition, the CSA Mapping exercise being conducted by NCSCCL captures CSOs focused on gender issues.

### 3.2 Sustainability Mechanisms

Not applicable this quarter.

### 3.3 Environmental Compliance

Not applicable this quarter.

### 3.4 Youth

CSA required focus group discussions during the sub-national problem-identification consultations to include youth.

In addition, the CSA Mapping exercise being conducted by NCSCCL captures CSOs focused on youth issues.

### 3.5 Anti-Trafficking in Persons

Not applicable this quarter.

### 3.6 Local Capacity Development

CSA continues to train and mentor core partners, CENTAL, NAYMOTE and A-Lab on subcontract management, task order implementation and data capture for MEL purposes. During the next quarter, staff from core partners assigned to the PEA teams will immerse themselves on PEA principles and how to conduct a PEA.

CSA technical staff have continued to mentor and build the capacity of staff from the NCSCCL on grant milestone scheduling and how to implement a CSO mapping activity.



### 3.7 Public Private Partnership (PPP) and Global Development Alliance (GDA) Impacts

Not applicable this quarter.

### 3.8 Science, Technology, and Innovation Impacts

Not applicable this quarter.

## 4. CONSULTANTS AND STAKEHOLDERS

During the quarter, CSA developed a scope of work for an Institutional Capacity Development Consultant to conduct capacity assessments for CBDSPL and its members. In Quarter 4, the consultant will provide short-term technical assistance (STTA) not to exceed 30 days to identify key capacity gaps such as revenue mobilization, marketing and outreach, gender integration, and compliance with donor regulations of existing and new members of the Consortium of Business Development Service Providers of Liberia.

## 5. STUDIES, EVALUATIONS, OR REPORTS COMPLETED DURING THE REPORTING PERIOD

NAYMOTE and CENTAL submitted reports detailing the subnational problem-identification consultations and the national policy dialogues validating the subnational consultation findings. CSA worked with both subcontractors to finalize these reports, which CSA then shared with USAID.

During the reporting period the NCSCL submitted the first draft of the report on CSO mapping in Liberia. The report analyzes the different types of CSOs captured by the mapping across the country. In addition to the report, NCSCL created a database of CSOs disaggregated by county, thematic focus, leadership type, duration of existence, etc. By the end of the reporting period, CSA had reviewed the draft and provided recommendations to NCSCL to improve the quality of the report.

## 6. MANAGEMENT AND ADMINISTRATIVE ISSUES

### 6.1 Recruitment

During the quarter, three staff recruited in the previous quarter joined the CSA team, bringing the total number of staff to 16. CSA did lose two staff April, the Procurement Manager and the Grants Intern. Recruitment is underway to fill these positions and will be completed by the next quarter. In addition, the four Regional Coordinators/Community Mobilizers will be recruited in the next quarter prior to thematic sector selection.

CSA also completed recruitment for three local consultants during the quarter, all of whom will commence assignments in Q4. Two consultants (PEA consultants) will support CENTAL and NAYMOTE, under the guidance of the CSA technical team, to work alongside other national and international experts to conduct the political economy analyses (PEA) of the health and education sectors. The Institutional Capacity Development Consultant will support CSA Objective 4 activity to identify key capacity gaps in revenue mobilization, marketing and outreach, gender integration and compliance with donor regulations of existing and new members of the CBDSPL.

### 6.2 Office

During this quarter, CSA continues to use hired vehicles to support the transportation needs of the project pending the procurement of project vehicles. CSA used hired vehicle services during the quarter under

review for its Monrovia office operations and facilitated travel for CSA staff participation in the subnational consultations conducted by CENTAL and NAYMOTE, along with the CSO Mapping done by National Civil Society Council of Liberia (NCSCL).

The project completed the procurement process for the purchase of three vehicles during the quarter and submitted to USAID a Request for Approval to Procure Restricted Goods – Motor Vehicles on June 28<sup>th</sup>.

CSA completed the installation of Local Area Network (LAN) system/cabling and procured Internet Service Provider (ISP) services for internet at the CSA office in Monrovia. CSA also submitted a request for Duty-Free and Tax Exemption to the Liberia Revenue Authority for a second shipment of IT equipment. Finally, a tax exemption for Internet Service Provider was made and approved through the USAID Executive Office.

### 6.3 Staff Capacity Building & Training

In early April, CSA completed a month-long, in-depth DAI field procurement training (online) for all staff. The CSA Operations Director also participated in DAI's HR Management System - HOPP (HR Oracle People Process) training in April. In May, all CSA staff participated in DAI TAMIS (Technical Administrative Management Information System) training covering the procurement, grants, finance, administrative, technical and MEL modules.

CSA also received approval from USAID for first training for staff in the previous quarter; and on June 9, 2022, a one day Basic First Aid training for all staff was conducted by the Liberian National Red Cross Society. The DAI home office also conducted Grants Applicability Training for some CSA operations and technical staff during the quarter.

## 7. LESSON LEARNED

A key lesson learned during the quarter involves the level of capacity possessed by CSA subcontractors, including NAYMOTE and CENTAL, to influence and mobilize key stakeholders for public policy events. During the policy dialogue following the subnational consultations, CENTAL was able to influence and mobilize key stakeholders including government representatives and civil society experts to participate in the policy dialogue event hosted by CENTAL. In contrast, NAYMOTE's policy dialogue showed a poor turnout of key GOL stakeholders. In response, CSA is putting into place a mechanism to provide mentorship and coaching support to NAYMOTE to improve their mobilization skills.

In addition, CSA has found that its subcontractors struggle with their role as subcontractors. Historically, they have worked under grant mechanisms which have a relatively looser set of rules and regulations under which they operate. CSA has found that by meeting with each of our three core subcontractors separately they are more willing to discuss management challenges within their own organization and CSA is then able to mentor and offer tailored solutions.

## 8. PLANNED ACTIVITIES FOR NEXT QUARTER INCLUDING UPCOMING EVENTS

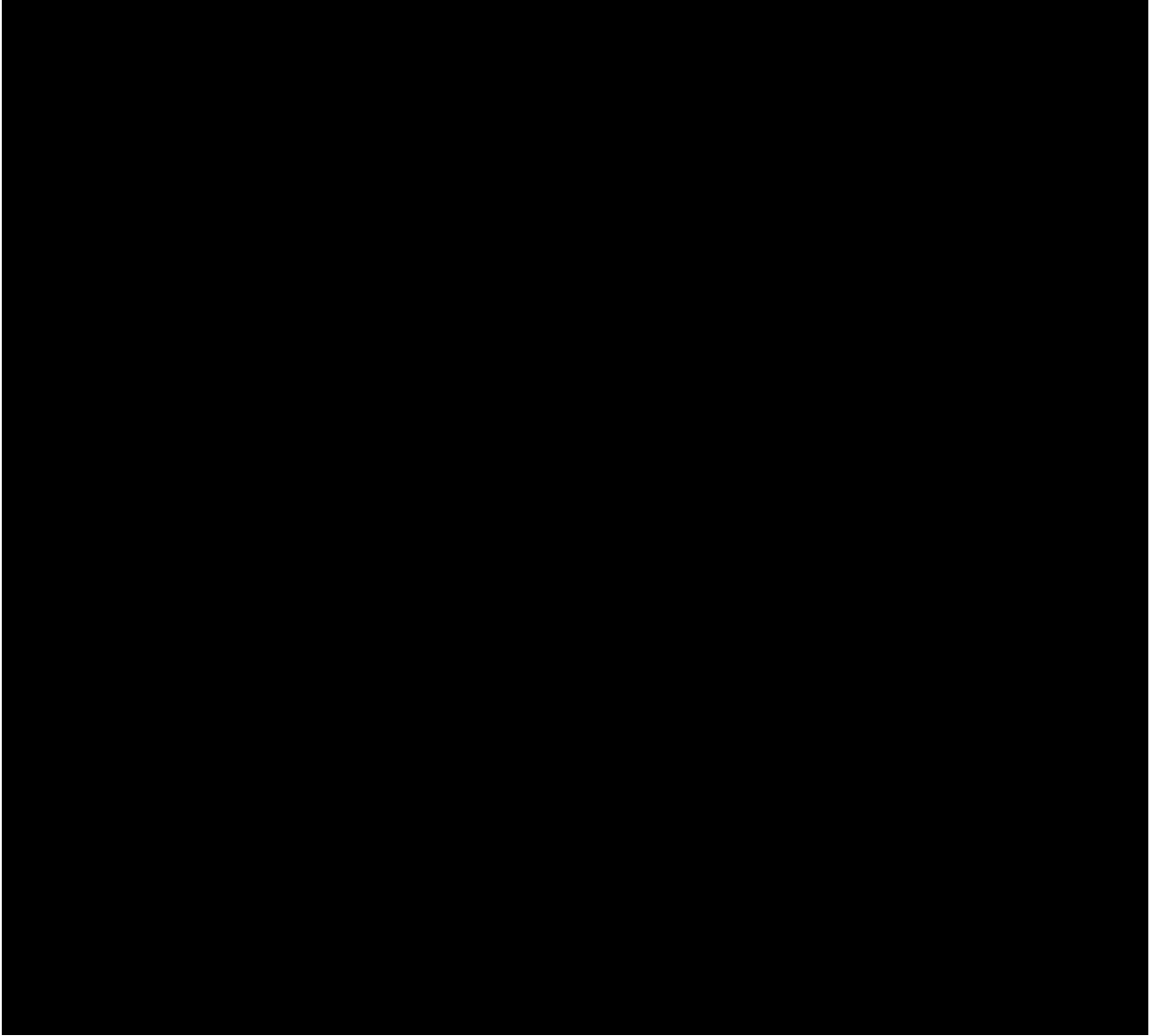
Activity	Work Plan Activity	Date	USAID Involvement	Primary Responsibility
CSO Mapping Validation Workshop	Foundational Activity	July 23, 2022	Participation	NCSCCL
Political Economy Analysis in Health and Education Sectors	Foundational Activity	July-August, 2022	Information about location, outcome, and of prior interventions in education and health; Workshopping Findings and Recommendations	Senior Policy Advisor
Support the collection of information from key stakeholders related to intended and unintended outcomes to inform cluster, and program-level, evaluations.	Foundational Activity	July-September, 2022		MEL Officer
Conduct Second GeoPoll Survey	Foundational Activity	August, 2022		Geopoll/Senior Policy Advisor
SNA of CSA thematic focus completed	Foundational Activity	August, 2022 (tentative)		DCOP/Capacity Building Officer
Build capacity of CSA staff and partners on MEL methods and approaches, including complexity-aware approaches.	Foundational Activity	September – October, 2022		MEL Director
Publication of 4 RFAs, 2 in Health Sector and 2 in Education Sector (National level & Sub-national Level)	Objective 1	September 9 – October 10, 2022		Grants/Ops
Provide mentorship support to CENTAL and NAYMOTE to support concept notes and proposal development of proposed CSA grantee partners	Objective 3	Tentative (Sept. 2022)		DCOP/ Capacity Building Officer

Institutional Capacity Assessment of CBDSPL members both old and new	Objective 4	July 11-August 15, 2022		DCOP /Private Sector Engagement Specialist
Prequalified firms to join CBDSPL	Objective 4	August 19, 2022 (tentative)		DCOP /Private Sector Engagement Specialist
Issue marketing grant RFA to CBDSPL to address their marketing and expansion strategies	Objective 4	September 1-30, 2022		Grants Manager
Provide technical assistance to CBDSPL to develop a proposal for a marketing grant and manage CBDSPL Marketing Grants	Objective 4	September, 2022 (tentative)		DCOP/Private Sector Engagement Specialist

## 9. HOW IMPLEMENTING PARTNER HAS ADDRESSED COR COMMENTS FROM THE LAST QUARTERLY

The COR has no comments to be addressed from the last quarterly.

## 10. QUARTERLY FINANCIAL REPORT



## ANNEX A: PROGRESS SUMMARY

**Table I(a): AMELP Indicator progress - USAID Standard Indicators and Project Custom Indicators**

Goal/Impact: Liberian Civil Society Organizations (CSOs) ability to more effectively engage their constituents (citizens), contribute to decision-making processes, and oversee government actions strengthened											
Indicator	Data Source	Baseline data		FY 2022		Quarterly Status – FY 2022				Annual Performance Achieved to Date (in %)	Comments
		Year	Value	Annual Cumulative Planned target	Annual Cumulative Actual	Q1	Q2	Q3	Q4		
<b>Objective/Outcome I: Linkages between CSOs with shared priorities strengthened to increase their impact</b>											
1.1 Number of new or amended policies, regulations, or legislation related to thematic focus of supported CSO coalitions	Project and GOL records	Y1	0	0	0	0	0	0	0	0	
1.2 Percent increase in citizen satisfaction in CSA supported thematic service delivery outcomes	Project records, surveys	Y1	0%	0	0%	0%	0%	0%	0%	0%	







Sub-objective/Output 4.1: Capacity and Reach of Private Sector Service Providers Improved											
4.1.1 Number of private sector entities providing services to sub-national CSOs	Project records	Y1	0	0	0	0	0	0	0	0	
Sub-objective/Output 4.2: CBDSPL's Organizational Capacity and Sustainability Strengthened											
4.2.1 Percent increase in CBDSPL's organizational capacity	IACAT	Y1	0%	TBD	0%	0%	0%	0%	0%	0%	
Sub-objective/Output 4.2: CBDSPL's Organizational Capacity and Sustainability Strengthened											
4.2.1 Percent increase in CBDSPL's organizational capacity	IACAT	Y1	TBD	TBD	TBD	0%	0%	0%	0%	0%	The baseline data for this indicator will be derived from the IACAT. This will lead to the determination of a realistic annual target
4.2.2 Number of new private sector entities joining CBDSPL	Project records	Y1	0	4	0	0	0	0	0	0	

Cross-Cutting Indicators											
5.1 Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8]	Project records	Y1	0	15	0	0	0	0	0	0	
5.2 Number of laws, policies or procedures adopted and implemented with USG assistance designed to promote and improve youth participation at the regional, national or local level. [YOUTH-2]	Project records	Y1	0	0	0	0	0	0	0	0	
Context Indicator											
USAID CSO Sustainability Index - Europe & Eurasia (24 countries), Africa (31 countries), MENA (7 countries), Asia (7 countries), and Afghanistan and Pakistan [DR.4.2-3]	USAID CSO Sustainability Index	Y1	TBD	TBD	0	NA	NA	NA	NA	NA	

## ANNEX B: SUCCESS STORY



**USAID**  
FROM THE AMERICAN PEOPLE

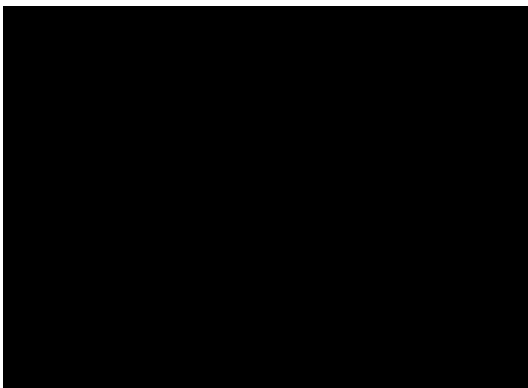
# SUCCESS STORY

## NATIONAL POLICY DIALOGUES CONVENE KEY STAKEHOLDERS

### Local Partners Lead Key Events in Monrovia

Beginning April 18, 2022, two of USAID/Liberia's Civil Society Activity (CSA)'s local partners, the Center for Transparency and Accountability in Liberia (CENTAL) and NAYMOTE Partners for Democratic Development (NAYMOTE), commenced sub-national problem identification workshops across Liberia's 14 counties. NAYMOTE and CENTAL engaged with CSOs, government officials, and citizens--including members of marginalized groups--to validate a national perception survey conducted to identify Liberians' most pressing developing priorities. In line with an analysis of the survey results, the problem-identification activities focused on the health and education sectors.

To further integrate citizens' voices into the selection of CSA thematic windows, and to validate the results of the problem-identification workshops, NAYMOTE and CENTAL conducted national-level policy dialogues in Monrovia on June 15 and 16. During the policy dialogues, the key partners shared findings and recommendations on health, education, and cross-cutting issues that arose during the sub-national problem-identification workshops.



*Participants look on at the NAYMOTE-led session of the national policy dialogue.*  
PHOTO CREDIT: NAYMOTE

The policy dialogues successfully convened civil society leaders in the health and education sectors, Government of Liberia (GOL) officials, students, and CSOs to discuss specific, tractable development priorities within the broad sectors identified through the national survey and the problem-identification consultations. Notable panelists included the Executive Director of the National Teachers Association, Mary W.M Nyumah, and the Assistant Secretary-General of the National Health Workers Union of Liberia, Deemi T. Dearzrua.

The dialogues led to the co-creation of specific policy recommendations that can be used by future coalition members to advocate for sustainable and effective policy reforms.

Throughout implementation of the activities the Liberia CSA team supported CENTAL and NAYMOTE to developed capacity in the areas of research tools development and conducting of focus group discussions (FGD) and key informant interviews (KII), as well as workshop and dialogue facilitation.